ISTANBUL TECHNICAL UNIVERSITY ★ GRADUATE SCHOOL OF SCIENCE ENGINEERING AND TECHNOLOGY

AN INVESTIGATION ABOUT HOW TEAM CHRACTERISTICS AND JOB SATISFACTION INFLUENCE TEAM MEMBERS' WORK MOTIVATION AND SUBSEQUENT POSITIVE WORK OUTCOMES IN TECHNOLOGY BASED FIRMS

M.Sc. THESIS

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JAN, 2015

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İSTANBUL TEKNİK ÜNİVERSİTESİ ★ FEN BİLİMLERİ ENSTİTÜSÜ

TEKNOLOJİ TEMELLİ FİRMALARDA TAKIM ÖZELLİKLERİNİN VE İŞ TATMİNİNİN MOTİVASYON VE İŞ ÇIKTILARI ÜZERİNE ETKİLERİNİN İNCELENMESİ

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To my family,

FOREWORD

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Jan 2015   Gökhan KARA
                                                        (Industrial Engineer)

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ABBREVIATIONS

H	**:**	Hypothesis
SPSS	**:**	Statistical Package for the Social Sciences
HR	**:**	Human Resources
OC	**:**	Organizational Commitment
JP	**:**	Job Performance
JS	**:**	Job Satisfaction
Mot	**:**	Motivation

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SUMMARY

Nowadays, most of the firms go into action with the ultimate goal to increase the performance and the organizational commitment of their members. The issue of how to improve the performance is directly related to the high motivation and the job satisfaction of the personnel. In addition, the cohesiveness and the organizational commitment must be considered to ensure the continuance of the high performance.

The central theme of the study is to investigate the influence of the team characteristics and the job satisfaction on the team members' work motivation and subsequent positive work outcomes in technology based firms. Within the scope of the study, a comprehensive survey have been conducted with 101 people from the biggest 5 telecomunication companies in Turkey. In study they are shown as Company 1, Company 2, Company 3, Company 4 and Company 5, respectively. In order to analyze the data, SPSS 20.0 packaged statistical data analysis tool and process macro have been exploited. To analyze data frequencies and descriptive analyses, reliability analyses, correlation analyses, regression analyses, factor analyses, moderation test and mediation test have been applied.

In order to define variables' reliability, reliability analyses were applied and some of the questions were discarded to reach high consistency. After reliability analyses correlation analyses were made.

In accordance with the significant findings of the correlation test, between the motivation and job performance, and between job satisfaction and motivation has the most significant positive relationships. There is also a significant relationship between motivation and organizational commitment found but their relationship is lower compare with the motivation and self-rated job performance.

Concordantly, the same correlations have been determined between the the organizational commitment and the team characteristics, and the organizational commitment and the job satisfaction. Organizational commitment has positive correlation with all other variables.

In regression analysis of self-rated job performance, it was found that self-rated job performance is only has a significant relationship with motivation. Its R-square value is 0,51, which means self-rated job performance was explained with motivation as 51%. Beside that organizational commitment was explained with job satisfacition as 23% and with job satisfaction and role equity as 30%.

TEKNOLOJİ TEMELLİ FİRMALARDA TAKIM ÖZELLİKLERİNİN VE İŞ TATMİNİNİN MOTİVASYON VE İŞ ÇIKTILARI ÜZERİNE ETKİLERİNİN İNCELENMESİ

ÖZET

Günümüzde bir çok firma çalışanlarının performanslarını ve firmaya olan bağlılıklarını arttırmak için çeşitli aksiyonlar almaktadır. Çalışanların performansının artması için yüksek motivasyon ve iş tatminin olması gerektiği bilinmektedir. Performansın yanı sıra firmalar çalışanlarını elde tutmak için bir firmaya aidiyet duygusu kazandırmaya çalışmaktadırlar. Aidiyet duygusunun kazandırılması için firmalarda iç iletişim takımları kurulmakta ve bu takımlar ayrıca şirket içi organizasyonlar da düzenleyerek çalışanların firmaya olan bağlılıklarını da arttırmayı hedeflemektedir.

Bu araştırmanın amacı telekomünikasyon sektörü firmalarında çalışan takım üyelerinin iş tatmini, motivasyon ve takım özelliklerinin performans ve organizasyonel bağlılığa etkilerinin belirlenmesidir. Araştırmanın kapsamı olarak Türkiye'de faaliyet gösteren 5 firmaya anket yapılmıştır.

Araştırma kapsamında 5 teknoloji firmasında çalışan toplam 101 kişinin anket sonuçları değerlendirilmiştir. Anket verileri SPSS 20.0 (Statistical Package for Social Science for Windows 20.0) programı ile değerlendirilmiştir. Değişkenlerin arasındaki mediation ve moderation ilişkilerini görebilmek için SPSS üzerine processmacro programı kurularak analizler bu program aracılığıyla yapılmıştır.

Katılımcılar ortalama 30 yaşında, büyük oranda en fazla 2 yıldır mevcut pozistiyonunda ve en fazla 4 yıldır mevcut şirketinde çalışmaktadırlar. Anket verilerinin analizinde modelin değişkenleri olan iş tatmini, motivaston, iş performansı ve organizasyonel bağlılık değişkenlerinin yaş, medeni durum ve cinsiyet gibi demografik faktörlerin değişiminden anlamlı olarak etkilenmediği görülmüştür.

Anket verileri sıklık ve tanımlayıcı analizler, güvenilirlik analizi, korelasyon analizi, regresyon analizi, faktör analizi, aracılık analiiz ve düzenleyicilik analizi ile incelenmiştir.

Analizlerde tüm verilerin incelenmesinin yanında şirket bazında da inceleme yapılmış, farklılaşan ve benzerlik görülen noktalar belirlenmiştir. Company 4 ve Company 2 aynı grup şirketi olmalarına rağmen korelasyon analizinde farklı ilişkilerin anlamlı çıktığı görülmüştür. Bu da sektör ve kurum iklimlerinin yanı sıra her şirketin kendine özgü yöntem ve sonuçları olduğunu göstermektedir.

Değişkenlerin güvenilirliğinin belirlenmesi için öncelikle güvenilirlik analizi yapılmış, sınırın altında kalan sorular analizden çıkartılarak, anlamlı seviyeye çekilen Alfa değerleriyle değişkenleri oluşturan sorular belirlenmiş, ortalamalar tekrar

hesaplanmıştır. Güvenilirlik analizinden sonra anlamlı ortalamalar ile korelasyon analizi yapılmıştır.

Korelasyon testleri sonucunda motivasyon ile iş performansı arasında, motivasyon ile iş tatmini arasında, iş tatmini ile iş performansı arasında, takıma bağlılık ile motivasyon arasında, iş tatmini ile takıma bağlılık arasında, iş tatmini ile organizasyonel bağlılık arasında çok güçlü pozitif ilişki bulunmuştur. Çalışmada önerilen model testler sonucunda doğrulanmıştır.

İş tatmininin diğer tüm değişkenlerle anlamlı pozitif ilişkisi olduğu bulunmuştur. İş tatmininin motivasyon ve iş performansı ile çok güçlü ilişkili çıkması, iş performansını arttırmaya çalışan şirket yöneticileri ve insan kaynakları departmanı için kıymetli bir sonuçtur.

Motivasyon ve iş performansının arttırılması için çalışanların işlerine odaklanılmalı, ilgili işlerin çalışanların bilgi ve yeteneklerine ne kadar uyduğu, çalışnaların ücret, yan haklar ve iş koşullarından ne kadar memnun oldukları araştırılmalı, memnuniyet arttıcı çalışmalar için aksiyonlar belirlenmelidir.

Hipotez testlerinde takım karakteristiklerinin diğer değişkenlerle daha zayıf ilişkilerde olduğu görülmüştür. Organizasyona bağlılık ve iş performansı arassında anlamlı bir korelasyon çıkmamıştır.

Faktör analizleri ile değişkenlerin alt grupları belirlenmiş, güvenilirlik analizi ile alt gruplar test edildikten sonra korelasyon analizi ile bu grupların birbrilerini hangi yönde ve şiddette etkilediği belirlenmiştir.

Faktör analizleri sonucunda iş performansının, iş tatmininin en çok iş prestiji grubu ile pozitif ilişkili olduğu görülmüştür. İş prestijinden sonra iş koşulları ve faydaları grubu iş performansını etkilemektedir. İş yoğunluğunun iş performansına anlamlı şekilde etki etmediği görülmüştür. Bu sonuçların ışığında iş performansının kişilerin işlerini nasıl gördükleriyle, sonrasında çalışmaları dolayısıyla elde ettikleri faydalar ile ilişkili olduğunu buna rağmen iş yoğunluğu, iş zorluğu gibi kavramların performansı etkilemediğini söyleyebiliriz.

Regresyon analizinde iş performansının sadece motivasyon ile anlamlı şekilde ilişkisi olduğu görülmüştür. Motivasyon %51 oranında iş performansını açıklamaktadır. Motivasyonun da alt grup detayına baktığımızda iş performansının en çok kişisel yeterlilik ile ilişkili olduğu görülmüştür. Çalışanlar kendilerini gerekli bilgi, beceri, tecrübe, eğitim seviyesinde gördüklerinde iş performansı buna bağlı olarak artmaktadır.

Organizasyonel bağlılığın regresyon analizinde ilgili değişkenin iş tatmini ve iş tatmini ile rol eşitliği değişkenleri ile ilişkili olduğu görülmüştür. Sonuç olarak modeldeki iki çıktı değişkeni de farklı bağımsız değişkenler ile ilişkili çıkmıştır.

Performans arttırımı için motivasyon, bağlılık arttırımı için iş tatmini ve rol eşitliğine odaklanılmalıdır.

Sonuçların Türkiye'de faaliyet gösteren en büyük 5 telekomünikasyon şirketine ait olduğu unutulmamalıdır. İlgili çalışma sektörler ve ülkelere göre farklılık gösterebilecek olsa çıkan sonuçlar literatür ile paralellik göstermektedir. Bundan sonraki araştırmalarda farklı sektörler de ele alınıp sektörler arası karşılaştırma yapılabilir. Sektörlerin yanı sıra diğer ülkele ile de karşılaştırma yapılarak farklı kültürlerdeki insanlar için sonuçların nasıl değiştiği izlenebilir.

Mevcut çalışma 101 anket üzerinden yapılmıştır, anket sayısı arttırılarak istatistiksel olarak güven seviyesinin daha yüksek olduğu sonuçlar ortaya konulabilir. Şirketler bazında minimum 30 örneklem sınırını sadece Company 2 geçtiği için, örnek sayısı 30'dan küçük olan şirketlerin analizinde parametrik olmayan analiz yöntemleri kullanılmıştır. Gelecek çalışmalarda şirket başına en az 30 anket toplanabilirse bu sorun giderilmiş olur.

1. INTRODUCTION

Today, organizations care team success more than individual success. Almost all of the job postings candidates required to be a good team member. Teamwork is more popular than individual work because teamwork provides more output than individual work. Through teamwork more success is achieved. For a better team performance team characteristics such as task interdependence, cohesiveness and role equity are important.

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable. (Katzenbach and Smith, 1993)

Theoretically, by collective effort, teams can achieve goals for beyond the sum of their individual members' efforts. (Kirkman and Rosen, 2000).

Besides Self-rated job performance, organizations care organizational commitment as well. For organizations, employees' long term work is important because senior employees know the company processes and produce more outputs. Recruitment process has some costs and new employees have to spend some time to orientation. For better self-rated job performance and organizational commitment managers should build a climate which improve team members' motivation. Researches Show that there isa link between motivation and self-rated job performance and organizational commitment. Every employee has different expectations from the organization and their managers. Organizations first figüre these expectations out and take actions according to results.

In this study surveys have been analyzed with SPSS 20.0 (Statistical Package for Social Science for Windows 20.0) programme. Reliabiliy Analysis, Correlation Analysis, moderation and mediation Analysis have been made. For moderation and mediation analysis Process makro have been used.

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1.1 Purpose of Thesis

Today, companies are more care about retention their employee and sustainability. In the uncertain environment sustainability becomes more important. Beside managerial view, for theorotical view, which factors' effect positive work outcomes and how their effect level are investigated in that research. These outcomes are self-rated job performance and organizational commitment. Today, orgnaizational commitment become more important fort he organizations, because people consume everything so fast and they tend to use latest technological devices, latest cars, latest clothes etc. They are tend to change and upgrade everything in their lives. Therefore organizations should be aware of that and take actions to create positive work enviroment and meet employees' expectations.

There are too many studies about self-rated job performance and organizational commitment. In this study, job satisfaction's and motivation's effects on Self-rated job performance and organizational commitment have been investigated.

For better job performance, employees should be motivated to their jobs and they should like what they do. Motivation is either one of the most studied concepts. Outside of other studies, this study includes only the biggest telecomunication companies in Turkey.

This study was made in telecommunication sector specific. Telecommunication sector is one of the fastest growing sectors in Turkey. In that sector competitive is so high and companies have to change rapidly. In this competitive environment, employees have to perform thir best performance and companies don't want to lose their employees. Trained employee is limited in the sector. Because of these reasons, in this study, telecommunication sector is focused.

Although, there are qualified employees in an organization, unless their will to work trigger by management, they can not provide enough and necessary value to organization. (Akçakaya, 2004)

Survey was conducted with 101 people from 5 different telecommunication companies.

1.2 Research Question

Research question of the study is: 'How do the team chracteristics and job satisfaction influence team members' work motivation and subsequent positive work outcomes in technology intensive environments?'

In order to answer this question seven main hypothesis were established and results were evaluated.

2. LITERATURE REVIEW

2.1 Model

The purpose of the study is to present and test a model that identifies the relatioship between team characteristics, job satisfaction, motivation, self-rated job performance and organizational commitment.

