



Relationship between morale and motivation in teamwork environments: A research in the health sector

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Abstract

Hospitals in which wide variety of types of health care services are provided require the work of many professionals working together in a harmony. However, it is possible to provide the harmony by teamwork. For the quality health care, it is a must to keep the morale-motivation at high level of the hospital employees who serve 24-hour continuously. Teamwork, same in all other businesses, is considered as a factor that affects the morale and motivation of hospital employees in a positive manner.

The purpose of this research is to determine the relationship between teamwork and morale-motivation levels of employees at surgery section of Pamukkale University Hospital in the province of Denizli. For this purpose, hypothesis of the research are determined by considering the theoretical discussions in the literature and research findings. Research hypothesis were tested by using the data obtained from the survey method with 58 employees of Pamukkale University Hospital in the province of Denizli. Descriptive statistical methods, correlation and regression analysis were used to analyze the data. Statistically significant relationship between some demographic characteristics of employees and the teamwork environment and morale-motivation level was found in the results. Relation between the teamwork environment and morale-motivation level was measured by correlation regression analysis, and no statistical significance was observed between two concepts. However, a statistical significance was found between the support for sub-dimension of innovation within the teamwork environment-team vision dimension and morale-motivation level.

Keywords: Team, Team Environment, Morale, Motivation, Morale Management.

1. Introduction

Intense competition brought by the globalization has led businesses to various quest to maintain their presence. There are many internal and external factors affecting the competitiveness of enterprises. Teamwork, affecting the employees directly, is one of the internal factors that provide basis for competitive advantage for the enterprises.

Modern enterprises try to replace the traditional structure models with encouraging the teamwork to achieve the success. Because teamwork provides employees to achieve the success that they cannot end up with their individual performance by raising their potential, increasing their

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creativity. Therefore businesses increase their profitability by producing better quality, faster and low cost products.

One of the most important achievements in terms of teamwork and business employees is the synergy created through the team spirit. Different people come together, increasing communication efforts in a way compatible with the new tasks and assume a purpose in different areas of expertise and employee raises to the highest level of morale and motivation.

Keeping the morale and motivation of the employees at the highest level possible is one of the most important tasks to achieve the objectives of the organization. Morale is an important factor affecting the employees' desire to do business, directly or indirectly, and is a term frequently used in daily life as well as business life. Success and failure in people's work life and private life can easily be associated with the concept of morale. Employees can use higher levels of capacity, raising the morale and motivation.

The teams come together to accomplish a specific goal in organizations. Team spirit develops within the teams which really adopt these targets. Since the responsibility is shared in a team environment, stress on the individuals is reduced and among team members, higher morale and motivation emerge. One of the most important factors affecting employees in the organization in a negative way is especially the decisions on issues related to their jobs without asking for their ideas, teamwork enables the higher management to increase the morale of individuals by giving them chance to participate and creating a participatory environment in solving problems of the enterprises.

Health care institutions come first to need the teamwork the most. Hospitals, especially the operating rooms in which the various specialized staff work together in a harmony are the areas that require a high-risk jobs. The vital importance of the work done requires teamwork. Besides affecting the patients' health directly, teamwork increases morale-motivation levels by affecting the job satisfaction of employees, achievement and the work performance. While there may be a team effort where it is most needed in our country variations, team spirit cannot be established due to the terms of reference of health workers, hierarchical structure and communication problems.

Aim of this study is to quest the relationship between climate prevailing among the employees working at the health institutions and their morale and motivation levels. In literature assessment, it is often believed that teamwork effects the morale and motivation of the employees in a positive manner and the morale and motivation affect the teamwork positively. Since the emphasis of the teamwork and morale management and the motivation over the work efficiency, it is aimed to determine the relationship between the two concepts in this study to show a direction for further researches and to emphasize the importance of the teamwork and morale management in businesses once again.

2. Conceptual Frame

2.1. Teamwork and Its Importance

Do not assume all the authorities on yourself. Victory is won only with the teamwork. Appreciate the one who is successful. Do not keep the one who failed. Do not let the fear of self-substitution block the way of talented people.

Attila, Ruler of the Hun Empire

Even if the importance of the teamwork had been noticed by Atilla the Hun Ruler years ago, modern organizations has started to recognize it in recent years. Changes in the business world, increasing competition in particular the services and goods sector and the motivation of the

sustainability of the sector make it necessary to give importance to teamwork management approach. Teamwork, in terms of businesses, makes the basis of the idea of working to gain a competitive advantage and ensure the customer satisfaction (Arkan, 2008; 1). While the team concept refers to a formation used as a tool in achieving the performance of the organization, the concept of "teamwork" describes a process of a cooperative and common goal work to achieve the objectives (Gayef, 2006;35).

The team is a community of two or more people that have come together to reach a predetermined target who are interdependent and act together. Attention is drawn to three important elements in the definition of team. The first of these is that the requirement of two or more people to form a team. The second is that the dependence of the individuals on each other and acting together. Third is that the individuals of the team work to achieve a certain goal (Eren, 2012:467). From this definition, teamwork is briefly described as to improve business processes and methods of employees and management continuously and their cooperative work to determine the organizational activities and objectives. Teamwork is an effort to create an atmosphere focusing on the processes of team's work and valuing and encouraging the participation of the team members. (Ince and et all. 2004; 424).

