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## The Mediating Role of Psychological Capital in the Effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism: A Research in the Retail Industry

Cengiz ÇOBAN<sup>1</sup>

### Abstract

Organizational Citizenship Behavior (OCB) is normally extra role behaviors that are displayed voluntarily by employees. However, such behaviors displayed within the organization may lead managers perceiving these behaviors as normal role behaviors and asking for all employees to display these behaviors within the organization, in other words, such behaviors may lead to Compulsory Organizational Citizenship Behavior (COCB). This, in turn, can have a negative impact on employees, causing them to be dissatisfied with the organization as well as cognitive, affective, and eventually behavioral cynicism. The issue of organizational variables that can help solve this situation, which has emerged as an organizational problem, is important for the organization to achieve its goals. The aim of this study is to reveal whether Psychological Capital (PC) has a positive effect in COCB that push employees to a cynical attitude and behavior. In other words, this study examines the role of high and low level of PC between COCB and Organizational Cynicism (OC). For the research carried out within the scope of the study, a market chain enterprise located in Gaziantep province was selected. The data required for the research was collected by the questionnaire method and the data set of 361 people was analyzed with the SPSS 22 statistical program. The negative mediating role of PC in the impact of the COCB on OC and its sub-dimensions was tested by Multiple Regression Analysis. As a result of the analysis, it was found statistically significant that PC meaningfully moderation the COCB, however, the decreased COCB relatively less increased OC. In addition, it has been found statistically significant with Hierarchical Regression Analysis that PC has a regulatory role in the effect of COCB on OC. As a result, the mediation role of PC in the effect of COCB on OC was evaluated within the framework of the system approach and it is considered that the application of the measures to be taken at the same time to increase the PC and to decrease the COCB and OC will have a synergistic effect.

**Keywords:** Compulsory Organizational Citizenship Behavior, Psychological Capital, Organizational Cynicism, Retail Industry.

### Zorunlu Örgütsel Vatandaşlık Davranışının Örgütsel Sinizm Üzerindeki Etkisinde Psikolojik Sermayenin Aracılık Rolü: Perakende Sektöründe Bir Araştırma

#### Öz

Örgütsel Vatandaşlık Davranışı (ÖVD), normalde gönüllü olarak çalışanlarca sergilenen ekstra rol davranışlarıdır. Fakat bu davranışların örgüt içinde sergilenmesi yöneticilerin bu davranışları normal rol davranışları olarak algulamaya başlamasına ve örgüt içindeki bütün çalışanlardan bu davranışları sergilemesini istemelerine yani Zorunlu Örgütsel Vatandaşlık Davranışına (ZÖVD) neden olabilmektedir. Bu ise çalışanların üzerinde olumsuz bir etki yaparak onların örgüt ile ilgili hoşnutsuzluğa kapılmalarına, bilişsel, duyuşsal ve nihayetinde davranışsal sinizme neden olabilmektedir. Bu durum örgütsel bir problem olarak ortaya çıkmakta ve giderilmesine yardımcı olabilecek örgütsel değişkenlerin neler olabileceği örgütün amacına ulaşabilmesinde önem arz etmektedir. Bu çalışmanın amacı; ZÖVD'nin çalışanları sinik bir tutuma ve davranışa itmesini azaltmada ve engellemede Psikolojik Sermayenin (PS) olumlu bir katkısı olup

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*olmayacağına ortaya konulmasıdır. Başka bir deyişle, bu çalışmada yüksek ve düşük seviyedeki PS'nin ZÖVD ile Örgütsel Sinizm (ÖS) arasında nasıl bir role sahip olacağı incelenmektedir. Çalışma kapsamında yapılan araştırma için Gaziantep ilinde bulunan bir market zinciri işletme seçilmiştir. Araştırma için gerekli veriler anket yöntemi ile toplanmış olup 361 kişilik veri seti SPSS 22 istatistik programı ile analiz edilmiştir. ZÖVD'nin ÖS'ye etkisinde PS'nin negatif yöndeki aracılık rolü çoklu regresyon analizi ile test edilmiş ve analizin sonucunda PS'nin ZÖVD'yi azalttığı, azalan ZÖVD'nin göreceli olarak ÖS'yi daha az arttırdığı istatistiksel olarak anlamlı şekilde bulgulanmıştır. Sonuç olarak PS'nin ZÖVD'nin ÖS'ye etkisindeki aracılık rolü değerlendirilerek PS'nin yükseltilmesi ile ZÖVD ve ÖS'nin düşürülmesi için alınacak önlemlerin aynı anda uygulanmasının sinerjik etkisinin olduğu değerlendirilmektedir.*

**Anahtar Kelimeler:** Zorunlu Örgütsel Vatandaşlık Davranışı, Psikolojik Sermaye, Örgütsel Sinizm, Perakende Sektörü.

## 1. Introduction

From the management point of view, it is a known fact that negative organizational behavior concepts cause more harm than positive organizational behavior concepts contribute to organizations (Şen and Mert, 2019: 16). In this case, considering the employees as the most important production factor for strategic management, examining the concepts of organizational behavior becomes one of the most important arguments of the managers (Erkutlu, 2015: ix). At this point, PS; The pre-acceptance that COCB will reduce its effect on OC is actually based on the Theory of Positive Psychology. Contrary to the concept of psychology, which is mostly concerned with the negative aspects of employee behaviors and attitudes, the concept of positive psychology first appeared at the 1998 American Psychological Association Congress. With this concept, it is seen that the perspective of the literature has changed and it has been developed by Seligman and Csikszentmihalyi (2000) (Erkutlu, 2015: ix). Thus, it is evaluated that the abilities of positive psychology individuals are actually a power and that many features can be developed together with them (Erdoğan and İraz, 2019: 40; Erkutlu, 2015: ix). The emerging Theory of Positive Psychology was developed by Luthans (2002) to be applied to the theory of organization and the field of organizational behavior. At this point, according to positive psychology theory, concepts such as organizational identification, individual-organization harmony, work dedication, organizational commitment, OCB, proactive behavior, prosocial behavior affect the performance positively by eliminating the negative aspects of the organization (Koçel, 2015: 337).

The aim of this study is to determine whether PS will have a positive contribution by acting as a mediator in order to reduce the motivation of COCB to a cynical attitude and behavior. For this purpose, first of all, information about the concepts of COCB, OC and PC is given and previous studies and researches examining the relationship between these concepts are given. Afterwards, there are the research and its results in accordance with this

purpose. A market chain business operating in the retail sector was selected for the application. A survey was applied to 361 employees of the enterprise operating in Gaziantep with a total of 550 employees and 22 branches, all of them were determined as valid and thus the data set was obtained. While SPSS 22 analysis program was mainly used for statistical analysis, LISREL program was used for confirmatory factor analysis. After examining the demographic factors, their effects on COCB, OC and PC were revealed with F and t tests, and then the suitability of the data set to normal distribution was tested. After the reliability and validity of the scales were confirmed by internal consistency coefficients and exploratory and confirmatory factor analyses, other analyzes were started. First of all, as a result of the correlation and regression analyzes, the relations between COCB, OC and PC and the direction of these relations were revealed. With the multiple and hierarchical regression analyzes carried out afterwards, the mediating role of PC in the effect of COCB on OC was examined.

## **2. Literature Review On Variables**

The conceptual definition of OCB, which is described as the dark side of OCB, which has been the subject of important studies in the literature, has been made in the literature in recent years, and its dimensions have also been determined. Although extra-role actions outside the job description are on a voluntary basis in OCB, these actions are not always done voluntarily (Bolino et al., 2004; 2010; 2006; Zhang et al., 2011). In fact, the subject that is valid for both of the concepts of OCB-COCB is accepted as role behavior or job description. Because it is considered that the ambiguity of role definitions in organizations causes negative justice perceptions, creates social and personal meaning problems for employees and managers, and creates employees who are forced to show extra role behavior unwillingly (Rousseau, 1979; Vigado-Gadot, 2006). It is stated that managers who try to increase efficiency and effectiveness and do this by focusing on OCB, take the behaviors outside the role definitions, respectively, and then put pressure on the implementation of the role behaviors that are excluded and require OCB (Vigado-Gadot, 2006: 88-90). According to this way of thinking, OCBs actually cause destructive and very harmful results, contrary to many positive results listed in the literature. Vigado-Gadot (2006; 2007) named these actions, which are not spontaneous but as a result of pressure, “Compulsive Citizenship Behavior”. The concept is used as OCB because the similar motivations of OCB behaviors revealed in our study are different. Koçak (2018: 1490) defines OCB as abusive management, other employees, or OCB caused by external social and organizational

pressures. Sökmen (2018: 404-405), on the other hand, defines COCB as a concept that emerges as oppressive due to its importance in the success of the organization, despite the fact that OCB is voluntary. Yıldız and Yıldız (2015: 30-31) state that OCB, which they define as the demand for extra role behavior created by pressure on employees, has devastating effects in the long run. When the above and similar definitions are examined, it is considered that the concept of COCB needs a broader definition. Accordingly, OCB can be expressed as the whole of positive-looking but actually destructive behaviors, which are formed as a result of the emergence of the increasing necessity due to the effectiveness and productivity-enhancing effect of OCB in today's severe competition conditions, and as a result of pressures contrary to the nature of OCB.

Seligman (1999) put forward the concept of "Positive Psychology" (Gable and Haidt, 2005: 103), which presupposes that the science of psychology can be productive and therefore happy, instead of dealing with only the negative aspects of the individual in general and the employee in particular. The transition from positive psychology to the concept of positive organizational behavior and its definition was made by Luthans (2002). In this definition, there is the expression of researches to increase the psychological powers of management measurably on human resources in order to positively improve the working environment (Luthans, 2002: 697). Positive organizational behavior as a thought system are two new concepts that emerged as a result of the development of the concept of PC and positive psychology. The concepts of positive psychology and positive organizational behavior, which are in a cause and effect relationship, are evaluated as managing the organization from a strategic perspective by developing and managing the positive aspects of employees in today's competitive environment (Luthans and Youssef, 2004: 327). PC is defined as who we are and to what point we can develop if we develop positively (Luthans, Youssef, & Avolio, 2007). In many sources, PC has 4 dimensions; Optimism, hope, self-efficacy and resilience are also described as components of PC. Traditional psychology has become unable to meet the consequences of the rapid change in the workplace. The search that emerged as a result of this has revealed the 'positive psychology' current (Polatçı, 2017: 1).

Cynicism, which is the basis of the concept of OC and described as a philosophy of life; It is expressed as getting away from both various pleasures and problems. In the first studies on cynicism among American employees, it was expressed as "not trusting the managers and rules" (Bateman et al. 1992). In many respects, the foundations of the concept of OC are the theories of attribution, expectation, social motivation, attitude, social

exchange, and emotional events (James, 2005). However, Expectation and Social Motivation theories are more striking than the others in terms of motivation and cognitive (Kart, 2015: 85). In this context, it is considered as cognitive and affective cynical attitudes caused by feelings such as insecurity and disbelief that form the basis of the concept of OC (Pelit & Pelit, 2014: 85). In this framework, the most widely accepted definition of OC is “the negative attitude of the individual against the organization and/or management, especially arising from the belief that his/her expectations cannot be met” (Dean et al. 1998). Andersson (1996), on the other hand, describes OC as a lack of trust and hope towards a person, group, social environment; defines it as a negative attitude that includes disappointment. From another point of view, OC emerges with the effect of not meeting organizational expectations (Reichers et al. 1997, 48 59). Bedeian (2007) defines OC as “the negative attitude of the employee towards the company”. Wilkerson et al. (2008), on the other hand, describes OC as “a negative attitude based on the idea that the procedures and processes of the organization in which the employee is in conflict with the interests of the employees”. The causes of OC are examined in two main focuses, individually and organizationally (Kart, 2015: 85). Ozgener et al. (2008) As personal causes of OC; negative leadership, doubt, anxiety, introversion and abusive (toxic) leadership. In addition to all these, among the individual causes of OC, the main topic is the personal characteristics of the employees, and this effect is considered to be at no or very low level (Pelit and Pelit, 2014: 92). As a result, it is stated that OC may occur due to many reasons such as the perception of social contract violation, organizational injustice, negative working conditions, negative leadership, and lack of communication (Cartwright & Holmes, 2006: 201). In all cases, it is considered that the causes of OC are the reasons for the employee to lose faith in his organization. To determine the level of OC, Dean et al. (1998) developed three dimensions and these are listed as cognitive, affective and behavioral dimensions.

### **3. Examination Of The Relations Between The Variables**

#### **3.1. The Relationship Between COCB and OC**

It would not be wrong to say that OCB, which is seen as an illusion of OCB, which is examined together with many concepts in the literature or on its own, will have negative effects unlike OCB (Yıldız, 2016: 88). In the studies on COCB and including negative organizational behavior variables, abusive management and Zhao et al. (2013), with low level of identification, Zhao et al. (2014) job stress, organizational negative policies, burnout and Vigado-Gadot (2006) positive relationship is expressed. On the contrary, a negative

relationship between COCB and positive organizational behavior concepts is detected. Some of these can be counted as: OCB, organizational trust, job satisfaction, innovation, decision making, psychological security (Alkan, 2015; Vigado-Gadot, 2007; Zhao et al., 2014). In this context, it would not be wrong to say that COCB will be in a positive relationship with positive organizational behavior variables and negative organizational behavior variables, contrary to and opposite to OCB (Şeşen & Soran, 2013: 410). Vigado-Gadot (2006: 8) proved this in their study by putting forward the hypothesis that there is a negative correlation between COCB and OCB. In this context, the results of studies examining the relationship between OCB and OC are in this direction (Abraham, 2000: 287; Andersson, 1996: 1397-1398 Abraham, 2000; Ertosun et al., 2016).

Since COCB is a relatively new concept, studies examining the relationship between OC and COCB are rarely encountered in the literature. Topçu and Beğenirbaş (2017) and Near and Sökmen (2018) found a positive and significant relationship between COCB and OC.

The explanation of OCB is usually made with the Social Change Theory (Beduk & Ertürk, 2015: 5). According to the social exchange theory, positive contributions are rewarded with various benefits and rewards; This reciprocity creates a relationship and continues as long as it is protected. In this sense, the employee and the organization do mutual favors to each other, and this becomes an expectation, and the relationship continues as long as this is met (Köksal, 2012: 5). At this point, the fact that the organization in general, in particular the management of the organization, always expects some non-role OCB behaviors and this becomes coercive may cause OCBs to turn into COCBs. That's exactly why, where OCB ends, social impact theory, social learning theory, and expectation theory come into play, and where the social change theory's influence ends, COCB comes into play. In relation to all of these, it is considered that the relationship between COCB and OC can be explained by Social Identity Theory, which will be in the same direction. It is stated that the efforts of individuals towards self-realization can be through organizational identification, that is, by combining the values of the organization with the values of the self (Zhao et al., 2014). While evaluating the role of this aspect of the social impact resulting from social pressures in the formation of OC, the same-sided effect of social change theory can be detected in the formation of OC. Theories used to explain OC can be summarized as the theories of expectation, forgiveness, social motivation, attitude, social change and emotional events (Erkutlu, 2017: 94). Among these theories, social change and expectation theories are also used to explain COCB (Yakın & Sökmen, 2018). Hopelessness about the

future and opposition to change based on it, failure despite the effort, acceptance of it as a job description despite showing OCB, that is, not being able to achieve the expected value, are the common points of Expectation Theory, OC and COCB. Thus, the theoretical basis of our hypothesis that OC will increase as COCB increases are theories of social change, social identity, and expectation.

In the limited number of studies in the literature, the relationship between COCB and OC has been found to be positive. In addition, the theoretical basis of our hypothesis that OC will increase as COCB increases are theories of social identity and expectation. In addition, when it is combined with the finding of Vigoda-Gadot (2006: 8) that COCB will have the opposite effect of OCB on organizational behavior variables, it is considered that a positive effect of COCB on OC should be expected.

### **3.2. Relationship Between OC and PC**

The number of studies examining both concepts together is very insufficient; It is stated that PC and OC give priority to attitudes and perceptions within the organization as concepts. However, OC has a negative point such as the cynical attitudes of employees; PC focuses on the positive attitudes and perceptions of employees (Uygungil and İşcan, 2018: 442).

Before reviewing the results of the literature review of the relationship between OC and PC, it may be necessary to reveal the relationship of the theoretical basis of these two concepts. At this point, we can compare the dimensions and components of both concepts (Erdoğan, 2018: 94). It is evaluated that the employee, who is likely to have negative perceptions and attitudes such as disappointment, insecurity, humiliation, opposition, inhibition, and hopelessness, will be more difficult to channel into behaviors related to cynicism if hope, optimism, self-efficacy and resilience are developed, that is, they will be protected from OC (Çalışkan, 2014: 369; Erdoğan, 2018: 94).

When the relationship between OC and PC is examined, there is an almost unexceptional unity in both international and national literature; that is, the relationship between PC and OC and its sub-dimensions is expected to be negative (Özçalık, 2017: 89; Avey, Wernsing, & Luthans, 2008: 62-121; Avey, Luthans, & Youssef, 2010; 664; Karacaoğlu & İnce, 2013: 181- 202; Çalışkan, 2014: 363-380).

### **3.3. The Relationship Between COCB and PC**

In the literature review, we could not find a study examining the relationship between COCB and PC. Traditionally, when compared to OCB, COCB is not considered as a concept other than spontaneous behavior (Vigoda-Gadot, 2006: 85; Zhao et al., 2014: 178). For this reason, it is thought that there is a specific and inverse relationship between COCB and OCB and researches are intensified to investigate this (Peng and Zhao, 2012-2014; Spector and Fox, 2010; Vigoda-Gadot, 2006). In this regard, the studies conducted by Vigoda-Gadot in Israel and Peng and Zhao in China support the negative relationship between COCB and OCB (Peng and Zhao, 2014: 178). From this point of view, it is thought that we can evaluate the COCB-PC relationship with the assumption that the relationship between OCB-PC will be the opposite. In the literature review, it is expected that employees with high PS will have a high OCB, as their general mood, cognitive and organizational impressions and perceptions will be positive (Wageeh, 2015; Todd & Kent, 2006: 253; Yücel et al., 2009: 233; Lifeng, 2007: 328-334; Norman et al., 2010: 380-394; Çetin, 2011: 178; Şeşen, 2010: 211; 588; Luthans and Youssef, 2007: 338; Qadeer, 2014: 460).

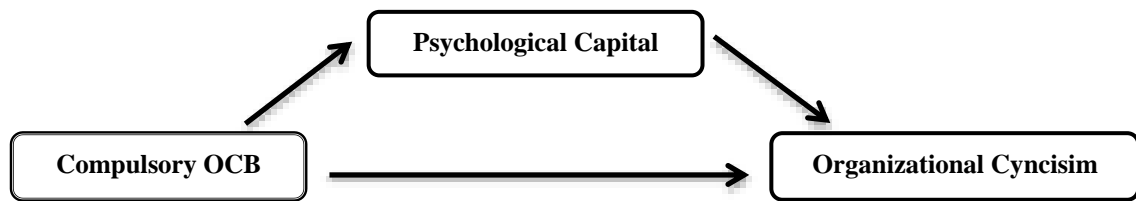
It is considered that considering the sub-dimensions of the PC concept will expand the analysis and perspective. It is accepted that PC consists of the dimensions of hope, resilience, self-efficacy and optimism (Luthans, 2002). Although there is no study in the literature between PC and COCB, it is stated that there is a positive relationship between PC and OCB in the same direction. At this point, the self-efficacy dimension of PC comes to mind when it is evaluated that the transition from OCB to COCB is explained by social identity theory and organizational identification is used as a bridge for this. Zhao et al. (2014) states that if an individual who tries to realize himself by establishing strong ties with his organization compulsorily exhibits OCB, COCB may occur. The belief that the individual's knowledge and skills are sufficient and that he can put them into practice constitutes the dimension of self-efficacy. It is one of the presuppositions of social identity theory that individuals think of the group they belong to better than other groups and therefore identify with their current group (Demirtaş, 2003: 124). According to this theory, all the information we have is the result of social comparison (Demirtaş, 2003: 129-138). Therefore, it would not be wrong to state that self-efficacy, which is one of the dimensions of COCB and PC, affect each other in the opposite direction. It is considered that this is sufficient to say that the relationship between COCB and PC will also be reversed.

#### **4. Research**

##### **4.1. Research Model**

A market chain enterprise operating in Gaziantep province was selected for the research application. A questionnaire was applied to 361 employees of the enterprise, which has 550 employees in total, and all of them were determined as valid, so the data set was obtained.<sup>2</sup>

The aim to be achieved by the research to be done on this subject; It is to reveal whether PC will have a positive contribution in reducing and preventing COCBs pushing employees to a cynical attitude and behavior. In other words, this study examines the role of high and low PC levels between COCB and OC. The basic research model developed within the framework of the purpose of the research is given in Figure 1.



**Figure 1.** Research Model

The hypotheses related to the model are as follows.

*H1: Compulsory Organizational Citizenship Behavior Affects Organizational Cynicism.*

*H2: Compulsory Organizational Citizenship Behavior Affects Psychological Capital.*

*H3: Psychological Capital Affects Organizational Cynicism.*

*H4: Psychological Capital has a mediating role in the effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism.*

The study was carried out with a survey application and there are demographic variables in the beginning of the 57-question survey form. The data set created by the questionnaire method was analyzed using the SPSS-22 program. The decision that the questionnaire prepared for the article was prepared in accordance with the Higher Education Institutions Scientific Research and Publication Ethics Directive was made with the Decision No. 01 of the Social and Human Sciences Scientific Research and Publication Ethics Committee of Hatay Mustafa Kemal University at the meeting dated 08/08/2019. Initially, internal consistency values (Cronbach's Alpha coefficients) were calculated to determine the reliability of the scales. In the next stage, "Correlation Analysis" was applied in order to



determine the level and direction of the relationship between the variables. Then, the effect of COCB on OC, the effect of COCB on PC and the effect of PC on OC are revealed by "Regression Analysis". Finally, the relationship of COCB with each of OC and the mediating role of PC in this relationship were tested separately with multiple regression analyses.

#### **4.2. Scales**

The only scale that has been studied on COCB is the one-dimensional and 5-item scale of Vigoda-Gadot (2007). At this point, it is seen that the scale created by Vigoda-Gadot (2007) was first translated into Turkish and used by Şeşen and Soran (2013). (Seren and Bayaydın, 2017: 45). In the Turkish literature, the most comprehensive analysis of the validity and reliability of the COCB scale was conducted by Seren and Baydın (2017). As a result, it would not be wrong to say that the items qualify the concept to be measured at a high rate, especially when it is evaluated that the content validity scores a score of 0.96. In addition, in the study of Seren and Baydın (2017), the item-total correlation of 0.61-0.77 and the Cronbach Alpha value with a coefficient such as 0.88 reached high reliability figures.

For OC, which is the dependent variable of the study, it was considered to use the scale consisting of 13 items in 3 dimensions, created by Brandes et al. (1999). This scale is actually a reanalysis of the first 14-item OC scale created by Brandes in 1997. Kalağan (2009) tested the construct validity in his study and reached a positive result, and also found Cronbach's Alpha values as 0.913 in the cognitive dimension, 0.948 in the affective dimension, 0.866 in the behavioral dimension and 0.931 in total, and found the reliability to be high. Confirmatory factor analyzes of a scale have been confirmed in three dimensions and have taken its place in the Turkish literature as a valid and reliable scale (Kalağan, 2009: 128).

The psychological capital scale was predicted by Hooff and Huysman (2009) to include structural, cognitive and relational dimensions. Goksek et al., who translated the three-dimensional scale in Klinker (2016), Moral and Ghoshal (1996) research into Turkish. (2012) three-dimensional, 15-item psychological capital scale was used in our study. Accordingly, similar to the study of Klinker (2016), there are 6 items in the structural dimension, 4 items in the cognitive dimension, and 5 items in the relational dimension.

#### **4.3. Evaluation of Data on Demographic Characteristics of Employees**

It is determined that 74% of the employees are primary and high school graduates, and 17.4% of the employees with a bachelor's degree. It is understood that the sample mainly consists of primary and high school graduates (72%), employees between the ages of 20-40

(79%) and with a working period of 1-10 years (89.8%). Regarding gender and marital status, it is seen that the majority of the employees are male (89.2%) and single (80%). When the unit worked and the distribution of duties are examined, it is striking that the blue-collar employees are superior in number over the white-collar employees. In addition, while 77.3% of the employees are made up of workers, a rate of 12.5% is seen in areas such as managers, accountants and technicians.

#### **4.4. Relationship Between Demographic Factors and Variables**

F and t tests were conducted to determine in what direction and level the demographic factors affect the level of our variables. Until today, there has been almost no research on the effect of demographic factors in the studies related to COCB in the literature. In our study, it was found that the level of COCB differed according to education, marital status, unit, position and branch; age, duration of employment in the institution and gender are not found to be effective. In our sample results, as the level of education increases, the unit of work shifts from production to management, and the job titles rise hierarchically from worker to manager, the level of COCB decreases statistically ( $p < 0.05$ ).