Employee retention and loyalty come ahead targets of human resources department's and managers' of companies. Especially in telecommunication sector turnover is so high and transitions between companies are too much. Trained manpower in the sector limited. Because of these reason's organizational commitment is important for the companies in the sector. Sector is also so competitive. In this competitive environment companies has to effort best of their performance and creativity. In this mannet besides organizational commitment, employee's self-rated job performance has critical importance as well. To reach these positive work outcomes, there are three independent variable has defined. These variables' effect to these positive work outcomes was supported on the previous researches.
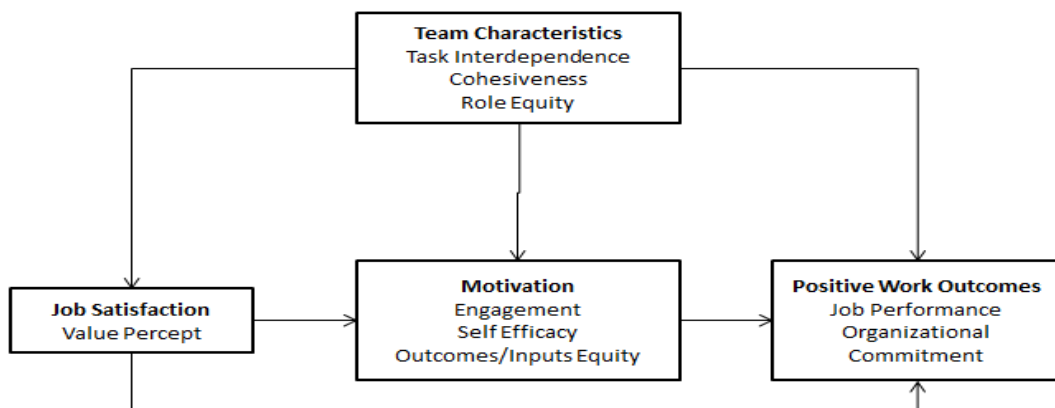
Figure 2.1 : Research Model.

Research model has two dependent and three independent variables. Independent variables are Job Satisfaction (Value Percept), Team Characterisrics (Task

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Interdependence, Cohesiveness and Role Equity) and Motivation (Engagement, Self Efficacy and Outcomes/Inputs Equity).

Dependent variables are Positive Work Outcomes (Self-rated job performance and Organizational Commitment).

In the research model, Job Satisfaction, Motivation and Team Characteristics are expected to have direct effect on both self-rated job performance and organizational commitment. In this study each independent variable's effect on dependent variables were investigated.

Before explaining the relationship between independent and dependent variables, each variable will be explained.

2.2 Team Characteristics

First independent variable that is focused Team Characteristics. This varible consist of three parts: Task interdependence, cohesiveness and role equity.

2.2.1 Task interdependence

Task interdependence is defined as "Task interdependence refers to the degree to which team members interact with and rely on other team members for the information, materials, and resources needed to accomplish work for them" (Van de Ven et al, 1976, p. 322).

Thompson (1967) is defined types of interdependencies as pooled, sequential, reciprocal and comprehensive interdependencies.

In pooled interdependence, all team members are working on their own and prepare their own parts to the output. Team members are independent but they have to do their respponsibilities, in order to complete action. Sales team is a good example for that relationship.

In sequential interdependence, each team member depends on the previous one. Like assembly line, all works must be done one by one. Manufacturing sector is a good example for that relationship.

In reciprocal interdependence, team members are having interaction with eachother. In this relationship, employees must share documents, informations or opinions with each other complete the action. One's output will be other's input. Saavedra et al.

(1993) was explained reciprocal interdependence as, generally group members have different roles and often are specialists with different expertise; they perform different parts of the task in a flexible order.

Finally, comprehensive interdependence requires the highest level of interaction and coordination among members as they try to accomplish work. (Van de Ven et al, 1976, p. 325). Kelly (2001) was explained comprehensive interdependence as, these teams are composed of individuals from very diverse backgrounds, and they meet as a team quite often to share knowledge and ideas to solve problems related to their design projects.

2.2.2 Cohesiveness

Cartwright (1968) explained cohesiveness as the resultant of all forces acting on all the members to remain in the group.
Guzzo and Shea (1992) also defined team cohesion as team cohesion refers to the forces that bind members to each other and to their team.

In this study, cohesiveness is considered as individual level.

Team cohesiveness is strongly related with organizational citizenship at individual and team levels (Chen, Lam, Schaubroeck, & Naumann, 2002; Organ, Podsakoff, & MacKenzie, 2006; Paine & Organ, 2000; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Festinger et all (1950) is pointed task-based cohesion as task-based group cohesion results when task accomplishment provides for both the personal and collective attainment of important goals.

2.2.3 Role equity

Role equity is distribution works to employees as balanced hardness and workload.

Managerial roles and organizational development teams are important while defining jobs and distribute them to the employees. There should be a good leardership to provide that workload balance between employess.

As Zaccaro et al (2001) was mentioned, success of the leader in defining team directions and organizing the team to maximize progress along such directions contributes significantly to team effectiveness.

Kozlowski, (1998) argues that as teams enter performance environments, leaders are not so much responsible for directing specific team actions as they are responsible for developing the underlying individual and team capabilities that enable teams to self-manage their actions.

Zaccaro et al (2001) is defined an important role of team leaders is to moderate the degree of affect in the team by fostering a climate where disagreements about team strategies can be aired constructively.

2.3 Job Satisfaction

Job satisfaction is very popular topic. Its effect on outcomes was proven pervious researches. Ivancevich et al (1990), states that job satisfaction is an attitude that individuals have about their jobs. It results from their perception of their jobs.

Greenberg and Baron (2000) states that job satisfaction is a persons' positive or negative feelings about their job. Greenberg and Baron (2000) also said that job satisfaction is also an attitude, or rather, job satisfaction is a general attitude the employee develops for his own job.

Barnet and Karson (1989) argues that some of researches clain that age, gender, marital status and cmpany tenure is effected on job satisfaction.

2.4 Motivation

Latham and Pinder (2005) is defined motivation as a set of energic forces that originates both within and outsid ean employee, initiates work-related effort, and determines its direction, intensity, and persistance.

Maier (1955) states that Motivation is a critical consideration because effective job performance often requires high levels of both ability and motivation.

Al-Ahmadi (2009) states that performance improvement is not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce.

Deci and Ryan (2000) argues that motivation that is controlled by some contingency that depends on task performance.

2.4.1 Engagement

Research on work engagement shows that there is a positive relationship with job satisfaction, organizational commitment and jop performance. It is known that engaged employees are more productive and report higher levels of health and well being (Laschinger et al.,2008; Bakker and Demeouriti, 2008; Schaufeli and Bakker, 2004).

These findings are supported by Ahmad et al. (2005), Albrecht (2011) who investigated that work engagement has siginificant influence affective commitment. As it was proven in our study, when employees engaged level of their work would increase, their commitment to organization will also increase.

This study also expands the studies which were studied relationship between work engagement and affective commitment (Albrecht, 2010; Hallberg and Schaufeli 2006).

2.4.2 Self efficacy

Bandura (1977) is defined self efficacy as the belief that a person has the capabilities needed to execute the behaviors require d for task success.

Brockner (1988) thinks of self efficacy as a kind of self-confidince or a task-spesific version of self-esteem.

Bandura (1977) also suggest that When employees consider efficacy levels for a given task, they first consider their past accomplishments, the degree to which they have succeeded of failed in similar sorts od tasks in the past.

Finally, Bandura (1977) argues that efficacy is dictated by emotioanal cues, in that feelings of fear or anxiety can create doubts about task accomplishment, whereas pride and enthusiasm ca bolster confidence levels.

2.4.3 Outcomes / inputs equity

Adams (1965) is explained Equity theory as equity theory suggest that employees create a'mental ledger' of the ourcomes (or rewards) they get from their job duties.

Adams and Rosenbaum (1962) states that Equity theory acknowledges that motivation doesn't just depend on your own beliefs and circumstances but also on what happens to other people.

According to Adams (1965) Equity theory argues that compare your ratio of outcomes and inputs to the ratio of some comparison other, some person who seems to provide an intuitive frame of reference for judging equity.

In equity theory, if outcomes and inputs ratio is equal with comparison, there is a equity. If outcomes and inputs ratio is lower than comparison, there is a underreward inequity. If outcomes and inputs ratio is higher than comparison, there is a overreward inequity.

2.5 Positive Work Outcomes

There are two work outcomes are searched in this study. These are Self-rated job performance and Organizational Commitment.

2.5.1 Self-rated job performance

Job performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. (Putterill and Rohrer, 1995).

Job (task) performance is investigated based on the classification of Colquitt et al. (2012), who divide performance into task performance, creative performance and adaptive performance.

Scotter et al (2000) argues that task performance is in-role behavior and part of the formal job-description, where as adaptive and creative performance is extra-role behavior.

According to Colquitt et.al (2012), adaptive performance involves employee responses to task demands that are novel, unusual, or unpredictable. Creative performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

2.5.2 Organizational commitment

According to the Meyer and Allen's (1997) three-dimensional organizational commitment model, there are three different reasons for workers to commit the organization:

Affective commitment is the study who are connected emotionally to the organization, to identify with the organization, adopts the aims of the organization and are contact willingly organizations.

Continuous commitment is the employer of their investment organizations (labor, time, effort, such as status) is connected as required to the organization.

Normative commitment is the employer are connected with the right and a moral form of behavior that the obligation sense of the thinking of the organization remain in the organization.

This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Meyer et al., 2002).

3. HYPOTHESES

In this study, nine hypotheses were tested. This nine hypothese were devided three parts as Relation, Predictio and Moderation&Mediation Hypotheses. Hypotheses were shown in a figure below.
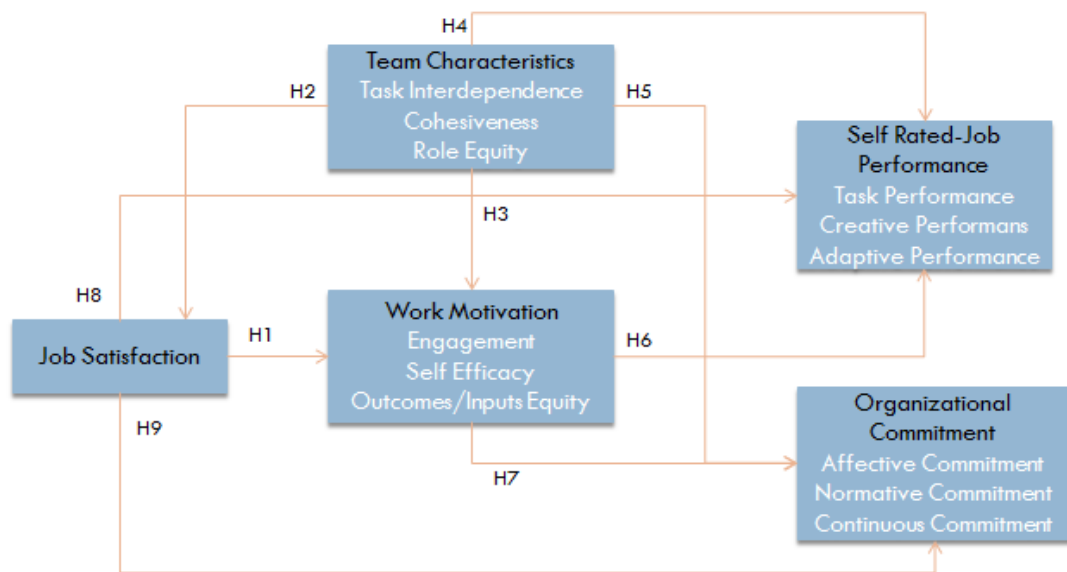
Figure 3.1 : Hypotheses.

Van Niekerk (1987) saw work motivation as the creation of work circumstances that influence workers to perform a certain activity or task of their own free will, in order to reach the goals of the organization, and simultaneously satisfy their own needs.

Hoole and Vermeulen (2003) found that the extent to which people are motivated by outward signs of position, status and due regard for rank, is positively related to their experience of job satisfaction.

Singh and Tiwari (2011) found that there is a strong positive correlation between motivation and job satisfaction.

Based on the literature rivew above, first relation and prediction hypotheses were defined as below.

H₁.R: There is a positive relationship between Job Satisfaction and Motivation.

H₁.P: Job Satisfaction is a predictor of Motivation.

Team Characteristics is devided three part in this study. Second relation and prediction hypotheses were made of three sub hypotheses.

Acuna et al (2009) found that job satisfaction is high when the members can decide how to develop and organize their work. On their study, they've found that besides task interdependence, cohesion is also related with job satisfaction.

Second relation hypotheses and their sub hypotheses are listed below.

H₂.R: There is a positive relationship between Job Satisfaction and Team Characteristics.

H₂.₁.R: There is a positive relationship between Job Satisfaction and task Interdependence.

H₂.₂.R: There is a positive relationship between Job Satisfaction and Cohesiveness.

H₂.₃.R: There is a positive relationship between Job Satisfaction and Role Equity.

Second prediction hypotheses and their sub hypotheses are listed below.

H₂.P: Team Characteristics is a predictor of Job Satisfaction.

H₂.₁.P: Task Interdependence is a predictor of Job Satisfaction.

H₂.₂.P: Cohesiveness is a predictor of Job Satisfaction.

H₂.₃.P: Role Equity is a predictor of Job Satisfaction.

Team effectiveness is grounded in members being motivated to work hard on behalf of the team. This motivation derives in part from the cohesion of the team and from its sense of collective efficacy (Zaccaro et al, 2001).

Hersey and Blanchard (1993) argues that when the team is not cohesive, employee's motivation and performance is low.

Campion et al (1993) posited that the team characteristics affect team member's attitude and motivation.

Based on the literature rivew above, third relation hypotheses and its sub hypotheses are listed below.

H$_{3.R}$: There is a positive relationship between Team Characteristics and Motivation

H$_{3.1.R}$: There is a positive relationship between Task Interdependence and Motivation.