Organizations also need the team in many ways. The main advantages of teamwork are (Bilir, 2005:54);

- Team members are increasing the efficiency of teamwork as they come with their own affairs.
- The common decisions taken in the team, the team members is increasing trust between each other.
- Common goals and the targets raise motivation and embrace each other with increasing dedication.
- Belief for common goals and values of the people ranging from different knowledge and skills reveals synergy.
- Team concept provides the establishment of a linear relationship between company employees and the customer requirements and is effective in enabling employees to focus on the customer's request.
- While the employees are more satisfied by the team approach, the costs related to motivation reveal continuously declining trend.
- Teamwork provides the quality and production to increase.
- Teamwork provides the cost ratios to fall.
- Team concept helps to accelerate the decision-making
- Teamwork, allows employees to work in a more comfortable and secure environment.

Organizational teams are formed by the different personality traits and abilities of individuals to coordinate their activities towards a common purpose (Karmyshakova, 2006;5). As the organizations get complicated, division of labor and specialization increase. Therefore, people and teams are becoming more dependent on each other. This dependence makes the necessary cooperation and teamwork in order to get effective results. Achieving this, in a sense, is related to the reduction of destructive competition between members of the organization (Şimşek, 2010; 343).

Team work should be encouraged in the organization because of all these advantages. Of course, only the establishment of the team does not mean that the success will be achieved. Business division should have certain lines and people should be let show their effectiveness in their own positions for the sake of team success. Apart from the personal abilities of an employee that the teamwork is vital in jobs such as mining, cabin crew and cockpit, a person's suitability for

team work should also be considered. What is understood of this is that forming a team elements is not apparently enough. Personalities of individuals forming the team should be suitable for their job, their values should correspond with the business and the organization's values, and people should approach with respect to their business, should not despise the job, should have orientation for the job and should have a good livelihood skills. If the employees of so-called team do not work in accordance with the definitions mentioned above, it is obvious that they are not a team. . This situation will start to bring more harm than good for the team or teams of business or cannot reach the desired level of benefits (Gencoglu, 2012;7).

Concepts of team and group are seen as synonyms when looked up in Turkish Linguistic Society Dictionary (www.tdk.gov.tr). Kocer (2014;710) By expressing that the crew and the team sense are the sense of a group and supporting view that the findings of group are also valid for the crew and the team and that the team concept is not different from the group, group is defined as " a social phenomenon emerged with the two or more people coming together which are mutually affecting each other, sharing the common norms and principles, performing various roles, sharing a common purpose and are in communication with each other to pursue this common purpose." (Kocel,2014;708). However, the prevailing view in the literature is that there is a group of the whole crews (teams), but not all the groups are teams.

Groups go through several stages of becoming a team. These stages are forming, storming, norming, performing and adjourning (Eren, 2012; 472). There are some steps to be taken to sustain the continuity of the newly created team. These steps are determination of the team's mission and purpose, the distribution of roles within the team, defining the team work process, regulation of the relations within the team, and the regulations between the relation of the teams (Baltas;2015).

Since the expertise of each work to be done in the organization, requirements, rules, methods and instruments are different, the teams set up for these jobs will have different characteristics. Diversity of the product and complex organizational structure in modern time is not suitable for the uniform team type. Therefore, many types of teams has emerged (Gençoglu, 2012;10).

Formal teams are the groups established by the organization to perform the certain tasks. The members of these teams are expected to engage in behaviors to achieve their organizational goals (Eren, 467). The two most common types of formal teams are horizontal and vertical teams showing the vertical and horizontal hierarchical structural relationship. Vertical team consists of a manager and his subordinates in a chain of command. Horizontal teams are in the same hierarchical level, but may be defined as a team with different areas of expertise come together. (Simsek et all. 2014; 234-235).

Self-managing teams, working through the participation of teams, pursue the individual, team and organizational performance improvement goals ultimately and are planned to provide the participation in the decisions of the employees who are at the level and to increase control over their tasks. Self-managing groups are defined as the groups of 5 to 20 people with multiple skills and moving easily between tasks due to a rotation way who aim to produce the whole product or service (Simsek et all,2014; 236).

Many businesses who are combating with the intensifying competitive pressures accept the fact that the teamwork enables higher productivity, reduces the labor costs and increases the staff's performance, loyalty and motivation. Businesses must be oriented to teamwork that can create a synergistic effect among the employees and benefit more from the ability of its employees to provide the competitive advantage (Ozler and Koparan, 2008:5).

2.2. Morale Management

Word of morale means mental and emotional state such as enthusiasm, trust or loyalty of individuals or groups towards the current task or function. As used for individuals, it is also used

for a group. While a common sense of purpose for the group, morale, in terms of individual, is sense over the psychological factors such as confidence for the future purpose and confidence (Woodruff,2013;45).

Morale in everyday life, used very often, but when it attempted to define the effort is an abstract concept that cannot be covered in concrete measures. The most important reasons behind the abstraction is based on an emotional origin. No matter what for, morale in very general sense can be defined as "joy of life", and the "existence of enthusiasm". This sense of joy or enthusiasm includes a loyalty. Loyalty may be for life, work, the organization, institution, society, etc. When it is talked about the high and low morale status, it is often seen the continuation, increase, decrease or failure of this commitment (akt: Aksay 2005:29). In short, morale may be defines as the climate or atmosphere dominate a person or group of people (Eren, 2012;197).