In our study, only the education level and the unit of study and the branch of study were effective on PC level among demographic factors; It was found that age, duration of employment in the institution, gender, marital status and duty had no effect. According to our analysis results, the level of education has a significant effect on the PC level of the employees. Accordingly, as the education level increases, the PC level also increases.

While OC education level, marital status, work unit, job and branch are detected at different levels, it is determined by our analysis results that age, institution working time and gender do not have any effect on OC level. OC differs according to education level. Similar to COCB, the higher the education level, the lower the OC level.

#### **4.5. Normality Test Results of Scales**

While there are researchers who state that kurtosis and skewness values should be between +1 and -1 (Hair et al., 2013), there are also researchers who say that these values should be between +1.5 and -1.5 (Tabachnick & Fidel, 2013). In the light of this information, it can be seen that the skewness and kurtosis values of COCB, OC and PC in Table 1 are between +1.5 and -1.5. From this point of view, it can be said that the variables in question have a normal distribution.

**Table 1.** Normality Tests of Scales

	<b>COCB</b>	<b>OC</b>	<b>PC</b>
<b>Mean</b>	2,2920	2,0686	4,0199
<b>Skewness</b>	0,701	0,811	-0,681
<b>Kurtosis</b>	-0,118	0,094	0,591

#### 4.6. Reliability and Validity Analysis Results of Scales

In a study, a Cronbach Alpha value between 0 and 1 is sought to measure the reliability of the scales. The closer the value is to 1, the higher the reliability and internal consistency (Nakip, 2013: 204). While some researchers state that this value should be at least 0.70, but it can be reduced to 0.60 in scale studies, Nakip (2013: 205) defines 0.61-0.80 as reliable and 0.81-1 as very reliable.

Table 2 shows the Cronbach's Alpha values of COCB, OC and PC. All of the values are above 0.8, and it is found to be "very reliable" items, with values such as 0.91 for COCB, 0.96 for OC and 0.85 for PC. From this point of view, it is seen that the internal consistency values of the scales used are high. In addition, the Barlett Sphericity test result being significant for all three variables (Sig. = 0.000) ( $p < 0.05$ ) means that the matrix formed by the relations between the variables is significant for factor analysis and factor analysis can be performed.

**Table 2.** KMO and Barlett Tests

		<b>COCB</b>	<b>OC</b>	<b>PC</b>
<b>Measure of KMO Sampling Adequacy</b>		0,917	0,962	0,855
<b>Bartlett's Test of Sphericity</b>	<b>About. Chi-Square</b>	3297,778	4857,192	3,768
	<b>Df</b>	0,69	296,000	0,268
	<b>Sig.</b>	0,000	0,000	0,000

Confirmatory Factor Analysis (CFA) consists of an enhanced scale validation process. It is tested whether the factors of the variable we examined with CFA are really explanatory. (Nakip, 2013: 520). It has been determined that our first variable, COCB, does not have an item with a common variance value less than 0.2. At this stage, it is understood that there is no need to remove any item from the test. In addition, the first item with the highest eigenvalue out of a total of 5 items (3,146) is seen to be less than one for the other items. It is understood that the first item alone explains 62.9% of the COCB value. However, it is stated that it is generally accepted to have at least three items in one dimension in the CFA and that it is not very effective in the number of twenty and six items according to the eigenvalue approach (Büyüköztürk, 2002: 479). In addition, it is recommended that the explained variance rate be at least 50% and kept as high as possible (Nakip, 2013: 521-522). In the reliability analysis for one dimension, values between 0.37 and 0.76 were found and it was determined that the dimension was safe enough. For this reason, the construct validity

of the COCB scale, which consists of only one factor and five items, is considered to be appropriate.

As a result of the CFA performed to examine the construct validity of the COCB, it was determined that the factor loadings of the COCB ranged between 0.50 and 0.84. Error variances are between 0.29 and 0.75. Considering the fit indices obtained,  $X^2 (29.55)/df (5): 5.91$ ,  $p$  value: 0.00, RMSEA: 0.127, SRMR: 0.045, NFI: 0.97, NNFI: 0.94, CFI : 0.97, GFI: 0.96 and AGFI: 0.89.  $X^2/df$ , RMSEA and AGFI values of COCB were weak; It is seen that SRMR, NFI, NNFI, CFI, GFI values are in perfect agreement. The  $t$  values obtained as a result of the CFA for the items in the TAS were between 8.78 and 17.33 ( $p < 0.05$ ). The relative novelty of COCB in the literature and the necessity of developing its scale in parallel are evaluated. The fact that the fit values were determined at a weak level shows this. However, since the  $X^2/df$ , RMSEA and AGFI values were not within acceptable limits, the modification suggestions were reviewed and it was decided to combine the error variances of the 25th and 28th items. According to the results obtained after the modification process, the factor loadings of the CIRS ranged from 0.53 to 0.84. The error variances of the items are between 0.29 and 0.72. Looking at the fit indices,  $X^2 (12.82)/ df (4): 3.21$ ,  $p: 0.01$ , RMSEA: 0.085, SRMR: 0.027, NFI: 0.98, NNFI: 0.97, CFI: 0,99, GFI: 0.98 and AGFI: 0.94 were obtained. The  $t$  values obtained as a result of the CFA for the items in the TAS were between 9.31 and 17.36 ( $p < 0.05$ ). As a result of this analysis, the  $X^2/df$  value of COCB is moderate; Excellent level of SRMR, NFI, NNFI, CFI, GFI values; It was found that the AGFI value showed good agreement. When all the values are examined together, it can be said that the single-factor structure of COCB is compatible.

There are three sub-dimensions in total in the used scale of OC. It consists of 13 items, 5 in the cognitive dimension, 4 in the emotional dimension, and 4 in the behavioral dimension. Since the subtraction value of all common variances is higher than 0.2, it is determined that no item needs to be removed. In addition, it is generally accepted to have at least 3 items in each dimension in the CFA (Büyüköztürk, 2002: 476-478). As a result of the CFA performed to examine the construct validity of LS, it was determined that the factor loads of OC ranged from 0.71 to 0.92. Error variances are between 0.15 and 0.50. Considering the fit indices obtained,  $X^2 (354.52)/df (62): 5.72$ ,  $p$  value: 0.00, RMSEA: 0.125, SRMR: 0.047, NFI: 0.96, NNFI: 0.96, CFI : 0.97, GFI: 0.85 and AGFI: 0.78.  $X^2/df$ , RMSEA, GFI and AGFI values of OC were weak; It is seen that CFI, NFI, NNFI and SRMR values are in perfect agreement. The  $t$  values obtained as a result of CFA for the items in the OC ranged from 13.66 to 20.93 ( $p < 0.05$ ). However, since the  $X^2/df$ , RMSEA, GFI and AGFI

values were not within acceptable limits, modification suggestions were reviewed and it was decided to combine the error variances of the 37th and 38th items in the affect factor and the 41st and 42nd items in the behavior factor. given. According to the results obtained after the modification process, the factor loads of the OC ranged from 0.68 to 0.94. After the modification, the error variances of the items are between 0.11 and 0.54. Looking at the fit indices,  $\chi^2 (169.88)/df (60): 2.83, p: 0.00, RMSEA: 0.078, SRMR: 0.036, NFI: 0.98, NNFI: 0.98, CFI: 0.99, GFI: 0.92$  and  $AGFI: 0.88$  were obtained. The  $t$  values obtained as a result of CFA for the items in the LS ranged from 12.71 to 21.83 ( $p < 0.05$ ). As a result of this analysis, the  $\chi^2/df, SRMR, NFI, NNFI$  and  $CFI$  values of PS were at excellent levels; Good level of  $RMSEA$  and  $GFI$  values; It was found that the  $AGFI$  value showed a weak fit. When all the values are examined together, it can be said that the three-factor structure of the LS shows a perfect fit.

The scale we used in our research for PC is a total of 3 sub-dimensions and a 15-item scale. In addition, it is understood that all subtraction values are higher than 0.2 and no item should be excluded from the analysis. However, it is seen that the first two items explain 59% of the total variance. However, due to the requirement that there should be at least 3 items in each dimension, it is important that the variance in which all factors are explained is above 50% and ideally 100%. In addition, the researcher can determine the number of dimensions supported by previous studies (Nakip, 2013: 524). For these reasons, the construct validity of the PC scale used in our study is considered to be appropriate. As a result of the CFA performed to examine the construct validity of the PC scale, it was determined that the factor loads of the PC scale ranged from 0.49 to 0.81. Error variances are between 0.34 and 0.76. Considering the fit indices obtained,  $\chi^2 (751.19)/df (246): 3.05, p \text{ value}: 0.00, RMSEA: 0.082, SRMR: 0.048, NFI: 0.96, NNFI: 0.97, CFI : 0.97, GFI: 0.83$  and  $AGFI: 0.79$ .  $\chi^2/df$  of the PS scale is moderate;  $RMSEA, GFI$  and  $AGFI$  values are weak;  $CFI, NFI, NNFI$ ; It is seen that the  $SRMR$  values are in perfect agreement. The  $t$  values obtained as a result of CFA for the items in the PC scale were between 8.83 and 17.00 ( $p < 0.05$ ). However, since the  $\chi^2/df, RMSEA, GFI$  and  $AGFI$  values were not within acceptable limits, modification suggestions were reviewed and it was decided to combine the error variances of the 3rd and 4th items in the same factor. The values of 0.40 in the 3rd item and 0.38 in the 4th item are the two lowest values among all the items. According to the results obtained after the modification process, the factor loads of the PC scale vary between 0.49 and 0.79. The error variances of the items are between 0.38 and 0.76. Looking at the fit indices,  $\chi^2 (712,40)/df (245): 2.90, p: 0.00, RMSEA: 0.079, SRMR: 0.048, NFI:$

0.96, NNFI: 0.97, CFI: 0,98, GFI: 0.84 and AGFI: 0.80 were obtained. The t values obtained as a result of the DFA for the items in the PC were between 8.85 and 16.25 ( $p < 0.05$ ). As a result of this analysis, the  $\chi^2/df$ , SRMR, CFI, NFI and NNFI values of the PC scale were at excellent levels; It was determined that the RMSEA value also showed good agreement. GFI and AGFI values increased after the modification process, but were not found to be good. When all values are examined together, it is evaluated that the three-dimensional 15-item structure of the PC scale is valid.

#### **4.7. Correlation and Regression Analysis**

When one variable increases or decreases, the rate at which the other increases or decreases can be determined by correlation analysis. The correlation coefficient varies between +1 and -1. A value of zero indicates that there is no linear relationship between the variables, while positive values indicate that the two variables change in the same direction, and negative values indicate that they change in the opposite direction (Nakip, 2013: 389).

Table 3 shows the results of the Pearson Multiple Correlation Analysis conducted to determine the degree and direction of the relationship between COCB, OC and PC in the light of the model established and hypotheses developed in this study.

**Table 3.** Multiple Correlation Analysis Results

	COCB	OC	PC	Sig
COCB	1			0,000
OC	0,689	1		0,000
PC	0,063	-0,087	1	0,000

It was found that all of the relationships between COCB, OC and PC were significant at  $p < 0.05$  level. There is a positive  $r_{(361)} = 0.063$  and weak relationship between COCB and PC. As a general acceptance, although the correlation level below 0.3 is considered weak, in cases where the sample size is more than 200, the correlation level above 0.2 is also considered significant enough (Nakip, 2013: 427). In the correlation analyzes of our model, positive  $r_{(361)} = 0.689$ ; a moderate correlation was found to be statistically significant ( $p < 0.05$ ). Finally,  $r_{(361)} = -0.087$  in the negative direction between OC and PC; weak correlation was found statistically significant ( $p < 0.05$ ).

The results of the analysis with the regression model of the relationships between COCB, OC and PC are shown in Table 4. In the regression analyzes, it was determined that a one-unit change in COCB caused an increase of 0.689 units in OC ( $p < 0.05$ ). These findings are consistent with the literature. Similarly, in the study of Topçu and Beğenirbaş (2017), a relatively high level of positive correlation  $r = 0.441$  was found between COCB and OC

( $p < 0.05$ ). In addition, in the same way as in our study, close and Sökmen (2018) found a moderately positive correlation between COCB and OC with  $r_{(160)} = 0.56$ , respectively. The positive linear and strong relationship between COCB and OC revealed in our study; It is supported by both the Vigoda-Gadot (2008: 8) view that COCB is associated with a negative organizational behavior variable and OCB in the opposite direction and with the negative organizational behavior variable in the same direction, as well as the negative correlation between OCB and OC ( $p < 0, 05$ ).

According to the results of the regression analysis, it has been found that 0.63% of the change in PC is explained by COCB, and a one-unit increase in COCB causes a decrease of 0.063 units in PC. All of the findings were statistically significant ( $p < 0.05$ ). In the literature, although there is no study examining the relationship between COCB and PC, it is thought that there will be a negative relationship and effect between them, due to reasons such as CBT being a negative organizational behavior type and PS being a positive organizational behavior type. (Koçak, 2018: 1502-1503).

**Table 4.** Regression Model Summary

	R	R <sup>2</sup>	Corrected R <sup>2</sup>	Beta	F	Sig
COCB-OC	0,689	0,475	0,474	0,689	325,111	0,000
COCB-PC	0,063	0,004	0,001	0,063	1,418	0,235
PC-OC	0,087	0,007	0,005	-0,087	2,709	0,101

With our analysis results, the relationship between PC and OC is weak, negative and statistically significant ( $p < 0.05$ ). Between PC and OC,  $r_{(361)} = -0.087$ , cognitive dimension of OC  $r_{(361)} = -0.488$ , affective dimension  $r_{(361)} = -0.544$ , behavioral dimension negatively linear with  $r_{(361)} = -0.485$  values a relationship is observed ( $p < 0.05$ ). In addition, regression analyzes showed that PS explains 31% of the change in OC and a one-unit increase in PC causes a 0.087-unit decrease in OC ( $p < 0.05$ ). It is determined that the findings are fully compatible with the literature. These results confirm our expectations.

#### **4.8. The Mediating Role of Psychological Capital in the Effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism**

The relationship between the independent variable and the dependent variable and the variable that communicates this relationship to each other is called the intervening variable. The independent variable in the model first affects the mediator variable, and this effect is transmitted to the mediating variable to the dependent variable (Vardar, 2019: 10; Baron & Kenny, 2014). In this approach, which is also called the sequential approach, first of all, statistical significance is investigated between dependent and independent, mediator

and independent, mediator and dependent variables. Afterwards, the relationship of the independent and mediator variables to the dependent variable is evaluated. If the combined effect of the independent and mediating variable is greater than the effect of the independent variable alone, there is partial mediation (Özkin, 2015: 112).

Regarding the model established in our study, the mediating role of PC in the effect of COCB on OC is examined. In Table 5, while OC is the dependent variable, and COCB and PC are predictive variables, the model as a whole is statistically significant at the  $F=173.458$  level ( $p<0.05$ ).

**Table 5.** The Significance Results of the Multiple Regression Model Regarding the Mediating Role of PC in the Effect of COCB on OC

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square of Error	F	Sig.
1	Regression	111,464	2	55,732	173,458	0,000
	Residual	115,026	358	0,321		
	Total	226,490	360			
a. The Dependent Variable: OC						
b. The Predictive Variable (Constant): COCB, PC						

On the other hand, in Table 6, the effects of PC and COCB together on OC are seen. Since the model coefficient of PC was -0.255, it was seen that it had a negative effect on OC, while COCB had a positive effect on OC with a Beta of 0.580 ( $p<0.05$ ). It is seen that the Beta coefficient showing the relationship between PC and OC in the multiple regression model is negative ( $\beta= -0.255$ ) and the Beta coefficient showing the relationship between AIRF and OC is ( $\beta= 0.580$ ) and both are statistically significant ( $P<0.05$ ). ). The findings show that the necessary conditions for the mediation model are met.

**Table 6.** The Coefficients of the Multiple Regression Model Regarding the Mediating Role of PC in the Effect of COCB on OC

Model		Non-standardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,763	0,302		5,835	0,000		
	PC	-0,255	0,074	-0,130	-3,452	0,001	0,996	1,004
	COCB	0,580	0,031	0,689	18,483	0,000	0,996	1,004
a. The Dependent Variable: ÖS								

In Table 7, the hypotheses established in the study are shown collectively. As a result of the analyzes made, the hypotheses of *H1: COCB Effects OC*, *H2: COCB Effects PC*, and *H3: PC Effects OC* hypotheses are accepted. In summary, when PC (mediator variable) was included in the model, it was found that the effect of COCB on OC decreased from  $\beta=0.689$  to  $\beta=0.580$  (Table 7) ( $p<0.05$ ). These findings showed that PC, a positive organizational



behavior variable, has a mediating role in the negative mediating role of COCB on OC, and it is confirmed that PC reduces COCB, and that decreasing COCB increases OC relatively less. The mediation effect is determined by the Sobel test. (Vardar, 2019: 19).

**Table 7.** Hypotheses

<b>HYPOTHESES</b>	<b>ACCEPTANCE/ REJECTION</b>
<b>H1:</b> COCB Effects OC	Acceptance
<b>H2:</b> COCB Effects PC	Acceptance
<b>H3:</b> PC Effects OC	Acceptance
<b>H4:</b> PC Has a Mediating Role in the Effect of COCB on OC	Partially Acceptance

As a result of the calculation of the Sobel test, it was found that the mediation effect was statistically significant  $z=0.16$  ( $p<0.05$ ). Thus, our hypothesis that PC has a mediating role in the effect of *H4: PS Has a Mediating Role in the Effect of COCB on OC* was partially accepted. In our study, it was determined that the mediating role of PC and COCB on OC in the negative direction was statistically significant ( $p<0.05$ ). In this context, it has been found that PC decreases COCB, and decreased COCB increases OC relatively less. In other words, thanks to the mediating role of PC, COCB increases OC less; that is, in a way, PC reduces the level of OC.

The aim of this study is to determine the extent to which the negative effects of COCB and the OC triggered by it can be corrected with a high PC level. In this sense, the mediating role of PC in the effect of COCB on OC serves the same purpose from different aspects. So, by raising the PC level, it will be possible to reduce both COCB and ultimately OC. On the other hand, the mediating role of PC in the positive effect of COCB on OC was analyzed by multiple regression and Sobel test, and a partial mediation effect was found. PC; It reduces the positive effect of COCB on OC.

## **5. Conclusion and Discussion**

In general, it is thought that the presupposition that the presence of a certain level of COCB will increase the level of OC can be reduced by the effect of PC. In addition, it is evaluated that negative organizational behavior concepts cause more harm than positive organizational behavior concepts contribute to organizations (Şen and Mert, 2019: 16). This situation reveals once again that the employee is the most important system component.

In our study, in line with the theories and literature, a positive relationship was found between COCB and OC, and a negative relationship between PC and OC and COCB. As a result, it is among our findings that raising the level of PC in organizations means a decrease

in COCB and OC. So the focus should be on raising the PC level. Although there are many different opinions about raising the PC level, all agree that education and PC are mutually affected positively (Günkör and Özdemir, 2017: 85-86; Field, 2006: 64-71; Keleş, 2012: 49-53). ). At this point, it is evaluated that as the education level increases, the PC level increases and vice versa.

From another point of view, it is known that lowering the level of COCB, which is a relatively new concept in the literature, will have a significant impact on performance (Peng & Zhao, 2014; Şeşen & Soran, 2013; Vigoda-Gadot, 2007; Yıldız & Yıldız, 2015). The primary issue regarding reducing the level of COCB is identifying the focus of pressure that causes COCB, and removing it from the employees and eliminating it will significantly reduce the negative effect of COCB (Yıldız and Yıldız, 2015: 29).

The negative effects of PC on the efficiency and effectiveness of the organization, resistance to organizational change, decrease in attendance, conflict, increase in workforce turnover, irregularity, decrease in commitment, and burnout are revealed (Efiltili et al., 2000; Kalağan, 2009; Özler et al., 2010; Reichers et al., 1997; Tükeltürk, 2009; Wanous et al., 2000). At this point, it is necessary to take some measures based on the fact that reducing the OC level is a very important issue for businesses. It is thought that making decisions together with the employees or including them in the decision processes is important in reducing the level of OC (Özgener et al., 2008: 65; Pelit and Aydoğan, 2011: 299).

The research has several limitations. One of them is that the study was carried out in a market chain enterprise operating in Gaziantep. The enterprise has an important position in the region with its 22 branches and 550 employees. It is considered by other researchers that the subject can be examined in other regions geographically and in the service sector. In addition, the dimensions of OC and PC were excluded in the research part. It is thought that comprehensive studies that will examine the dimensions of the variables will contribute greatly to the literature.

It has been stated that COCB, one of the negative organizational behavior variables of the study, has been the subject of few studies in the literature because it is a relatively new concept. In particular, it is considered that adding the antecedents of COCB and the effects of demographic factors on COCB to the study areas of researchers will make significant contributions to the literature.

Finally, it is necessary to emphasize the increasing importance of contextual performance within the framework of the systems approach. For example, it is stated that

the increase in task performance related to the reduction of cynicism increases twice as much if OCB is included in the equation (Byrne & Hochwarter, 2008). It is preferred that measures to reduce OC are applied together with OCB (Kart, 2015: 146). The result of the study confirms the same effect in this context. It is thought that the mediating role of PS detected in the study in the effect of COCB on OC should be evaluated from the perspective of the systems approach. At this point, it is evaluated that the synergistic effect of exhibiting the necessary approaches to all of them at the same time, rather than dealing with COCB, OC and PC separately. In the light of all these results, it is clear that business managers should ensure development and innovation by using many disciplines together. Today, it should not be forgotten that the human factor is the productivity itself.

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## The Relationship Between Knowledge Management and Competitiveness: The Case of Iraqi Organizations

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### Abstract

The purpose of the study was to identify the most important arguments that drive organizations to apply knowledge management processes to achieve a competitive advantage, detection the impact of the application of knowledge management in achieving the competitive advantage of a group of Iraqi organizations, and determine statistically significant differences in the level of competitive advantage for a group of organizations due to demographic variables (job title, years of experience). The study was a descriptive cross-sectional design; data was collected in the different organizations in Iraq/Erbil from 1 May 2021 to 1 July 2021. The researchers used an online program to distribute 450 questionnaires. The study's sample size was 400 individuals since 400 questionnaires were received and completed correctly, and 50 questionnaires were missing. The authors were unable to conduct field visits to organizations to acquire information and personally interview people due to the COVID-19 outbreak. The findings of the study indicated that knowledge management affects the achievement of competitive advantage, there was a statistically significant effect of applying knowledge management processes in achieving competitive advantage, the organizations are more competitive, more sustainable and effective when they set goals that help spread knowledge in the organization.

**Keywords:** Knowledge Management, Organizations, Competitiveness, Iraq.

### Bilgi Yönetimi ve Rekabetçilik Arasındaki İlişki: Irak Örgütleri Örneği

#### Öz

Bu çalışmanın amacı, organizasyonları rekabet avantajı elde etmek için bilgi yönetimi süreçlerini uygulamaya iten en önemli argümanları belirlemektir, bir grup Iraklı kuruluş için rekabet avantajı elde etmede bilgi yönetimi uygulamasının etkisi, ve demografik değişkenler (iş unvanı, yılların tecrübesi) nedeniyle bir grup organizasyonun rekabet avantajı düzeyinde istatistiksel olarak önemli farklılıkların belirlenmesi. Çalışma, kesitsel tanımlayıcı bir tasarımdır. Veriler 1 Mayıs 2021'den 1 Temmuz 2021'e kadar Irak/Erbil'deki farklı kuruluşlarda toplanmıştır. Araştırmacılar, 450 anketi dağıtmak için internet üzerinden bir program kullandılar. 400 anket alınıp doğru bir şekilde doldurulduğu ve 50 anketin kaybolduğu için çalışma örneklem büyüklüğü 400 kişiydi. Yazarlar, COVID-19 salgını nedeniyle bilgi almak ve insanlarla röportaj yapmak için kuruluşlara saha ziyaretleri gerçekleştiremedi. Çalışmanın sonuçları, bilgi yönetiminin rekabet avantajı elde edilmesini etkilediğini göstermiştir, rekabet avantajı elde etmede bilgi yönetimi süreçlerini uygulamanın istatistiksel olarak anlamlı bir etkisi gösterdi, ve Kuruluşlar, bilgiyi kuruluşta yaymaya yardımcı olan hedefler belirlediklerinde daha rekabetçi, daha sürdürülebilir ve etkilidir.

**Anahtar Kelimeler:** Bilgi Yönetimi, Organizasyonlar, Rekabet Gücü, Irak.

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## Introduction

Increasingly, businesses are recognizing the fact that the material component of a product or service's economic value is steadily diminishing, with the remaining portion being accounted for by intellectual capital, marketing strength and branding, innovative elements, and human resources. Additionally, they recognize that in order to remain competitive, they must develop a strong knowledge base that encompasses both contemporary and advanced knowledge relevant to their business fields and exploit it effectively (Cooke & Leydesdorff, 2006: 10). Land and money are now secondary in a knowledge-based economy, with knowledge serving as the primary source of competitiveness and innovation (Cranfield & Taylor, 2008: 98). Organizations are under pressure to be more productive and business-like as the external environment gets increasingly challenging. Business management approaches are used by organizations to implement change. Organizations are increasingly regarded as being in the knowledge industry, and they are subjected to market forces in the same manner that other businesses (Kidwell, Vander Linde, & Johnson, 2000: 30). The role of knowledge is critical to business growth and long-term stability (Aujirapongpan, Vadhanasindhu, Chandrachai, & Cooparat, 2010: 193). Thus, it is reasonable to believe that knowledge management could benefit organizations (bin Suhaimie, Bakar, & Alias, 2005: 51).