H$_{3.2.R}$: There is a positive relationship between Cohesiveness and Motivation.

H$_{3.3.R}$: There is a positive relationship between Role Equity and Motivation.Role Equity.

Third prediction hypotheses and their sub hypotheses are listed below.

H$_{3.P}$: Team Characteristics is a predictor of Motivation.

H$_{3.1.P}$: Task Interdependence is a predictor of Motivation.

H$_{3.2.P}$: Cohesiveness is a predictor of Motivation.

H$_{3.3.P}$: Role Equity is a predictor of Motivation.

Rodriguez-Escudero et al., (2010) argues that role ambiguity and role conflict in the team have negative impact on job satisfaction and job performance.

Yang and Tang (2004) found that cohesion is positively related with job performance.

Fourth realation hypotheses and its sub hypotheses are listed below.

H$_{4.R}$: There is a positive relationship between Team Characteristics and Self-rated job performance.

H$_{4.1.R}$: There is a positive relationship between Task Interdependence and Self-rated job performance.

H$_{4.2.R}$: There is a positive relationship between Cohesiveness and Self-rated job performance.

H$_{4.3.R}$: There is a positive relationship between Role Equity and Self-rated job performance.

Fourth prediction hypotheses and its sub hypotheses are listed below.

H$_{4.P}$: Team Characteristics is a predictor of Self-rated job performance

H$_{4.1.P}$: Task Interdependence is a predictor of Self-rated job performance.

H$_{4.2.P}$: Cohesiveness is a predictor of Self-rated job performance.

H₄.₃.ₚ: Role Equity is a predictor of Self-rated job performance**.**

Commitment is increased by and increases feelings of responsibility for and participation in the team's work. (Pearce & Ravlin 1987)

Parker (2003) found that different types of team structures could be affect organizational commitment.

Dion (2000) concludes that subjective perceptions of group cohesion are consistently linked to other subjective evaluations and attitudes as well as organizational outcomes such as absenteeism and reported well-being.

Based on the literature rivew above, fifth relation hypotheses and its sub hypotheses are listed below.

H₅.ᵣ: There is a positive relationship between Team Characteristics and Organizational Commitment.

H₅.₁.ᵣ: There is a positive relationship between Task Interdependence and Organizational Commitment.

H₅.₂.ᵣ: There is a positive relationship between Cohesiveness and Organizational Commitment.

H₅.₃.ᵣ: There is a positive relationship between Role Equity and Organizational Commitment.

Fifth prediction hypotheses and its sub hypotheses are listed below.

H₅.ₚ: Team Characteristics is a predictor of Organizational Commitment.

H₅.₁.ₚ: Task Interdependence is a predictor of Organizational Commitment.

H₅.₂.ₚ: Cohesiveness is a predictor of Organizational Commitment.

H₅.₃.ₚ: Role Equity is a predictor of Organizational Commitment.

In most organizations, the management views employee motivation as a fruitful technique to increase employee productivity (Mauri & Sambharya, 2003).

Lut (2012) argues that the concept of motivational optimum emerges, meaning that degree of motivation intensity that makes it possible to obtain high performance.

Therefore, sixth relation and prediction hypotheses are listed below.

H$_{6.R}$: There is a positive relationship between Motivation and Self-rated job performance.

H$_{6.P}$: Motivation is a predictor of Self-rated job performance.

Motivation functions as an important predictor of commitment by motivating employees to spend time and energy in the organization (Mowday et al, 1979).

Commitment can serve as a particular powerful source of motivation and can often lead to persistence in a course of action, even in the face of opposing forces (Scholl, 1991).

Seventh relation and prediction hypotheses are listed below.

H$_{7.R}$: There is a positive relationship between Motivation and Organizational Commitment.

H$_{7.P}$: Motivation is a predictor of Organizational Commitment.

Judge et al. (2001) suggested that the positive correlation between job satisfaction and self-rated job performance.

Sousa-Poza (2000) has also found that intrinsic motivation, is significantly and positively correlated with job satisfaction.

Based on the literature reviews, eighth relation and prediction hypotheses are listed below.

H$_{8.R}$: There is a positive relationship between Job Satisfaction and Self-rated job performance.

H$_{8.P}$: Job Satisfaction is a predictor of Self-rated job performance.

There are too much researches, whick study the relationship between job satisfaction and organizational commitment.

Organizational commitment is a function of individual characteristics like age, seniority and education with conditional factors like climate, job satisfaction and organizational characteristics (Morrow, 1983).

When most of the studies are analyzed, the relations of organizational commitment with demographic characteristics and job satisfaction organizational variables draw attention (Kacmar et al., 1999).

Based on the literature reviews, last relation and prediction hypotheses are listed below

H$_{9.R}$: There is a positive relationship between Job Satisfaction and Organizational Commitment.

H$_{9.P}$: Job Satisfaction is a predictor of Organizational Commitment.

Besides these hypotheses, it is assumed that job satisfaction moderates the relationship between Self-rated job performance with Motivation and the relationship between Organizational Commitment with Motivation.

It is also assumed that job satisfaction mediates the relationship between Self-rated job performance with Motivation and the relationship between Organizational Commitment with Motivation.

Moderating and mediationg hypotheses are listed below.

H$_{8.Mo}$: Job Satisfaction moderates the relationship between Self-rated job performance with Motivation.

H$_{8.Me}$: Job Satisfaction mediates the relationship between Self-rated job performance with Motivation.

H$_{9.Mo}$: Job Satisfaction moderates the relationship between Organizational Commitment with Motivation.

H$_{9.Me}$: Job Satisfaction mediates the relationship between Organizational Commitment with Motivation.

4. METHODOLOGY

In this section the research method is analyzed and explained with the collected data. Data has collected with survey. Survey was prepared in internet and web link is distributed by e-mail. For analyzing data, SPSS 20.0 packaged statistical data analysis tool and process macro were used. For Reliability analysis, correlation matrix and regression test was applied.

4.1 Sample

This study is aimed to be conducted in telecommunication sector. Survey has sent to employees who work for these companies and they distributed by internal communication platforms and via mail. 101 people participated the survey. 86 of them answered whole questions.

In this study, 5 telecommunication companies has investigated, which are active in Turkey. Company 4, Company 5 and Company 1 are GSM (Global System for Mobile Communications) companies, Company 2 and Company 3 are ISP (Internet Service Provider) companies. 32 Participants were from Company 2, 25 of them from Company 3, 23 of them from Company 4, 13 of them from Company 1 and 8 of them from Company 5. Besides general analyses, company based analyses were also applied. These five companies approximately have 11000 employees.

4.2 Scale

Survey has six sections. These are team characteristics, job satisfaction, motivation, self-rated job performance, organizational commitment and demographic questions. Responses were taken on 6-point itemized rating scale In that scale, meaning of ratings are: 1: Strongly Disagree, 2: Disagree, 3: Slightly Disagree, 4: Slightly Agree, 5: Agree, 6: Strongly Agree

For Team Type Cohen & Bailey's (1997) five general team type scale was used. These are: Work Team, Management Team, Parallel Team, Project Team and Action Team.

To measure Task Interdependence Camplon et al's (1996) three task interdependence questions were used.

To measure participants' cohesion to their team, 3 questions were used from Dobbins & Zaccaro's (1986) cohesion questionaire.

To measure Job Satisfaction, some parts of In Weiss et al's (1967). the short version of the MSQ - Minnesota Satisfaction Questionnaire was used.

To measure Motivation, firstly, it has been devided three parts, which are engagement, self efficacy and outcomes/inputs equity. For Engagement questions Rich et al's (2010) questionnaire, for self efficacy questionnaire was prepared based on Bandura's (1997) study. Finally for outcomes/inputs equity questionnaire was prepared based on Adams's (1965) study.

To measure Job Performance, it has been devided three parts, which are Routine, Adaptive and Creative. Questionnatire was prepared based on Colquitt et al's (2010) organizational behaviour book.

To measure Organizational Commmitment Meyer and Allen's (1997) questionnaire was used.

4.3 Statistical Analysis

Data was collected as excel sheet. For analyzing data, SPSS (Statistical Program for Social Sciences) 20.0 was used. First, all questions were defined to SPSS. Scale's reliability was tested with Cronbach alfa reliability analysis.To determine positive and negative relationships between variables, correlation analysis was used. One company's number of survey was over 30, so only for one company correlation analysis were calculated by Pearson's method, others were calculated by Spearman's. To determine relationships between variables, Multible Regression analysis was used. To describe variability among correlated variables and define groups in variables factor analyis was used.

For analyzing demographic variables' T-test and Anova were used.

5. RESULTS

In this section analyses' results were explained.

5.1 Frequencies and Demographic Analyses

Participants' average age is 30. The age of the participants ranged between 23 to 44. 38% of participants is between 26-29 age. 56% of them are under 30 age. Age distribution is shown in Table 5.1. Participants from Company 1 have 26 age average. That makes Company 1 the youngest company in that research. It is known that in telecommunication sector average age 33. Sample's average age is close to sector's average age. Average, min and max age of participants according to companies are shown in Table 5.2.

Table 5.1 : Age Distribution of Sample.

Age	Frequency	Percent
23-29	48	56%
30-36	31	36%
37-44	7	8%
Total	86	100%

Table 5.2 : Age Distribution of Sample according to companies.

Company	Average	Min	Max
Company 1	26	23	32
Company 2	31	23	43
Company 3	29	25	37
Company 4	31	23	43
Company 5	31	26	44
Total	30	23	44

Participants' gender is nearly balance. 44 of participants are female and 42 of them are male. Participants who work for Company 1, Company 2 and Company 5 has nearly balance gender situation. But 65% participants from Company 3 are female and 63% participants from Company 4 are male. In 3 GSM companies, female

popultion is higher than male and in 2 ISP companies male population is higher than male. Overall female population is slightly higher than male's and sample's distrubution is close to overall gender distribution. Gender distribution is shown in Table 5.3.

Table 5.3 : Gender Distribution of Sample.

Company	Female	Male
Company 1	5	4
Company 2	14	14
Company 3	15	8
Company 4	7	12
Company 5	3	4
Total	44	42

Participants' marital status is nearly balance. 46 participants are single and 40 of them are married. 89% of participants from Company 1 is single. 60% of participants from Company 2 is married and 63% of participants from Company 4 is single. Marital status distribution is shown in Table 5.4.

Table 5.4 : Marital Status Distribution of Sample.

Company	Single	Married
Company 1	8	1
Company 2	11	17
Company 3	12	11
Company 4	12	7
Company 5	3	4
Total	46	40

Almost all participants are graduated form university. 57% of participants have Bachelor's degree and 40% of them has master degree. Only 1 of participant is graduated from high school. Education distribution is shown in Table 5.5.

Company 3 has the highest education average. 52% of the participants from Company 3 completed master and doctorate programmes. In overall telecommunication sector, bachelor's degree's percentage is 65% and master degree's percentage is 20%. In the Sample education distribution is shifted to master degree from high school and associate degree. In telecommunication sector, 8% of employees' are graduated from high school and 6% of them has associate degree. So

for education distribution, it can be said that sample's education is higher than real distribution. Education distribution according to companies is shown in Table 5.6.

Table 5.5 : Education Distribution of Sample.

Education	Frequency	Percent
High School	1	1%
Associate Degree	1	1%
Bachelor's Degree	49	57%
Master	34	40%
Doctorate	1	1%
Total	84	98%

Table 5.6 : Education Distribution of Sample According to Companies.

Company	Primary School	High School	Associate Degree	Bachelor's Degree	Master	Doctorate
Company 1	0	0	0	7	2	0
Company 2	0	1	1	15	11	0
Company 3	0	0	0	11	11	1
Company 4	0	0	0	12	7	0
Company 5	0	0	0	4	3	0
Total	0	1	1	49	34	1

65% of the participants are working less than 4 years on the current company. This ratio is high according to other sectors. 40% of the are working less than 2 years on the current company. Working on the company length distribution of sample is shown in Table 5.7.

Table 5.7 : Company Tenure Distribution of Sample.

Company_ Tenure	Company 1	Company 2	Company 3	Company 4	Company 5	Total	Percent
1	4	5	3	2	2	16	19%
2	4	5	4	3	2	18	21%
3	0	6	4	0	1	11	13%
4	1	1	2	6	1	11	13%
5	0	0	5	2	0	7	8%
6	0	2	0	1	0	3	3%
7	0	5	3	0	0	8	9%
8	0	2	0	2	0	4	5%
9	0	0	0	1	0	1	1%
10	0	0	1	0	0	1	1%
12	0	1	0	1	0	2	2%
15	0	1	1	1	1	4	5%

64% of the participants are working less than 2 years on the current position. Only 2% of participants are working more than 5 years on the current position. Working on the position length distribution of sample is shown in Table 5.8. Comparison with the previous table, participants who works for the company under four years, they change their position at least once inference has produced.

Table 5.8 : Position Tenure Distribution of Sample.

Position Tenure	Company 1	Company 2	Company 3	Company 4	Company 5	Total	Percent
1	3	10	8	4	3	28	33%
2	5	7	6	7	2	27	31%
3	0	5	2	3	1	11	13%
4	1	3	1	2	0	7	8%
5	0	2	6	3	0	11	13%
6	0	1	0	0	0	1	1%
10	0	0	0	0	1	1	1%

Correlation has been applied for team size and model's variables. As a result only organizational commitment has significant result at the 0.05 level with p=0,202

There is no significant correlation between age and model's variables. To figure out if there is a significant difference between single and married participants, t-test was used. As a result, no significant differenece were found. Like marital status, gender was also analyzed with t-test to define whether there was a significant difference between gender and model variables. No significant difference was found.

Education's options were more that two. So instead of T-test, Anova was used to expose whether there was a significant difference between education and model variables. Analysis showed that , there is no significant difference between education and other variables.

Company tenure is related to organizational commitment at the 0.05 level with p=2,239.