Morale is first and foremost a dynamic concept. Since the morale shows continuous inflections, constant care is required to keep it at the high level. Therefore, it is a feeling that is needed to be fed and supported at all times. Conditions that will provide continuous moral for an individual are belief of working in such a place to make his future hopes through, belief of individual values correspond with the value of the business groups and the belief of reaching the common goal by coordinating their powers (Eren, 2012;197-198). Factors affecting the group morale (Yenitepe;2008,6-7);

- Scale of the shared goal of the group members,
- How much will the shared goal serve for the individual objectives of the group members,
- How will the group members assess the realization of the shared goal? That means the goal generally decided by the ones outside groups and the managers should be a valid and can easily be carried purpose.

It is rather difficult to determine the positive changes in the conclusions by gaining or importing morale. Morale sometimes makes both direct and indirect effect on the production. When the employee's share of the work created a great role and ability, impact of the morale is greater. However, when the work is done mostly by machinery and through automation and the ability of the employee is not involved, it is not possible to make a relation between the morale and the business results (Cetinkanat, 2000;245).

Experience shows that morale has effects on the activity results of a business. However, these effects do not always affect the business productivity in positive or negative direction. Because unhappy employees should not be necessarily the inefficient people every time. Morale sometimes makes both direct and indirect effect on the production. Low morale level will cause the business with indirect lost. Some of these way are bulk resistance and strikes and etc. Besides, employees claims for leave and the absenteeism will increase (Eren,2012;199-200). In case of an individual's willingness and morale high, it will be guaranteed to achieve the objectives of the organization due to employee's useful and decisive contribution (Tanriogen, 2003;2). For this reason to raise the employees' morale in organization (Bruce and Formisano, 203:2);

- Reward employees when their performance exceeds expectations.
- Empower employees.
- Listen to the complaints of the employees and resolve them as soon as possible.
- Listen emotional needs of employees carefully.
- Create an appreciation spirit.
- Broadcast the work enthusiasm among the employees.
- Do not conduct them reminding they are just workers.
- Focus on the group not on the company.

In addition to these regulations and the prevention, morale will show a positive development if the management regulates factors affecting the workplace. These factors are changes in working methods, changes in the philosophy of managers or management, reward and punishment system, the changes in the working group, importing new employees into the new groups or removing someone out of the groups (Cetinkanat, 2000;245).

It is almost impossible to examine the moral concept apart from the motivation. The concept of morale and motivation are linked to many psychological and sociological concepts. Among the factors that make up the morale are the concepts such as conscience, trust, faith, ideals, pride, solidarity, respect, love, harmony and friendship and these concepts become constant by developing upon the results of morale and motivation. People whose desires to achieve business awakened by morale and morale became constant are directed to the goals expected from them with awareness and excitement (www.e-motivasyon.net).

Motivation is a process of orienting towards a specific goal and showing purposeful behavior with a driving force arising from the person's inside. It is a positive pushing power which is giving energy to the people's movements and behavior and direct them, and acquiring momentum and continuity for their movement. Meeting the demands of employees in the organizations and ensuring job satisfaction will make a big contribution to love their professions and jobs, enter a positive communication and interaction with managers and work with dedication and high performance to fulfill any tasks given (Çiçek,2005; 8).

2.3. Morale Management and Team Promoting Relations

Working with a team based approach to carrying out the work has a long history. Teams were used for constructing the pyramids and rowing galleys against the ocean. The benefits of teamwork in the management literature has demonstrated in the 1920s by researchers investigating the industrial fatigue. Teamwork in Hawthorne research was seen as a factor in productivity and morale (Akt. Celen, 2011;7).

The concept of morale and motivation are linked to many psychological and sociological concepts. Among the factors that make up the morale are the concepts such as conscience, trust, faith, ideals, pride, solidarity, respect, love, harmony and friendship and these concepts become constant by developing upon the results of morale and motivation. Morale and motivation of development efforts which are indispensable to social life values are tried to be applied in the small groups that make up the small business from sports clubs and from industrial companies to professional institutions to increase the efficiency in all areas (www.e-motivasyon.net).

It is needed a spirit of unity to achieve a good sense of morale. This feeling is obtained by group's members thinking the group before themselves, assuming the one's success in a competitive atmosphere as the success of all. At the same time, the group make public resistance to the desires to perform and do not give up them easily. Study of the each member of the group leading to the group goal is followed with an admiration and appreciation. Thus, all desires obtained gain acceptance and admiration with satisfaction. Therefore, unity and cohesion of the group is revealed (Yenitepe, 2008; 7).

Teams, which are more productive process with their flexible structures, constitutes one of the main elements in business performance. Emphasis on the teamwork has become almost a necessity in today's enterprises to motivate people to improve the skills of employees and help them share information and to improve their performance. While the businesses are upgrading the motivation of employees through the teamwork on one hand, on the other hand they strengthen the loyalty among the employees, eliminate the communication gaps and increase both individual and the team performance doing that (Ozler and Koparan, 2008:4).