Organizational excellence, which is frequently referred to as Business Excellence, can be defined as a collection of practices such as leadership, process management, and resource optimization that adhere to social responsibility in order to ensure the best products and services that result in customer satisfaction (Martín - Castilla & Rodríguez - Ruiz, 2008: 153). Importance of knowledge management on the basis of total quality management and business processes for organizational excellence interventions Numerous studies have identified re-engineering as a core competency of organizational development practices (Akdere, 2009: 357). Over the last decade, interest in combining quality techniques and knowledge management has grown thanks to Business Excellence Models (Singh, 2008: 13). Essentially, it is considered that Organizational Excellence in the information economy necessitates speed, complexity management, a sense of history within the appropriate context, effective judgment, and organizational flexibility, which cannot occur by chance (Dimitriadis, 2005: 321). Through a persistent emphasis on values, organizational excellence techniques have been demonstrated to contribute to organizational flexibility and cope with outcome improvements (Bou-Llugar,

Escrig-Tena, Roca-Puig, & Beltrán-Martín, 2009: 14). Knowledge management contributes to effective operations and establishes competitive advantages over competitors. Knowledge gained during various formal and informal procedures can be incorporated into operations when demonstrated knowledge from field operations is re-used (Pyo, Uysal, & Chang, 2002: 401). The advent of powerful forces that are reshaping the economic and management systems and necessitating a major shift in organizational tactics. Globalization, a high degree of complexity, new technology, greater competition, and changes in economic and political systems are the most important of these influences. These factors are reflected in organizations in all shapes and sizes, as well as the necessity for them to be quick to adapt, respond, and take initiative in order to retain their viability. This was accompanied by the birth of a slew of new concepts aimed at improving administrative performance, the most notable of which was knowledge management.

## **1. Literature Review**

### **1.1. Knowledge Management**

The mobility of information inside an organization, as well as the processes of knowledge accumulation, assimilation, creation, and distribution, are all covered under knowledge management. It ensures secure knowledge access and retrieval, among other things. Knowledge management supports in the development of capabilities around knowledge resources as well as the identification of essential organizational competencies. Its main goal is to make it easier for employees to learn, absorb, recreate, and share knowledge (Kabir, 2017: 212). People, processes, and technology interact with the organization's strategy and culture, as well as organizational learning, systems, and technologies. If this relationship is effective and long-lasting, the organization can benefit from the potential benefits of knowledge management (Simaškienė & Dromantaitė-Stancikienė, 2014: 566). The strain of competition in the globe is a major factor in maintaining successful knowledge management in enterprises. Organizations see knowledge as a crucial economic resource in today's work environment. For increasing levels of innovation and performance (Izci & Hamad Ameen, 2021: 192).

Knowledge management is the process of producing and utilizing an organization's tangible and intangible knowledge resources. Information and experience-based knowledge about consumers, suppliers, goods, rivals, and so on are examples of tangible assets. Competencies and knowledge resources of employees within the organization are examples of



intangible assets. In a nutshell, knowledge management refers to the collection of organizational methods aimed at building a smart organization that can capitalize on both tangible and intangible assets, learn from past successes and failures, and develops new knowledge (Menkhoff, Chay, & Loh, 2004: 96). Knowledge, with capital, labor, land, and environment, becomes a significant factor of production in the world's new economics. Knowledge will almost certainly become more important for development; knowledge may impact the gap between prosperity and poverty. For lack of a better term, knowledge management is a wide topic that has been integrated into various disciplines, but it hasn't been fully defined because of its novelty, which causes some confusion regarding whether there's a debate about the concept. Because it encompasses a wide range of scientific disciplines such as anthropology, strategy, information science, computer science, economics, human resource management, psychology, philosophy, sociology, management science, and compound synthesis, there is some misunderstanding about knowledge management (Simaškienė & Dromantaitė-Stancikienė, 2014: 568). Knowledge management aims to make knowledge the primary source of improving an organization's ability to compete in the modern economy (Dimitriadis, 2005: 318).

It has been shown that improved decision-making and organization performance can be attained through knowledge management, a term that can be used to describe both the process of acquiring, organizing and transferring knowledge, as well as the final result (Hlupic, Pouloudi, & Rzevski, 2002). Thus, knowledge management involves assisting organizations in creating, expanding, and exploiting knowledge in order to achieve their business goals (Riege & Lindsay, 2006). The practice of knowledge management encompasses processes and practices that facilitate the creation, acquisition, capturing, sharing, and utilizing of knowledge at all levels of an organization in order to facilitate organizational development (Loermans, 2002). Knowledge management strategies improve the quality of decision-making and problem-solving for practitioners, which can help businesses maintain their competitiveness in the modern economy (Salleh & Ahmad, 2005). Knowledge management is a set of processes that go from gathering information to putting it to use in order to improve an organization's performance in comparison to previous periods or to competitors. However, he feels that knowledge management practices are dependent on the process of putting information to use, and that this definition indicates that knowledge management is restricted to information.

### **1.1.1. Acquisition and Development of Knowledge**

Global industrial rivalry requires businesses to innovate in order to manufacture and provide products and services in the shortest feasible time frame and at the lowest possible cost. They are utilizing information technology to create a process-based, knowledge-driven product development environment with the goal of ensuring fast development cycles for new goods. The term "knowledge" refers to the process of gathering, storing, and employing knowledge for the purpose of design and manufacturing (Xing, Huang, & Shi, 2003: 221). If the prediction model was developed in conjunction with the generation of human-interpretable knowledge, it would be more believable following confirmation. Thus, it is preferable to build an interpretable predictor that concurrently considers predictive performance and knowledge acquisition (Huang, Gromiha, Hwang, & Ho, 2006: 409). Multiple elements contribute to an enterprise's ability to perceive and value new knowledge, including prior experience, internal competencies, and forms of outside collaboration (Grekova, Calantone, Bremmers, Trienekens, & Omta, 2016: 8). Prior experience with comparable programs and management systems enables the reduction of overall transaction costs associated with the knowledge of new knowledge and its integration into current systems (Darnall & Edwards Jr, 2006: 316). Internal factors can improve an organization's knowledge acquisition and absorption processes (Jansen, Van Den Bosch, & Volberda, 2005: 1001). However, the majority of these qualities have been overlooked when it comes to knowledge acquisition and absorption. A shared vision entails the ability of the owner-manager and the rest of the workforce to effectively communicate and incorporate sustainability-related goals (Aragón-Correa, Hurtado-Torres, Sharma, & García-Morales, 2008: 98). Employee qualification is also critical, particularly in areas of sustainability management, since individuals may quickly identify and value knowledge assets, resulting in the ability to gain this knowledge effectively (Caloghirou, Kastelli, & Tsakanikas, 2004: 37; Tilleman, 2012: 428).

### **1.1.2. Organizing Knowledge**

Business processes, defined as sequences of business activities, accomplish a predefined business objective and generate an output that adds value to the client. On the one hand, corporate processes are becoming increasingly reliant on required knowledge; on the other hand, they are expected to be adaptive to changing external conditions (Richter-von Hagen, Ratz, & Povalej, 2005: 148). A potentially worthwhile endeavor is to determine whether holistic and

correlative thinking can be integrated into knowledge organization using advanced technology and whether it can function in continually changing information settings. Additionally, research must consider categories and relationships in their cultural settings, as they are socially produced and have genuine social purposes and implications (Lee, 2010: 6). In an organization, the knowledge development cycle consists of four phases: knowledge generation, knowledge adoption, knowledge distribution, and knowledge evaluation and revision. A business must pick distinct ways for organizing knowledge at various stages of the knowledge development cycle. During the knowledge production phase, a company should provide many possibilities for undertaking planned or spontaneous experiments to learn from ambiguity, instability, unpredictability, and chaos. A firm should acquire and establish certain knowledge objects, modules, procedures, and processes throughout the knowledge adoption phase. A firm should ensure that each member has an equitable opportunity to access, retrieve, and share knowledge within the firm during the knowledge distribution phase. During the knowledge evaluation and revision process, a business should encourage a variety of perspectives in order to provide ample opportunities for learning (Bhatt, 2000: 25).

### **1.1.3. Transfer and Use of Knowledge**

By reproducing a routine, the corporation that owns it can observe it in its entirety. Due to the fact that the template is a working example, potential recipients can watch it in operation. Because leveraging knowledge assets requires recreating productive knowledge from the source location, using the initial effective routine as a template may facilitate knowledge transfer inside the organization. Despite the potential importance of templates for getting greater economic rents, no direct empirical test of the core assertion that privileged access to templates improves knowledge transfer effectiveness has been conducted (Jensen & Szulanski, 2007: 1716). The utilization of influential individuals or a group of experts has been found to be a pretty effective strategy for increasing the diffusion and implementation of research in practice. Numerous writers conducted systematic evaluations to assess the efficacy of initiatives aimed at increasing the uptake of research into practice (Grimshaw et al., 2001: 41). At times, the system relies heavily on passive distribution of knowledge, such as journal publication, and lays the onus of behavioral change squarely on individuals. The literature, however, indicates that this logic is incorrect and that frequently, the knowledge provided by academics does not reach its intended audience via these channels. Numerous bridges have been proposed to address the reality or

perception of this chasm. The most appropriate bridge is determined by a variety of factors, including whether the change required in practice can be accomplished through individually focused methods such as one-on-one discussions with an opinion leader or champion, or whether it requires a more structural intervention involving formally trained individuals (Thompson, Estabrooks, & Degner, 2006: 698). Numerous impediments to knowledge transfer include the following: knowledge can be utilized to take action and impose zones of influence; passing knowledge to colleagues may enable some of these possibilities. Those who lack this knowledge are bereft of their ability to act or influence. Transferring knowledge may be perceived as additional work, owing to the time required for documentation, communication, and so forth. Certain employees do not anticipate reciprocal benefits from knowledge transfer because they do not believe in them or have not personally experienced them. Particularly younger and less experienced individuals may suffer some confusion since they are unable to determine whether their work outcomes represent useful knowledge for others. They cannot, for example, determine whether their knowledge is too broad or too well-known, or whether some outcomes are too specialized to a particular circumstance and so useless to peers in other situations (Disterer, 2001: 2).

## **1.2. Competitiveness**

Competitiveness encompasses components of economic concepts that preoccupy policymakers and economists as they attempt to comprehend concerns of prosperity and wealth development on a bigger scale (Porter, 2011). Organizations frequently pursue a business strategy with the objective of improving their competitive position. When an organization learns how to effectively use its resources by developing capabilities and core competencies, it achieves this goal and gains a competitive edge (Grant & Grant, 2008). In competitive public sectors, management that fosters personal competition may be the distinction between attracting and maintaining valued workers (Izci, et al., 2021: 4) Competitiveness is a particularly complicated concept; it is not a straightforward situation or condition that can be quantified using a single or multiple parameters. The ability of a corporation to respond swiftly to market developments and preserve its market position is directly related to its competitiveness (Simaškienė & Dromantaitė-Stancikienė, 2014: 568). Competitiveness is determined by four factors that affect an organization's performance. This can be seen in the organization, its

competitors, its consumers, and its surroundings (Coleman, 2004: 632). Cost, quality, delivery speed, and brand image are all characteristics that can be compared to competitors to ascertain an organization's competitive position (Menon, Chowdhury, & Lukas, 2002: 324).

The fundamental competencies, resources, client base, legislation, technical advancements, position, strategic plan, and culture of an organization determine its competitiveness (Dwyer & Kim, 2003: 407). Like most other entities, organizations exist in a continuous cycle of competition. If an organization successfully implements a strategy that propels it to a new level of competitiveness, competitors will try to gain these benefits as well, and some will succeed, forcing the original organization to rethink and strengthen its position (Kabir, 2017: 63). By using the best processes and practices, the business aims to make the best use of all of its resources in order to ensure the welfare of its consumers (sustainable development). Competitiveness is a modern term in management and economics that refers to the foundations, principles, and standards that are used to assess a country's competitiveness and the level of efficiency, excellence, and development achieved by its citizens in various political, economic, social, and cultural fields. The institutions that measure competitiveness use different criteria.

Competitive advantage is defined as the ability of the enterprise to apply production processes that are not applied by the competing enterprises, and then these enterprises cannot obtain the necessary resources to imitate those processes (Al-Ali et al., 2006: 40).

- Price: In this study we mean the value that the customer pays in return for providing the required service, and the extent to which this is an appropriate price with service compared to services provided by competitors
- Providing new services: the services that are able to keep pace with new developments and the renewed requirements of customers, the process of providing new services in light of competition should be one of the most important priorities of the Iraqi group of organizations.
- Quality: Quality is achieved by providing high-quality services that meet the desires of the beneficiaries and achieve their satisfaction, given that quality is one of the most important entrances to achieving the competitive advantage of the organization and the prestigious reputation among other organizations.

- Speed in providing the service: It is the period that starts from signing the contract with the customer until this service is delivered to him, and each service has its own stages and a certain period of delivery to the customer.
- Distinguished efficiency: represented in high productivity at the lowest costs through the optimal use of inputs to produce specific outputs, and the higher the productive efficiency of the organization compared to others, the more the organization can achieve its competitive advantages.

### **1.3. Knowledge Management and Competitiveness**

In an uncertain environment, many businesses should struggle to stay competitive. While physical assets and financial capital are still important, the effective channeling of successful growth and longevity in the business, where human capital encourages businesses to learn more, is the new definition of competitiveness (Phusavat, Anussornnitisarn, Patthananurak, Kekale, & Helo, 2010: 29). Organizations that wish to be considered competitive must be able to make the transition from tangible to value-based metrics, which requires organizational performance capabilities that are based on the organization's internal resources (Druker, 2012: 76). The ability of an organization to fully utilize its intellectual assets in strategic and tactical decision making is a critical component of its competitiveness (Yeh, Lai, & Ho, 2006: 807). According to research, the increase in organizational competitiveness can be attributed to the accumulation of values that originate from organizational developments when utilized and sustained, as well as bringing in practices and processes that support knowledge creation and sharing. These in turn foster learning and innovation (Lin, 2007: 326).

Knowledge management is increasingly being viewed as a management goal aimed at improving the organization's knowledge, which leads to better decision-making, increased innovation, and improved performance, all of which led to long-term competitive results (Rhodes, Hung, Lok, Lien, & Wu, 2008: 97). By expanding the organization's capacity to gather and store knowledge, management enables it to produce new knowledge as well as help facilitate knowledge transfer, which boosts government agency competitiveness through ongoing process changes (Bogner & Bansal, 2007: 186). The implementation of knowledge management and the use of knowledge sharing can have a significant impact on an organization's competitiveness (Zheng, Yang, & McLean, 2010: 769). Knowledge management methods can be investigated

using a more balanced approach to evaluating organizational non-financial performance indicators that can be used to establish significant organizational competencies that are difficult to copy by competitors (Rhodes et al., 2008: 96).

A strategy's success is also determined by how well resources are managed. Physical resources and conceptual resources, such as information and knowledge, are two types of resources. Managers must decide the optimal distribution of available resources within their organizations. In order to acquire a set of competencies that will boost competitiveness, knowledge management must be able to combine innovative activities, updated information technology, and knowledge development. In reality, if this mix is properly handled, the organization may develop competitive strategies that incorporate creative products and new commodities to outsmart its rivals (Carneiro, 2000: 91). The concept of knowledge management quickly evolved into a practical enthusiasm, more appropriate to the fast-paced changes in the business world, and its importance grew as competitiveness and sustainability became increasingly dependent on intellectual assets, as well as updating and investing in knowledge assets, with what results from continuous creativity, whether at the product or service level. Not all information reflects knowledge, and not all knowledge is important, which is why management should collect beneficial knowledge and apply it in the institution's activities and operations, which is also one of the components of the feature's long-term growth.

#### **1.4. Competitiveness and Iraqi Organizations**

Competitiveness development policies are a set of procedures, measures, and frameworks used by a higher authority concerned with competitiveness or macroeconomic management to enable a country to deal with its competitive reality and to identify the best and most appropriate measures to develop the country's competitiveness and achieve steady growth rates in individual income.

As evidenced by the results of measuring the competitiveness of the Iraqi economy, the significant deterioration in the level of governance and the effectiveness of institutions, competitiveness development policies aim to improve performance in the field of governance and institutional effectiveness. Accountability, transparency, and elevating the level of the administrative apparatus in terms of appointment and promotion based on efficiency, as well as trying to remove the administrative apparatus from the circle of stakeholders and those with

influence. Improving governance requires enforcing the law and striving to ensure that regulations and legislation do not clash (Reda, 2012:1). The competitiveness policy aims to create a competitive environment in the local and global markets by enhancing the level of competitiveness and achieving efficiency and fair entry and exit from the markets. Competitiveness has an effective role in developing performance and strengthening financial centers, especially in banking performance in Iraq (AlNuaimi & Kadawi, 2018: 156). In view of the significant competitive challenges posed by the new economic climate, Iraqi institutions are pursuing a strategic goal of owning and creating a competitive advantage. And technologically, in order to create value for consumers and meet their demands, Iraqi firms operate in a highly competitive environment, with each organization attempting to be the greatest activist for client satisfaction while also attempting to remain competitive in the labor market.

## **2. Research problem**

The problem of the study lies in determining the relationship of knowledge management in achieving the competitive advantage of a group of Iraqi organizations, especially because the organizations in Iraq possess many elements of competition. Therefore, the problem that this study addresses can be formulated in the following main question:

What is the role of knowledge management in achieving the competitive advantage of a group of Iraqi organizations?

Several sub-questions emerge from the main question, as follows:

1. What are the main arguments that drive organizations to apply knowledge management processes to achieve competitive advantage?
2. What is the extent of application of knowledge management processes to achieve competitive advantage in Iraqi organizations?
3. Is there a relationship and impact of the application of knowledge management in achieving the competitive advantage of the Iraqi group of organizations?
4. Are there statistically significant differences in the level of competitive advantage for a group of organizations due to demographic variables (job title, years of experience)?



### 3. The Importance of the Study

The importance of the research is embodied in determining the reality of the application of knowledge management processes, which enables the management of organizations to reconsider the planning of their policies, design their programs, take appropriate decisions in this regard and analyze their practices for the essential knowledge management processes (knowledge acquisition, knowledge organization, transfer and application of knowledge). Thus develop a proposed scenario to manage knowledge in the light of the knowledge environment and the opinions of experts to unify and coordinate the efforts of the material and human elements in a way that is compatible with the hegemony of the era of knowledge and the expansion of its sectors, in a manner that achieves competitive advantage.

### 4. Hypothesis

*H1.* There is no relationship and a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) to apply the dimensions of knowledge management in achieving the competitive advantage of a group of Iraqi organizations.

*H2.* There are no statistically significant differences at the level ( $\alpha \leq 0.05$ ) of the effect of applying knowledge management processes in achieving competitive advantage due to demographic variables (job title, years of experience)

### 5. Methods

The study was a descriptive cross-sectional design, conducted in different organizations as the health sector, commercial sector, and academic sectors in Erbil city in Iraq (Consent of Ethics from Erbil Polytechnic University 26.09.2021/8075). The author distributed 450 questionnaires, and gave the participants one week to respond, 400 questionnaires were received and completed properly, and 50 questionnaires were missing, so the study's sample size was 400 participants. Data were collected via online due to the COVID-19 outbreak in Iraq. The data were analyzed using SPSS version 24 software to enter data analyze and interpret the results. The inclusion criteria included all participants who desired to participate, but exclusion criteria were included for participants who did not respond to the questionnaire format. The study's limitation was the COVID-19 pandemic, so the author was unable to make the field visits to gather information. the effects of the Covid-19 disaster, which continues to put people in danger

every day, It made people stay away from each other (Yilmaz & Hamad Ameen, 2021: 79). Ethical considerations and permission from the organizations' management were taken to conduct the study. The questionnaire was used to collect data consisting of four parts, the first part related to socio-demographic characteristics comprised of 6 questions, the second part associated with main arguments for putting knowledge management initiatives in organizations consisted of 10 items, the third part related to measure of knowledge management in organization (A. Acquisition and development of knowledge, B. Organizing Knowledge, and C. Transfer and use of knowledge) consisted of 14 questions, and the fourth part related measure of Organizational Competitiveness consisted 10 questions addressed to the participants through the questionnaire formats.

## **6. Results and findings**

Internal consistency and stability of the vertebrae:

To measure the stability of the research tool according to the dimensions of the axes of knowledge management and competitive advantage, the (Cronbach Alpha) test was used, and the degree of internal consistency was (70.6%), which is a good percentage for this study.

**Table 1** Cronbach's alpha coefficient to measure the stability of the questionnaire axes

Axes	Items	Axis stability
Main arguments for putting knowledge management	10	0.722
Acquisition and development of knowledge	5	0.741
Organizing knowledge	4	0.726
Transfer and use of knowledge	5	0.701
The measure of organizational competitiveness	10	0.730
The overall stability of the questionnaire	34	0.706

Table 1 shows the general stability coefficient of the questionnaire axes was 0.706 for the total items. The stability of the axes ranges between 0.701 as a minimum and 0.741 as a maximum, and this indicates that the questionnaire has an acceptable degree of reliability that can be relied upon in the study.

**Table 2** Socio-demographic characteristics of study sample

Items	Variables	Frequency	Percentage
Gender	Male	224	56
	Female	176	44
	<b>Total</b>	<b>400</b>	<b>100.0</b>
Age	18-25	71	17.8
	26-40	134	33.5
	41-50	128	32.0
	51 above	67	16.8
	<b>Total</b>	<b>400</b>	<b>100.0</b>
Educational level	Secondary	10	2.5
	Diploma	29	7.3
	Bachelor	251	62.8
	Master	87	21.8
	PhD	23	5.8
	<b>Total</b>	<b>400</b>	<b>100.0</b>
Years of experiences	Less than 5 years	23	5.8
	6-10 years	130	32.5
	More than 10 years	247	61.8
	<b>Total</b>	<b>400</b>	<b>100.0</b>
Job Title	Manger	41	10.3
	Division Head	157	39.3
	Employee	202	50.5
	<b>Total</b>	<b>400</b>	<b>100.0</b>

Table 2 revealed that the majority of them were males reached (224) participants, which is (56%). This indicated that most of the individuals who occupy the administrative levels are males. It was also noted from the table that most of the sample members were within the two categories (40-26, 50-41) years old, as the number of sample members was within these two categories are (262) individuals, which is (65.5%), and we infer from this percentage that the organizations focus on young people with experience. Most of the sample members hold a university degree, with a percentage of (62.8%). This indicates that organizations are interested in recruiting individuals with university degrees. As for the years of experience, it indicated that most of the participants are in the category (more than 10 years), which was about (61.8%), which indicates the organizations focused on highly experienced people. Most of the sample members were from the category of employees (workers), which is about (50.5%).

What are the main arguments that drive organizations to apply knowledge management processes to achieve competitive advantage?

To answer this question, the authors calculated the arithmetic means and standard deviations of the responses of the members of a population examine the key argument phrases that drive organizations to apply knowledge management processes. As shown in Table No. (3).

**Table 3** Descriptive Statistics About Main Arguments for Putting Knowledge Management Initiatives in Organizations

Items	Mean	Std. Deviation	Response level
For operating cost reduction	<b>2.6150</b>	<b>.58105</b>	<b>high</b>
Commitment from the top management	2.5450	.65118	high
To increase the efficiency of the organization	2.4025	.79503	high
To make crucial knowledge more accessible	2.5425	.63970	high
Recognize knowledge assets	<b>2.6100</b>	<b>.62360</b>	<b>high</b>
To improve the flow of knowledge	2.6000	.64501	high
For competitive advantage improving	2.5250	.68230	high
To improve the sharing of knowledge	2.5350	.64016	high
To improve employees' productivity	<b>2.6175</b>	<b>.63813</b>	<b>high</b>
To protect against loss of knowledge due to workers' departures	2.5125	.70433	high

(Algahtani, 2019: 203)

Table 3 shows that all the arguments that push organizations to apply knowledge management processes came to a high degree. This indicates that all the arguments received are among the infrastructure requirements that organizations require to achieve a competitive advantage. The three main arguments that got the highest score were respectively (To improve employees' productivity, for operating cost reduction, Recognize knowledge assets). These results support that organizations are more effective when they set goals that help disseminate knowledge to improve their productivity, identify appropriate means to reduce costs that should be known, seek knowledge assets from multiple sources, and develop existing knowledge.

To find out the extent to which knowledge management processes are applied to achieve competitive advantage in Iraqi organizations, the researcher calculated the arithmetic averages, and the standard deviations of the responses of the study community members to the expressions representing the knowledge management axis.