Correlation has been applied for position tenure and model's variables. So there was only Job Perfomance and position tenure have pozitif correlation. They has positive correlation at the 0.05 level. So job performance is increasing if people stay on their position.

5.2 Reliability Analyses

To define every variables' consistency, reliability analysis was used. Hair et al. (1998) suggest that an Cronbach's Alpha value must be greater than .60 to acceptable consistency. One by one, every variables' Cronbach's Alpha value was determined. With the alpha value, SPSS gives an if the item deleted column which shows if the item deletes, how the alpha score is effected. Some of the items were deleted, if Alpha value effect reasonably.

First, Job Satisfaction's Alpha value was calculated. Alpha was calculated as 0,835 and that means there is a good consistency. As it is shown the Table 5.9, only Workload_As_It_Should_Be question is decreasing alpha, so we should delete that question. After deleting the question Alpha was increased to 0,847. Which is very good.

Table 5.9 : Job Satisfaction Reliability Table-1.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job_Satisfaction	42,14	63,601	0,54	0,569	0,818
Job_Importance	41,69	63,415	0,639	0,667	0,812
Contribution	41,51	64,812	0,569	0,635	0,817
Salary_Satisfaction	43,1	62,63	0,536	0,414	0,819
Benefits_Satisfaction	42,44	60,688	0,571	0,425	0,815
Using_Ability	42,12	61,426	0,621	0,609	0,811
Tobe_Respected_Because_Of_Job	42,03	65,949	0,589	0,455	0,818
Workload_As_It_Should_Be	43,41	67,504	0,246	0,562	0,847
Work_PrivateLife_Balance	42,57	63,327	0,437	0,596	0,829
My_Job_Grows_Me	42,54	62,31	0,563	0,502	0,816
Work_Conditions	42,29	65,427	0,437	0,345	0,827

After deleting the item, As it is shown the Table 5.10, Alpha still could be higher. If Work_PrivateLife_Balance question is deleted, Alpha will increased to 0,857.

As it is shown the Table 5.11, there is nothing left to increase Alpha. So Alpha is finally 0,857. And 9 items will represent job satisfaction. Two items were deleted, such as 'Workload_As_It_Should_Be' and 'Work_PrivateLife_Balance'. Result is more reliable. 0,857 Alpha is a good degree of realiability. Reliable analysis can be done with this level of Alpha. If it was under 0,6 level of alpha, there can't be any realible analysis.

Table 5.10 : Job Satisfaction Reliability Table-2.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job_Satisfaction	38,96	55,398	0,57	0,567	0,831
Job_Importance	38,51	54,952	0,693	0,659	0,822
Contribution	38,34	56,506	0,606	0,63	0,829
Salary_Satisfaction	39,92	55,374	0,515	0,381	0,836
Benefits_Satisfaction	39,26	52,973	0,58	0,41	0,83
Using_Ability	38,94	53,056	0,668	0,6	0,821
Tobe_Respected_Because_Of_Job	38,85	57,768	0,617	0,454	0,83
Work_PrivateLife_Balance	39,4	58,062	0,319	0,186	0,857
My_Job_Grows_Me	39,37	54,374	0,581	0,499	0,83
Work_Conditions	39,11	57,598	0,438	0,345	0,843

Table 5.11 : Job Satisfaction Reliability Table-3.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job_Satisfaction	34,95	46,808	0,57	0,566	0,843
Job_Importance	34,5	45,972	0,726	0,656	0,83
Contribution	34,33	47,482	0,633	0,63	0,838
Salary_Satisfaction	35,91	46,942	0,505	0,377	0,85
Benefits_Satisfaction	35,25	45,248	0,541	0,358	0,848
Using_Ability	34,93	44,585	0,673	0,598	0,832
Tobe_Respected_Because_Of_Job	34,84	48,735	0,641	0,453	0,84
My_Job_Grows_Me	35,36	45,652	0,594	0,498	0,841
Work_Conditions	35,1	48,83	0,437	0,344	0,856

Second, Task Interdependence's Alpha value was calculated. Alpha was calculated as 0,510 and that means there is a insufficient consistency. As it is shown the Table 5.12, if 'TeamMates_Depends_On_Me' question is deleted, Alpha will be 0,597. That means there is an Acceptable consistency. So only one item was deleted.

Table 5.12 : Task Interdependence Reliability Table.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TeamMates_Depends_On_Me	8,32	4,38	0,204	0,048	0,597
Team_Members_Defend_Each_Other	7,86	3,59	0,357	0,183	0,353
Jobs_Are_Interrelated	7,8	3,498	0,429	0,207	0,232

Cohesiveness's Alpha value was calculated as 0,759. That was a good consistency but as it is shown the Table 5.13, if 'Team_Members_Defend_Each_Other' question is deleted, Alpha will be 0,814. So that question was deleted to increase Alpha value and reliability.

Table 5.13 : Cohesiveness Reliability Table.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Team_Loyalty	8,47	4,551	0,671	0,504	0,578
Part_Of_The_Team	8,14	5,177	0,657	0,49	0,603
Team_Members_Defend_Each_Other	8,35	6,139	0,458	0,211	0,814

Role Equity's Alpha value was calculated as 0,934 and that means there is an excellent consistency. So non of the items were deleted. Also there are only two items represent role equity.

Motivation's Alpha was calculated as a 0,823 and that means there is a good consistency. as it is shown the Table 5.14 If 'Underrewarded_Reverse' question is deleted Alpha will increase. After deleting the question Alpha will be 0,838

Table 5.14 : Motivation Reliability Table-1.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Excitement_About_Job	57,4659	73,631	0,581	0,54	0,803
Focus_On_Job_At_Work	57,4432	73,169	0,6	0,482	0,801
Managers_Appriciation	57,3523	74,76	0,512	0,611	0,808
Having_Enough_Experience	56,5227	75,885	0,579	0,634	0,804
Having_Enough_Education	56,375	83,409	0,255	0,28	0,823
Having_Enough_Work_Information	56,5114	76,804	0,551	0,696	0,807
Having_Enough_Abilities	56,5455	76,642	0,535	0,562	0,807
Contribution_Peoples_Life	57,0795	81,43	0,31	0,241	0,821
Personal_Corporation_Targets_Compatibility	57,4773	73,011	0,583	0,476	0,802
Successful_At_Work	56,6818	74,978	0,677	0,659	0,799
Be_Rewarded_When_Success	57,8977	74,277	0,572	0,641	0,803
Overrewarded_Inequity	57,4432	77,284	0,349	0,309	0,821
Equal_Output_Input_Ratio	58,0568	80,169	0,242	0,198	0,829
UNDERREWARDED_REVERSE	58,125	81,95	0,145	0,114	0,838

As it is shown the Table 5.15 If 'Equal_Output_Input_Ratio' question is deleted, Alpha will be 0,845.

Table 5.15 : Motivation Reliability Table-2.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Excitement_About_Job	53,98	67,655	0,6	0,539	0,819
Focus_On_Job_At_Work	53,95	67,285	0,615	0,482	0,818
Managers_Appriciation	53,86	68,74	0,53	0,61	0,824
Having_Enough_Experience	53,03	70,217	0,578	0,633	0,822
Having_Enough_Education	52,89	77,55	0,248	0,279	0,84
Having_Enough_Work_Information	53,02	71,034	0,554	0,695	0,823
Having_Enough_Abilities	53,06	71,02	0,53	0,562	0,825
Contribution_Peoples_Life	53,59	75,463	0,314	0,24	0,838
Personal_Corporation_Targets_Compatibility	53,99	67,276	0,59	0,473	0,819
Successful_At_Work	53,19	69,215	0,684	0,658	0,816
Be_Rewarded_When_Success	54,41	68,451	0,583	0,641	0,82
Overrewarded_Inequity	53,95	72,366	0,312	0,266	0,842
Equal_Output_Input_Ratio	54,57	73,696	0,268	0,186	0,845

Alpha is 0, 845 now. As it is shown the Table 5.16 If 'Overrewarded_Inequity' question is deleted, it will be 0,851 but it's won't be so different. Alpha has good consistency anyway. So 12 items will represent the motivation.

Table 5.16 : Motivation Reliability Table-3.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Excitement_About_Job	50,42	60,132	0,599	0,539	0,826
Focus_On_Job_At_Work	50,4	60,035	0,601	0,475	0,826
Managers_Appriciation	50,31	61,296	0,522	0,609	0,833
Having_Enough_Experience	49,48	62,206	0,599	0,633	0,827
Having_Enough_Education	49,33	69,327	0,26	0,277	0,848
Having_Enough_Work_Information	49,47	63,102	0,568	0,694	0,83
Having_Enough_Abilities	49,5	62,92	0,554	0,561	0,83
Contribution_Peoples_Life	50,03	67,344	0,324	0,236	0,845
Personal_Corporation_Targets_Compatibility	50,43	59,926	0,582	0,468	0,828
Successful_At_Work	49,64	61,338	0,703	0,656	0,821
Be_Rewarded_When_Success	50,85	61,484	0,549	0,615	0,83
Overrewarded_Inequity	50,4	64,472	0,315	0,262	0,851

Self-rated job performance's Alpha value was calculated as 0,823, that means there is a good consistency. As it is shown the Table 5.17 If 'Taking_Initiative' question is deleted, it will be 0,826 but it has so little effect. So none of the items have been deleted.

Table 5.17 : Self-rated job performance Reliability Table.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Finish_Duties_On_Time	23,85	13,369	0,648	0,509	0,785
Reach_Targets	23,92	12,971	0,654	0,486	0,781
Above_Standards_Quality	24,28	12,367	0,557	0,411	0,805
Generate_Fast_Solution	23,8	12,257	0,674	0,487	0,775
Taking_Initiative	23,74	15,023	0,417	0,286	0,826
Adaptaion_For_New_Responsibilities	24,05	12,343	0,614	0,419	0,789

Organizational Commitment's Alpha value was calculated as 0,881 and that means there is a good consistency. As it is shown the Table 5.18 If 'Staying_Is_Obligation_Besides_Wish' question is deleted, it will be 0,884 but it has so little effect. So none of the items have been deleted.

Table 5.18 : Organizational Commitment Reliability Table.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Would_Be_Happy_For_Staying	41,48	123,057	0,613	0,712	0,871
Part_Of_The_Family	41,19	125,422	0,518	0,73	0,875
To_Adopt_Companys_Problem	41,09	124,842	0,528	0,649	0,875
Company_Carries_Personal_Meaning	41,74	121,896	0,559	0,549	0,873
Would_Be_Hard_To_Leave	41,4	117,737	0,733	0,783	0,864
Life_Will_Be_Damaged_If_Leave	42,26	115,552	0,762	0,689	0,862
Staying_Is_Obligation_Besides_Wish	41,94	127,824	0,357	0,661	0,884
Having_Few_Option	42,17	120,051	0,611	0,707	0,87
Having_Few_Alternative	41,83	125,683	0,434	0,581	0,88
Would_Suffer_If_Leave	41,92	123,246	0,502	0,741	0,876
Its_Not_Correct_To__Leave_Even_Advantage	41,81	121,054	0,555	0,571	0,873
Owe_So_Much_To_Company	41,66	124,549	0,609	0,65	0,871
Feel_Guilty_If_Leave	42,51	120,965	0,599	0,604	0,871

Finally, all variables' Cronbach's Alpha values are listed below on Table 5.19.

Role equity has the highest Cronbach's Alpha value with 0,934. After role equity, organizational commitment has 0,881 alpha value. Job satisfaction, motivation, self-rated job performance and cohesiveness have also alpha value over 0,8 degree. Only task interdependence has alpha value under 0,8 degree. Task interdependence's alpha value is 0,597.

Table 5.19 : All Variables Reliability Table.

Variables	Cronbach's Alpha	N of Items
Job Satisfaction	0,857	9
Task Interdependence	0,597	2
Cohesiveness	0,814	2
Role Equity	0,934	2
Motivation	0,845	12
Self-rated job performance	0,823	6
Organizational Commitment	0,881	13

5.3 Correlation Analyses

After reliabiliy analyses, means are calculated again. With new means correlation analysis is made for variables. Correlation analyses show the intensity and direction of relationship between two variables. Relation hypotheses are tested with correlation analysis. Correlation analysis is shown at Table 5.20.

Table 5.20 : All Variables Reliability Table.

	JS	Task Int.	Coh.	Role Equity	Mot.	JP	OC
Job Satisfaction	1						
Task Int.	,349**	1					
Cohesiveness	,524**	,461**	1				
Role Equity	,216*	,365**	,192	1			
Motivation	,769**	,276**	,550**	,095	1		
Self-rated job performance	,597**	,092	,365**	,066	,716**	1	
Organizational Commitment	,480**	,217*	,412**	,383**	,310**	,198	1

Note: All variables are scored on a 1 to 6 point scale.

* Correlation is significant at the .05 level (2-tailed).

** Correlation is significant at the .01 level (2-tailed).

As it shown from table, between Job Satisfaction and Motivation have the strongest relationship with p=0,769. Motivation and Self-rated job performance is the second strongest relationship with p=0,716. Other significant relationships at the 0.01 level are between Job satisfaction and Self-rated job performance (0,597), Cohesiveness and Motivation (0,550), Job satisfaction and Cohesiveness (0,524), Job satisfaction

and Organizational Commitment (0,480), Task Interdependence and Cohesiveness (0,461), Cohesiveness and Organizational Commitment (0,412), Role Equity and Organizational Commitment (0,383), Task Interdependence and Role Equity (0,365), Cohesiveness and Self-rated job performance (0,365), Job satisfaction and Task Interdepence (0,349), Motivation and Organizational Commitment (0,310) and Task Interdependence and Motivation (0,276).

Between Task Interdependence and Organizational Commitment (0,217) and Job satisfaction and Role Equity (0,216) have a significant relationship at the 0.05 level.

Between Self-rated job performance and Organizational Commitment (0,198), Cohesiveness and Role Equity (0,192), Role Equity and Motivation (0,095), Task Interdependence and Self-rated job performance (0,092), Role Equity and Self-rated job performance (0, 066) has no significant correlation.