People refrain from working apart from the other people because they are social beings. Working in a team and being successful is the main source of motivation for people. Team, morale and motivation are the concepts that complement each other like links in a chain, as seen in the figure. While high morale triggers the high motivation and successful team work, successful team brings with a high morale and motivation.

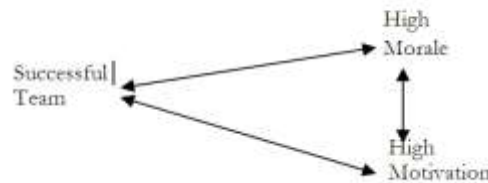


Figure 1: Team Environment- Morale and Motivation Relation

It is essential that the team is to be highly motivated for the teamwork to be successful. Teamwork, an effective motivational tool, is a cost-effective motivation instrument due to cost of the separate motivation for individuals is high.

When the complex web of social life is considered, the success of spirit of co-operation, the teamwork and the group dynamics has a close relation with the level of morale and motivation of the group. The level and the determination to success of a mass is limited to the most depressed person's determination and enthusiasm in that community. In other words; the strength of a chain is as the strength of the weakest link. That person, even if the only one, assumes the role of slowing, stumbling the group and even transferring his gloomy mood to other members. Therefore we can say that the speed, morale and motivation of a group is as much as the weakest member's (www.e-motivasyon.net).

3. Methodology Of the Research

In this part of the research, the purpose, importance, scope and the methodology of the research are given, then the information on the analysis of the data is laid down and finally the results have been interpreted in accordance with this information.

3.1. Purpose, Importance, and the Scope of the Research

The purpose of this research is to examine the relationship between the team environment and the morale and motivation level part of employees and to determine how they affect each other in the operation department of a hospital performing in the health sector.

This study will increase our understanding of the relationship between the team environment and the morale-motivation level of employees in the health sector. As non-profit enterprises, hospitals assume a very important mission for ensuring the continuation of human health. Especially the high performance of the nurses who establish respectively long-term relationship with the patient and responsible for applications of the medical care of patients is extremely important. Therefore, it is extremely important to determine the teamwork and morale level affecting their performance. Apart from that, not many researches are not seen suggesting the relation between teamwork and the morale-motivation level. Therefore, it is expected to contribute to the literature with this study.

Research covers 150 employees working in operating theaters at Pamukkale University Hospital in Denizli. Questionnaires used in the study were distributed to 100 employees by random sampling. 60 of the answered questionnaires were returned, 2 of which were not fully completed and excluded from the study, and the evaluation was made on the remaining 58 surveys.

3.2. Methodology of the Research

The survey questionnaire was used for data collection. The survey used a 5 Likert-type scale. Areas in scale participation levels are determined values of strongly disagree = 1, disagree = 2, undecided = 3, agree = 4, strongly agree = 5. Data was collected from March to April 2015 period by the researcher. While the findings are interpreted, the considerations are set as "4:20 to 5:00" very high, "3:40 to 4:19" high, "2.60 to 3.39" midway, "1.80 to 2:59" low, "1.00 to 1.79" too low.

The questionnaire used in the research consisted of three parts. The first section consists of questions related to demographic data of the participants. Second part contained the questionnaire to determine levels of morale and motivation of employees in the operation department. Survey was compiled by Cicek (2005) and used in the doctoral thesis. Cicek scale's reliability was found as $\alpha = 0.95$. Team environments scale used in the third and final part of the research was developed by Anderson and West (1996) in 1994, by translated and adopted into Turkish by Yaghoobi (1998) and used in the thesis by Arslan (2004). Scale is used as the six dimensions used in Arslan's thesis. These dimensions are the participation and trust, support for innovation, team vision, communication frequency, orientation to the tasks and the achievability of the goals dimensions.

Cronbach's alpha coefficients of the scales used in the research are presented in Table 1.

Table 1: Cronbach's alpha coefficients of the scales used in the research

Scales / Factors	Cronbach alpha coefficients
Team environment Scale	$\alpha=0,835$
Participation and Trust	$\alpha=0,838$
Support to innovation	$\alpha=0,874$
Team Vision	$\alpha=0,860$
Contact Frequency	$\alpha=0,849$
Orientation Task	$\alpha=0,871$
Achievability of the objectives	$\alpha=0,866$
Morale and Motivation Level Scale:	$\alpha=0,893$

The data obtained in this research was analyzed using SPSS (Statistical Package for Social Sciences) for Windows 15.0 programs. When analyzing the data, descriptive statistical methods (Number, Percentage, Average, and Standard Deviation) were used. The relationship between the dependent and independent variables were tested by Pearson Correlation Analysis. Direction of the relationship between two variables is determined by determinant of "+" or "-" which were used to determine the strength of the correlation coefficient. When assessing the correlation coefficients, the absolute value is between 0.70 and 1.00 "high", between 0.69 and 0.30 is "medium", 0.29 is lower level relation and as it closes to 0.00 it has been interpreted as a lack of relation. The findings are in the 95% confidence interval and were evaluated at 5% significance level.