**Table 4** Arithmetic averages and standard deviations of the dimensions of knowledge management  
 1. Acquisition and development of knowledge

Items	Mean	Std. Deviation	Response level
Our organization has clearly documented knowledge management strategies.	2.7300	.52706	high
Our organization supports good and creative ideas to develop competitive advantages.	2.5725	.63699	high
Our organization encourages workers to develop their knowledge and skills.	2.5525	.68074	high
Our organization is working on developing its knowledge assets.	2.6500	.62728	high
Our organization sets an appropriate budget to support projects and knowledge management.	2.5850	.66247	high
<b>The total average of the acquisition and development of knowledge</b>	<b>2.618</b>	<b>0.626908</b>	<b>high</b>

(Algahtani, 2019: 202) (Buheji, 2013:231)

## 2. Organizing Knowledge

Items	Mean	Std. Deviation	Response level
Our organization provides an effective information technology system.	2.6925	.58206	high
It organizes and classifies the available data and information and then stores it so that it is easy to collect and then tabulate.	2.5900	.61469	high
Our organization has implemented knowledge management policies to improve the delivery of its services.	2.5025	.63719	high
Our organization has a list of all the knowledge assets in inventory.	2.5300	.65969	high
<b>The general average of the Organizing Knowledge</b>	<b>2.57875</b>	<b>0.623408</b>	<b>high</b>

(Algahtani, 2019: 202) (Buheji, 2013)

## 3. Transfer and use of knowledge

Items	Mean	Std. Deviation	Response level
The organization uses strategic alliances to gain knowledge.	2.4000	.69729	high
The organization regularly allocates resources to identifying and acquiring outside knowledge.	2.7125	.54827	high
The organization provides formal training related to knowledge management practices.	2.5725	.63699	high
The organization encourages the transfer of knowledge from experienced employees to new or less experienced employees.	2.5650	.66850	high
Formation of work teams of experts for scientific consultancy	2.6375	.63015	high

(Algahtani, 2019: 202) (Buheji, 2013)

The average of the dimensions of knowledge management

Items	Mean	Std. Deviation	Response level
The total average of the acquisition and development of knowledge	2.618	0.626908	high
The total average of the organizing knowledge	2.57875	0.623408	high
The total average of the transfer and use of knowledge	2.5775	0.63624	high
<b>Total</b>	<b>2.591417</b>	<b>0.628852</b>	<b>high</b>

Table 4 indicated that the dimensions of knowledge management are prevalent in the group of organizations according to the following order:

First: The general rate of knowledge acquisition and development with an arithmetic mean (2.618).

Second: The general average of structured knowledge with an arithmetic mean (2.5787).

Third: The general rate of transfer and use of knowledge with an arithmetic mean (2.5775).

As for the arithmetic average of the responses of the study sample members on the knowledge management axis for all its dimensions and expression in general, it was (2.591417),

meaning that the study sample members see that the level of application of knowledge management processes in Iraqi organizations relatively high, but to varying degrees according to its component dimensions, according to the elements of each of these dimensions.

### **Test hypotheses of the study**

*H1.* There is no relationship and a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) to apply the dimensions of knowledge management in achieving the competitive advantage of a group of Iraqi organizations.

**Table 5** The results of the multiple regression test for the impact of the application of knowledge management processes in achieving competitive advantage

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>	<b>R Square</b>	<b>R</b>
Regression	1558.463	3	519.488	160.499	.000(a)		
Residual	1281.735	396	3.237			.549	.741
Total	2840.198	399					

Table 5 revealed that the calculated f-value amounted to (160.499) at the significance level of (0.05), and this requires rejecting the null hypothesis and accepting the alternative hypothesis which states that there is an effect of applying knowledge management processes in achieving competitive advantage. This result confirms the significance level (f) of (0.000) as it is less than (0.05) the approved significance level.

As for the explanatory power of the model, it reached (R Square = 0.549), which is an acceptable explanatory power, which means that the dimensions of the independent variable (knowledge management) are explained by (54.9%) of the dependent variable (competitive advantage).

As for the degree of correlation between knowledge management and competitive advantage, it reached (R = 0.741), that is, there is a direct and strong relationship between the two variables.

To find out the impact of the application of each dimension of knowledge management in achieving the competitive advantage of a group of organizations, we extract the influence force factor for the dimensions of knowledge management as shown in Table No (6).

**Table 6** Results of the influence power factor for the dimensions of knowledge management in achieving competitive advantage

Model	B	Std. Error	Beta	T	Sig.
Acquisition and development of knowledge	.308	.079	.174	3.887	.000
Organizing Knowledge	1.431	.077	.640	18.505	.000
Transfer and use of knowledge	.209	.083	.111	2.504	.001

Table 6 shows that there is a statistically significant effect of the combined knowledge management processes in achieving an advantage the competitiveness of the Iraqi organizations' group at the level of significance (0.00), depending on the high value of (T) with the level of significance (0.000), which is a statistical function at the level of significance ( $\alpha \leq 0.05$ ), and this is reinforced by the high values of (Beta) for these operations, The results also showed that (Organizing Knowledge) ranked first in achieving competitive advantage, followed by the process of (Acquisition and development of knowledge), then (Transfer and use of knowledge), which ranked last in achieving competitive advantage in a group of Iraqi organizations.

*H2.* There are no statistically significant differences at the level ( $\alpha \leq 0.05$ ) of the effect of applying knowledge management processes in achieving competitive advantage due to demographic variables (job title, years of experience).

**Table 7** The results of the analysis of variance table (ANOVA Table) on the presence of statistically significant differences for the impact of the application of knowledge management processes in achieving competitive advantage due to the variables (job title, years of experience).

Model	Sum of Squares	df	Mean Square	F	Sig.
Years of experiences	Between Groups	7.919	2	3.960	.402
	Within Groups	3910.858	397	9.851	
	Total	3918.777	399		
Job Title	Between Groups	85.606	2	42.803	.012
	Within Groups	3833.171	397	9.655	
	Total	3918.777	399		

Table 7 indicated that there are statistically significant differences for the impact of the application of knowledge management processes in achieving competitive advantage due to the variable (years of experience), where the value of (f) calculated for the variable reached (0.402) at the significance level (0.669). The result requires acceptance of the null hypothesis which states that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) for the effect of applying knowledge management processes in achieving competitive advantage. However, showed that there are statistically significant differences for the impact of the application of knowledge management processes in achieving competitive advantage due to the

variable (job title), due to the higher value of (f) calculated than its tabular value, where the value of (f) calculated for the variable (4.433) at the significance level (0.012).

## **7. Discussion**

The study's findings revealed that knowledge management has an impact on achieving competitive advantage; there was a statistically significant effect of implementing knowledge management processes in achieving competitive advantage; and organizations are more competitive, sustainable, and effective when they set goals to help spread knowledge throughout the organization. The findings showed that there are no statistically significant differences for the impact of knowledge management processes in achieving competitive advantage when the variable (years of experience) is controlled for, and that there are statistically significant differences for the impact of knowledge management processes in achieving competitive advantage when the variable (years of experience) is controlled for (job title). That is, knowledge management systems are more effective when superiors and subordinates compete in the application and transfer of knowledge throughout the organization's full organizational structure. This finding was agreed with a study done by (Alawneh, Abuali, & Almarabeh, 2009: 107) who found that knowledge is the most potent and pervasive resource available to any organization. Because of this, knowledge management initiatives in organizations are both effective and essential. They have a positive impact on the success rate of the projects that organizations undertake. In the findings of their study (Allard & Holsapple, 2002: 23) mentioned that e-business competitiveness can be improved by finding new methods for leveraging knowledge.

(Sulisworo, 2012: 119) discovered in their study that the knowledge management framework is the process of integrating organizational knowledge into organizational culture, information technology infrastructure, and the organization's repository of individual and collective experiences, learning, insights, and values. Knowledge integration across knowledge management platforms, tools, and processes must allow reflection and dialogue in order to enable personal and corporate learning and innovation. Organizational innovation will be aided by effective knowledge management. As a result, organizational managerial innovation serves as a barometer for effective knowledge management. From the findings of (Simaškienė & Dromantaitė-Stancikienė, 2014: 573) they mentioned that an organizational strategic process aimed at developing strategic skills, enabling organizations to deal with environmental changes,



and successfully assisting in achieving competitive advantage. Knowledge is a valuable and constantly used strategic resource for the organization; it provides a competitive advantage and helps achieve business objectives; it is a strategic process of the organization that seeks to develop strategic capabilities, enable organizations to deal with environmental disruptions, and effectively help achieve competitive advantage. Knowledge management is a multidisciplinary area that can be studied using a range of complimentary methodologies. Knowledge management has benefits from a range of sectors and viewpoints, making it a viable instrument for improving an organization's competitiveness and debunking the notion that knowledge management resources are useless. In order to develop a functional knowledge management system, all parts of knowledge management must be organized harmoniously, depending on the context of the organization.

Results from (Ahmad & Schroeder, 2011: 20) study who mentioned that competitiveness is significantly impacted by knowledge management via technology strategy. The knowledge collected can then be used to make strategic technology acquisition decisions. Regulatory knowledge improves an organization's ability to deal with environmental changes, allowing it to set itself apart from competitors and gain a market advantage. the finding of the present study was agreed with the study done by (Taib, Yatin, Ahmad, & Mansor, 2008: 31) who explained that knowledge has become a critical component of providing strategic direction to any organization in today's chaotic and uncertain business environment. Organizations can employ two major tactics or practices to improve insight and decrease the difficulties of strategic decision-making: knowledge management and competitive intelligence. Results from (Andreeva & Kianto, 2012: 626). study who mentioned that information and communication technologies practices and human resource management are mutually related and have a critical impact on an organization's financial performance and overall competitiveness. (Carneiro, 2000: 97) noticed that innovation and competitiveness are influenced by knowledge management. the significance of knowledge workers to strategic strengthening is demonstrated by its considerations Managers must bear in mind the implications for their career.

these results support findings by (Egbu, Hari, & Renukappa, 2005: 19) who illustrated that effective knowledge management methods can assist organizations in general for long-term competitiveness. (Holsapple & Singh, 2003: 247) discovered in their study that individually and collectively, knowledge management efforts can help organizations become more competitive.

From the findings of (Apulu & Latham, 2009: 21) they discovered that particular aspects of lack of awareness and the need to build a comprehensive framework for knowledge management must be taken into account for businesses to be effective in implementing knowledge management. Certain criteria control and promote the proper application of knowledge management. To get the highest possible benefits for the organizations, knowledge must be recognized, recorded, stored, planned, disseminated, developed, and used efficiently. Any IT infrastructure put in place to support knowledge management must be flexible enough to adapt to the needs of the organization. Organizations must remain competitive in order to survive.

The current study's findings were agreed with the study done by (Mohamad & Zin, 2019: 545) who explained that organizational competitiveness has benefited directly and significantly from knowledge management. However, knowledge management's impact on an organization's competitiveness was determined by the amount of innovation it generated. This implies that in order for knowledge management to be successful, the organization's technical and managerial innovations must be encouraged. (Liu, Chen, & Tsai, 2004: 976) mentioned that knowledge has evolved into a critical component of industrial resources and a requirement for success in the workplace. Knowledge management and intensive learning can help you achieve competitiveness and the advantages that come with it. In enterprises, the link between knowledge management capability and competitiveness is undeniable. The ability to manage knowledge had an impact on competitiveness). From the findings of (Numprasertchai & Poovarawan, 2006: 421) studies they discovered that knowledge management system based on information and communication technology improves competitiveness significantly. Different components of organizations are supported by different knowledge management strategies and projects. A knowledge management system based on information and communication technology has been established and demonstrated to be feasible.

## **8. Conclusion**

The findings of the study noted that the level of application of knowledge management processes in the group of organizations was high, according to the answers of the study sample members. This high level of application of knowledge management processes in the group of organizations may be due to the continuous flow of information and knowledge between the various administrative levels. There was a statistically significant effect of applying knowledge

management processes in achieving competitive advantage. As the explanatory power of the model has reached  $R^2 = 0.549$ , which is an acceptable explanatory power, meaning that knowledge management affects the achievement of competitive advantage in the group of organizations by 54.9%. That is, organizations are more competitive, more sustainable and more effective when they set goals that help spread knowledge in the organization.

The results proved that there are statistically significant differences in the impact of the application of knowledge management processes in achieving competitive advantage it is attributed to the variable “Years of experience”, and it also proved that there are statistically significant differences for the impact of the application of knowledge management processes in achieving competitive advantage due to the variable “Job title”. That is, knowledge management processes are more effective by increasing the spirit of competition between superiors and subordinates in the application and transfer of knowledge in the entire organizational structure of the organization.

## **9. Recommendation**

Work on developing employees' abilities and skills, as well as assisting them in acquiring knowledge from internal and external sources. To succeed in establishing competitive advantage, businesses must collect, classify, and retain knowledge in an easily-usable format, as well as monitor and control its application and control. Organizations are more competitive when they work to produce new innovative ideas, conduct periodic knowledge reviews, and recognize employees for their innovative ideas.

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## Çalışanların Duygusal Zekâ ve Kişi-İş Uyumu Düzeylerinin Tükenmişliğe Etkisi<sup>1</sup>

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### Öz

Günümüzde giderek önem kazanmaya başlayan duygusal zekâ kavramı, bireyin kendisini ve çevre ile olan ilişkilerini geliştiren bir unsurdur ayrıca son zamanlarda yöneticiler tarafından da önemsenmiş, çalışanlar bu yönde geliştirilmeye odaklanılmıştır. Yoğun rekabet yaşanan örgütlerde çalışanların performansını etkileyen birçok unsur bulunmaktadır. İşe alımlarda uygun işe uygun kişi seçilmediği takdirde personelin performansının azalacağı düşünülmektedir. Performansı olumsuz etkileyen bir diğer kavram ise tükenmişliktir. Tükenmişlik yaşanan örgütlerde, sorunlar çözülmediği takdirde hem örgüt hem de birey açısından maddi ve manevi kayıplar yaşanması söz konusu olacaktır. Buradan hareketle çalışanların duygusal zekâ düzeylerinin ve işleri ile uyumlarının tükenmişlik düzeylerine etkisinin tespiti çalışmanın amacını oluşturmaktadır. Amaca ulaşabilmek için Tokat ili Erbaa ilçesi organize sanayi bölgesinde tekstil sektöründe çalışanlar üzerinden gönüllülük esasına göre veri toplanmıştır. Çalışmada, duygusal zekâ ve kişi-iş uyumunun tükenmişliğe pozitif yönde etki ettiği sonucuna ulaşılmıştır. Çalışmanın sonunda ise tükenmişlik ile mücadele edebilmek için yöneticilere ve çalışanlara önerilerde bulunulmuştur.

**Anahtar Kelimeler:** Duygusal Zekâ, Kişi-İş Uyumu, Tükenmişlik

## *The Effect of Employees' Emotional Intelligence and Person-Job Fit Levels on Burnout*

### Abstract

Gaining more emphasis every day, emotional intelligence is a skill that advances the person and their relationship with others. Lately it has also been deemed important by managers and the employees have been directed to be improved in this regard. In organizations with fierce competition environments, there are many factors present that influence the employees' performance. It is contemplated that if the eligible person is not employed, the employees' performance will decrease. Another element that affects the job performance negatively is burnout. In organizations where burnouts are prominent, material and non-material losses for both the person and the organization will be experienced if the issues are not resolved. This study is aimed at determining how the degree of burnout is affected by the emotional intelligence levels and person-job fit of the textile sector employees in the industrial estate of Erbaa town in Tokat province. The study determines that emotional intelligence and person-job fit have positive effects on burnout. The research ends with some suggestions offered to managers and employees for the struggle against burnout.

**Keywords:** Emotional Intelligence, Person-Job Fit, Burnout

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## 1. Giriş

Günümüz iş yaşantısında rekabet ve performans baskısı ile birlikte stres, gündeme sıklıkla gelen konulardan biri olmuştur. Duygusal zekâ kavramı ise stresle mücadele etmede günümüzde giderek daha önemli hale gelen bir kavramdır. Empati yapabilen, duygularını düzenleyip kullanabilen ve duygularını değerlendirebilen bir bireyin, stres ile daha kolay mücadele edebileceği düşünülmektedir. Çalışanın yoğun stresle mücadele edemediği durumlarda tükenmişlik yaşaması kaçınılmaz olacaktır. Strese neden olduğu düşünülen diğer bir durum kişinin yaptığı iş ile uyumlu olmamasıdır. Kişi yaptığı iş ile uyumsuz olduğunda da tükenmişlik sorunu ile karşı karşıya kalabilmektedir.

Bu kapsamda, bu araştırmada çalışanların duygusal zekâ düzeylerinin ve yaptıkları iş ile uyumunun tükenmişliğe etkisinin tespit edilmesi amaçlanmıştır. Tekstil sektörü çalışanlarından toplanan veriler sayesinde bireylerin duygusal zekâ ve kişi-iş uyumu düzeylerinin tükenmişliğe etkisi ortaya çıkarılmış, araştırmacı ve uygulayıcılar için öneriler geliştirilmiştir.

### 1. Kavramsal Çerçeve

Çalışmanın bu bölümünde duygusal zekâ, kişi-iş uyumu ve tükenmişlik kavramları ele alınmış olup, kavramlar arası ilişkiler incelenmiştir.

#### 1.1. Duygusal Zekâ

Duygusal zekânın temellerinin 1920 yılında Thorndike tarafından, sosyal zekâ kavramının ortaya çıkarılması ile atıldığı kabul edilmektedir. Thorndike zekâ kavramını, soyut zekâ, mekanik zekâ ve sosyal zekâ şeklinde ayırmıştır. Çok daha eskilere gidildiğinde Aristo'nun çalışmalarında da duygusal zekânın içeriğini görmek mümkündür. Örneğin Aristo, herkesin kızabildiğini fakat doğru insana, doğru yerde, doğru bir şekilde ve doğru zamanda kızabilmenin bir yetenek olduğunu ifade ederek, aslında duygusal zekâyı vurgu yapmıştır (Langley, 2000: 177).

Duygusal zekânın popülerliği, Daniel Goleman'ın 1995 yılında "Duygusal Zekâ" ve 1998 yılında "İş Başında Duygusal Zekâ" isimli başarılı kitaplarının yayımlanması sonucunda oluşmuştur (Doğan ve Şahin, 2007: 234-235). Goleman duygusal zekânın, bireyin kendisinin ve başkalarının hislerini tanıması ve duygularını yönetebilmesi, kişinin kendisini motive edebilmesi becerilerini kapsamakta olduğunu ileri sürmüştür (Goleman, 1998: 389). Planalp ve Fitness (1999) tarafından duygusal zekâ, yalnızca bir sosyal yetenek



değil, bireyin kendisinin ve başkalarının duygularını doğru bir şekilde algılayabilmesi ve yorumlayabilmesini sağlayan zihinsel bir yetenek olarak tanımlanmıştır (Acar, 2001: 27).

Dulewicz ve Higgs (1999) yaptığı bir çalışmada, duygusal zekânın, kişinin kendi duygularının farkında olması, amaçlarına ulaşmak için sürekli çabalaması, kişiler arası ilişkilerde duyarlı olması, insanları etkileyebilmesi, kararlı, vicdanlı ve dürüst olması yeteneklerini kapsadığını belirtmiştir. Bar-on ve arkadaşları tarafından toplumsal zekâ ve duygusal zekâ, bireyin özünü ve başkalarını anlaması, kendini anlatabilmesi, başkalarıyla ilişki kurabilmesi, günlük taleplerle ve zorluklarla başa çıkılabildiğini, bireyin sosyal hayatta daha etkin ve etkili olmasını sağlayan duygusal yetkinlikler ve yetenekler olarak tanımlanmıştır (Bar-on ve ark., 2003: 1790).

Duygusal zekâ ile ilgili birçok model geliştirilmiştir. Bu çalışmada, Chan'ın (2004) duygusal zekâ ve tükenmişlik arasındaki ilişkiyi incelemek için yaptığı çalışmadaki ölçekten yararlanılmıştır ve bu ölçek empatik duyarlılık, duyguların kullanımı, duyguların düzenlenmesi ve duyguların değerlendirilmesi olmak üzere dört boyuttan oluşmaktadır.

**Empatik duyarlılık;** empati kavramı temel olarak, diğer kişilerin penceresinden bakabilmek, onların ne hissettiğini anlayabilmek, uyum sağlayabilmek olarak (Doğan ve Şahin, 2007:241), empatik duyarlılık kavramı ise kişinin başkalarının duygusal ifadelerine gösterdiği genel duyarlılık olarak tanımlanabilmektedir (Chan, 2004: 1785)

**Duyguların düzenlenmesi;** bireylerin duygusal tatmini ve stresten daha çabuk kurtulabilmesi duygularını düzenleme yeteneği ile ilgilidir. Bu konuda yeteneği olan bireyler, davranışlarını uç ruh hallerinde bile kontrol altında tutabilmektedirler (Wong ve Law, 2002).

**Duyguların kullanılması;** bu boyut kişinin duygularını nasıl kullanıldığını, düşünme sürecini ve problem çözümüne yardımcı olmak için bilişi nasıl etkilediğini içermektedir. Duygular düşünmeye öncülük edebilmekte veya düşünme sürecini engelleyebilmektedir (Caruso ve Salovey, 2004: 43-44). Örneğin; iyi bir ruh halinde olan bir kişi, karşılaşılan bir durum karşısında daha iyimser davranırken, kötü bir ruh haline sahip olan bir kişi aynı durumla karşılaştığında kötümser davranabilmektedir (Davis, 2004: 91).

**Duyguların değerlendirilmesi;** duyguların değerlendirilmesi duygusal bilginin karar vermede veya karar oluşturmada kullanılmasına yol açmaktadır. Duyguları değerlendirme yeteneğine sahip bir kişi, yüz ifadesi gibi sözlü olmayan tepkileri anlayabilmektedir (Mayer ve Salovey, 1997: 12).

## 1.2. Kişi-İş Uyumu

Kişi-iş uyumu Edwards (1991) tarafından, bir kişinin belirli bir işin taleplerini yerine getirme yeteneğine sahip olması (talep-kabiliyet uyumu) veya bir işin bireyin ihtiyaçlarını (ihtiyaç-arz uyumu) karşılama şeklinde tanımlanmıştır (Kristof-Brown, 2000: 645).

Talep-kabiliyet uyumu, görevleri yerine getirebilmek için gerekli olan iş taleplerini ve kişinin iş gereklerini yapabilme yeteneğini ifade etmektedir (Uçanok, 2008: 26). Kabiliyet, kişinin çevresel talepleri karşılamak için kullanabileceği bilgi, beceri, zaman ve enerjiyi ifade etmektedir. Talep ise, kişide bulunan nicel ve nitel gereksinimleri ifade etmektedir ve nesnedir (Edwards, 1996: 296).

İhtiyaç- arz uyumu, kişinin değerlerini ve bu değerleri karşılayan mevcut kaynaklar arasındaki eşleşmeyi ifade etmektedir (Edwards, 1996: 294). Kişinin arzuları, hedefleri, psikolojik ihtiyaçları değerleri içerirken bu arzuları tatmin edebilecek nitelikler ise işin genel niteliklerini, ücret gibi, içermektedir (Uçanok, 2008: 25).

Kişi-iş uyumu genellikle işi yapan kişilerin bilgi, beceri ve yetenekleri ile iş talepleri arasındaki eşleşme olarak değerlendirilmektedir (Kristof-Brown, 2000: 643). Lauver ve Kristof-Brown, kişi-iş uyumunu, kişinin yüksek düzeyde ihtiyaçları ile işin nitelikleri ya da çalışanın nitelikleri, yetenekleri, kişilikleri ve işin gerektirdikleri arasındaki denklik olarak değerlendirmişlerdir (Lauver ve Kristof-Brown, 2001: 457). Çalışan özellikleri, kişilerin biyolojik ve psikolojik ihtiyaçları, değerleri, amaçları, kültürü, becerileri veya kişiliklerini içerirken çevre özellikleri içsel veya dışsal ödüller, psikolojik ya da fiziksel istekler veya temel ihtiyaçları karşılamak için gerekli çevresel şartlar olarak nitelendirilebilmektedir (Cable ve Edwards, 2004: 822). Kişi-iş uyumu, doğru insanları doğru işlerde çalıştırmak anlamına gelmektedir. Shane (2010) ise bu tanıma ek olarak, doğru işler için doğru insanları bulmanın yanı sıra örgüt kültürüne de uyum sağlayacak insanları bulmanın önemli olduğunu söylemiştir (Çelebi ve Ülker, 2013: 128-129).

## 1.3. Tükenmişlik

Günümüzde sıklıkla kendinden söz ettiren tükenmişlik kavramı; 1974 yılında Freudenberg tarafından “enerji, güç veya kaynaklarda oluşan aşırı isteklerden dolayı tükenmeye başlamak” olarak tanımlanmıştır.