Job Satisfacition has the significant correlation with all other variables. There is no correlation between two dependent variables, self-rated job performance and organizational commitment. None of the variables have negative correlation. To see the big picture, this relationships are shown on the model. Figure 5.1 shows correlations between variables. As it shown from the figure, Job Satisfaction, Motivation and Self-rated job performance have strong relationships with each others.
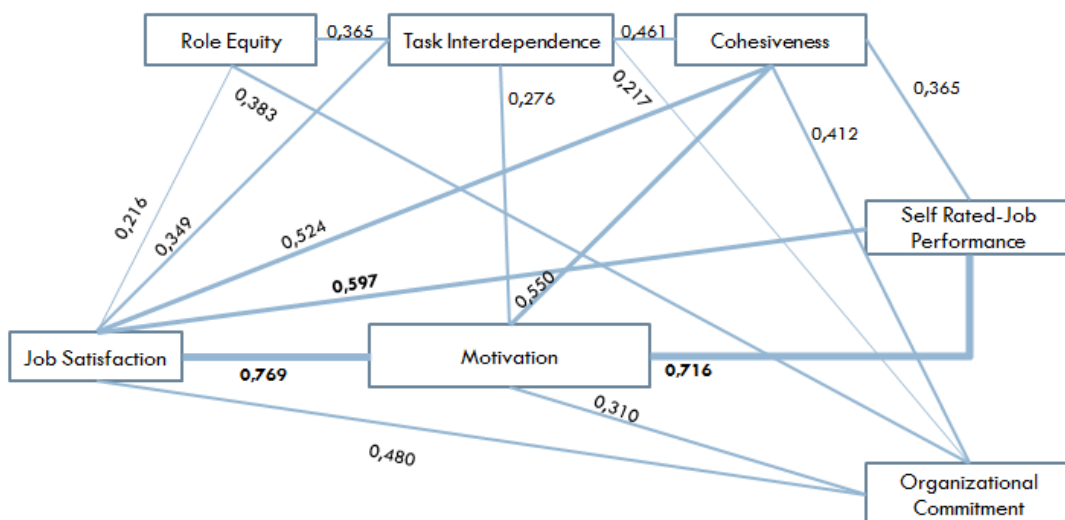
Figure 5.1 : Correlations of variables.

After general correlation analyses, company based analyses are applied.

13 people were participated the study from Company 1. Because of its lower than 30, instead of Pearson, Spearman correlation coefficients had been selected. In Company 1 Task Interdepence, Cohesiveness, motivation and self-rated job performance's means are high. Organizational commitment has the lowest grade. In Company 1's correlation matrix, just like overall, job satistaction and motivation has the most significant correlation. Besides that between role equity and organizational commitment have the significant correlation at the 0,05 level. Like overall, in Company 1 there is no significant negative correlation.

From Company 2 32 people participated to survey. So Pearson correlation coefficients had been selected. In Company 2, Self-rated job performance, Motivation and Job Satisfaction's means are high. Role Equity has the lowest grade with 2,8. In Company 2's correlation matrix Self-rated job performance and Motivation has the most significant correlation. Also like Company 1 Job Satisfaciton and Motivation and Cohesiveness and Motivation have the significant correlation. Besides these, in Company 2 Job Satisfaction and Self-rated job performance, Cohesiveness and Self-rated job performance, Job Satisfaction and Cohesiveness also have the significant correlation at the 0.01 level.

25 people were participated the study from Company 3. So instead of Pearson, Spearman correlation coefficients had been selected. In Company 3, Self-rated job performance has the highest mean. Organizational Commitment has the lowest mean with 3,1. In Company 3's correlation matrix Task Interdependence and Cohesiveness has the most significant correlation contrary to Company 1 and Company 2. Also Job Satisfaciton and Motivation, Cohesiveness and Job Satisfaction have the significant correlation. Besides these, in Company 3 Job Satisfaction and Task Interdependence, Job Satisfaction and Organizational Commitment, Task Interdependence and Role Equity, Task Interdependence and Organizational Commitment, Cohesiveness and Organizational Commitment, Role Equity and Motivation, Motivation and Self-rated job performance have the significant correlations at the 0.05 level.

From Company 4 23 people participated to survey. So instead of Pearson, Spearman correlation coefficients had been selected. In Company 4, Self-rated job performance and Motivation have high means. Role Equity has the lowest mean with 3,5. In Company 4's correlation matrix Cohesiveness and Motivation has the most significant correlation. Also Job Satisfaction and Organizational Commitment has

the significant correlation at the 0.01 level. And Task Interdependence and Cohesiveness has the significant correlation at the 0.05 level.

8 people were participated the study from Company 5. So instead of Pearson, Spearman correlation coefficients had been selected. In Company 5, Self-rated job performance is the highest mean. Organizational Commitment has the lowest mean with 3,7. In Company 5's correlation matrix Cohesiveness and Job Satisfaction, Role Equity and motivation have the significant correlations at the 0.01 level. Job Satisfaction and Self-rated job performance, Cohesiveness and Role Equity, Cohesiveness and Motivation, Cohesiveness and Organizational Commitment have significant correlations at the 0.05 level.

As a result of correlation analysis, H1.R, H2.R, H5.R, H6.R, H7.R, H8.R and H9.R are supported. H3.R and H4.R are partly supported.

In table 5.21. highest and lowest means of variables were shown as a company based.

Table 5.21 : Company Means of Variables.

	JS	Task Int.	Coh.	Role Eq.	Mot.	JP	OC
Highest-Company	Company 5	Company 5	Company 1	Company 5	Company 2	Company 5	Company 4
Highest - Mean	4,78	4,81	4,67	3,87	4,69	4,98	3,76
Lowest-Company	Company 3	Company 3	Company 3	Company 2	Company 3	Company 1	Company 1
Lowest-Mean	3,73	3,89	3,85	2,85	4,2	4,51	3,1

5.4 Multiple Regression Analyses

Multiple regressions were conducted in order to test hypothesis. Regressions were made the variables, which were significant at correlation result. All hypotheses are tested and explained one by one.

H1.P: Job Satisfaction is a predictor of Motivation.

Regression test is used to define the relationship between job satisfaction and motivation. Relationship is significant at the 0.01 level.

R square is shown at Table 5.22. That means motivation was determined 59% by job satisfaction.

Result of the regression, there is a positive relationship between job satisfaction and motivation. H1.P was proven. As it is shown coefficient values from Table 5.23, that relationship can be formulated like:

$$\text{Motivation} = 1{,}571 + (0{,}677) * \text{Job Satisfaction} \qquad \textbf{(5.1)}$$

Table 5.22 : Model Summary of regression between job satisfaction and motivation.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,769[a]	,592	,587	,52266

Table 5.23 : Coefficient Table of job satisfaction and motivation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,571	,271		5,801	,000
	JS_ALFA	,677	,061	,769	11,173	,000

H2.P: Team Characteristics is a predictor of Job Satisfaction.

H2.P.1: Task Interdependence is a predictor of Job Satisfaction.

H2.P.2: Cohesiveness is a predictor of Job Satisfaction.

H2.P.3: Role Equity is a predictor of Job Satisfaction.

Multi Regression test is used to define the relationship between job satisfaction and Team Characteristics. Relationship is significant at the 0.01 level.

R square is shown at Table 5.24. That means Job Satisfaction was determined 27,5% by cohesiveness.

Result of the regression, there is a positive relationship between job satisfaction and Cohesiveness. Task interdependence and Role equity were excluded. H2.P.1 and H2.P.3 were rejected, H2.P.2 was proven. As a result, H2.P was partly proven. As it is shown coefficient values from Table 5.25, that relationship can be formulated like:

$$\text{Job Satisfaction} = 2{,}961 + (0{,}344) * \text{Cohesiveness} \qquad \textbf{(5.2)}$$

Table 5.24 : Regression between job satisfaction and team characteristics.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,524[a]	,275	,267	,69684

a. Predictors: (Constant), COHESIVENESS_ORT_AFTER_ALFA

Table 5.25 : Coefficients of job satisfaction and team characteristics.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,961	,263		11,276	,000
	COHESIVENESS_ORT_AFTER_ALFA	,344	,060	,524	5,711	,000

a. Dependent Variable: JS_ALFA

H3.P: Team Characteristics is a predictor of Motivation

H3.P.1: Task Interdependence is a predictor of Motivation.

H3.P.2: Cohesiveness is a predictor of Motivation.

H3.P.3: Role Equity is a predictor of Motivation.

Multi Regression test is used to define the relationship between motivation and Team Characteristics. Relationship is significant at the 0.01 level.

R square is shown at Table 5.26. That means motivation was determined 30% by cohesiveness.

Result of the regression, there is a positive relationship between motivation and Cohesiveness. Task interdependence and Role equity were excluded. H3.P.1 and H3.P.3 were rejected, H3.P.2 was proven. As a result, H3.P was partly proven. As it is shown coefficient values from Table 5.27, that relationship can be formulated like:

$$\text{Motivation} = 3{,}220 + (0{,}318) * \text{Cohesiveness} \tag{5.3}$$

Table 5.26 : Regression between motivation and team characteristics.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,550[a]	,303	,295	,60077

a. Predictors: (Constant), COHESIVENESS_ORT_AFTER_ALFA

Table 5.27 : Coefficients of motivation and team characteristics.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,220	,226		14,225	,000
	COHESIVENESS_ORT_AFTER_ALFA	,318	,052	,550	6,112	,000

a. Dependent Variable: MOT_ALFA

H4.P: Team Characteristics is a predictor of Self-rated job performance

H4.P.1: Task Interdependence is a predictor of Self-rated job performance.

H4.P.2: Cohesiveness is a predictor of Self-rated job performance

H4.P.3: Role Equity is a predictor of Self-rated job performance.

Multi Regression test is used to define the relationship between self-rated job performance and Team Characteristics. Relationship is significant at the 0.01 level.

R square is shown at Table 5.28. That means self-rated job performance was determined 13% by cohesiveness.

Result of the regression, there is a positive relationship between Self-rated job performance and Cohesiveness. Task interdependence and Role equity were excluded. H4.P.1 and H4.P.3 were rejected, H4.P.2 was proven. As a result, H4.P was partly proven. As it is shown coefficient values from Table 5.29, that relationship can be formulated like:

$$\text{Self-rated job performance} = 3{,}914 + (0{,}209) * \text{Cohesiveness} \qquad \textbf{(5.4)}$$

Table 5.28 : Regression between self-rated job performance and team characteristics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,365[a]	,133	,123	,66491

a. Predictors: (Constant), COHESIVENESS_ORT_AFTER_ALFA

Table 5.29 : Coefficients of self-rated job performance and team characteristics.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,914	,251		15,620	,000
	COHESIVENESS_ORT_AFTER_ALFA	,209	,058	,365	3,638	,000

a. Dependent Variable: JP_ORT

H5.P: Team Characteristics is a predictor of Organizational Commitment.

H5.P.1: Task Interdependence is a predictor of Organizational Commitment.

H5.P.2: Cohesiveness is a predictor of Organizational Commitment.

H5.P.3: Role Equity is a predictor of Organizational Commitment.

Multi Regression test is used to define the relationship between organizational commitment and Team Characteristics. Relationship is significant at the 0.01 level.

R squares are shown at Table 5.30. That means organizational commitment was determined 17% by cohesiveness and it was determined 25% by cohesiveness and role equity.

Result of the regression, there is positive relationship between Organizational commitment and Cohesiveness. There is also positive relationhip between Organizational Commitment and Cohesiveness and role equity. Task interdependence were excluded. H5.P.1 was rejected, H5.P.2 and H5.P.3 were proven. As a result, H5.R was partly proven. As it is shown coefficient values from Table 5.31, that relationships can be formulated like:

$$\text{Organizational Commitment} = 2{,}208 + (0{,}305) * \text{Cohesiveness} \qquad \textbf{(5.5)}$$

$$\text{Organizational Commitment} = 1{,}781 + (0{,}263) * \text{Cohesiveness} + (0{,}186) * \text{Role Equity} \qquad \textbf{(5.6)}$$

Table 5.30 : Regression between organizational commitment and team characteristic

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,412[a]	,169	,160	,84116
2	,501[b]	,251	,234	,80323

a. Predictors: (Constant), COHESIVENESS_ORT_AFTER_ALFA

b. Predictors: (Constant), COHESIVENESS_ORT_AFTER_ALFA, ROLE_EQUITY_ORT_AFTER_ALFA

Table 5.31 : Coefficients of organizational commitment and team characteristics.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,208	,317		6,965	,000
	COHESIVENESS_ORT_AFTER_ALFA	,305	,073	,412	4,188	,000
2	(Constant)	1,781	,333		5,340	,000
	COHESIVENESS_ORT_AFTER_ALFA	,263	,071	,356	3,720	,000
	ROLE_EQUITY_ORT_AFTER_ALFA	,186	,061	,292	3,052	,003

H6.P: Motivation is a predictor of Job Performance

Regression test is used to define the relationship between self-rated job performance and motivation. Relationship is significant at the 0.01 level.

R square is shown at Table 5.32. That means self-rated job performance was determined 51% by motivation.

Result of the regression, there is a positive relationship between self-rated job performance and motivation. H6.P was proven. As it is shown coefficient values from Table 5.33, that relationship can be formulated like:

$$\text{Self-rated job performance} = 1,557 + (0,710) * \text{Motivation} \qquad \textbf{(5.7)}$$

Table 5.32 : Regression between motivation and Self-rated job performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,716[a]	,512	,507	,49882

Table 5.33 : Coefficients of motivation and Self-rated job performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,557	,344		4,526	,000
	MOT_ALFA	,710	,075	,716	9,504	,000

H7.P: Motivation is a predictor of Organizational Commitment

Regression test is used to define the relationship between organizational commitment and motivation. Relationship is significant at the 0.01 level.