3.3. Model of The Research and Hypothesis

Studying the relation between the team environment and the levels of morale-motivation in this research, six dimensions of team environment and morale and motivation levels variables are used. Model created in this frame is as shown in figure 2 below.

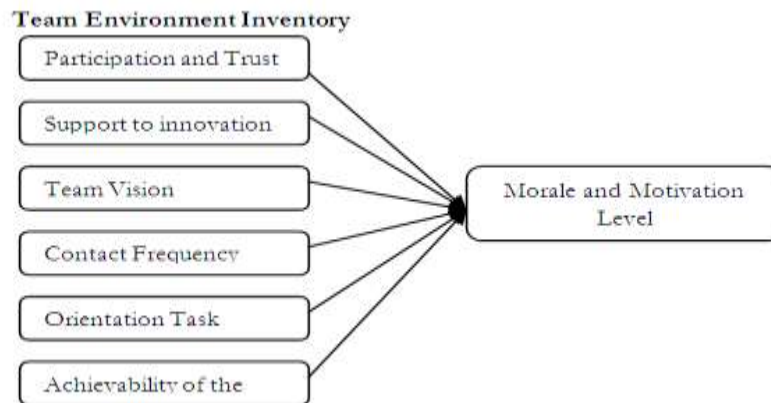


Figure 2: Research Methodology

Seven variables, six independent and one dependent, were used in the research. Independent variables are participation and confidence, support for the innovation, team vision, frequency of communication, orientation to the tasks and the achievability of the goals sub- dimensions of team environment. The dependent variable is the morale and motivation level of employee.

Hypothesis to be tested in the research are;

Hypothesis 1: There is a relationship between participation and confidence dimension of team environment and morale and motivation levels of employees.

Hypothesis 2: There is a relationship between support for the innovation dimension of team environment and morale and motivation levels of employees.

Hypothesis 3: There is a relationship between the team vision dimension of team environment and morale and motivation levels of employees.

Hypothesis 4: There is a relationship between the frequency of communication dimension of team environment and morale and motivation levels of employees.

Hypothesis 5: There is a relationship between the orientation to the tasks dimension of team environment and morale and motivation levels of employees.

Hypothesis 6: There is a relationship between the achievability of the goals dimension of team environment and morale and motivation levels of employees.

Hypothesis 7: There is a relationship between the team environment and morale and motivation levels of employees.

3.4. Findings

3.4.1. Demographic Characteristics:

As it is seen in Table 2, the employees participating in the research were 23 (39.66%) male and 35 (60.34%) female according to gender variable; 14 (24.14%) single and 44 (75.86%) married according to the marital status variable; 5 (10.34%) high school, 19 (32.76%) associate degrees, 23 (39.66%) bachelor degree and 10 (17.24%) are distributed as graduate according to education level variables; 2 (3.44%) under the age of 20, 8 (13.80%) 20-24 years of age, 20 (34.49%) 25-29 years of age, 15 (25.86%) 30-34 years of age, 10 (17.24%) ages 35-39, 3 (5.17%) over the age of 40 and distracted according to the age variable; while the task variable are 28 (48.29%) nurses, 12 (20.69%) anesthesia technicians, 10 (17.25%) physicians and 8 (13.77%) are distributed as other employees.

Table 2: Demographic Characteristics Of The Participants

	Groups	Frequency (n)	Percent (%)
Sex	Man	23	39,66
	Woman	35	60,34
	Total	58	100
Marital Status	Single	14	24,14
	Married	44	75,86
	Total	58	100
Educational Status	High school	6	10,34
	Associate degree	19	32,76
	License	23	39,66
	Graduate	10	17,24
	Total	58	100
Age	Under 20 years	2	3,44
	Age 20-24	8	13,80
	Age 25-29	20	34,49
	Age 30-34	15	25,86
	Age 35-39	10	17,24
	40 years and over	3	5,17
	Total	58	100
Task	Nurse	28	48,29
	Anesthesia tech.	12	20,69
	Doctor	10	17,25
	Other	8	13,77
	Total	58	100

3.4.2. Relationship between the Assessment over the Team Environment and Morale-Motivation Level of Operation Room Employees and Individual Characteristics

In this section, the individual characteristics of participants and assessment about the six dimensions of team environment and morale-motivation levels are examined.

Table 3: Assessment of the Participants over the Six Dimensions of Team Environment of Operation Room and Morale-Motivation Levels (N=58)

	N	Average	Sd.
Participation and Trust	58	3,529	,493
Support to innovation	58	3,024	,514
Team Vision	58	3,797	,531
Contact Frequency	58	3,431	,576
Orientation Task	58	3,234	,465
Achievability of the objectives	58	3,586	,833
Team Environmet	58	3,504	,418
Morale and Motivation Level	58	2,607	,301

When looked at the Table 3, it is seen the average scores given by the participants for six sub-dimensions of team environment and the morale levels. While the "team vision dimension" is the most believed with (average 3.797 ± 0.531) by operation room employees, the least approved one is the "support for innovation dimension" with (average 3.0244 ± 0.514). Morale-motivation levels of the employees were found as $t_2, 607 (\pm 0.301)$.