Cherniss (1980) tükenmişlik kavramını “işin meydana getirdiği gerginliğe bir tepki olarak ortaya çıkan, işi yapan kişinin tutum ve davranışlarını kötü yönde etkileyen bir süreç” olarak tanımlamıştır (Polatçı, 2007: 4). Glicken ve Janka (1982) tükenmişliğin iş ve diğer

faktörlerle ayrıca klinik olarak gözlenebilen şartlarla ilgili olduğunu ifade etmişlerdir. Cardinell (1981) tükenmişlik kavramını, “kişinin yaşantısında meydana gelen ciddi bir rahatsızlık belirtisi, orta yaş krizi” olarak tanımlamaktadır (Polatçı, 2007: 5). Pines (1988) açısından bakıldığında, tükenmişlik kavramının kökeninde kişilerin yaşadıkları hayatın önemli ve yaptıkları işlerin çok faydalı olduğuna dair inançları bulunmaktadır (Sürgevil, 2014: 9). Tükenmişlik, aynı zamanda çalışma şartlarının bir sonucu olarak idealizm, enerji, amaç ve ilginin kaybolması olarak tanımlanabilmektedir (Farber, 1984: 325).

Maslach, tükenmişliği yapılan işin bir gereği olarak insanlarla yüz yüze çalışmakta olan bireylerde meydana gelen fiziksel bitkinlik, geçmeyen yorgunluk, çaresizlik ve umutsuzluk duygularının, kişinin yaptığı işe, hayatına ve çevresindeki diğer insanlara olumsuz olarak yansması ile oluşan bir sendrom olarak ifade etmiştir (Maslach ve Zimbardo, 1982: 3; Maslach ve ark., 2001: 399). Maslach bu kavramı duygusal tükenme, duyarsızlaşma ve kişisel başarıda yetersizlik olarak üç ayrı boyutta ele almaktadır (Sürgevil, 2014: 12).

Duygusal Tükenme; tükenmişliğin içsel yönünü temsil eden bu boyut, bireyin duygusal ve fiziksel kaynaklarında oluşan eksilmeyi açıklamakta ve tükenmişliğin başlangıç noktası olarak görülmektedir (Arı ve Bal, 2008: 133; Sürgevil, 2014: 65). Duyarsızlaşma; kişiler arası iletişimi simgeleyen bu boyut, kişinin diğer kişilere insanlıktan uzak, duygusuz, küçümseyici ve alaycı tavırlar göstermesi ile ortaya çıkmaktadır (Leiter ve Maslach, 1988: 297; Maslach ve ark., 2001: 403). Araştırmalar, duygusal tükenme yaşayan bireyin sorun çözmede kendisini yetersiz hissetmesinden dolayı duyarsızlaşmayı bir kaçış olarak gördüğünü ifade etmektedir (Polatçı, 2007: 40). Kişisel Başarı; tükenmişlik kavramının kişisel gelişim boyutunu ifade eden bu boyut düşük olduğunda tükenmişliğin varlığından söz edilebilmektedir ve bu nedenle yazında bu boyuttan düşük kişisel başarı ya da kişisel başarıda düşme olarak bahsedilmektedir (Cordes ve Dougherty, 1993: 623; Maslach ve ark., 2001: 403; Polatçı, 2007: 41; Sürgevil, 2014: 68).

Tükenmişlikle ilgili yapılan çalışmalarda bu boyutların sebeplerinin farklı olduğu ve sonuçlarının da farklı olduğu sonucuna ulaşılmıştır. Duygusal tükenmeye aşırı iş yükü, talepler ve çalışma şartlarının olumsuzluğu gibi sorunlar sebep olmaktadır ve bunların işe gitmemeye neden olduğu bilinmektedir. Diğer boyutlar olan duyarsızlaşma ve kişisel başarıda düşme hissi ise yapılan işin neden olduğu ve bunun sonucunda da işten ayrılımların ve müşteri şikayetlerinin olduğu ispatlanmıştır (Polatçı, 2007: 43).

Maslach ve Jackson'a göre tükenmişlik süreç ya da sendrom olarak tanımlanmaktadır. Bu süreç, tükenmişliğin bir bileşeni olan iş ile ilgili talep (iş yükü, iş gerginliği gibi) stresörlerine verilen bir tepki olarak tanımlanan duygusal tükenme ile başlamaktadır. Duygusal tükenme beraberinde müşterilere, beraber çalışılan insanlara, yöneticilere karşı alaycı, duygusuz, olumsuz tutumlar sergilemeyi getirmekte yani duyarsızlaşma başlamaktadır. Bu durum yaşandığında kişi, kendisi ile kendisinden beklenenler arasındaki boşluğu fark etmekte ve kişinin kendisini başarısız olarak değerlendirmesiyle sonuçlanmaktadır (Lewin ve Sager, 2007: 1216).

#### **1.4. Kavramlar Arası İlişkiler**

Duygusal zekâ ve tükenmişlik ile ilgili yapılan çalışmalar incelendiğinde, Maslach ve Jackson (1986) tarafından yapılan bir çalışmada, duygusal zekâ düzeyi yüksek bireylerin daha düşük tükenme yaşadıkları sonucuna ulaşılmıştır. Güllüce ve İşcan (2010) tarafından gerçekleştirilen bir çalışmada, mesleki tükenmişlik ve duygusal zekâ arasındaki ilişki ele alınmıştır ve araştırma sonucunda mesleki tükenmişlik ve duygusal zekâ arasında ters yönlü bir ilişkinin varlığı tespit edilmiştir.

Kişi-iş uyumu ve tükenmişlik ile ilgili yapılan çalışmalar incelendiğinde, Dursun ve arkadaşları (2015) tarafından yapılan bir çalışmada, kişilikleri ile yaptıkları meslek arasında uyum bulunan kişilerin daha az duygusal tükenmişlik yaşadıkları sonucuna ulaşılmıştır.

Konuya ilişkin yazın incelendiğinde, duygusal zekâ ve kişi-iş uyumunun tükenmişliği etkileyen önemli faktörler olduğu görülmektedir. Yazında bu değişkenler ikili kombinasyonlar şeklinde araştırmalara konu olmasına rağmen, üç değişkenin birlikte incelendiği bir çalışmaya rastlanmamıştır. Çalışmalardan elde edilen bilgiler incelendiğinde, duygusal zekâ düzeyi yüksek bireylerin daha düşük tükenme yaşadıkları sonucuna ulaşılmıştır (Maslach ve Jackson, 1986; Güllüce ve İşcan, 2010; Vaezi ve Fallah, 2011). Bununla birlikte, kişi-iş uyumu ve tükenmişlik ile ilgili yapılan çalışmalar incelendiğinde, kişi-iş uyumsuzluğunun tükenmişliğe neden olduğu görülmektedir (Fogarty vd., 2000; Sweeney ve Summers, 2002).

## **2. Araştırmanın Yöntemi**

Çalışmanın bu bölümünde araştırmaya ilişkin evren ve örneklem ile birlikte araştırmanın veri toplama araçları, araştırmanın modeli ve araştırmanın hipotezlerine değinilmiştir.

### **2.1. Araştırmanın Evreni ve Örneklemi**

Araştırmanın evrenini Tokat ili ve Erbaa ilçesi organize sanayi bölgesinde çalışan 5018 mavi yakalı personel oluşturmaktadır. Performans düşüklüğüne sebebiyet verdiği gerekçesiyle birçok kurumdan anket yapmak için izin alınamamış olup, izin alınıp anket yapılabilen kurumlarda çalışan mavi yakalı personel sayısı 740 kişidir. %99 güven aralığında evreni temsil edecek örneklem büyüklüğü 350 kişidir. Çalışmada evrenin tamamına anket verilmesi amaçlanmış olup, personelin genellikle vardiyalı çalışmasından veya iş yerinde bulunan çalışanların da anket doldurmak istememesinden kaynaklı olarak 362 personele anket dağıtılabilmıştır. Doldurulan anketlerden 12 tanesi veri eksikliği nedeniyle analizlere dâhil edilememiştir. Analizler 350 anket üzerinden yürütülmüştür.

## **2.2. Veri Toplama Araçları**

Araştırmada kullanılan anket formu 2 bölümden oluşmaktadır. İlk bölümde katılımcıların duygusal zekâ, kişi-iş uyumu ve tükenmişlik düzeylerine ilişkin ölçek maddeleri, ikinci bölümde ise katılımcıların demografik özelliklerine ilişkin açık uçlu sorular yer almıştır.

**Duygusal Zekâ Ölçeği:** Chan (2004) tarafından geliştirilen ölçek 12 ifade ve 4 boyuttan oluşmaktadır. Bunlar her biri 3'er ifadeden oluşan empatik duyarlılık, duyguları düzenleme, duyguları kullanma ve duyguları değerlendirme alt boyutlarıdır. Duygusal zekâ ölçeği ile ilgili ankette yer alan ifadelerde 5'li Likert tipi ölçek kullanılmıştır. Ölçümün güvenilirliği iç tutarlılık katsayısı Cronbach alfa ile hesaplanmıştır. Cronbach alfa değeri 0,868 olarak belirlenmiştir. Alt boyutlara ait Cronbach alfa değerleri de kabul edilebilir sınırlar içerisinde.

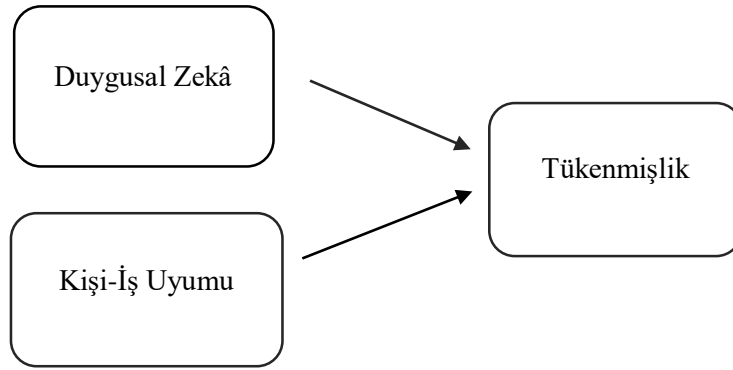
**Kişi-İş Uyumu Ölçeği:** Araştırmada kişinin iş ile olan uyumunu ölçmek amacıyla Netemeyer ve arkadaşları (1997) tarafından geliştirilen 4 ifadeli Kişi-Örgüt Uyumu ölçeği kullanılmıştır. İfade sayısının az olması nedeniyle bu ölçek tercih edilmiş ve kişi-iş uyumuna uyarlanmıştır. Örneğin ölçekte bulunan orijinal ifade "kişisel değerlerimin çalıştığım örgüt ile uyumlu olduğumu düşünüyorum" şeklindeyken "kişisel değerlerimin çalıştığım iş ile uyumlu olduğumu düşünüyorum" şeklinde uyarlanmıştır. Kişi-iş uyumu ölçeği ile ilgili ankette yer alan ifadelerde 5'li Likert tipi ölçek kullanılmıştır. Ölçümün güvenilirliği iç tutarlılık katsayısı Cronbach alfa ile hesaplanmıştır. Cronbach alfa değeri 0,731 olarak hesaplanmıştır.

**Tükenmişlik Ölçeği:** Araştırmada katılımcıların tükenmişlik düzeyini saptamak amacıyla Maslach ve Jackson (1981) tarafından geliştirilen, 1992 yılında Canan Ergin

tarafından dilimize uyarlanan Maslach Tükenmişlik Ölçeği kullanılmıştır. Bu ölçek duygusal tükenme, duyarsızlaşma ve kişisel başarıda düşme olmak üzere 3 alt boyuttan ve 22 ifadeden oluşmaktadır. Tükenmişlik ölçeği ile ilgili ankette yer alan ifadelerde 5'li Likert tipi ölçek kullanılmıştır. Ölçümün güvenilirliği iç tutarlılık katsayısı Cronbach alfa ile hesaplanmıştır. Cronbach alfa değeri 0,691 olarak hesaplanmıştır. Alt boyutlara ait Cronbach alfa değerleri de kabul edilebilir sınırlar içerisinde.

### 2.3. Araştırma Modeli

Bu çalışmada duygusal zekâ ile alt boyutlarının ve kişi-iş uyumunun organize sanayi bölgesinde tekstil sektöründe çalışanların tükenmişlik düzeylerini ve alt boyutlarını etkileyip etkilemediği incelenmiştir. Bu doğrultuda araştırmanın bağımlı değişkeni tükenmişlik, bağımsız değişkenleri duygusal zekâ ve kişi-iş uyumudur. Araştırma modeli aşağıdaki şekilde gösterilmiştir.



Şekil 1. Araştırma Modeli

### 2.4. Araştırma Hipotezleri

Çalışmanın hipotezleri aşağıdaki gibidir.

H<sub>1</sub>: Duygusal zekâ düzeyi tükenmişliği negatif yönde etkilemektedir.

H<sub>1a, b, c, d</sub>: Duygusal zekânın empatik duyarlılık, duyguları düzenleme, duyguları kullanma, duyguları değerlendirme boyutu tükenmişliği negatif yönde etkilemektedir.

H<sub>1e, f, g</sub>: Duygusal zekâ düzeyi tükenmişliğin duygusal tükenme, duyarsızlaşma, kişisel başarıda düşme boyutunu negatif yönde etkilemektedir.

H<sub>2</sub>: Kişi-iş uyumu tükenmişliği negatif yönde etkilemektedir.

H<sub>2a, b, c</sub>: Kişi-iş uyumu tükenmişliğin duygusal tükenme, duyarsızlaşma, kişisel başarıda düşme boyutunu negatif yönde etkilemektedir.

### 3. Verilerin Analizi ve Bulgular

Verilerin analizi yapılırken SPSS Programından yararlanılmıştır. Araştırmada ilk olarak çalışanların demografik özelliklerine göre duygusal zekâ, kişi-iş uyumu ve tükenmişlik düzeylerinin farklılaşıp farklılaşmadığını tespit etmek amacıyla t testi ve tek yönlü varyans analizi yapılmıştır. Analiz kapsamındaki tüm değişkenler açısından cinsiyet, medeni durum ve sahip olunan çocuk sayısına bağlı olarak anlamlı bir farklılık tespit edilmemiştir. 30-35 yaş arası çalışanların empatik duyarlılık düzeylerinin 42 yaş ve üzerine göre daha yüksek olduğu, 42 yaş ve üzerinde olan çalışanların kişisel başarı düzeylerinin 24-29 yaş aralığında olan çalışanlara göre daha yüksek olduğu ve lise mezunu çalışanların ilköğretim mezunu çalışanlara oranla tükenmişlik düzeyleri ve kişisel başarıda düşme düzeylerinin daha yüksek olduğu sonucuna ulaşılmıştır.

Yapılan korelasyon analizinde, tüm değişkenler arasında anlamlı ilişkiler olduğu görülmüştür. Elde edilen sonuçlar Tablo 1’de özetlenmiştir.

Kurulan modellerde doğru sonuçlara ulaşabilmek için ölçme hataları ve hatalar arasındaki ilişkilere yönelik regresyon varsayımlarından sapmalar olup olmadığı kontrol edilmiştir. Buna göre, tüm değişkenlerin Durbin-Watson değeri (D-W) 2’den küçük olduğu için hata terimlerinin arasında ilişki olmadığı yani otokorelasyon probleminin olmadığı görülmüştür (Durbin ve Watson, 1971). Ayrıca araştırma değişkenleri arasında çoklu eş doğrusallık problemi olup olmadığına bakılmıştır. Elde edilen değerler bağımsız değişkenler arasında çoklu eş doğrusallık problemi olmadığı (Tolerans > ,1; VIF<3) tespit edilmiştir.

**Tablo 1.** Değişkenlere Ait Ortalama, Standart Sapma ve Korelasyon Değerleri

Değişkenler	Ort.	SS	1	2	3	4	5	6	7	8	9
Duygusal Zekâ	3,6071	,77273	1								
Empatik Duyarlılık	3,4310	,97481	,753**	1							
Duyguları Düzenleme	3,6886	,95347	,817**	,579**	1						
Duyguları Kullanma	3,6248	,95922	,821**	,431**	,533*	1					
Duyguları Değerlendirme	3,6838	,98364	,803**	,394**	,504**	,662**	1				
Kişi-İş Uyumu	3,3718	,90179	,539**	,436**	,487**	,398**	,402**	1			
Tükenmişlik	2,9180	,45734	,280**	,291**	,258**	,200**	,147**	,159**	1		
Duygusal Tükenme	2,8683	,60987	,227**	,212**	,182**	,209**	,123**	,137**	,851**	1	
Duyarsızlaşma	2,9515	,62231	,278**	,314**	,282**	,166**	,128**	,138**	,744**	,495**	1
Kişisel Başarı	2,9530	,52058	,171**	,190**	,174**	,084	,097	,100	,738**	,369**	,397**

\*\*p<0,01, n=350

Tabloda sunulan Pearson korelasyon katsayılarını incelediğimizde, değişkenler arası ilişkilerin  $p < 0,01$  derecesinde anlamlı ve pozitif yönde olduğu görülmektedir.

Araştırma hipotezlerinin test edilmesi amacıyla yapılan regresyon analizleri sonucunda, duygusal zekâ ve alt boyutlarının tükenmişliği pozitif yönde etkilediği görülmüştür. Elde edilen sonuçlar Tablo 2’de özetlenmiştir.

**Tablo 2.** Duygusal Zekâ ve Alt Boyutları ile Tükenmişlik Değişkenlerine İlişkin Regresyon Analizi

		$\beta$	$R^2$	p	Sonuç
Duygusal Zekâ		,280	,079	,000	H <sub>1</sub> reddedilmiştir.
Empatik Duyarlılık		,291	,085	,000	H <sub>1a</sub> reddedilmiştir.
Duyguların Düzenlenmesi	Tükenmişlik	,258	,067	,000	H <sub>1b</sub> reddedilmiştir.
Duyguların Kullanımı		,200	,040	,000	H <sub>1c</sub> reddedilmiştir.
Duyguların Değerlendirilmesi		,147	,022	,006	H <sub>1d</sub> reddedilmiştir.

Yapılan regresyon analizleri sonucunda, duygusal zekâ ve duygusal zekâ alt boyutlarının tükenmişliği pozitif şekilde etkilediği sonucuna ulaşılmıştır. Bu durumda duygusal zekâ ve alt boyutlarının tükenmişliği negatif etkilediği yönündeki hipotezler (H<sub>1</sub>, H<sub>1a</sub>, b, c, d) reddedilmiştir.

**Tablo 3.** Duygusal Zekâ ile Tükenmişlik Alt Boyutlarına İlişkin Regresyon Analizi

		$\beta$	$R^2$	p	Sonuç
	Duygusal Tükenme	,227	,051	,000	H <sub>1e</sub> reddedilmiştir.
Duygusal Zekâ	Duyarsızlaşma	,278	,077	,000	H <sub>1f</sub> reddedilmiştir.
	Kişisel Başarıda Düşme	,171	,029	,000	H <sub>1g</sub> reddedilmiştir.

Regresyon analizleri sonuçlarına göre, duygusal zekânın tükenmişlik ve alt boyutlarını pozitif şekilde etkilediği sonucuna ulaşılmıştır. Bu durumda duygusal zekânın tükenmişlik ve alt boyutlarını negatif etkilediği yönündeki hipotezler (H<sub>1e</sub>, f, g) reddedilmiştir.

**Tablo 4.** Kişi-iş Uyumu ile Tükenmişlik ve Alt Boyutlarına İlişkin Regresyon Analizi

		$\beta$	$R^2$	p	Sonuç
	Tükenmişlik	,159	,025	,003	H <sub>2</sub> reddedilmiştir.
Kişi-iş Uyumu	Duygusal Tükenme	,137	,019	,010	H <sub>2a</sub> reddedilmiştir.
	Duyarsızlaşma	,138	,019	,010	H <sub>2b</sub> reddedilmiştir.
	Kişisel Başarıda Düşme	,100	,010	,061	H <sub>2c</sub> reddedilmiştir.

Yapılan regresyon analizleri sonucunda, kişi-iş uyumunun tükenmişlik düzeyini ve tükenmişliğin alt boyutlarını negatif yönde etkilediğine dair kurulan hipotezler (H<sub>2</sub>, H<sub>2a</sub>, b, c) reddedilmiştir.

### Sonuç, Tartışma ve Öneriler

Günümüz iş hayatında duygusal zekâ kavramı gün geçtikçe önem kazanmaya başlamıştır. Duygusal zekâ, çalışanların birbirleriyle güven esaslı ilişkiler kurmasını sağlamakta ve bu durum da örgütün başarısında etkili olmaktadır. Başkalarının duygularını



anlamayı bilen, empati kurabilen ve kendi duygularını kullanmayı, yönetmeyi bilen bireylerin sahip olduğu bu özellikler sayesinde tükenmişlik yaşama olasılıkları azalacaktır. Araştırmanın bir diğer değişkeni, kişi-iş uyumudur. Kişinin yaptığı meslek, yaşamının tümünü etkileyen çok önemli bir unsurdur. Bu nedenle kişinin özellikleri ile yapmakta olduğu işin birbiriyle uyumlu olması gerekmektedir. Kişilerin özellikleri ile yapmakta oldukları iş arasındaki uyum veya uyumsuzluk bireyi olumlu veya olumsuz şekilde etkilemektedir. Bireyi olumsuz etkileyen durumlar neticesinde tükenmişlik meydana gelebilmektedir. Zamanla yoğunlaşan rekabet koşulları ve gittikçe gelişen teknolojinin çalışma hayatı üzerindeki olumsuz etkileri ile beraber, bu çalışmada duygusal zekâ ve kişi-iş uyumunun tükenmişlik üzerindeki etkisi incelenmiştir.

Duygusal zekâ düzeyi ve tükenmişlik arasında anlamlı bir ilişki olup olmadığını tespit etmek için korelasyon analizi yapılmıştır. Elde edilen korelasyon değerlerinden, personelin duygusal zekâ düzeyi ve tükenmişlik düzeyi arasında anlamlı bir ilişki olduğu görülmüştür. Ayrıca duygusal zekânın alt boyutları olan empatik duyarlılık, duyguları düzenleme, duyguları kullanma ve duyguları değerlendirme boyutları ile tükenmişlik düzeyi ile tükenmişliğin alt boyutları olan duygusal tükenme, duyarsızlaşma ve kişisel başarıda düşme arasında anlamlı ilişkiler olduğu sonucuna ulaşılmıştır. Kişi-iş uyumu ile ilgili yapılan korelasyon analizi ile ilgili olarak, kişi-iş uyumu ile tükenmişlik ve alt boyutları arasında anlamlı bir ilişki olduğu sonucuna ulaşılmıştır.

Korelasyon analizinden sonra çalışmanın ana hipotezlerini test etmek amacıyla regresyon analizlerine geçilmiştir. Değişkenler ve alt boyutlarına ilişkin olarak kurulmuş olan hipotezler regresyon analizi ile tek tek incelenmiştir. Araştırmanın ilginç sonucu, hipotez testi sonuçlarının beklendiği gibi çıkmamış olmasıdır. Yazındaki genel kanıya göre hem duygusal zekânın artması tükenmişliğin azalmasına neden olmaktadır (Barling vd., 2000; George, 2000; Chan, 2004; Platsidou, 2010; Ciarrochi vd., 2001; Duran vd., 2006; Kaur vd., 2013), hem de kişi-iş uyumunun artması tükenmişliğin azalmasına neden olmaktadır (Fogarty vd., 2000; Sweeney ve Summers, 2002; Dursun vd., 2015). Bu nedenle araştırmadaki hipotezler de bu beklentiye paralel olarak kurulmuştur. Ancak araştırmanın 12 hipotezinden hiçbiri desteklenmemiştir.

İlgili yazındaki sonuçlarla bu araştırmanın sonuçlarının çelişmesinin farklı nedenleri olabilir. Bunlardan birisi araştırma örnekleme kaynaklı nedenlerdir. Tekstil sektörü yoğun iş yükünün olduğu ve genel olarak kadın çalışanların istihdam edildiği bir sektördür. Böyle bir sektörde uzun ve olumsuz çalışma şartları altında görev yapan iş görenlerin duygusal

zekâları ve kişi-iş uyumlarının yüksek olması dahi, onların tükenmişlikten kurtulmalarına fayda sağlamamış olabilir. İş ortamındaki farklı sebepler katılımcıların tükenmişlik düzeylerinin artmasına sebep olmuş ve yüksek duygusal zekâ ve kişi-iş uyumu düzeyi bunu engelleyememiş olabilir.

Diğer yandan yüksek duygusal zekâ ve alt boyutları sayesinde tükenmişliğin azalacağına dair araştırma sonuçlarına (Lee vd., 2003) rağmen, duygusal zekâ özellikle de alt boyutlardan empatik duyarlılık bireylerin duygusal yüklenimlerini artırabilmektedir. Diğerlerinin yaşadığı sıkıntıları kendi yaşıyormuş gibi hisseden bireyler daha zayıf ve hassas hale gelebilmektedir. Bu da bireyin tükenmişlik yaşamasına neden olabilmektedir (Sürgevil, 2014: 83). Araştırma sonuçları bu durumu desteklemektedir.