R square is shown at Table 5.34. That means organizational commitment was determined 9,6% by motivation.

Result of the regression, there is a positive relationship between organizational commitment and motivation. H7.P was proven.

$$\text{Organizational Commitment} = 1,673 + (0,398) * \text{Motivation} \qquad \textbf{(5.8)}$$

Table 5.34 : Regression between motivation and organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,310[a]	,096	,086	,87749

That relationship can be formulated like As it is shown coefficient values from Table 5.35. As it is shown from table significance values are 0,007 and 0,003, therefore that is meaningful.

Table 5.35 : Coefficients of motivation and organizational commitment.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,673	,605		2,764	,007
	MOT_ALFA	,398	,132	,310	3,023	,003

H8.P: Job Satisfaction is a predictor of Self-rated job performance

Regression test is used to define the relationship between job satisfaction and self-rated job performance. Relationship is significant at the 0.01 level.

R square is shown at Table 5.36. That means self-rated job performance was determined 36% by job satisfaction.

Result of the regression, there is a positive relationship between self-rated job performance and job satisfaction. H8.P was proven. As it is shown coefficient values from Table 5.37, that relationship can be formulated like:

$$\text{Self-rated job performance} = 2{,}430 + (0{,}530) * \text{Job Satisfaction} \qquad \textbf{(5.9)}$$

Table 5.36 : Regression between job satisfaction and self-rated job performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,597[a]	,356	,350	,60697

a. Predictors: (Constant), JS_ALFA

Table 5.37 : Coefficients of job satisfaction and self-rated job performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,430	,328		7,416	,000
	JS_ALFA	,530	,073	,597	7,216	,000

a. Dependent Variable: JP_ORT

H9.P: Job Satisfaction is a predictor of Organizational Commitment.

Regression test is used to define the relationship between job satisfaction and organizational commitment. Relationship is significant at the 0.01 level.

R square is shown at Table 5.38. That means organizational commitment was determined 23% by job satisfaction.

Result of the regression, there is a positive relationship between organizational commitment and job satisfaction. H9.P was proven. As it is shown coefficient values from Table 5.39, that relationship can be formulated like:

Organizational Commitment = 1,181 + (0,526) * Job Satisfaction   **(5.10)**

Table 5.38 : Regression between job satisfaction and organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,480ª	,231	,223	,81924

a. Predictors: (Constant), JS_ALFA

Table 5.39 : Coefficients of job satisfaction and organizational commitment.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,181	,442		2,671	,009
	JS_ALFA	,526	,099	,480	5,312	,000

a. Dependent Variable: OC_ORT

5.5 Moderation and Mediation Analyses

For testing moderation and mediation, process macro was installed. It's a macro for SPSS to analyze statistical mediation, moderation, and conditional process analysis. Processmacro was written by Andrew F. Hayes, Professor of Quantitative Psychology at The Ohio State University.

It is assumed that job satisfaction is moderating the relationship between motivation and Self-rated job performance. In Figure 5.2, this relationship was shown. To see interaction, moderation analyzsis was applied.

Motivation (Pradictor)⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯→ Self-rated job performance

Moderation

Job Satisfaction (Moderator)
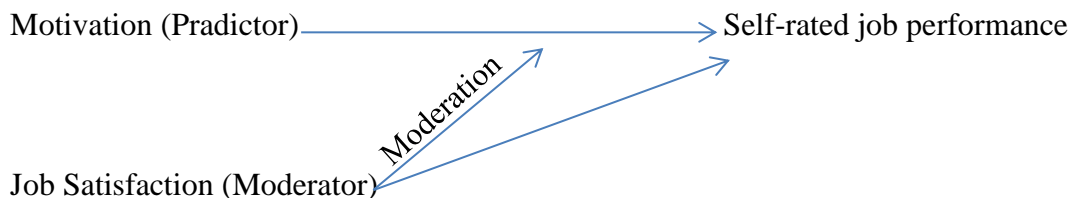
Figure 5.2 : Moderation of Job Satisfaction on Self-rated job performance.

As it is shown from table 5.40 Self-rated job performance can be formulated below. In the formula, e means interaction betweeen motivation and job satisfaction.

JP= 4,8043 − 0,0028 * JS + 0,6810 * MOT − 0,371 e   **(5.11)**

But for interaction's significance is higher than 0,05 which is 0,80. So interaction is not significant. There is no moderation.

Table 5.40 : Moderation of Job Satisfaction on self-rated job performance.

Model Summary						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0,7174	0,5146	0,2535	15,8313	3,0000	84,0000	0,0000
	coeff	**se**	**t**	**p**	**LLIC**	**ULCI**
constant	4,8043	0,0791	60,7069	0,0000	4,6469	4,9617
JS	-0,0028	0,1523	-0,0184	0,9853	-0,3057	0,3001
Motivation	0,681	0,1594	4,2723	0,0001	0,364	0,998
int_1	-0,0371	0,1515	-0,2452	0,8069	-0,3383	0,2641

It is assumed that job satisfaction is moderating the relationship between motivation and organizational commitment. In Figure 5.3, this relationship was shown. To see interaction, moderation analyzsis was applied.
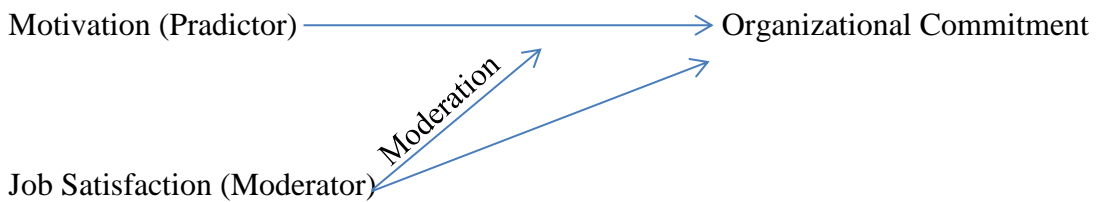
Figure 5.3 : Moderation of Job Satisfaction on Organizational Commitment.

As it is shown from table 5.41 Organizational Commitment can be formulated below. In the formula, e means interaction betweeen motivation and job satisfaction.

$$OC = 3{,}5075 + 0{,}6381 * JS - 0{,}2128 * MOT - 0{,}0604 \, e \qquad \textbf{(5.12)}$$

But for interaction's significance is higher than 0,05 which is 0,62. So interaction is not significant. There is no moderation.

It is assumed that job satisfaction has mediation effect on motivation's relationship with self-rated job performance. To see interaction, mediationn analyzsis was applied.

As it is shown from Table 5.42, motivation is a predictior and job satisfaction is a mediator.

Table 5.41 : Moderation of job satisfaction on organizational commitment.

Model Summary						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0,4907	0,2408	0,6621	8,1228	3,0000	84,0000	0,0001
	coeff	**se**	**t**	**p**	**LLIC**	**ULCI**
constant	3,5075	0,987	34,5305	0,0000	3,3112	3,7038
JS	0,6381	0,1729	3,6908	0,0004	0,2943	0,9818
Motivation	-0,2128	0,1838	-1,1579	0,2502	-0,5782	0,1526
int_1	-0,0604	0,1222	-0,4946	0,6222	-0,3034	0,1825

P=0,000 so P<0.5 that means motivation is a significant predictior.

$$JP= 0,4193 + 0,8752 * MOT \qquad \text{(5.13)}$$

and

$$JP= 1,5518 + 0,0128 * JS + 0,6993 \ MOT \qquad \text{(5.14)}$$

But on the second equation job satisfaction's p value is 0,9 ; P>0,5 so it's not significant.

As it is shown on Table 5.42, indirect effect; Job Satisfaction's indirect effect as a mediator is 0,0112.

Table 5.42 : Mediation of job satisfaction on self-rated job performance.

Model Summary						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0,7695	0,5921	0,2732	124,8412	1,0000	86,0000	0,0000
	coeff	**se**	**t**	**p**	**LLIC**	**ULCI**
constant	0,4193	0,3605	1,1629	0,2481	-0,2974	1,1359
Motivation	0,8752	0,0783	11,1732	0,0000	0,7195	1,0309
Outcome: JP_ORT						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0,7158	0,5124	0,2517	44,6533	2,0000	85,0000	0,0000
	coeff	**se**	**t**	**p**	**LLIC**	**ULCI**
constant	1,5518	0,3488	4,4492	0,0000	0,8583	2,2452
JS	0,0128	0,1035	0,1232	0,9022	-0,1930	0,2186
Motivation	0,6993	0,1177	5,9402	0,0000	0,4652	0,9334
Indirect effect of X on Y						
Indirect effect of X on Y	**Effect**	**Boot SE**	**BootLLCI**	**BootULCI**		
JS	0,0112	0,1213	-0,2329	0,2479		

Boot LLCI and Boot ULCI between up and low level of bootstapping are should be looked.

It's between -0,2329 and 0,2479 so its <0,5 that means there is a significant indirect affect. So, there is a mediation. But it can be positive or negative.

It is assumed that job satisfaction has mediation effect on motivation's relationship with organizational commitment. To see interaction, mediationn analyzsis was applied.

As it is shown from Table 5.43, motivation is a predictior and job satisfaction is a mediator.

P=0,000 so P<0.5 that means motivation is a significant predictior.

$$OC= 0,4193 + 0,8752 * MOT \qquad (5.15)$$

And

$$OC= 1,3947 + 0,6634 * JS - 0,1830 MOT \qquad (5.16)$$

On the second equation both job satisfaction's and motivation's p value are <0,5 ; so they are both significant.

As it is shown on Table 5.43, indirect effect; Job Satisfaction's indirect effect as a moderator is 0,5806. We should look at Boot LLCI and Boot ULCI between up and low level of bootstapping It's between 0,2949 and 0,9143 so it can be >0,5 that means there is not a significant indirect affect. We can say there is no mediation.

As a result of moderation and mediation analyses.

Table 5.43 : Mediation of job satisfaction on organizational commitment.

Model Summary						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0,7695	0,5921	0,2732	124,8412	1,0000	86,0000	0,0000
	coeff	**se**	**t**	**p**	**LLIC**	**ULCI**
constant	0,4193	0,3605	1,1629	0,2481	-0,2974	1,1359
Motivation	0,8752	0,0783	11,1732	0,0000	0,7195	1,0309
Outcome: JP_ORT						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
0,487	0,2372	0,6574	13,2154	2,0000	85,0000	0,0000
	coeff	**se**	**t**	**p**	**LLIC**	**ULCI**
constant	1,3947	0,5637	2,4744	0,0153	0,274	2,5154
JS	0,6634	0,1673	3,9656	0,0002	0,3308	0,996
Motivation	-0,183	0,1903	-0,9618	0,3389	-0,5613	0,1953
Indirect effect of X on Y						
	Effect	**Boot SE**	**BootLLCI**	**BootULCI**		
JS	0,5806	0,1565	0,2949	0,9143		

H8.Mo, H8.Me and H9.Mo were rejected. Only H9.Me was supported.

5.6 Factor Analyses

Factor analysis was conducted to define homogeneous groups in the variables. Factor analysis were made for all variables. After factor analyses, correlation analyses were made for every group of variables.

Firstly, factor analysis were made for job satisfaction. Analysis is shown that, there is three homogenous groups in job satisfaction. Job satisfaction's homogenuos groups and their Alpha values are listed in Table 5.44. This table is made by using rotated component matrix in the analysis.

After defination of groups. Reliability analysis has been done. As a result all groups are significant and Cronbach's alpha values are higher then 0.7 level. Groups' Alpha values are also shown at Table 5.44.

Table 5.44 : Factor Analysis for Job Satisfaction.

	Item Loadings	Scale of Alpha
WORK PRESTIGE		0,851
I'm satisfied with the work I do	0,857	
I can use my knowledge and abilities at work	0,802	
I think my job grows me	0,76	
I think my job is important	0,621	
I contibute to my team and my company with my work	0,567	
WORK CONDITIONS&BENEFITS		0,724
I am satisfied with the work conditions	0,853	
I am satisfied with the salary	0,607	
I am respected because of my job	0,598	
I am satisfied with the benefits besides salary	0,557	
WORKLOAD		0,818
I think workload is as it should be	0,891	
I can balance work-private life	0,876	

Motivation consist of Engagement, Self Efficacy, Equity Theory and Meaningfulness. With factor analysis, we can check that dimensions and see if our grouping was meaningfull or not.

There are 4 groups inside the motivation and these groups refers motivation 64% percentage.

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Motivation's homogenuos groups and their Alpha values are listed in Table 5.45. This table is made by using rotated component matrix in the analysis.

After defination of groups. Reliability analysis has been done. As a result, Self Efficacy and Engagement groups are significant and Cronbach's alpha values are higher then 0.8 level. But meaningfulness and inequity groups are not significant. Groups' Alpha values are also shown at Table 5.45.

Table 5.45 : Factor Analysis for Motivation.

	Item Loadings	Scale of Alpha
SELF EFFICACY		0,832
I have enough work information	0,840	
I have enough abilities for doing my work	0,825	
I have enough experience for doing my work	0,752	
I have enough education degree for doing my work	0,668	
I am successful at work	0,597	
ENGAGEMENT		0,814
I am rewarded when I succeed	0,798	
My managers appriciate me	0,764	
Outcomes that I take according to value that I give is equal with my colleagues take	0,631	
I only focus on my job at work	0,596	
I feel excitement about my job	0,593	
My personal targets are align with my company's targets.	0,560	
MEANINGFULNESS		-
I contribute people's life with my job	0,747	
INEQUITY		0,415
Outcomes that I take according to value that I give is more than my colleagues take	0,776	
Outcomes that I take according to value that I give is less than my colleagues take	0,769	

Organizational Commitment consist of Affective, Continuance and Normative. With factor analysis, we can check that dimensions and see if our grouping was meaningfull or not.

As a result of factor analysis 3 groups are determined inside the organization commitment and these groups refers motivation 76% percentage.

Table 5.46 : Factor Analysis for Organizational Commitment.