Table 4: Assessment of the Participants Over the Sub-Dimensions of Team Environment of Operation Room and Morale-Motivation Levels Based On Gender Variable (N=58)

		N	Ort	Ss	t	p
Participation and Trust	Man	23	3,632	,363	1,29	0,201
	Female	35	3,461	,557		
Support to innovation	Man	23	2,888	,576	-1,65	0,103
	Female	35	3,114	,456		
Team Vision	Man	23	3,978	,348	2,16	0,035
	Female	35	3,678	,598		
Contact Frequency	Man	23	3,478	,510	0,50	0,618
	Female	35	3,400	,621		
Orientation Task	Man	23	3,226	,387	-0,11	0,912
	Female	35	3,240	,515		
Achievability of the objectives	Man	23	3,666	,502	0,59	0,556
	Female	35	3,533	,997		
Team Environmet	Man	23	3,539	,072	0,51	0,611
	Female	35	3,481	,077		
Morale and Motivation Level	Man	23	2,527	,285	-1,66	0,304
	Female	35	3,660	,304		

According to table 4 where the assessment over the team environment of the hospital's is made by employees in the research scope based on their gender, a statistical significance was found between "team vision dimension" and gender variable. No statistically significance was found between the gender variable of employees and morale-motivation levels.

Table 5: Assessment of the Participants over the Sub-Dimensions of Team Environment of Operation Room and Morale-Motivation Levels Based On the Marital Status Variable (N=58)

		N	Average	Sd	t	p
Participation and Trust	Married	44	3,528	,422	-0,03	0,97
	Single	14	3,533	,691		
Support to Innovation	Married	44	3,015	,500	-0,25	0,80
	Single	14	3,055	,574		
Team Vision	Married	44	3,792	,503	-0,12	0,90
	Single	14	3,812	,633		
Contact Frequency	Married	44	3,397	,553	-0,77	0,44
	Single	14	3,535	,656		
Orientation Task	Married	44	3,204	,473	-0,86	0,39
	Single	14	3,328	,441		
Achievability of the Objectives	Married	44	3,560	,815	-0,41	0,68
	Single	14	3,666	,915		
Team Environmet	Married	44	3,488	,373	,608	-0,51
	Single	14	3,555	,548		
Morale and Motivation Level	Married	44	2,618	,315	,510	0,61
	Single	14	2,571	,260		

According to table 5 where the assessment over the team environment of the hospital's is made by employees in the research scope based on their marital status, no statistical significance was found between "marital status dimension" and Marital status variable. No statistically significance was found between the marital status variable of employees and morale-motivation levels.

Table 6: Assessment of the Participants Over the Sub-Dimensions of Team Environment of Operation Room and Morale-Motivation Levels Based on the Task Variable (N=58)

		N	Average	Sd.	F	p
Participation and Trust	Nurse	28	3,516	,501	,433	,730
	Anesthesia technique.	12	3,660	,505		
	Doctor	10	3,500	,492		
	Other	8	3,413	,505		
Support to Innovation	Nurse	28	3,027	,502	2,827	,047
	Anesthesia technique.	12	3,333	,407		
	Doctor	10	2,744	,526		
	Other	8	2,902	,522		
Team Vision	Nurse	28	3,705	,466	,685	,565
	Anesthesia technique.	12	3,802	,706		
	Doctor	10	3,937	,453		
	Other	8	3,937	,574		
Contact Frequency	Nurse	28	3,392	,506	,851	,472
	Anesthesia technique.	12	3,645	,669		
	Doctor	10	3,425	,553		
	Other	8	3,250	,707		
Orientation Task	Nurse	28	3,235	,435	,961	,418
	Anesthesia technique.	12	3,233	,619		
	Doctor	10	3,400	,410		
	Other	8	3,025	,345		
Achievability of the Objectives	Nurse	28	3,607	,826	,914	,440
	Anesthesia technique.	12	3,833	,822		
	Doctor	10	3,533	,612		
	Other	8	3,208	1,097		
Team Environmet	Nurse	28	3,483	,379	,838	,479
	Anesthesia technique.	12	3,664	,518		
	Doctor	10	3,463	,384		
	Other	8	3,389	,438		
Morale and Motivation Level	Nurse	28	2,621	,290	,850	,473
	Anesthesia technique.	12	2,488	,315		
	Doctor	10	2,663	,334		
	Other	8	2,666	,301		

According to table 6 where the assessment over the team environment of the hospitals is made by employees in the research scope based on their tasks, a statistical significance was found

between "support for the innovation dimension" of the team environment and task variable. No statistically significance was found between the task variable of employees and morale-motivation levels.