Araştırma sonuçları, araştırmaya katılan çalışanların cinsiyetleri açısından tükenmişlik düzeylerinde anlamlı bir farklılık olmadığını göstermektedir. Bu sonuç yazındaki bazı çalışmalarla benzerlik göstermektedir (Güllüce ve İşcan, 2010; Polatçı, 2007). Yaş değişkeni açısından tükenmişlik ile ilgili ilişkiler ele alındığında, tükenmişlik ile kişisel başarı boyutu arasında anlamlı bir farklılık olduğu sonucuna ulaşılmıştır. Hangi yaş grupları arasında farklılık olduğunu saptamak amacıyla yapılan Scheffe çoklu karşılaştırma testi sonuçlarına göre, 24-29 yaş grubu ile 42 yaş ve üzeri grup arasında istatistiksel olarak anlamlı bir farklılık olduğu görülmüştür. Buna göre, 42 yaş ve üzeri gruba mensup çalışanların kişisel başarı düzeyleri, 24-29 yaş grubuna mensup çalışanlardan daha yüksektir sonucuna ulaşılmıştır. Bu sonuç Polatçı (2007) tarafından yapılan çalışmanın sonuçları ile benzerlik göstermektedir. Çalışanların tükenmişlik düzeyleri ile medeni durumları ve sahip oldukları çocuk sayıları arasında anlamlı farklılık tespit edilmemiştir. Eğitim durumu değişkeni ele alındığında, çalışanların tükenmişlik düzeyleri ve alt boyutları olan duyarsızlaşma ve kişisel başarı ile eğitim durumları arasında anlamlı farklılıklar olduğu tespit edilmiştir. Hangi gruplar arasında farklılıklar olduğunu tespit etmek amacıyla yapılan Scheffe çoklu karşılaştırma testi sonucuna göre, lise ve ilköğretim mezunları arasında anlamlı bir farklılık olduğu sonucuna ulaşılmaktadır. Bu sonuç, Çevik ve Özbacı (2020) tarafından yapılan çalışmanın sonuçları ile benzerlik göstermektedir. Bu sonuca göre lise mezunu olan çalışanların ilköğretim mezunu olan çalışanlara oranla tükenmişlik düzeylerinin ve kişisel başarı düzeylerinin daha yüksek olduğu görülmektedir. Yapılan analizde duyarsızlaşma ile eğitim durumu arasında anlamlı bir farklılık olmasına rağmen, Scheffe çoklu karşılaştırma testinde duyarsızlaşma alt boyutu açısından anlamlı bir farklılık tespit edilmemiştir.

Yapılan çalışmada, beklenilenin aksine sonuçlar elde etmemizde örneklemin öneminin çok büyük olduğu düşünülmektedir. Yaş grubu ve eğitim durumu açısından karma bir örneklem olması nedeniyle sonuçlarımızın beklenildiği gibi çıkmadığı düşünülmektedir. Ayrıca kişilerin yoğun şekilde çalışmalarından ve iş yapış şekillerinden kaynaklı, yöneltilen sorulara mantıklı cevaplar vermedikleri düşünülmektedir. Özellikle tükenmişlik düzeylerini belirlemek üzere çalışanlara yöneltilen sorularda, alınan cevapların birbirleriyle çeliştiği tespit edilmiştir. Bu noktada her ne kadar çalışanların kimlikleri belirsiz olsa da işverenlerinden çekinmeleri ve işlerini kaybetme korkularının olduğu düşünülmektedir.

Bu araştırmanın bulguları taşıdığı sınırlılıklar çerçevesinde değerlendirilmelidir. Araştırmanın bulguları yalnızca seçilen örneklem ile sınırlı olduğu için, sonuçların genellenebilmesi ancak aynı konuda farklı ve daha büyük örneklem üzerinde yapılacak araştırmalarla mümkün olacaktır. Araştırmanın örnekleminin başka sektörden ve başka çalışanlar üzerinden seçilmesinin farklı sonuçlar doğuracağı düşünülmektedir. Ayrıca araştırmada kullanılan ölçeklerden farklı ölçekler kullanılmasının da yazına katkı sağlayacağı düşünülmektedir. Bu kısıtlar göz önüne alınarak yöneticiler ve çalışanlar için öneriler sunulabilir.

Öncelikle yöneticilerin kendi duygularını okuyabilme, anlayabilme, başkalarının duygularını hissetmeye, onların bakış açışı ile düşünebilmeye ilgi göstermeleri gerekmektedir. İşe başlayacak bireylerde duygusal zekâ ölçeği bir envanter olarak kullanılabilir ve sonuca göre personel alımı gerçekleştirilebilir. Organize sanayi bölgesinde çalışan kişilerin tükenmişlik seviyelerini azaltmak ve tükenmişliğin oluşmasını engellemek için öncelikle çalışanlara tükenmişliğin ne olduğu anlatılmalı, tükenmişlik sürecinin belirtileri ve tükenmişlikle başa çıkma yolları ile ilgili bilgiler verilmelidir. Yöneticilerin uygun işe uygun personel alımına dikkat etmeleri gerekmektedir. Örgütsel yaşamın akıntılarını iyi öğrenip, politikalarını iyi belirleyen yöneticiler işletme verimliliğini en üst seviyeye taşırlar. Tüm bunların yanında yöneticiler kişisel gelişime önem verilmeli, sosyal ve kültürel faaliyetleri desteklemelidirler.

Çalışanlar açısından değerlendirildiğinde, duygusal zekâ düzeylerinin yükseltilmesi için eğitimlere katılmanın faydalı olabileceği düşünülmelidir. Kişilerin yapmış oldukları işte mutlu olması ve duygusal sorunlar yaşamaması için kişiliğine uygun bir meslek seçmesi önem taşımaktadır. Bu açıdan iş ve meslek seçimi aşamasında kişinin kendini tanıması ve kişiliğine uygun bir mesleğe yönelmesi gerekmektedir. Bu da bireysel kariyer planlama ile mümkün olacaktır.

Tükenmişlikle mücadele edebilmek için önce tükenmişliğin, örgütsel ve bireysel düzeyde ne kadar önemli olduğunun bilinmesi, tükenmişliğe nelerin sebep olduğu ve sonuçlarının neler olabileceği, ne tür önlemler alınabileceği, nasıl bir strateji izleneceği ciddiyetle ele alınmalıdır. Örgütlerin varlıklarını sürdürebilmeleri için insana verilmesi gereken önemin farkında olmaları, insanın yönetim için olmazsa olmaz en önemli kaynağı olduğunun bilinmesi gerekmektedir.

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## The Effect of Teamwork and Conflict Management on Perceived Individual Performance

Begüm AL<sup>1</sup>

### Abstract

This study focuses on the effect of conflict management and teamwork on individual performance. Since some industries require teamwork and some does not, sector comparison is also utilized in this study and following five sectors were selected to be compared: retailing, information technology, banking and finance, textile and manufacturing. According to findings, teamwork in workplaces is considered as highly effective however, conflict management in workplaces is considered as not good among the participants. Regression analysis results showed that "total teamwork" scale has a positive and statistically significant effect on job performance. Sectoral differences was also discovered in this study. For example, teamwork perception of the participants working in the information technology was found as higher compared to those working in other sectors. It was also discovered that the participants working in the banking and finance industry tend to have a more negative perception of organizational conflict compared to others. From the job performance perspective, it was found that the performance perceptions of employees in manufacturing and retailing sector are higher compared to those working in other sectors.

**Keywords:** Conflict Management, Teams, Teamwork, Job Performance

## Takım Çalışması ve Çatışma Yönetiminin Algılanan Bireysel Performans Üzerindeki Etkisi

### Öz

Bu çalışmanın amacı, ekip çalışması ve çatışma yönetiminin algılanan bireysel performans üzerindeki etkisini belirlemektir. Bazı endüstriler daha fazla ekip çalışması gerektirirken diğerleri ise bireysel çalışmayı gerektirebilir. Bu doğrultuda bu çalışmada sektörel farklılıkları belirlemek üzere sektör karşılaştırması yapılmıştır. 5 farklı sektör seçilmiştir. Seçilen sektörler: Perakende, bilgi teknolojisi, bankacılık ve finans, tekstil ve imalattır. Sonuçlar, işyerlerinde ekip çalışmasının oldukça etkili olduğunu ancak işyerlerindeki çatışma yönetiminin katılımcılar tarafından iyi olarak algılanmadığını göstermiştir. Regresyon analizi sonuçları ise toplam takım çalışması ölçeğinin iş performansı üzerinde olumlu ve istatistiksel olarak anlamlı bir etkiye sahip olduğunu göstermiştir. Bu çalışmada sonuçlar arasında sektörel fark olduğu da ortaya çıkmıştır. Örneğin bilgi teknolojisi alanında çalışan katılımcıların takım çalışması algısı diğerlerine göre daha yüksektir. Ayrıca bankacılık ve finans alanında çalışanların örgütsel çatışma algısı diğerlerine göre daha yüksektir. İş performansı açısından değerlendirildiğinde imalat ve perakende sektöründe çalışanların performans algılarının diğer sektörlerde çalışanlara göre daha yüksek olduğu görülmüştür.

**Anahtar Kelimeler:** Çatışma Yönetimi, Takım, Takım Çalışması, İş Performansı

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## **Introduction**

Bringing together the talented people in a business and managing them effectively are the two greatest opportunities businesses face today. The concepts of team and teamwork emerge at this point. The team consists of a small number of people who have complementary skills, act in line with common goals and performance goals and are responsible to each other within this framework (Katzenbach & Douglas, 1998: 87). In other words, a team is a group of two or more people who work together and who are connected to each other to achieve a specific goal (Aksu, 2012: 3). The key difficulty that the teams must overcome is due to conflict within the team.

In fact, there will always be conflicts in any group or organization. While preventing from conflicts may not be highly probable, it may be possible to handle conflicts by identifying the potential indications of conflict on a timely manner. It is important to regularly monitor the symptoms of conflict in an organization because these symptoms indicate the presence of the conflicts. If these signals of conflict are not responded on a timely manner, then the conflicts direct the organization. The organizations which rely on cooperation, teamwork and innovation for success are the ones that these conflicts are most widely observed and as these organizations are more result-oriented, the individuals and their interaction is likely to be overlook (Turkalj et al., 2008). Conflicts may arise due to low performance, thus improvement can be measured. Based on this, the ultimate objective of this study was established as to find out the effects of teamwork and conflict management on perceived individual performance. Some industries require more teamwork, and some requires individual working. As a result, this study applied sector comparison to identify sectoral differences.

## **Concept of Conflict**

The concept of conflict has been diagnosed as a social phenomenon, with regards to both conflict within and conflict among organizations (Pondy, 1967: 298). It is challenging to make the definition of conflict as it exists in several varying backgrounds. However, conflict can be considered as a form of resistance, divergence, and disharmony. Conflict represents opposite beliefs or behaviours on the part of various individuals, resulting in an antagonistic situation (Tschannen, 2001: 3). Comprehension of goal incompatibility is a precondition for conflict (Schmidt & Kochan, 1972: 360). The worst conflicts could be prevented through appropriate organization plan, or through the teaching of members to



maintain similar opinions and objectives (Pondy, 1992: 259). Conflict is thought to be rooted in negative feelings, such as opposition, discord, or disagreement. Conflicts may exist because of conflicting targets, understanding, or feelings among or between people or societies, leading to opposition or incompatible relationships. Three conflict categories are listed in the definition. A goal conflict exists when the targeted result or wished consequences are contradictory. Next, there is Cognitive Conflict, which describes a situation in which differing views or ideas cannot be reconciled. The last one is Affective Conflict, where disharmony is observed among the feelings or sentiments (Luthans, 1998: 24).

### **Types of Conflict**

Conflict definitions can create a situation where approaches to conflict as well as concepts about its functions are also diverse. Conflicts arise among multiple people due to the constant communication within an organization. Conflict is defined as aggression, opposition, and comprehension being distributed amongst the members of the organization. In the light of these, Madalina (2016: 809) identifies four conflict types, which are listed below.

Interpersonal conflict represents a conflict taking place between two people. The root cause of this conflict is typical of the differences between individuals (Madalina, 2016: 809). Two managers competing for the same raise in position can be given as an example of interpersonal conflict. A similar situation may be described as two directors competing to gain a large capital share of the company. There are numerous examples in which opposing parties are part of the same team. Personal characteristics, varying conceptions, disagreements about benefits and values, distinctions in status and authority, and scarce resources are cited as being main contributors to this conflict (Luthans, 1998: 25).

Intrapersonal conflict is a kind of conflict that takes place inside a person. The conflict appears on the mental scale of an individual. This is described as a psychological conflict which encompasses the ideas, values, beliefs and senses of an individual (Madalina, 2016: 810). The intrapersonal conflict is also classified into three as follows (Hellriegel et al., 1989: 34-36):

- Approach-approach conflict: This is a form of conflict where an individual faces at least two options with positive consequences. As an instance, when an individual has the

option to choose from two occupational prospect which are equally desirable, he/she can experience approach-approach conflict.

- **Avoidance - avoidance conflict:** Contrary to the Approach-approach conflict type, in this kind of conflict, the individual has to decide between at least two options where all options provide negative consequences. As an instance, a company's members of staff may face the threat of penalty like downgrading if they do not agree to conduct a behaviour they do not favour such as travelling.
- **Approach-avoidance conflict:** In this kind of conflict, an individual has to determine if they will undertake something which drives both desirable and undesirable results. As an instance, when one has to decide to whether or not accept a good job at an undesirable location, he/she experiences approach-avoidance conflict.

Intra-group conflict represents a conflict type which takes place within a group. Oppositions and contradictions within a group generate intra-group conflict (Madalina, 2016: 810). Intragroup conflict can be classified into two distinct classes: substantive conflict and affective conflict. "Substantive conflict" describes a certain kind of conflict that is based on the parameters of the assignment or problems connected with "substance". This class of intra-group conflict is related to rational controversies between the members of the group. On the contrary, affective conflict is mainly caused by the relations between the groups members. Emotional reactions through the disagreements in interactions are the source of this conflict (Luthans, 1998: 26).

Inter-group conflict increases when different groups within an organization confuse each other. Additionally, other factors of this conflict style include competition. In addition, inter-group conflict is triggered by other factors as well. A number of these aspects may encompass a competition regarding the employment of resources or the limits determined by a group against out-of-group individuals to create a sense of identity within the team (Donohue & Kolt, 1992: 23).

It is proposed that there are four categories of inter-group conflict; namely, vertical conflict, horizontal conflict, line-staff conflict and role conflict. It is conceivable that different kinds of inter-group conflicts can intersect, in particular with respect to role conflict. However, all of these different kinds have varying features (Hellriegel et al., 1989: 39).

**Vertical Conflict:** This is a kind of conflict which takes place among different levels in an institution. For this kind of conflict, superior-subordinate conflict can be shown as an

example. The cause of vertical conflict is mainly the superiors' pursuit to exert power on their subordinates.

- **Horizontal Conflict:** This kind of conflict represents a conflict among those individuals or functional departments that are at the same hierarchical level in a company.
- **Line-Staff Conflict:** In the majority of companies, there are staff departments in order to support the line departments. It is often witnessed that there is a conflict between staff departments and line departments within companies. In usual, managers of staff departments and line departments differ from each other in terms of characteristics. While members of staff departments are more likely to have higher educational and social background, they are younger in age compared to those members of line departments. These personal changes also refer to varying principles and perception which lead to conflicts as a result.
- **Role Conflict:** Role is defined as the combination of conducts that other people within the organization anticipate one to undertake to fulfil their tasks. A conflict is often included when considering roles.

Alternatively, it is suggested by Jehn & Mannix (2001: 240) that there are three kinds of conflict, which are; relationship conflict, task conflict, and process conflict. The root of relationship conflict is considered as discordance of individuals' interaction, while task conflict refers to divergences of attitudes and beliefs regarding a specific assignment, and process conflict is regarded as the antagonism related to the understanding of assignment, techniques to be applied and the group course of action. Relationship conflict and process conflict cause destruction. On the other hand, task conflict is considered as a useful kind of conflict since this conflict inspires different ideas while it should be handled prudently in order to prevent it from changing into relationship conflict or process conflict (Donohue & Kolt, 1992: 32). Amason & Sapienza (1997: 496) also compare cognitive conflict and affective conflict. According to the authors, affective conflict is related to feelings and the root of this conflict is clashes and divergences in personalities whereas cognitive conflict is focussed on the assignment and stems from standpoint or opinion disparities.

### **Process of Conflict**

The conflict process includes four different levels of conflict based on the degree of relationship development of the groups to each other. The initial level is referred to as a state where the individual features, interaction, formation, and various characteristics of people

come into conflict. It is essential to highlight that all of these three conditions do not necessarily have to take place concurrently as the presence of one factor is sufficient.

It is widely agreed that effective communication is important in a company. On the other hand, the excess of communication or blockages in communication, absence of mutual understanding, or unhealthy communication passages can eventually develop conflict as well. Cognition and personalization is known as the second conflict phase which evolves as a result of the initial level conflict effects. It is offered that this level encompasses two sub-levels, which are (Turkalj et al., 2008: 506):

- Opinion of the parties in conflict. This may not indicate that the conflict has taken place.
- It is not possible to claim that the conflict is present unless the consciousness and recognition of conflict is openly expressed.

The third level is the one when the conflict is demonstrated. In this level, opposing conducts against each other is present among the involved parties and the conflict is obvious. In the final level, the consequences of the conflict are apparent where the progress of the conflict and its effects on the involved parties' relationship can be observed. The results of the conflict can show itself as a rise in the organizational efficiency or a fall in the organizational efficiency (Turkalj et al., 2008: 506).

### **Management of Conflict**

Managers can be uncertain about conflict. To most, it is a phenomenon to be suppressed in all circumstances. With rational perspective, however, we can see that there are more fundamental reasons for conflict. A more enlightened view is that managers will also see conflict as an indication that something needs their recognition (Darling & Walker, 2001: 233). Transformations are fundamental for conflict management. It can create stress in the workplace, personal relationships, job performance and productivity also may decrease (Mayer & Louw, 2012: 4). It is critical to notice conflict within an organization because the organization's future success depends on how the conflict is managed. The term management of conflict means incorporation of elements that can take part in conflict resolution. These mentioned elements include enhancement in the communication, exercising discipline within the company and recognising the phases of conflict (All Answers, 2018: 1).

### **Collaborating style**

The style of collaboration is appropriate when there are complex problems to deal with. In case there is a problem that cannot be solved by a single party (like a situation when a combination of opinions are necessary for producing a more effective result), it is healthier to use this style. Moreover, this style is beneficial for exploiting from the competencies, know-how and further resources that various people have in order to recognise or redefine a current problem and develop diverse ways to solve it (Darling & Walker, 2001: 232).

Also, in case involved parties' dedication is required to apply an effective solution to the problem at hand, it is better to employ this style. This style calls for a sufficient period of time for settling problems (Rahim, 2001: 370).

### **Accommodating style**

Accommodating style is appropriate in case one of the involved parties does not possess much information related to the problem within a conflict or alternatively, when the opposite party's argument is precise and the matter is more essential for them. It is more appropriate to employ this style in case one of the parties is ready to surrender on one subject in the anticipation that he/she will gain a form of advantage from the opposing party when a requirement is present (Mayer & Louw, 2012: 4). It may be beneficial to employ this style when a party is aiming for a superior position in relationship and is in the opinion that maintaining the relationship is valuable. On the other hand, employing this style is not suitable if the involved parties both think that they are right and also the given problem is important for them. Likewise, it is not useful for a conflict in which one party is in the opinion that the opposing party is immoral or incorrect in their argument (Rahim, 2001: 370).

### **Competing style**

Competing style can be correctly employed in a situation where the problems in the given conflict are significant for the group or the argument of the opposing group is to deliver destructive results for this party. It may be useful to apply this style through a supervisor when the problems encompass daily concerns or a rapid assessment is needed. It can be an option for a supervisor to handle employees with high self-confidence and low level of proficiency to take technical conclusions. Furthermore, this style can prove successful in the course of managing the enactment of undesirable processes (Mayer & Louw, 2012: 4).

On the other hand, this style may not be suitable to be applied if the problems related to a conflict at hand are complicated and a sufficient period of time to solve the problems

effectively is present. In case the parties involved possess equal degree of power, employment of this style by either of the parties or both of them may create an impasse situation. If they do not accept to shift their style for solving the conflict, it may not be possible to overcome this situation. Moreover, if the problems related to a conflict do not represent consequence to the party, employment of this style is not suitable. High-skilled employees may not be willing to accept their supervisor to employ such a controlling style (Rahim, 2001: 371).

### **Avoiding style**

It may be more advantageous to employ this style in a situation that the possible undesirable consequence of opposing the other party involved is considered more critical than the advantages the solution of the conflict may derive (Darling & Walker, 2001: 233). This style may be suitable in handling unimportant or negligible problems or in a situation that a term of relaxation is required in advance of a successful solution of a complicated problem. On the other hand, it is not appropriate to apply this style when the problems involved are significant for one or both of the parties. Thus, it is not suitable in a situation that one of the parties has to take the decision, the parties involved are not ready to delay result, or a quick solution is needed (Rahim, 2001: 371).

### **Compromising style**

Compromising style is most widely useful in a situation where both parties' purposes are correspondingly important, both of these parties' power are similarly high (such as in a management and employees conflict) and the negotiation has arrived in a deadlock state. In case a mutually accepted solution cannot be achieved, a short-term solution to a complicated issue is required, or further styles have already been tested and proved ineffective to solve the conflict, compromising style can be used (Darling & Walker, 2001: 233). If there is the possibility of a continued conflict, it may be useful to choose this style. It is not suitable to apply this style when a problem-solving attitude is required for handling a complicated problem. It is frequently observed that managers inappropriately attempt to use this style for solving complicated issues and eventually create a state of affairs that a long-term and successful result is not achieved. It can also be suggested that this style is not appropriate in case one of the parties is more dominant than the opposing party and is in the opinion that he/she is right in the conflict. Similarly, it may not be useful to apply this style for an attempt to resolve complicated problems (Mayer & Louw, 2012: 4). Also, it is not a proper style to handle conflicts related to values. It is expected from members of an organization to handle

their conflicts in a positive manner when they are communicating with one another. It is necessary to know which style to employ while dealing with varying conflict with diverse factors (Rahim, 2001: 372).

### **Concept of Teamwork**

Team is defined as a group of interdependent two or more people who come together to achieve predetermined goals (Eren, 2020: 14). According to another definition, team is a group of people from different specialties who come together to perform a task by merging their skills (Donnollen, 1998: 43). Based on all these definitions, an effective team is a group that believes the cooperation is the best way to achieve a common objective and acts in an atmosphere of common responsibility with the principles of openness, trust and honesty (Becerikli, 2013: 95). In order for a team to perform its defined function effectively, it must have the following features (Baltaş, 1997: 22-23):

- Two or more people are needed to form a team.
- Team members have a common goal to work together.
- Each of the team members has different abilities and qualifications. They use them in an integrative way to achieve their goals. Team members are mutually dependent and need each other's expertise.
- The shared leadership role succeeds within the team.
- Team members have a voice in the decision-making process.
- Team members are responsible from each other.
- Collaboration and measurement of joint performance among team members are dominant.
- Members strongly believe that working together as a team leads to more accurate decisions and better results. In other words, they create a synergy to achieve their targets.

### **The Importance of Teamwork**

The strength of teamwork is that it brings together different skill sets within an organization (Barutçugil, 2004: 36). As a result, when an organization concentrates on improving its competitiveness and output, it will more often form teams that draw on the most capable employees. Teams are more flexible and responsive to inconstant situations than traditional departments or other forms of permanent groups and they quickly meet, share

tasks, refocus and dissipate (Robbins & Judge, 2009: 42). In this context, teamwork has some important features such as the fact that it consists of a group of people with a very high level of communication and that team members have different infrastructure, skills and abilities. In addition, teams need to have a common sense of mission, and teams must have clearly defined goals and know what they want to achieve (Çetin, 2009: 45). Accordingly, teams have started to take their place as the basic elements of productivity, development, innovation, competitiveness and advantage in organizations (Zehir & Özşahin, 2008: 267).

The most effective features in determining team characteristics and measuring their performance are team commitment, distinctive task commitment and social commitment (Huber et al., 2007: 115). When all these features are viewed from the perspective of the employees, teamwork provides greater autonomy and job satisfaction. However, from the perspective of professional employees seeking success and personal performance, teams constitute the sense of sociability and significant responsibility that many aspire to (Keçecioglu, 2005: 98). In this regard, employees and employers support each other for team success. As a result, creative thinking and practices are carried out by individuals or team members empowered in organizations (Eren & Gündüz, 2000: 76). Within the framework of all these features, it can be said that teamwork is essential for businesses (İlhan & İnce, 2015: 128). It has been concluded that the most important feature of the best hundred companies in the US is an effective teamwork (Staiculescu & Mina, 2009: 503).

### **Factors Affecting Team Performance**

Studies by Cohen and Bailey identified five groups of potential factors that affect team success (1997). These terms are described below (Akgün et al., 2004: 300):

1. Environmental factors: These factors include external characteristics such as industry characteristics, environment of turmoil, conditions of customers.

2. Design factors: Task, team structure, organizational design are among the important factors affecting team success. For example, there are variables in task design such as full independence, loyalty to other units, partnership with other units. Team structure design includes variables such as the number of the team, the demographic structure of the team, and the diversity of team members. In the organizational structure design, there are variables such as training, resources, rewarding system, career system, and supervision.