	Item Loadings	Scale of Alpha
AFFECTIVE		0,919
I feel like part of the family at my organization	0,881	
I would be happy to spend the rest of my career in this organization	0,880	
It would be very hard for me to leave my organization right now, even I want to.	0,852	
I feel as if this organization's problems are my own.	0,849	
I owe a great deal to my organization	0,806	
This organization has a great deal of personal meaning for me	0,697	
CONTINUANCE		0,889
Leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	0,889	
Leaving this organization would be scarcity of available alternatives	0,851	
I feel that I have too few options to consider leaving this organization.	0,849	
Staying with my organization is a matter of necessity as much as desire	0,801	
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	0,662	
NORMATIVE		0,812
I would feel guilty if I left my organization now.	0,834	
Even if it were to my advantage, I do not feel it would be right to leave my organization now	0,833	

Self-rated job performance consist of Routine, Creative and Adaptive. With factor analysis, we can check that dimensions and see if our grouping was meaningfull or not. According to the rotated component matrix, there is only one group, so we can not devide Self-rated job performance in groups.

5.7 Correlation And Regression Analyses For Subgroups

After relaibility analyses correlation analysis made with subgroups and the positive work outcomes, self-rated job performance and organizational commitment.

With the correlations matrix, it is shown that work prestige and work condition&benefits are significant with self-rated job performance but workload has no relation with self-rated job performance. It is also shown that both work prestige and work condition&benefits have correlation with organizational commitment at the 0.01 level but workload has correlation at the 0.05 level.

Table 5.47 : Correlation Analysis for Job Satisfaction Groups and Outcomes.

	Work_Prestige	Workload	Work_Benefits	JP	OC
Work_Prestige	1				
Workload	0,149	1			
Work_Benefits	,576[**]	,304[**]	1		
JP	,609[**]	0,153	,440[**]	1	
OC	,416[**]	,236[*]	,450[**]	0,198	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Work Prestige and Work Benefits has made regression with self-rated job performance.

As a result work prestige explain self-rated job performance with 37% percentage. If we look variables, work prestige has regression with self-rated job performance but work benefits has been excluded.

Final formula between self-rated job performance and work Prestige is below

$$\text{Self-rated job performance}= 2{,}557 + 0{,}478 * \text{Work Prestige} \qquad \textbf{(5.17)}$$

Table 5.48: Regression between work prestige and self-rated job performance.

Model	R	R Square	Adjusted R Square
1	,609[a]	0,371	0,364

a. Predictors: (Constant), Work_Prestige

Table 5.49 : Coefficients of work prestige and self-rated job performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,557	0,301		8,492	0
	Work_Prestige	0,478	0,064	0,609	7,439	0

a. Dependent Variable: JP_ORT

Work Prestige, Work Benefits and Workload has made regression with Organizational Commitment

There are two equation has been made. In both equations workload excluded.

As a result work benefits explain organizational commitment with 20% percentage

As a result work prestige and work benefits explain organizational commitment with 23% percentage.

Equation 1 is: Organizational Commitment = 1,64 + 0,448 * Work Benefits   **(5.18)**

Equation 2 is: Organizational Commitment = 1,187 + 0,312 * Work Benefits + 0,221 * Work Prestige **(5.19)**

Table 5.50 : Regression between work prestige&work benefits and job performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,450[a]	0,202	0,194	0,83439
2	,485[b]	0,235	0,219	0,82115

a. Predictors: (Constant), Work_Benefits

b. Predictors: (Constant), Work_Benefits, Work_Prestige

Table 5.51 : Coefficients of work benefits and organizational commitment.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,64	0,388		4,225	0
	Work_Benefits	0,448	0,092	0,45	4,88	0
2	(Constant)	1,187	0,443		2,677	0,009
	Work_Benefits	0,312	0,113	0,313	2,765	0,007
	Work_Prestige	0,221	0,11	0,228	2,014	0,047

a. Dependent Variable: OC_ORT

b. Predictors in the Model: (Constant), Work_Benefits

c. Predictors in the Model: (Constant), Work_Benefits, Work_Prestige

After Job Satisfaction subgroups, motivation's subgroups are investigated. Correlation and regression anaylses were made to motivation's significant subgroups self efficacy and engagement. As it is shown from the correlations Table 52, Self Efficacy has significant correlation with Self-rated job performance but there is not a correlation between Self Efficacy and Organizational Commitment.

Engagement has significant correlation both with Self-rated job performance and organizational commitment at the level 0.01.

Table 5.52 : Correlation Analysis for Motivation Subgroups and Outcomes.

	Self_Efficacy	Engagement	JP	OC
Self_Efficacy	1			
Engagement	,448[**]	1		
JP	,704[**]	,516[**]	1	
OC	0,061	,445[**]	0,198	1

Regression has made between Self-rated job performance and independent variables Self Efficacy and Engagement.

There are two equation has been made. In first equation engagement excluded. As a result work self efficacy explains Self-rated job performance with 50% percentage.

Self efficacy and engagement explain Self-rated job performance with 54% percentage.

$$\text{Self-rated job performance} = 1,576 + 0,632 * \text{Self Efficacy} \quad \textbf{(5.20)}$$

Self-rated job performance = 1,336 + 0,537 * Self Efficacy + 0,180 * Engagement **(5.21)**

Table 5.53 : Regression between motivation subgroups and job performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,704[a]	0,496	0,49	0,50717
2	,735[b]	0,54	0,529	0,48713

a. Predictors: (Constant), MOT_Self_Efficacy

b. Predictors: (Constant), MOT_Self_Efficacy, MOT_Engagement

Table 5.54 : Coefficients of self efficact&engagement and job performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,576	0,353		4,458	0
	Self_Efficacy	0,632	0,069	0,704	9,196	0
2	(Constant)	1,336	0,35		3,82	0
	Self_Efficacy	0,537	0,074	0,599	7,278	0
	Engagement	0,18	0,063	0,236	2,867	0,005

a. Dependent Variable: JP_ORT

Only engagement has significant correlation with organizational commitment. Regression test was made between organizational commitment and Engagement. As a result Engagement explain organizational commitment with 20% percentage.

$$\text{Organizational Commitment} = 1,725 + 0,440 * \text{Engagement} \quad \textbf{(5.22)}$$

Table 5.55 : Regression between engagement and organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,445[a]	0,198	0,189	0,83662

Table 5.56 : Coefficients of engagement and organizational commitment.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,725	0,376		4,59	0
	Engagement	0,44	0,091	0,445	4,816	0

a. Dependent Variable: OC_ORT

After Motivation, Organizational Commitment's subgroups are investigated. Correlation and regression anaylses were made to motivation's significant subgroups affective, normative and continuance.

As be shown from table 57, Affective commitment has significant correlation both job satisfaction and motivation. Normative commitment only has significant correlation with job satisfaction. Continuance commitment do not have any significant correlation neither job satisfaction nor motivation.

Table 5.57 : Correlation for commitment and job satisfaction and motivation.

	OC_Affective	OC_Continuance	OC_Normative	JS	MOT
OC_Affective	1				
OC_Continuance	0,188	1			
OC_Normative	,432[**]	,430[**]	1		
JS	,637[**]	0,098	,370[**]	1	
MOT	,619[**]	-0,114	0,206	,769[**]	1

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

Regression has made between Affective commitment and independent variables job satisfaction and motivation. After that regression has made between Normative commitment and job satisfaction.

Table 5.58 : Regression between commitment and job satisfaction and motivation.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,637[a]	0,406	0,399	0,81479
2	,668[b]	0,446	0,433	0,79112

a. Predictors: (Constant), JS
b. Predictors: (Constant), JS, MOT

As a result work job satisfaction explains affective commitment with 40% percentage. Job satisfaction and motivation explain affective commitment with 45% percentage.

Equation 1 is: Affective Commitment = 0,290 + 0,823 * Job Satisfaction **(5.23)**

Equation 2 is: Affective Commitment = -0,,437 + 0,510 * Job Satisfaction + 0,463 * Motivation **(5.24)**

Table 5.59. Coefficients of commitment and job satisfaction and motivation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,29	0,48		0,605	0,547
	JS	0,823	0,107	0,637	7,666	0
2	(Constant)	-0,437	0,55		-0,795	0,429
	JS	0,51	0,163	0,395	3,123	0,002
	MOT	0,463	0,186	0,315	2,495	0,015

Regression has made between Normative commitment and job satisfaction.

As a result work job satisfaction explains normative commitment with 14% percentage.

Normative Commitment = 0,331 + 0,627 * Job Satisfaction **(5.25)**

Table 5.60 : Regression between commitment and job satisfaction and motivation.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,370[a]	0,137	0,127	1,28766

a. Predictors: (Constant), JS_ALFA

Table 5.61 : Coefficients of commitment and job satisfaction and motivation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,331	0,759		0,436	0,664
	JS	0,627	0,17	0,37	3,698	0

a. Dependent Variable: OC_Normative

6. CONCLUSION AND RECOMMENDATIONS

6.1 Discussion

Today, consumption is increasing rapidly. Because of consumption in that daily life, people start to search better places and want to discover new places in their worklife. In this situation, company management teams and human resources departmants have to spend more energy to connect their employees to their organizations. In addition, another aim is to have a high employee performances to gain more customers and profit. Therefore self-rated job performance and organizational commitment are becoming more important topics and a lot of researches are made. Motivated employees, who are satisfied with their jobs, will increase OCB goes beyond the formal roles expected of them. Those employees will increase the desire to help others, they will be aware of their responsibilities to work, they will make greater efforts to realize the objectives of the organization beside their own purposes.

In this study, variables and subgroups were searched which effect organizational commitment and self-rated job performance. Telecommunication companies operating in Turkey are determined as the scope of work. The questionnaire was sent to the largest 5 companies operating in that scope and results were evaluated both sector and company based as well. Total 101 surveys were analyzed. 32 Participants were from Company 2, 25 of them from Company 3, 23 of them from Company 4, 13 of them from Company 1 and 8 of them from Company 5. Company 2 and Company 3 are Internet Service Providers (ISPs), other three companies are GSM companies. All of them in telecommunication sector. There are a few more companies in Turkey, in that sector but they do not have too much customers compare to these five. Participants' average age is 30 and their gender and marital status are nearly balance. 97% of them graduated from university. 65% of them are working on the same company less than 4 years, also 64% of them are working on

the same position less than 2 years. The results do not vary significantly according to demographic features.

As a model variables, Team Characteristics, Motivation, Job Satisfaction, Organizational Commitment and Self-rated job performance were determined. Team Characteristics were devided by Task Interdependence, Role Equity and Cohesiveness. As a descriptive statistics, if each variables' mean is calculated, it is seen that role equity has the lowest mean with 3,28. Other variable, which score is under 4, organizational commitment's mean was calculated as 3,49. It was shown that there is a significant positive correlation between organizational commiment and role equity. Also in regression analysis, H5.3, which is role equity is positively related with organizational commitment, was proven.

Analyses show that one of the main reasons of organizational commitment's low mean is role equity. Therefore if companies want their employees stay and increase organizational commitment, they should focus role equity. Role equity was measured with two questions, which are workload and hardness of work balance in team. At this point organizational development teams and team managers have great responsibility to make employees are commited to the organization. Works should be distributed equal workload and hardness between team members. In company based anaylsis it is shown that Company 2 has the lowest role equity mean with 2,8. Highest mean belongs to Company 5, which is still lower than 4, with 3,9. Self-rated job performance has the highest variable mean with 4.75. As a result, it can be said that role equity is a general problem in a telecommunication sector. Emplyees do not believe that there is an equal distribution.

Subgroups of organizational commitment were showned that, affective commitment has a significant correlation both job satisfaction and motivation. In job satisfaction, affective commitment has a significant correlation with work prestige, than work conditions&benefits. Workload do not have significant correlation with affective commitment. In motivation, affective commitment has a significant correlation with engagement, than work self efficacy. As a result of these relationships, if managers and hr teams try to commit employees to organization affectively, they should focus on work prestige and engagement. Detail of that, employees should think their jobs are growing them, their jobs are important and they can use their abilities and knowledge at work. These items will lead employees to commit the company

affectively. Normative commitment has a significant correlation with job satisfaction only. In detail, normative commitment is more related with work benefits than other job satisfaction groups. Therefore more than work's relevance to employee, employees decision of stay is determined with salary, benefits and other work conditions. Also engagement has a significant relationship with normative commitment. Finally, continuance commitment do not have any significant correlation with other variables.

In regression analysis of self-rated job performance, it was found that self-rated job performance is only has a significant relationship with motivation. Its R-square value is 0,51, which means self-rated job performance was explained with motivation as 51%. Beside that organizational commitment was explained with job satisficition (23%) and job satisfaction and role equity (30%). Two outcomes are explained with different variables. As a result of these, to increase self-rated job performance, motivation should de focused. If organizational commitment was the variable wanted to increase, both job satisfaction and team member's role equity will be the subjects that should be focused on. Group details of variables were shown that self-rated job performance is explained with self efficacy 50%. Both self efficacy and engagement explained self-rated job performance 54% ratio. Demerouti & Cropanzano (2010) also were shown the positive relationship with engagement and self-rated job performance in their study.

Engagement is also explain organizational commitment with 20% by itself. Self efficacy are needed to examine in depth the motivation to increase self-rated job performance. Managers can empower their employees as telling them they are suffcent, informed and talented people which they are suitable for work.

In company based details, another interesting result was found. Company 4 and Company 2 are the Company 4 Group companies and they are governed by the same board of directors. Results was shown that H1, H2 and H7 was approved for Company 2 but for Company 4 none of them was approved. H8 was approved for Company 4. As a result, even in the same group, companies can be differ in a relationship between variables.

In order to define variables' reliability, reliability analyses were applied and some of the questions were discarded to reach high consistency. After reliability analyses correlation analyses were made.