Table 7: Assessment of the Participants over the Sub-Dimensions of Team Environment of Operation Room and Morale-Motivation Levels Based on the Education Variable (N=58)

		N	Average	Sd	F	p
Participation and Trust	High School	6	3,307	,322	,577	,633
	Associate Degree	19	3,611	,575		
	License	23	3,531	,466		
	Master	10	3,500	,492		
Support to Innovation	High School	6	2,611	,240	3,546	,020
	Associate Degree	19	3,140	,506		
	License	23	3,159	,486		
	Master	10	2,744	,526		
Team Vision	High School	6	3,895	,583	,858	,469
	Associate Degree	19	3,644	,632		
	License	23	3,837	,459		
	Master	10	3,937	,453		
Contact Frequency	High School	6	2,833	,465	2,696	,055
	Associate Degree	19	3,500	,634		
	License	23	3,532	,496		
	Master	10	3,425	,5534		
Orientation Task	High School	6	2,833	,150	2,760	,051
	Associate Degree	19	3,357	,583		
	License	23	3,165	,365		
	Master	10	3,400	,410		
Achievability of the Objectives	High School	6	2,888	1,047	1,815	,155
	Associate Degree	19	3,631	,859		
	License	23	3,753	,792		
	Master	10	3,533	,612		
Team Environmet	High School	6	3,200	,277	1,340	,271
	Associate Degree	19	3,556	,522		
	License	23	3,559	,346		
	Master	10	3,463	,384		
Morale-Motivation Level	High School	6	2,655	,307	,242	,867
	Associate Degree	19	2,573	,325		
	License	23	2,598	,279		
	Master	10	2,663	,334		

According to table 7 where the assessment over the team environment of the hospital's is made by employees in the research scope based on their education, a statistical significance was found between "support for the innovation dimension" of the team environment and education variable. No statistically significance was found between the education variable of employees and morale-motivation levels.

Table 8: Assessment of the Participants over the Sub-Dimensions of Team Environment of Operation Room and Morale-Motivation Levels Based on the Age Variable (N=58)

		N	Average	Sd	F	p
Participation and Trust	20 years old	2	3,807	,380	,945	,460
	Aged 20-24	8	3,557	,755		
	Between 25-29 years of age	20	3,615	,412		
	Between 30-34 years of age	15	3,400	,497		
	Between 35-39 years of age	10	3,600	,417		
	40 years and over	3	3,102	,394		
Support to Innovation	20 years old	2	3,529	,392	3,539	,008
	Aged 20-24	8	3,166	,661		
	Between 25-29 years of age	20	3,000	,419		
	Between 30-34 years of age	15	3,272	,379		
	Between 35-39 years of age	10	3,044	,518		
	40 years and over	3	2,522	,357		
Team Vision	20 years old	2	2,925	,530	1,547	,191
	Aged 20-24	8	3,024	,633		
	Between 25-29 years of age	20	4,125	,378		
	Between 30-34 years of age	15	3,812	,689		
	Between 35-39 years of age	10	3,875	,371		
	40 years and over	3	3,566	,401		
Contact Frequency	20 years old	2	4,025	,883	,430	,826
	Aged 20-24	8	3,416	,612		
	Between 25-29 years of age	20	3,797	,535		
	Between 30-34 years of age	15	3,375	,706		
	Between 35-39 years of age	10	3,500	,472		
	40 years and over	3	3,550	,433		
Orientation Task	20 years old	2	3,283	,424	,445	,815
	Aged 20-24	8	3,425	,361		
	Between 25-29 years of age	20	3,250	,424		
	Between 30-34 years of age	15	3,431	,562		
	Between 35-39 years of age	10	3,300	,432		
	40 years and over	3	3,175	,642		
Achievability of the Objectives	20 years old	2	3,170	,446	1,127	,358
	Aged 20-24	8	3,213	,000		
	Between 25-29 years of age	20	3,340	1,007		
	Between 30-34 years of age	15	3,533	,721		
	Between 35-39 years of age	10	3,234	,907		
	40 years and over	3	4,000	,449		

Team Environmet	20 years old	2	3,750	,449	,817	,543
	Aged 20-24	8	3,500	,594		
	Between 25-29 years of age	20	3,618	,320		
	Between 30-34 years of age	15	3,404	,455		
	Between 35-39 years of age	10	3,454	,376		
	40 years and over	3	3,265	,465		
Morale-Motivation Level	20 years old	2	2,700	,235	,712	,617
	Aged 20-24	8	2,554	,283		
	Between 25-29 years of age	20	2,533	,301		
	Between 30-34 years of age	15	2,666	,317		
	Between 35-39 years of age	10	2,630	,321		
	40 years and over	3	2,811	,283		

According to table 8 where the assessment over the team environment of the hospital's is made by employees in the research scope based on their ages, a statistical significance was found between "support for the innovation dimension" of the team environment and age variable. No statistically significance was found between the age variable of employees and morale-motivation levels.

Table 9: Team Climate and Morale-Motivation Relation

	Morale-Motivation Level	
Participation and Trust	r	,119
	p	,374
	N	58
Support to Innovation	r	,059
	p	,662
	N	58
Team Vision	r	,095
	p	,479
	N	58
Contact Frequency	r	,350(**)
	p	,007
	N	58
Orientation Task	r	,292(*)
	p	,026
	N	58
Achievability of the Objectives	r	,103
	p	,444
	N	58
Team Environmet	r	,202
	p	,128
	N	58

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

No statistical significant relation was found between participation and confidence dimension of team environment and morale-motivation level.

No statistical significant relation was found between support for innovation dimension of team environment and morale-motivation level.

No statistical significant relation was found between team vision dimension of team environment and morale-motivation level.

A statistically significant relationship was found between the communication frequency dimension of team environment and morale-motivation level. ($r = 0.350$; $p = 0.007 < 0.01$)

A statistically significant relationship was found between the orientation to tasks dimension of team environment and morale-motivation level. ($r = 0.292$; $p = 0.026 < 0.05$).