3. Intra-team process factors: These factors cover variables such as communication, conflict and cooperation that are related to the interactions of team members with each other.



4. Out of team process factors: These factors include variables such as communication, conflict and cooperation that are related to team members' and team's interactions with outside.

5. Psychosocial factors: These are factors linked to the psychosocial qualities of the team. These factors include variables such as team commitment, team norms defined as shared standards by team members.

According to Cohen and Bailey (1997: 240), design factors affect the outcomes of process factors and psychosocial factors indirectly, and team effectiveness directly. Psychosocial factors occur on a team basis, are directly affected by design factors and affect process factors. In addition, environmental factors directly affect the design factors.

### **Types of Team**

Different methods were used in the classification of teams and as a result, a wide variety of team types were acquired. Teams are classified within the framework of different variables according to their goals, structures, membership status, continuity, place in the organizational chart (Ataman, 2002: 89). The structure of these teams varies according to the work to be done and business management. Team members also work alone, together, temporarily or continuously, depending on the situation (Koçyiğit, 2014: 45). Therefore, the needs of each team member must be known in order to achieve maximum benefit. Teams can be grouped into two main groups, depending on the type of use and the nature of the work to be done. Teams can be classified as follows according to the type of use: problem-solving teams, special-purpose teams and self-management groups. In another classification, teams can be classified as follows according to the nature of the work: individual teams, orchestral teams and supplementary teams (Koçyiğit, 2014: 45). Apart from these classifications, when a broader grouping is made, the following types of teams can be identified.

### **Self-managed teams**

These teams usually consist of 5 to 10 people and are advanced types of quality control rings in enterprises (Eren, 2020: 15). The main purpose of self-managed teams is to turn the individual into active and dynamic decision makers from passivity and intermediary position (İnce et al., 2004: 424).

### **Cross-functional teams**

These teams are formed by bringing together employees working in the same hierarchical level but in different departments (Keçecioglu, 2005: 99). In cross-functional teams, employees from different departments are brought together so that these departments are informed about each other. In this way, it is aimed to solve more complex problems more easily (Parker, 2003: 85).

### **Problem solving teams**

These teams are usually a small group of volunteers ranging from 5-10 people who are in the same professional activity or work in the same unit. These teams hold periodic meetings by working together, find the sources and causes of the identified problems by researching them, solve them and present them to the senior management (İnce et al., 2004).

### **Virtual teams**

Nowadays, intranet and extranet systems have started to emerge with the widespread use of the internet within businesses. With the development of these systems, the concepts of virtual workers and virtual teams have emerged. Thus, team concepts have differentiated as a result of the use of new technologies and advanced information technologies in organizations (Eroglu, 2003: 22).

### **Perceived (Based on Self-Assessment) Individual Performance**

Due to the fact that performance is a multidimensional concept, there are various explanations. The concept of performance can be defined as the quality of labour, the comparison of what is expected from the individual and the result achieved by the individual. At the same time, performance can be explained as the process and the action itself, not the result and success (Açıkalin, 1999: 12).

Performance is the level of success achieved by an individual over all the efforts he or she has spent to fulfill his/her job. A person's performance depends on his/her qualities and abilities as well as his/her beliefs and values. In other words, individual performance is open to change and influence (Büte, 2011: 173).

Performance is a concept that indicates what a person working in a workplace can achieve in relation to the intended target job in terms of quantity and quality. Employees' individual performance is the most important performance criterion for organizations. Therefore, it means that the better the performance of the personnel working in the

organization, the higher the performance of the organizations will be (Şehitoğlu & Zehir, 2010: 88).

A classification of performance was made by Shields & Hanser (1990: 242). According to them, there are two groups of “can do” and “will do” factors. The “can do” factor is related to capacity and ability, while the “will do” factor is related to the candidate’s willingness to work, attitudes and behaviours and his/her interest in his/her job.

Another performance classification was made by Borman & Motowidlo (1993: 12). According to them, performance is classified as “task” and “context” performance. This classification is based on the view that it is not enough to perform work-related tasks only. “Context” performance that will contribute to the social structure of the work includes actions such as helping others, guiding, and volunteering. Contextual performance, also known as citizenship performance, includes various behaviours such as making extra effort in completing a job, being a volunteer, helping other individuals in their work, cooperating, and following organizational rules and procedure (Diaz-Vilela et al., 2005: 1). “Task” performance is associated with higher ability, while “context performance” is associated with personality (Aktaş & Şimşek, 2014: 26). Task performance is also defined as the successful performance of an employee in an organization in accordance with organizational goals.

Performance evaluation refers to the measurement of performance according to some standards or similar others. It is a multi-dimensional and complex process and can be used with different approaches and methods with behavioural, cognitive, affective tendencies (Sümer, 2000: 58). In other words, performance evaluation is the determination of the level of realisation of the work done by an individual within a certain period of time within the framework of a specific task and job description (Fındıkçı, 1999: 89).

## **METHODOLOGY**

To determine the effect of teamwork and conflict management on perceived individual performance is the main aim of this study. Followings are the hypothesis:

H<sub>1</sub>: Teamwork has a positive effect on the individual performance.

H<sub>2</sub>: Conflict management has a positive effect on the individual performance.

H<sub>3</sub>: Results differentiate based on the industry sector.

In this study questionnaire technique was used to determine the effect of teamwork and conflict management on perceived individual performance. Data for this study was collected in April 2019 from employees of targeted sectors, therefore an ethic committee report was not requested. Necessary permission was obtained from the employers whom the data was collected.

Three types of measurement scale were used. The first one is “Team Performance Scale”. This scale was developed by the Alagöz (2007), and it has 25 questions and 5 sub-dimensions. These dimensions are: performance of instructor, team vision and trust, team motivation, harmony in the team and participation and personal development. 5-point Likert scale was used for the answers (strongly disagree-strongly agree).

The second scale which was used in this study is “Organizational Conflict Inventory II”. This scale was developed by Rahim (1983: 369) and it has 28 questions and 5 sub-dimensions. These dimensions are: collaborating style, accommodating style, competing style, avoiding style, and compromising style. 5-point Likert scale was used for the answers (strongly disagree-strongly agree).

In the last part of the questionnaire, “Two-Dimensional Job Performance Scale” was used in which employees evaluate themselves (Borman & Motowidlo, 1993: 23; Borman et al., 1995: 169). One of the important issues in performance measurement is the content validity of the scale used. Concerns about what performance is and measuring its dimensions comprehensively were tried to be reduced by measuring both task and situation performance in this study. The performance of the employee can be measured by the individual himself, supervisors, subordinates or stakeholders, depending on the purpose of evaluation.

All evaluations contain some bias and errors. Ideally, measuring with different evaluators as possible is better. However, Bose et al. (2001: 4) state that supervisor evaluation is an expensive and difficult method, and stakeholder evaluations cause some problems. For this reason, it is increasingly common to measure performance with self-assessment. It is stated that self-assessment has benefits such as increasing performance, determining learning needs, and improving cognitive ability (Aktaş & Şimşek, 2014: 27). Therefore, in this study, self-assessment method was used to determine individual performance.

In the 24-question self-assessed job performance questionnaire, the first four statements are used to measure task performance, while the remaining 20 statements measure contextual performance.

This study aimed at comparing the results based on the industry / sector. Therefore, 5 different sectors were chosen by the researcher and results are compared and contrasted. Chosen sectors are: retailing, information technology, banking and finance, textile and manufacturing. In the analysis, SPSS was used and relationships are determined through correlation and regression analysis.

This study was conducted in Istanbul, Turkey. The study was conducted between the dates of 14 October 2019 – 1 December 2019. As of April 2019, there were 28.199.000 employee in Turkey. By sample size calculation (95% confidence level, 7% error), 196 were achieved. Therefore, minimum 196 people were targeted to participate this study. In this manner, a total of 230 people were fully answered to questions this makes it 46 people from each chosen sector. In collecting data, snowball sampling technique was used in each sector.

### **ANALYSIS**

In the analysis, first, characteristics of the participants are given by using frequency analysis. The information here collected only for showing the characteristics of the participants of this study. Following to this, factor and reliability analyses were carried out for each scale used in the questionnaire. In terms of factor analysis, explanatory factor analysis was used. In this study, even though referenced measurement scales are used, sub-dimensions of the scales can be different in this study's sample case. Therefore, determining the number of sub-dimensions (Avşar, 2007: 9) was important for this study, thus explanatory factor analysis was preferred.

Next, descriptive statistics were provided by using mean-median analysis. Following to this correlation and regression analysis were carried out to find out the relationship between team performance and conflict management on the individual performance. And finally, comparison analysis was done to identify the difference between chosen industry / sectors.

**Table 1.** Characteristics of the Participants

		<b>Percentage (%)</b>	<b>Total</b>
<b>Gender</b>	Male	53	122
	Female	47	108
<b>Age</b>	18-25	15	35
	26-35	35	81
	36-45	38	87
	46 and more	12	27
<b>Marital status</b>	Married	65	150
	Single	35	80
<b>Education level</b>	High school	24	55
	University	65	150

	Master degree	11	25
<b>Employment status</b>	Full-time	72	166
	Part-time	28	64
<b>Sector</b>	Manufacturing	22	51
	Textile	20	46
	Banking and finance	12	28
	Information technology	12	28
	Retailing	34	77

As can be understood from the table above, 53% of the participants are men and 47% are women. Most of the participants are between the ages of 26-45 (72%) and married (65%). Again, most of the participants are university graduates (65%). Additionally, 72% of the participants work full time in their workplaces.

Shapiro-Wilk normality test was applied to the data. As a result of the analysis, sig. values were found to be greater than 0.05 ( $p > 0.05$ ). In this sense, the data have a normal distribution and parametric tests were applied in the analysis.

**Table 2.** KMO and Barlett Test of Teamwork Scale

Kaiser-Meyer-Olkin (KMO)		<b>,837</b>
Bartlett Test	Approx. Chi-Square	3057,257
	df	153
	Sig.	<b>,000</b>

As a result of the KMO and Barlett test analysis, the KMO test result of teamwork scale was 0.837; Bartlett test result ( $p = 0.00$ ;  $p < 0.05$ ) was also found statistically significant. According to these results, it is understood that there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis. The factor analysis table applied to the scale is given below:

**Table 3.** Factor Analysis of Teamwork Scale

	Component					Variance explained (%)
	1	2	3	4	5	
<b>TW1</b>	,800					21,172
<b>TW2</b>	,774					
<b>TW3</b>	,755					
<b>TW4</b>	,636					
<b>TW5</b>	,618					
<b>TW6</b>	,782					
<b>TW7</b>		,695				20,599
<b>TW8</b>		,721				
<b>TW9</b>		,673				
<b>TW10</b>		,804				
<b>TW11</b>		,823				
<b>TW12</b>		,706				
<b>TW13</b>			,909			16,934
<b>TW14</b>			,850			
<b>TW15</b>			,821			
<b>TW16</b>				,676		15,561
<b>TW17</b>				,605		
<b>TW18</b>				,754		

TW19				,730	
TW20				,705	
TW21				,887	
TW22				,892	
TW23				,704	
TW24				,606	
TW25				,690	
					Total variance: % 74,266

As can be seen from the table above, there are 5 sub-dimensions of the teamwork scale.

**Table 4.** KMO and Barlett Test of Organizational Conflict Inventory

Kaiser-Meyer-Olkin (KMO)		<b>,870</b>
Bartlett Test	Approx. Chi-Square	4629,025
	df	136
	Sig.	<b>,000</b>

As a result of the KMO and Barlett test analysis, the KMO test result of organizational conflict inventory was 0.870; Bartlett test result ( $p=0.00$ ;  $p<0.05$ ) was also found statistically significant. According to these results, it is understood that there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis. The factor analysis table applied to the scale is given below:

**Table 5.** Factor Analysis of Organizational Conflict Inventory

	Component					Variance explained (%)
	1	2	3	4	5	
OC1	,810					49,532
OC4	,890					
OC5	,807					
OC12	,736					
OC22	,718					
OC23	,780					
OC28	,896					
OC2		,951				14,519
OC10		,923				
OC11		,814				
OC13		,993				
OC19		,756				
OC24		,909				
OC8			,790			7,099
OC9			,721			
OC18			,876			
OC21			,806			
OC25			,854			
OC3				,710		4,227
OC6				,705		
OC16				,835		
OC17				,798		
OC26				,794		
OC27				,607		
OC7					,990	3,579
OC14					,830	

OC15				,730	
OC20				,670	
					Total variance: % 78,956

As can be seen from the table above, there are 5 sub-dimensions of the organizational conflict inventory.

**Table 6.** KMO and Barlett Test of Job Performance

Kaiser-Meyer-Olkin (KMO)		<b>,902</b>
Bartlett Test	Approx. Chi-Square	3735,032
	df	152
	Sig.	<b>,000</b>

As a result of the KMO and Bartlett test analysis, the KMO test result of job performance scale was 0.902; Bartlett test result ( $p=0.00$ ;  $p<0.05$ ) was also found statistically significant. According to these results, it is understood that there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis. The factor analysis table applied to the scale is given below:

**Table 7.** Factor Analysis of Job Performance

	Component		Variance explained (%)
	1	2	
<b>JB1</b>	,940		17,412
<b>JB2</b>	,990		
<b>JB3</b>	,937		
<b>JB4</b>	,896		
<b>JB5</b>		,815	42,910
<b>JB6</b>		,890	
<b>JB7</b>		,848	
<b>JB8</b>		,759	
<b>JB9</b>		,890	
<b>JB10</b>		,846	
<b>JB11</b>		,946	
<b>JB12</b>		,886	
<b>JB13</b>		,868	
<b>JB14</b>		,718	
<b>JB15</b>		,780	
<b>JB16</b>		,896	
<b>JB17</b>		,818	
<b>JB18</b>		,780	
<b>JB19</b>		,896	
<b>JB20</b>		,778	
<b>JB21</b>		,970	
<b>JB22</b>		,966	
<b>JB23</b>		,972	
<b>JB24</b>		,980	
			Total variance: % 60,322

As can be seen from the table above, there are 2 sub-dimensions of the job satisfaction scale.



**Table 8.** Reliability Analysis

		Number of items	Cronbach Alpha ( $\alpha$ )
<b>Teamwork Scale</b>	Performance of instructor	6	.933
	Team vision and trust	6	.822
	Team motivation	3	.937
	Harmony in the team	3	.845
	Participation and personal development	7	.935
	<b>Teamwork scale-total</b>	25	.928
<b>Organizational conflict inventory</b>	Collaborating style	7	.956
	Accommodating style	6	.945
	Competing style	5	.856
	Avoiding style	6	.735
	Compromising style	4	.789
	<b>Organizational conflict - total</b>	28	.912
<b>Job performance scale</b>	Task performance	4	.835
	Contextual performance	20	.856
	<b>Job performance - total</b>	24	.898

The table above contains information about the reliability coefficients of the scales and their sub-dimensions. The reliability coefficients of the results are between .730 and .956. These values mean that scales and sub-dimensions have high reliability.

**Table 9.** Descriptive Statistics

		N	Min.	Max.	Mean	Std. deviation
<b>Teamwork Scale</b>	Performance of instructor	230	1,00	5,00	4,15	,4092
	Team vision and trust	230	1,00	5,00	4,36	,6021
	Team motivation	230	1,00	5,00	4,10	,5032
	Harmony in the team	230	1,00	5,00	4,05	,6324
	Participation and personal development	230	1,00	5,00	4,26	,5119
	<b>Teamwork scale-total</b>	230	1,00	5,00	4,19	,5937
<b>Organizational conflict inventory</b>	Collaborating style	230	1,00	5,00	3,58	,5001
	Accommodating style	230	1,00	5,00	3,89	1,003
	Competing style	230	1,00	5,00	2,35	,5222
	Avoiding style	230	1,00	5,00	2,90	,1344
	Compromising style	230	1,00	5,00	3,34	,5409
	<b>Organizational conflict - total</b>	230	1,00	5,00	3,22	,972
<b>Job performance scale</b>	Task performance	230	1,00	5,00	3,80	,4966
	Contextual performance	230	1,00	5,00	3,98	,2457
	<b>Job performance - total</b>	230	1,00	5,00	3,89	,2569

Above table indicates that teamwork in their workplaces is considered as highly effective however, conflict management in their workplaces is considered as not good among the participants. In addition, participants consider their individual performances as good.

**Table 10.** Correlation Matrix

		Collaborating style	Accommodating style	Competing style	Avoiding style	Compromising style	Organizational conflict - total	Task performance	Contextual performance	Job performance - total
Task performance	Pearson (r)	,535	,546	,535	,570	,643	,467	1		
	Sig. (p)	,174	,357	,677	,336	,245	,090			
Contextual performance	Pearson (r)	,745	,546	,897	,367	,550	,268	,467	1	
	Sig. (p)	,167	,357	,488	,336	,245	,090	,000		
Job performance - total	Pearson (r)	<b>,415**</b>	<b>,646**</b>	,797	,546	,784	,346	,536	,468	1
	Sig. (p)	<b>,001</b>	<b>,012</b>	,174	,357	,789	,743	,000	,000	
Performance of instructor	Pearson (r)	,579	,466	,654	,578	,785	,644	,654	,652	,677
	Sig. (p)	,296	,357	,377	,226	,245	,080	,095	,135	,090
Team vision and trust	Pearson (r)	,754	,678	,654	,546	,786	,433	,453	,463	<b>,478**</b>
	Sig. (p)	,466	,467	,677	,445	,546	,090	,224	,244	<b>,001</b>
Team motivation	Pearson (r)	,799	,566	,125	,564	,466	,574	,356	,479	,357**
	Sig. (p)	,678	,067	,099	,245	,478	,053	,232	,268	,068
Harmony in the team	Pearson (r)	,789	,543	,579	,356	,325	,532	,854	,472	<b>,678**</b>
	Sig. (p)	,568	,368	,364	,467	,454	,134	,124	,356	<b>,030</b>
Participation and personal development	Pearson (r)	,327	,125	,456	,356	,367	,547	,468	,466	<b>,680**</b>
	Sig. (p)	,055	,099	,125	,689	,563	,059	,355	,224	<b>,000</b>
Teamwork scale-total	Pearson (r)	,333	,568	,374	,394	,457	,446	,546	,633	<b>,874**</b>
	Sig. (p)	,062	,643	,345	,545	,356	,072	,354	,937	<b>,000</b>

Above results indicate that there is a positive and statistically significant relationship between the work performance scale total score and the “collaborating style” sub-dimension ( $r=.415$ ,  $p=.001<0.05$ ). Similarly, there is a positive and statistically significant relationship between the work performance scale total score and the “accommodating style” sub-dimension ( $r=.646$ ,  $p=.012 <0.05$ ).

In addition, there is a positive and statistically significant relationship between the work performance scale total score and the “team vision and trust” sub-dimension ( $r=.478$ ,  $p=.001<0.05$ ) and there is a positive and statistically significant relationship between the work performance scale total score and the “harmony in the team” sub-dimension ( $r=.678$ ,  $p=.030<0.05$ ).

In another result it was found that, there is a positive and statistically significant relationship between the work performance scale total score and the “participation and personal development” sub-dimension ( $r=.680$ ,  $p=.000<0.05$ ) and there is a positive and statistically significant relationship between the work performance scale total score and teamwork scale total score ( $r=.874$ ,  $p=.000<0.05$ ).

**Table 11.** Regression Analysis / Task Performance and Contextual Performance

	<b>R<sup>2</sup></b>	<b>β</b>	<b>Sig (p)</b>
*Task performance ← Performance of instructor	.135	.345	.073
Task performance ← Team vision and trust	.274	.443	<b>.009</b>
Task performance ← Team motivation	.170	.368	.130
Task performance ← Harmony in the team	.425	.757	<b>.013</b>
Task performance ← Participation and personal development	.333	.466	<b>.045</b>
Task performance ← Teamwork scale-total	.135	.566	<b>.001</b>
Task performance ← Collaborating style	.357	.356	<b>.006</b>
Task performance ← Accommodating style	.322	.379	.249
Task performance ← Competing style	.138	.578	.374
Task performance ← Avoiding style	.125	.433	.763
Task performance ← Compromising style	.246	.893	.324
Task performance ← Organizational conflict - total	.490	.305	.234
* Contextual performance ← Performance of instructor	.359	.506	.130
Contextual performance ← Team vision and trust	.366	.578	<b>.006</b>
Contextual performance ← Team motivation	.467	.332	.230
Contextual performance ← Harmony in the team	.356	.442	<b>.031</b>
Contextual performance ← Participation and personal development	.322	.838	<b>.049</b>
Contextual performance ← Teamwork scale-total	.467	.385	<b>.032</b>
Contextual performance ← Collaborating style	.367	.367	<b>.010</b>
Contextual performance ← Accommodating style	.322	.364	.356
Contextual performance ← Competing style	.446	.366	.135
Contextual performance ← Avoiding style	.255	.357	.765
Contextual performance ← Compromising style	.345	.367	.436
Contextual performance ← Organizational conflict - total	.388	.644	.268

\*Dependant variable

**Table 12.** Regression Analysis / Job Performance Total

	<b>R<sup>2</sup></b>	<b>β</b>	<b>Sig (p)</b>
*Job performance-total ← Performance of instructor	.235	.485	.090
Job performance-total ← Team vision and trust	.174	.654	<b>.001</b>
Job performance-total ← Team motivation	.270	.520	.135
Job performance-total ← Harmony in the team	.325	.570	<b>.008</b>
Job performance-total ← Participation and personal development	.225	.369	<b>.028</b>
Job performance-total ← Teamwork scale-total	.274	.418	<b>.021</b>
Job performance-total ← Collaborating style	.340	.550	<b>.000</b>
Job performance-total ← Accommodating style	.115	.467	.139
Job performance-total ← Competing style	.145	.356	.257
Job performance-total ← Avoiding style	.133	.418	.574
Job performance-total ← Compromising style	.356	.680	.256
Job performance-total ← Organizational conflict - total	.563	.584	.385

\*Dependant variable: Job performance

Total teamwork scale has a positive and statistically significant ( $\beta = .418, p = .021 < 0.05$ ) effect on job performance. “Team vision and trust” sub-dimension has a positive and statistically significant effect ( $\beta = .654, p = .001 < 0.05$ ); “harmony in the team” sub-dimension has a positive and statistically significant effect ( $\beta = .570, p = .008 < 0.05$ ) and

“participation and personal development” sub-dimension has a positive and statistically significant effect ( $\beta = .369$ ,  $p = .028 < 0.05$ ) on job performance. Again, the “collaborating style” sub-dimension of the organizational conflict scale has a positive and statistically significant ( $\beta = .550$ ,  $p = .000 < 0.05$ ) effect on job performance.

**Table 13.** Comparison Analysis

		N	Mean	Std. deviation	Sig (p)
Teamwork	Manufacturing	51	4,15	,4477	<b>.033</b>
	Textile	46	3,96	,4341	
	Banking and finance	28	3,90	,4844	
	<b>Information technology</b>	<b>27</b>	<b>4,96</b>	<b>,6044</b>	
	Retailing	78	3,83	,5445	
Organisational conflict	Manufacturing	51	3,15	,2327	<b>.000</b>
	Textile	46	2,96	1,3641	
	<b>Banking and finance</b>	<b>28</b>	<b>4,10</b>	<b>,4794</b>	
	Information technology	27	2,96	,2494	
	Retailing	78	2,83	,9475	
Job performance	<b>Manufacturing</b>	<b>51</b>	<b>4,01</b>	<b>,8484</b>	<b>.010</b>
	Textile	46	3,26	,3636	
	Banking and finance	28	3,50	,8478	
	Information technology	27	3,56	,3848	
	<b>Retailing</b>	<b>78</b>	<b>4,83</b>	<b>,9954</b>	

There is a statistically significant difference in the job performance, organizational conflict and teamwork perceptions of the participants according to the sector they work in. According to the results, teamwork perception of the participants working in the information technology is higher than others. Also, organizational conflict perception of the participants working in the banking and finance is higher than others. When evaluated in terms of job performance, it is seen that the performance perceptions of employees in manufacturing and retailing sector are higher compared to those working in other sectors.

**Table 14.** Hypothesis Testing

H1	Teamwork has a positive effect on the individual performance.	Partly Accepted
H2	Conflict management has a positive effect on the individual performance.	Partly Accepted
H3	Results differentiate based on the industry sector.	Accepted

According to results, even though total teamwork scale has an effect on the individual performance, some dimensions of it has no effect on the individual performance. therefore, the hypothesis 1 was partly accepted. Similar results were obtained in the conflict management case. Therefore, hypothesis 2 was also partly accepted. However, results clearly differentiated based on the sector. Therefore, hypothesis 3 was accepted.

## **CONCLUSION AND DISCUSSION**

The main objective of this research was to investigate how team dynamics, such as teamwork and conflict management, affect individual performance. Although some industries require absolutely more teamwork, some requires especially individual working. Therefore, sector comparison is utilized to highlight sectoral differences. The following five sectors were selected to be compared. The sectors in which people were being actively recruited were: retailing, information technology, banking and finance, textile and manufacturing. In this study, individual and team performance was measured by conducting surveys. Three types of measurement scales were utilized: the team performance scale, the inventory of organizational conflict II, and the two-dimensional job performance scale. In the analysis, SPSS was used.