In correlation analyses the strongest relationship was found between motivation and job satisfaction, after that relationship, second strongest relationship was found between motivation and self-rated job performance. Generally model and hypotheses were accepted but this relationship line is so clear. Other strongest relationships were found between job satisfaction and self-rated job performance and between job satisfaction and organizational commitment. As an overwiev of correlation analyses, job satisfaction is the key variable and have strong relationship with other variables can be said. Only job satisfaction has a significant relationship with all other variables. Job satisfaction is also effected self-rated job performance over motivation. Only that mediation relationship was found. Neither any other moderation nor mediation relationship was determined. It's the second important point to managers from this study. To improve motivation, self-rated job performance and organizational commitment, empolyees' job satisfaction should be the first focus point. After factor analyses, subgroups of job satisfaction were also defined. According to subgroups' correlation analyses work prestige and work conditions&benefits have significant relationship with self-rated job performance but workload do not. Work prestige and work conditions&benefits have also significant relationship with organizational commitment. As a result overtime do not effect Self-rated job performance, job's prestige, job's impressive, job's match with employee's abilities are more important for increasing self-rated job performance and organizational commitment. For this section recommendations to managers are focusing job's features and job-person fit.

In conceptual model, team characteristics are devided as task interdependence, role equity and cohesiveness. As a result of correlation and regression analysis, it is shown that only cohesiveness has a significant effect with both organizational commitment and self-rated job performance. Task interdependence has weak significance with other variables. It do not have relationship with job performance. As a result it can be said that even works can be related to each other but it has to distribute with balance as a workload or hardness of work. Workload also is not such an important variable as well.

6.2 Limitations and Future Research

Role equity can be expended and it can be analyzed as organizational justice. In this study only role equity is investigated.

101 people participated the survey. It's significant for general sector but in company details, only from Company 2 higher than 30 people were participated. This survey sample can ben expended and company based significant results can be analyzed.

This study only focused on telecommunication sector in Turkey. It can be expanded with other sectors in Turkey. For future research sector comparation can be discussed. This study can be applied for concultancy, banking or any other sector and results can be compared. If this study will be implemented to other sectors results can be change because of these sector's dynamics and different employee profile. For example in the public sector, there is no competitive environment and instead of self-rated job performance persistence is more important than telecommunication sector. If this study will be implemented to banking sector results may not be change, because sector dynamics are close to each other.

Also another comparasion can be made between Turkey's and other countries' telecommunication sectors. If this kind of research will be done, cultural dimensons can be determinant.

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APPENDICES

APPENDIX A: Survey (English Version)

APPENDIX B: Survey (Turkish Version)

APPENDIX A

Dear Participant;

This survey was prepared as a Master Thesis of Istanbul Technical University, the programme of Management Engineering. The topic was, 'An Investıgatıon About How Team Chracterıstıcs And Job Satısfactıon Influence Team Members' Work Motıvatıon And Subsequent Posıtıve Work Outcomes In Technology Based Fırms'. The answers which you gave will be confidental.

Thank you for your time and attention.

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Give the answer of questions as follow as 1-Strongly Disagree 2-Disagree 3-Slighlt Disagree, 4- Slighlt Agree, 5- Agree, 6-Strongly Agree

1. What type of team do you work for?

    Work Team
    Management Team
    Project Team
    Except above

2. How many employees do you have in your team? (Manager Included)

Give the answer of questions as follow as 1-Strongly Disagree 2-Disagree 3-Slighlt Disagree, 4- Slighlt Agree, 5- Agree, 6-Strongly Agree

3. I'm satisfied with the work I do
4. I think my job is important
5. I contibute to my team and my company with my work
6. I can use my knowledge and abilities at work
7. I am respected because of my job
8. I am satisfied with the work conditions (Physical conditions, location etc.)
9. I am satisfied with the salary
10. I think my job grows me
11. I think workload is as it should be
12. I can balance work-private life
13. I am satisfied with the benefits besides salary (transportation, meal etc.)

14. *Give the answer of questions as follow as 1-Strongly Disagree 2-Disagree 3-Slighlt Disagree, 4- Slighlt Agree, 5- Agree, 6-Strongly Agree*

15. I feel excitement about my job
16. I almost focus on my job at work
17. My managers appreciates me
18. I owe so much to my company
19. I enjoy belonging to this team.
20. I have enough experience to do my work
21. My personal targets are align with company's
22. I think I am successfull
23. I get reward when succeeded
24. I have enough education to do my work
25. My outcomes according to my inputs ratio is the same with my teammates.
26. My outcomes according to my inputs ratio is more than with my teammates.
27. My outcomes according to my inputs ratio is lower than with my teammates.
28. I do my responsibilities on time
29. I perfume my targets quite well
30. My outputs are above the standards
31. I can solve a problem immediately
32. Workloads are distributed equally in my team
33. Works are distributed equally in my team for work's hardness
34. This company has so much personal meaning to me
35. Other team members of my team depend on me for information or materials needed to perform their tasks
36. I contribute people's life with my job
37. I can take inititave.
38. I will continue my work with the same performance if new responsibilities gave me
39. I would be glad to spend rest of my worklife here
40. I see my company's problems are as mine
41. I feel I am the part of the family
42. I have enough information to do my work
43. It would be hard to leave even I want it.
44. My life will be damaged if I leave
45. It's an obligation to stay here rather than a wish.
46. I have a few options if I leave here
47. I don't have enough options if I leave
48. I can personally harmed if I leave, so I continue
49. It's not true to leave even it's my advantage
50. I felt guilt if I leave
51. I feel that I am really a part of my team.
52. The members of my team will readily defend each other from criticism.
53. I cannot accomplish my tasks without information or materials form other members of my team.
54. Within my team, jobs performed by my team members are related to one another.

55. İşin yapılması için gerekli iş becerilerine (örnek problem çözme, etkili iletişim) sahip olduğumu düşünüyorum.

DEMOGRAPHICS:

1. Gender: ( ) Female ( ) Male
2. Age:
3. Marital Staturs: ( ) Single ( ) Married
4. Education: ( ) Primary School ( ) High School ( ) Associate Degree ( )Bachelor's Degree ( ) Master ( ) Doctorate
5. Company Tenure:
6. Position Tenure:

APPENDIX B

Sayın Katılımcı;

Bu anket, İstanbul Teknik Üniversitesi Fen Bilimleri Enstitüsü İşletme Mühendisliği Yüksek Lisans çalışması olarak "İş Tatmini, Motivasyon ve Takım Özelliklerinin İş Performansı ve Örgütsel Bağlılık Davranışları Üzerindeki Etkileri" başlıklı çalışma kapsamında hazırlanmıştır. Çalışma kapsamında geliştirdiğimiz ve aşağıda sunulan anketimizde size en uygun yargıyı tarafsız olarak işaretlemeniz sözü edilen çalışmaya önemli katkı sağlayacaktır. Elde edilen bilgiler sadece bilimsel amaçlar için kullanılacak ve kesinlikle gizli tutulacaktır.

Yapılacak istatistiksel analizlerin anlamlı sonuçlar vermesi açısından tüm soruları cevaplandırmanızı rica ederiz. Değerli katkılarınızdan ve kıymetli vaktinizi ayırdığınızdan dolayı çok teşekkür ederiz.

Tez Öğrencisi

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1. Çalıştığınız takım tipi aşağıdakilerden hangisidir?

   Work Team (Çalışma Takımı-Ürün yönetimi takımı, satış geliştirme takımı vb.)
   Management Team (Yönetim Takımı-Üst Yönetim Takımı vb.)
   Project Team (Proje takımı)
   Yukarıda belirtilen takımların dışında

2. Çalıştığınız takımdaki kişi sayısı kaçtır? (Yönetici dahil)

Aşağıdaki ifadelere katılma derecenizi 1-Kesinlikle katılmıyorum, 2-Katılmıyorum, 3- Kısmen katılmıyorum, 4-Kısmen Katılıyorum, 5- Katılıyorum, 6-Kesinlikle katılıyorum olacak şekilde 1-6 arasında değerlendiriniz.

3. Genel olarak yaptığım işten memununum
4. Yaptığım işin önemli olduğunu düşünüyorum.
5. Yaptığım işle takıma ve şirkete katkı sağlıyorum
6. Yaptığım işte bilgi ve yeteneklerimi kullanabiliyorum
7. İşim dolayısıyla çevremden saygı görüyorum
8. Çalışma şartlarından (konum ve fiziki şartlar düşünüldüğünde) memnunum
9. Yaptığım iş karşılığında aldığım ücretten memnunum
10. Yaptığım işin beni geliştirdiğini düşünüyorum.
11. İş yoğunluğum olması gerektiği kadardan fazla değildir

12. İş hayatımla özel hayatım arasındaki dengeyi kurabiliyorum
13. Aldığım yan haklardan memnunum (yol, yemek vs)

Aşağıdaki ifadeleri üyesi olduğunuz takımı düşünerek 1-Kesinlikle katılmıyorum, 2-Katılmıyorum, 3-Kısmen katılmıyorum, 4-Kısmen Katılıyorum, 5- Katılıyorum, 6-Kesinlikle katılıyorum olacak şekilde 1-6 arasında değerlendiriniz.

14. Yaptığım işe karşı heyecan ve tutku duyuyorum.
15. İşteyken neredeyse her zaman işime odaklanıyorum.
16. Yöneticilerim çalışmalarımdan dolayı beni takdir ederler.
17. Çalıştığım işletmeye çok şey borçluyum.
18. Çalıştığım takıma bağlılık hissediyorum.
19. İşin yapılması için gerekli iş deneyimine sahip olduğumu düşünüyorum.
20. Kişisel hedeflerimin kurumun hedefleriyle uyum içinde olduğunu düşünüyorum
21. Yaptığım işte başarılı olduğumu düşünüyorum
22. Başarımdan dolayı ödüllendirilirim
23. İşin yapılması için gerekli eğitime sahip olduğumu düşünüyorum.
24. Elde ettiğim çıktının sağladığım faydaya oranı takım arkadaşlarım ile aynıdır
25. Elde ettiğim çıktının sağladığım faydaya oranı takım arkadaşlarımdan fazladır
26. Elde ettiğim çıktının sağladığım faydaya takım arkadaşlarımdan azdır
27. Görev ve sorumluluklarımı tam zamanında tamamlarım
28. Verilen iş hedeflerime fazlasıyla ulaşırım.
29. Çalışmalarımın kalitesi yöneticime göre standartların üzerindedir
30. Bir problem olduğunda hızlıca çözüm üretirim.
31. Çalıştığım takımda işler, takım üyelerine iş yoğunluğuna göre eşit dağılmıştır.
32. Çalıştığım takımda işler, takım üyelerine işin zorluğuna göre eşit dağıtılmıştır.
33. Bu işletme benim için çok fazla kişisel anlam taşıyor.
34. Takım hedefleri düşünüldüğünde takım arkadaşlarımın işlerini tamamlamaları benden alacakları bilgi veya dökümanlara bağlıdır
35. Yaptığım iş sayesinde insanların yaşamına katkıda bulunduğumu düşünüyorum
36. Görevlerimi yerine getirirken bana söylenmeden insiyatif alır, artı değer sağlarım
37. Yeni görev ve sorumluluklar verildiğinde aynı heyecanla işimi yapmaya devam ederim.
38. Meslek hayatımın geriye kalanını bu işletmede geçirmekten mutluluk duyarım.
39. Çalıştığım işletmenin problemlerini kendi problemim gibi hissediyorum.
40. Bu işletmede kendimi "ailenin bir parçası" gibi hissediyorum.
41. İşin yapılması için gerekli iş bilgisine sahip olduğumu düşünüyorum.
42. İstesem bile şu an bu işletmeden ayrılmak benim için çok zor olurdu.

43. Şu an bu işletmeden ayrılmak istediğime karar verirsem hayatımın büyük bir bölümü zarara uğrar

44. Şu an bu işletmede kalmam, bir istek olduğu kadar bir zorunluluktur.

45. Bu işletmeden ayrılmayı düşünmek için çok az seçim hakkına sahip olduğuma inanıyorum.

46. Benim için bu işletmeden ayrılmanın olumsuz sonuçlarından biri de var olan alternatiflerin azlığıdır.

47. Çalışmaya devam etmemin önemli nedenlerinden biri, ayrıldığım takdirde kişisel olarak zarar görebilecek olmamdır.

48. Benim avantajıma olsa bile çalıştığım işletmeden şimdi ayrılmak bana doğru gelmiyor.

49. Bu işletmeden şimdi ayrılırsam suçluluk duygusu hissederim.

50. Kendimi takımın bir parçası olarak görüyorum

51. Eleştiri karşısında takım üyeleri birbirini savunurlar

52. Kendi işlerimi düşündüğümde takım arkadaşlarımdan bilgi veya döküman almadan işlerimi tamamlayamam

53. Çalıştığım takımda takım arkadaşlarımın işleri birbiri ile karşılıklı olarak ilişkilidir.

54. İşin yapılması için gerekli iş becerilerine (örnek problem çözme, etkili iletişim) sahip olduğumu düşünüyorum.
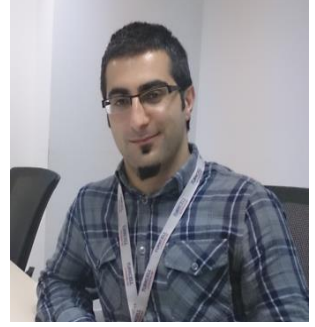
DEMOGRAFİK ÖZELLİKLER:

1. Cinsiyetiniz: ( ) Kadın ( ) Erkek
2. Yaşınız:
3. Medeni durumunuz: ( ) Bekar ( ) Evli
4. Eğitim durumunuz: ( ) İlköğretim ( ) Lise ( ) Ön Lisans ( ) Lisans ( ) Yüksek Lisans ( ) Doktora
5. İşletmede çalıştığınız süre:
6. Bulunduğunuz pozisyonda çalıştığınız süre:

Ankete katıldığınız için teşekkür ederiz.

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