The aim of the achievability of the size of the team environment was not statistically significant relation between the levels of morale-motivation.

There was no statistically significant relationship between the team environments with morale-motivation level.

No statistical significant relation was found between achievability of the goals dimension of team environment and morale-motivation level.

No statistical significant relation was found between team environment and morale-motivation level.

Table 10: Effect of the Team Climate over Morale-Motivation

Dependent Variable	Dependent Variable					
	Morale-Motivation Level					
	B	t	P	R ²	F	Model(p)
Regression Coefficients	1,928	5,238	,000	0,147	1,772	,114
Participation and Trust	-,398	-1,038	,304			
Support to innovation	-,264	-,807	,423			
Team Vision	-,195	-,721	,474			
Contact Frequency	,114	,592	,556			
Orientation Task	,000	,002	,998			
Achievability of the objectives	-,088	-,723	,473			
Team Environmet	1,012	,741	,462			

Regression Analysis found the Effect of the Team Climate over Morale-Motivation of employees not statistically significant. ($F=1,772$; $p=0,114$).

3.4.3. Hypothesis Test Results

Results of the hypothesis for this research are summarized in the Table 11.

Table 11: Results over the Tested Hypothesis

Hypothesis 1: There is a relationship between participation and confidence dimension of team environment and morale and motivation levels of employees.	Rejected
Hypothesis 2: There is a relationship between support for the innovation dimension of team environment and morale and motivation levels of employees	Rejected
Hypothesis 3: There is a relationship between the team vision dimension of team environment and morale and motivation levels of employees.	Rejected
Hypothesis 4: There is a relationship between the frequency of	Accepted

communication dimension of team environment and morale and motivation levels of employees.	
Hypothesis 5: There is a relationship between the orientation to the tasks dimension of team environment and morale and motivation levels of employees.	Accepted
Hypothesis 6: There is a relationship between the achievability of the goals dimension of team environment and morale and motivation levels of employees.	Rejected
Hypothesis 7: There is a relationship between the team environment and morale and motivation levels of employees.	Rejected

4. Conclusion And The Suggestion

The employees are the main determinants of service quality in the hospitals. Employees' facial expressions, gestures and mimics have great importance because they transmit a positive or negative message to the patients and directly affect patient's satisfaction. That is why it is extremely important for hospitals for being preferred by patients to keep the morale-motivation level of health employees at high level. Morale is a subjective abstract concept which is hard to measure and various from person to person. Although it is difficult to correct the individual morale differences, there are some favorable factors in general which effect the morale levels of the employees in the organization. Teamwork is considered as one of these factors. Therefore, it was studied how the teamwork dominating in an operation room of a hospital affects the morale-motivation level of employees.

Results of the study must be considered in the limitations of framework which subjected. It will not be possible to generalize the results of this research into all health facilities or the whole health sector since the study was made in an operation room of a hospital. Obtaining data from a survey of the sector due to time and cost constraints is one of the limitations of the research. Researchers are suggested to work on samples from various sectors in the next studies.

Below the research hypothesis are dealt shortly;

- Once looked at the assessments of the employees over the operating team environment, while team vision dimension is seen the most approved with high average of (average: 3.797 ± 0.531), the least approved dimension is the support for innovation with an intermediate average of (average: 3.0244 ± 0.514).
- A statistical significance was found between "team vision dimension" of the team environment and gender variable. According to team vision perceptions, it is higher of male employees than that of female employees.
- A statistical significance was found between "support for innovation dimension" of the team environment and task variable. According to that, while the sense of anesthetic technicians are higher than other employees, physicians have the least average in the support for innovation.
- A statistical significance was found between "support for innovation dimension" of the team environment and education variable. According to that, while the sense of ones who have bachelor degree is higher than the employees of other education levels, high school graduates have the lowest average in the sense of support for innovation.
- A statistical significance was found between "support for innovation dimension" of the team environment and age variable. According to that, while the sense of employees at the 30-34 ages is higher than the employees at other age levels, employees over the 40 years old have the lowest average in the sense of support for innovation.
- Morale-motivation levels of the employees of the operation room were found at medium average with (average: $2,607 \pm ,301$).

- A statistical significance was found between "communication frequency dimension" of the team environment and morale-motivation level at medium level ($r=0,350$; $p=0,007 < 0, 01$). According to this result, Morale-motivation of employees increases as the communication frequency increases in the team environment.
- A statistical significance was found between "orientation to task dimension" of the team environment and morale-motivation level at low level ($r=0,292$; $p=0,026 < 0,05$). According to this result, morale-motivation of employees increases as the orientation to task increases in the team environment.

According to the findings of the study results listed above, suggestion to the organizations are;

- Place the idea of being the part of the team for all employees and their being important for the team by creating team spirit in the hospital,
- Provide all team members to inure the goals by setting the reachable objectives,
- Provide all team members to know the vision and ensure the adoption of it by determining team vision,
- Emplace a sense of democratic and solidarity based on understanding rather than ending up with hierarchical autocratic approach, ,
- Put up the team's expectations from its member by clearly determining the terms of reference of all team members,
- It is suggested that the organization adopt the developments by following the developments that raise levels of motivation.

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