Results showed that teamwork in their workplaces is considered as highly effective however, conflict management in their workplaces is considered as not good among the participants. In addition, participants consider their individual performances as good. In terms of relationships, it was found that there is a positive and statistically significant relationship between the work performance scale total score and the “collaborating style”; “accommodating style”; the “team vision and trust” and the “harmony in the team” sub-dimensions of the conflict management.

It is also found out that there is a positive and statistically significant relationship between the work performance scale total score and the “participation and personal development” sub-dimension and teamwork scale total score.

Regression analysis results on the other hand showed that total teamwork scale has a positive and statistically significant effect on job performance. Similarly, “team vision and trust”; “harmony in the team” and “participation and personal development” sub-dimensions of teamwork scale have positive and statistically significant effects on job performance. These results are aligned with the literature. In fact, it was claimed in the literature that one of the important advantages of teamwork is that it brings together the knowledge, skills and experiences of different disciplines in an organization (Barutçugil, 2004: 43) and improves innovation and performance (Zehir & Özşahin, 2008: 267). Similar to these indications, in this study, effect of teamwork on the individual performances is confirmed. Nevertheless, as stated above, it is also found in this study that conflict management in their workplaces is considered as not good among the participants. Conflict management is claimed as very

important determinant of the effective teamwork by some scholars (e.g. Sun et al., 2014: 135). Therefore, it is very important by the managements to implement conflict management structure, plan and practices within their organizations.

Regression results in terms of conflict management showed that the “collaborating style” sub-dimension of the organizational conflict scale has a positive and statistically significant effect on job performance. In the literature it was claimed that when there is a situation in which complicated problems need to be handled successfully, employing collaborating style conflict management is convenient (Tabassi et al., 2018: 101). Indeed, it was stated that if a problem cannot be solved by a single party (like a situation when a combination of opinions are necessary for producing a more effective result), it is healthier to use this style (Tabassi et al., 2018: 101). Additionally, this style is beneficial for exploiting from the competencies, know-how and further resources that various people have in order to recognise or redefine a current problem and develop diverse ways to solve it (Rahim, 2001: 372). This means that employees are willing to see further opinions in their cases rather than being solved by only one or two people and therefore, implementing this style can increase the job performance of the employees (Rahim, 2001: 372).

However, in this study it was also found out that there is a sectoral difference between the results. For example, teamwork perception of the participants working in the information technology is higher than others. According to Akgün et al. (2004: 300) environmental factors which include external characteristics such as industry characteristics, environment of turmoil, conditions of customers influence the effect of teamwork on the individual performance. Therefore, this indication was also confirmed with the findings of this study. From this perspective, it can be said that management of the organizations must be specifically understand their sector’s employees needs and wants in order for employees to better perform in their jobs. In this manner, sectoral changes and workforce needs should be carefully followed by the managers. In doing this, periodic researches can be done by the management to understand the employees’ perceptions, needs and wants and; two-way communications in which the employees’ voice can be heard should be promoted within the organizations.

Also, organizational conflict perception of the participants working in the banking and finance is higher than others. In other words, people working in the banking and finance industry put more importance to the conflict management. Considering the effect of conflict management on the individual performance it can be said that conflict management should

be improve for the banking employees. In fact, Akgün et al. (2004: 301) claimed that design factors such as training, resources, rewarding system, career system, and supervision effect the performances of the teams and employees. Based on this, it can be said that design factors are mostly important for the banking and finance employees compared to others.

When evaluated the results based on the job performance, it is seen that the performance perceptions of employees in manufacturing and retailing sector are higher compared to those working in other sectors. According to the literature in some industries employees and teams may feel that they are working more than others (e.g. Somech et al., 2009: 360). This is a psychosocial situation, and it is one of the important factors which effect teams and employees' performances (Akgün et al., 2004: 301). This means that psychosocial factors mostly effected for manufacturing and retailing sector employees' performances.

Based on the findings further studies can be conducted by the academicians. A study can be conducted to find difference between other sectors which were not included in this study. Another study can also be conducted to find factors effecting team performances. By conducting these studies number of important issues can be identified by the scholars which at the end can influence the overall performance of the economy.

Despite the study has carefully undertaken, some limitations were occurred. First limitation occurred due to sample size. 46 people from each sector was participated to this study and this may seem small for some scholars. Use of small size sample may increase the error percentage, however, provides idea about for the future studies. Second limitation comes from the performance measurement way. In this study performance was measured based on the individual opinions. This may create bias; however, it is believed that all the answers obtained from the participants were given in full honesty.

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## Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeğinin Türkçeye Uyarlanması: Geçerlilik ve Güvenilirlik Çalışması (T-AITCS-II)

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### Öz

Bu çalışmanın amacı Orchard, King, Khalili, Bezzina tarafından 2012 yılında geliştirilen, 2018 yılında Orchard, Pedersen, Read, Mahler, Laschinger tarafından revize edilen Meslekler Arası Ekip İş birliğinin Değerlendirilmesi Ölçeği'ni (AITCS-II) Türkçeye uyarlamak ve psikometrik özelliklerini incelemektir. Ölçek orijinal haliyle beşli Likert tipi bir ölçektir; 3 boyut ve 23 maddeden oluşmaktadır. Yapı geçerliliğini sağlamak için açıklayıcı ve doğrulayıcı faktör analizi yapılmıştır. Açıklayıcı faktör analizi sonuçları, ölçeğin üç boyutta toplam %60,725 varyansı açıkladığını ortaya koymuştur. Üç boyutlu yapının model uyumu doğrulayıcı faktör analizi ile test edilmiştir. Doğrulayıcı faktör analizinde ölçeğin orijinalinde olduğu gibi üç alt boyutta sınıflandırıldığı belirlenmiştir. Model uyum indekslerinin  $\chi^2/df=2.280$ , RMSEA=0.054, GFI=0.91, CFI=0.99 ile iyi düzeyde olduğu sonucuna varılmıştır. Faktör boyutlarının CR değerlerinin 0.70'den, AVE değerlerinin ise 0.50'den büyük olduğu belirlenmiştir. AVE değerlerinin ( $\sqrt{AVE}$ ) kareköklerine ait matrislerin köşegen elemanlarının, matrisin köşegen dışı elemanı olan korelasyon katsayılarından daha büyük olduğu tespit edilmiştir. Elde edilen verilerle ölçeğin faktör yapısının uygun olduğu belirlenmiştir. Faktör Cronbach's Alpha iç tutarlılık değerleri 0.877 ile 0.915 arasında olup, ölçeğin genel iç tutarlılık değeri 0.945 olarak bulunmuştur. Sonuç olarak Meslekler Arası Ekip İş birliğinin Değerlendirilmesi Ölçeği'nin Türkçe versiyonunun meslekler arası ekip iş birliği düzeyini belirlemede kullanılacak geçerli ve güvenilir bir ölçme aracı olduğu belirlenmiştir.

**Anahtar Kelimeler:** Güvenirlik, Geçerlik, Ölçek Uyarlama, Meslekler Arası İş Birliği, Sağlık Ekibi.

## Turkish Validity and Reliability Study of Assessment of Interprofessional Team Collaboration Scale (T-AITCS-II)

### Abstract

The purpose of this study was to adapt the Assessment of Interprofessional Team Collaboration Scale (AITCS-II), which was developed in 2012 by Orchard, King, Khalili, Bezzina-revised in 2018 by Orchard, Pedersen, Read, Mahler, Laschinger- into Turkish, and to examine the psychometric properties. The scale is a five-point Likert-type scale in its original form; it consists of 3 dimensions and 23 items. Explanatory and confirmatory factor analysis was performed to ensure construct validity. Explanatory factor analysis results revealed that the scale explained a total of 60,725% variance in three dimensions. The model fit of the three-dimensional structure was tested by confirmatory factor analysis. In confirmatory factor analysis, it was determined that the scale was classified into three sub-dimensions, as in the original. It was concluded that the model fit indices were at a good level with  $\chi^2/df=2.280$ , RMSEA=0.054, GFI=0.91, CFI=0.99. It was concluded that the CR values of the factor dimensions were higher than 0.70 and the AVE values were higher than 0.50. It has been determined that the diagonal elements of the matrices belonging to the square roots of

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*the AVE values ( $\sqrt{AVE}$ ) are larger than the correlation coefficients, which is the off-diagonal element of the matrix. It was determined that the factor structure of the scale was appropriate with the data obtained. Factor Cronbach's Alpha values for internal consistency were between 0.877 and 0.915, and the overall internal consistency value of the scale was found to be 0.945. As a result, it has been determined that the Turkish version of Assessment of Interprofessional Team Collaboration Scale is a valid and reliable measurement tool that can be used to determine the level of interprofessional team collaboration.*

**Keywords:** Reliability, Validity, Scale Adaptation. Interprofessional Team Collaboration, Health Team.

## Giriş

Günümüzde hasta bakımının karmaşıklığı, bir hastanın ihtiyaçlarının tek başına karşılanması mümkün kılammamaktadır (Kelly, Vottero ve Christie-McAuliffe, 2014: 132). Bu sebeple alanında uzman olan sağlık mesleklerinin var olması ve bu mesleklerin birbirleriyle iletişim içinde, ekip anlayışıyla ve iş birliğiyle çalışması sağlık hizmeti sunabilmenin temel koşulları haline gelmiştir (Baykal, 2010: 39).

Sağlık ekibi, bakım kalitesini yükseltmek amacı ile farklı mesleklerden sağlık profesyonelinin oluşturduğu gruba denilmektedir (Söğüt, 2019: 5). Sağlık ekibi içinde yer alan meslekler; Türk meslekler sözlüğünde profesyonel meslekler ve sağlıkla ilgili yardımcı profesyonel meslekler olarak gruplandırılmaktadır (Türkiye iş kurumu, 2021, <https://esube.iskur.gov.tr/Meslek/meslek.aspx>, Erişim Tarihi, 02.03.2021). Sağlıkla ilgili profesyonel meslek mensupları; hekimler, hemşireler, ebeler, paramedikal uygulayıcılar, geleneksel ve tamamlayıcı tıp profesyonelleri, veterinerler ve sağlıkla ilgili diğer profesyonel meslek mensupları sınıfına giren diş hekimleri, eczacılar, çevre, iş sağlığı ve hijyen ile ilgili profesyonel meslek mensupları, fizyoterapistler, diyetisyenler ve beslenme uzmanları, işitme ve konuşma terapistleri, optometrisler ve optalmatik optisyenler ile sınıflandırılmamış diğer profesyonel meslek mensuplarından (çocuk gelişimcisi/uzmanı, podiatrist/podolog, osteopat) oluşmaktadır. Sağlıkla ilgili yardımcı profesyonel meslek mensupları ise; tıbbi görüntüleme ve tedavi edici cihaz teknisyenleri, tıbbi laboratuvar ve patoloji teknisyenleri, eczacılık teknisyenleri ve yardımcıları, tıbbi protez ve diş protez teknisyenleri, hemşirelik ve ebelik yardımcı profesyonelleri, geleneksel ve tamamlayıcı tıp yardımcı profesyonelleri, veteriner teknisyenleri ve yardımcıları ile diğer yardımcı profesyonel meslek mensupları, toplum sağlığı çalışanları, optisyenler, fizyoterapi teknisyenleri ve yardımcıları, tıp yardımcıları gibi meslek mensuplarından oluşmaktadır. Bu mesleklere destek olan meslekler arasında ise psikolog, sağlık yönetimi ve destek hizmetleri meslek mensupları bulunmaktadır (Hayran, 2012: 91; Türk Meslekler Sözlüğü, 2021, <https://esube.iskur.gov.tr/Meslek/meslek.aspx>, (Erişim Tarihi, 02.03.2021)).

Sağlık hizmetleri ekibini oluşturan meslekler arası ekipler, kronik hastalık yönetimi, kanser bakımı, palyatif bakım, rehabilitasyon hizmetleri, akıl sağlığı, bağımlılık çalışmaları ve özel bakım gibi çeşitli sağlık durumlarında; durumun çeşidine ve karmaşıklığına göre farklı yapılarda ve farklı mesleklerin bir araya gelmesiyle oluşur (Sur, 2020: 175). Mesleklerin bir araya gelmesiyle oluşan meslekler arası kavramı Multidisiplinerlik (multidisciplinary) kavramından farklıdır. Multidisiplinerlik, birden çok disiplinin aynı proje, durum, bakım üzerinde bağımsız ve paralel bir şekilde çalıştığı, daha düşük düzeyde iş birliğini yansıtan bir süreci ifade etmektedir. Meslekler arası (interprofessional) ise hastanın/ailenin/nüfusun ihtiyaçlarına bütünlük ve tutarlı bir yanıt sağlayan iş birliğinin olduğu, profesyonellerin üzerinde birlikte düşündükleri ve uygulama yolları geliştirdikleri süreçtir (Palada, 2016:4).

Sağlık meslekleri bağlamında iş birliği (collaboration), ortak bir hedefe yönelik toplu eylem odaklı hareket etmek demektir (Beaulieu, MD, 2005: 126 ve D'Amour, D., Ferrada-Videla, M., San Martin Rodriguez, L.) Meslekler arası iş birliği (Interprofessional Collaboration-IPC), en uygun sağlık sonuçlarına ulaşmak için öğrenciler, sağlıkla ilgili meslek mensupları, hastalar, aileler ve topluluklarla etkili meslekler arası çalışma ilişkileri geliştirme ve sürdürme süreci olarak tanımlanmaktadır (Canadian Interprofessional Health Collaborative (CHIC), 2010). Meslekler arası ekip iş birliği (Interprofessional Team Collaboration-ITC) ise farklı meslek gruplarının birlikte çalıştığı, ekip olduğu süreç olarak tanımlanmaktadır (Hellman, Jensen, Orchard ve Bergström, 2016: 499).

Meslekler arası iş birliği tip iki diyabet, geriatrik ve zihinsel sağlık hizmetleri gibi çeşitli sağlık sonuçları üzerinde etkili olmaktadır (Peltonen, J., Leino-Kilpi, H., Heikkilä, H., Rautava, P., Tuomela, K., Siekkinen, M., Stolt, M., 2020: 147). Bu sebeple sağlık çalışanlarının ekip ruhuyla çalışma yeteneğine sahip olmaları önem arz etmekte; aynı zamanda sağlık çalışanlarının birlikte çalışma, iş birliği ve ekip çalışması becerilerini geliştirmesi gerekmektedir (Yardımcı vd., 2012: 132). Ancak sağlık ekibinin çeşitli üyeleri geleneksel olarak aynı eğitim hazırlığına sahip olmaması, meslekler arası iş birliğinde çeşitli tutarsızlıkları ortaya çıkarabilmektedir (Palada, 2016: 24). Bu tutarsızlıkların sebeplerini ortaya çıkarabilmek ve sorunları çözerek iş birliği sürecini iyileştirebilmek için mevcut durumu değerlendirmek gerekmektedir.

Sağlık ekibinde yer alan profesyonellerin birlikte nasıl çalıştığını değerlendirme, meslekler arası işbirlikçi uygulama (IPCP)'nın hasta sonuçlarını iyileştirme, daha güvenli

hasta bakımını destekleme ve mevcut sağlık insan kaynaklarının verimi açısından kritik öneme sahiptir (Orchard vd., 2012: 12).

Sağlık ekibinde yer alan profesyoneller arasındaki meslekler arası iş birliğini ölçmeyi amaçlayan araçlar, farklı sağlık ortamlarında iş birliğini ilerletmek için beceri ve bilgi gelişimini destekleyebileceği gibi bakımın sürekliliği ve hasta güvenliğinin sağlanmasına da katkıda bulunabilmektedir. Bu ölçüm araçları yüksek kaliteli hasta odaklı sağlık hizmetlerini artırmak için meslekler arası iş birliğinin günlük uygulamayla bütünleşmesini de sağlayabilmektedir (Peltonen, vd., 2020). Bu sebeplerle hem hasta, hem çalışan hem de örgüt açısından bakıldığında sağlık ekibinde yer alan sağlık profesyoneli ve profesyonel olmayan ekipler arasındaki iş birliğini değerlendirilebilmek için kullanılabilir bir araca ihtiyaç bulunmaktadır (Walters, Stern ve Robertson-Malt, 2016).

Türkiye’de meslekler arası iş birliğiyle ilgili değerlendirme yapmayı sağlayan geliştirilmiş veya Türkçeye uyarlanmış az sayıda ölçüm aracı bulunmaktadır. Örneğin, Meslekler Arası Öğrenmeye Hazır Oluş Ölçeği (RIPLS), öğrencilerin ve sağlık uzmanlarının meslekler arası öğrenme için hazır olup olmadığını nicel olarak ölçmektedir (Onan, Turan, Elçin, Simsek ve Deniz, 2017). Hemşire-Hemşire İş Birliği Ölçeği, hemşireler arasındaki iş birliği düzeyini belirlemek için Türkçeye uyarlanmıştır (Durmuş ve Yıldırım, 2016). Jefferson Hekim ve Hemşire İş birliği Skalası (JHH), Hekim ve Hemşire İş birliğini ölçmektedir (Yıldırım, 2002). Bununla birlikte, ülkemizde klinik ortamlarda iş birliği uygulamalarını tüm paydaşlar açısından değerlendiren bir araç bulunmamaktadır. Bu sebeplerle bu araştırmada, sağlık ekibi üyelerinin ekip çalışmalarında iş birliklerinin değerlendirilmesine yönelik olan Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeğinin Türkçe Geçerlilik ve Güvenilirlik çalışmasının yapılması amaçlanmıştır.

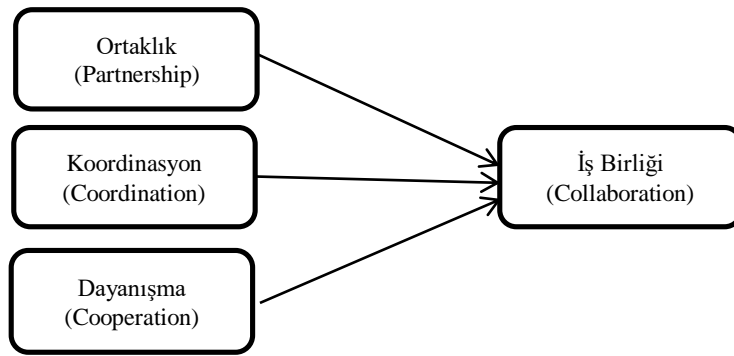
### **1. Kavramsal Çerçeve**

Meslekler Arası Ekip İş birliğinin Değerlendirilmesi Ölçeği (AITCS), Kanada’da çeşitli uygulama ortamlarında ekipler arasındaki gerçek iş birliği düzeylerine ilişkin iç görüş sağlamaya, sağlık ortamlarındaki uygulamaları değerlendirmek, ekip uygulamasının bir parçası olarak hasta katılımının bütünleşmesini değerlendirmek amacıyla Orchard vd. (2012) tarafından geliştirilmiştir (Orchard vd., 2012: 58).

Literatürde iş birlikçi uygulamalara, iş birliğinin grup davranışlarını anlamaya yönelik tanımlanmış ve kavramsallaştırılmış birçok model bulunmaktadır. Sağlık ve sosyal

bakım düzenlemeleri ile ilgili olarak temelde üç teorik model üzerinde durulmaktadır. Bu modeller, D'Amour modeli, Bronstein modeli ve Sullivan modeli olarak bilinmektedir. Orchard ve arkadaşları (2012) geliştirdikleri ölçekte Sullivan'ın modelinden yararlanarak dayanışma (Cooperation), koordinasyon (Coordination), ortak karar alma (Shared decision making) ve ortaklık (Partnerships) olarak adlandırılan dört kilit iş birliği alanı belirlemiştir (Walters vd., 2016). Bu alanları 2018 yılında yayınladıkları çalışma (AITCS-II) ile koordinasyon, dayanışma ve ortaklık olarak üç boyutlu şekilde revize etmişlerdir (Orchard vd., 2018: 12).

Şekil 1: Meslekler Arası İş Birliği Alanları



Kaynak 1 Orchard, Pederson, Read, Mahler ve Laschinger, 2018, s.13

Meslekler arası ekip iş birliğinin değerlendirilmesi ölçeğinde puanlar, her bir etki alanının öğelerinin ortalamasının alınmasıyla hesaplanmaktadır. Derecelendirme sonunda her katılımcı 23 ile 115 arasında değişen bir puan alabilmektedir (Orchard vd., 2018: 12; Dellafiore vd., 2019: 764). Ölçek kullanım aşamasında katılımcılar 1'den 5'e kadar değişen (1 = Asla; 2 = Nadiren; 3 = Bazen; 4 = Çoğu zaman; 5 = Her zaman) 5 puanlık bir Likert tipi derecelendirme ölçeği ile iş birliği genel seviyesi hakkında görüşlerini ifade etmekte ve anketin tamamlanması yaklaşık 10 dakika sürmektedir.

Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeği (AITCS-II) psikometrik özelliklerinin yayınlanmasından bu yana, orijinal hali ve yeni versiyonu ile farklı ülkelerde ekip iş birliğini değerlendirmek için yaygın bir şekilde kullanılmış; İsveççe, İspanyolca, Almanca, Fransızca, Portekizce, Ruandaca, Japonca gibi farklı dillere uyarlanmıştır (Orchard vd., 2018: 11). Uyarlama çalışmaları **Tablo 1**'de yer almaktadır. AITCS-II ile aynı yıl yayınlanan Marlow vd., (2018)'nin sistematik inceleme araştırmasında da ölçeğin geçerlilik ve güvenilirlik yönünden yüksek olduğu üzerinde durulmuştur.

**Tablo 1:** AITCS Ölçeği Geçerlilik, Güvenilirlik Araştırmaları ve Ölçeğin Kullanıldığı Araştırmalar

2012- Orchard, C. A., King, G. A., Khalili, H., & Bezzina, M. B. (2012). Assessment of interprofessional team collaboration scale (AITCS): development and testing of the instrument. <i>Journal of continuing education in the health professions</i> , 32(1), 58-67. <b>(AITCS)</b>
2016- Hellman, T., Jensen, I., Orchard, C., & Bergström, G. (2016). Preliminary testing of the Swedish version of the Assessment of Interprofessional Team Collaboration Scale (AITCS-S). <i>Journal of interprofessional care</i> , 30(4), 499-504. <b>(AITCS-S)</b>
2016- Prentice, D., Jung, B., Taplay, K., Stobbe, K., & Hildebrand, L. (2016). Staff perceptions of collaboration on a new interprofessional unit using the assessment of Interprofessional team collaboration scale (AITCS). <i>Journal of interprofessional care</i> , 30(6), 823-825.
2017- Bispo, E., & Rossit, R. (2018). Processo de Validação e Adaptação Transcultural do Assesment of Interprofessional Team Collaboration Scale II, JMPHC   Journal of Management & Primary Health Care   ISSN 2179-6750, 8(3), 10-11. <b>(Portuguese Version the AITCS)</b>
2018- Orchard, C., Pederson, L. L., Read, E., Mahler, C., & Laschinger, H. (2018). Assessment of interprofessional team collaboration scale (AITCS): Further testing and instrument revision. <i>Journal of Continuing Education in the Health Professions</i> , 38(1), 11-18. <b>(AITCS-II)</b>
2018- Caruso, R., Magon, A., Dellafiore, F., Griffini, Milani, L., Stievano, A., & Orchard, C. A. (2018). Italian version of the Assessment of Interprofessional Team Collaboration Scale II (I-AITCS II): a multiphase study of validity and reliability amongst healthcare providers. <i>La Medicina del lavoro</i> , 109(4), 316-324. <b>(I-AITCS II)</b>
2019- Aneas, A., & Vila, R. (2019) Assessment Of Interprofessional Collaborative Practice: Spanish Version The AITCS Scale. <i>Culture of Learning and Experimentation</i> , 149. <b>(Spanish Version the AITCS)</b>
2019- Yamamoto, Y., & Haruta, J. (2019). Translation and cross-cultural adaptation of the Japanese version of the Assessment of Interprofessional Team Collaboration Scale-II (J-AITCS-II). <i>MedEdPublish</i> , 8. <b>(J-AITCS-II)</b>
2020- Orchard, C., Mahler, C., & Khalili, H. (2021). Assessment of the Interprofessional Team Collaboration Scale for Students— <b>AITCS-II (Student)</b> .

AITCS ölçeği sürekli eğitim, performans değerlendirme ve ekip uygulamasını değerlendirme de dahil olmak üzere birçok potansiyel değerlendirme yönünden kullanılabilir (Orchard vd., 2018). Örneğin, Prentice, Jung, Taplay, Stobbe, ve Hildebrand (2016) tarafından Kanada’da bir hastanede yeni oluşturulmuş meslekler arası eğitim (IPE/MAI) biriminde, personelin tutumları ve meslekler arası iş birliği algıları hakkında temel bilgiler elde etmek amacıyla AITCS ölçeği kullanılmış ve araştırma sonucunda hastane meslekler arası eğitim IPE biriminde çalışan personele yardımcı olmak için eğitim stratejilerinin oluşturulması ve geliştirilmesine yönelik veriler elde edilmiştir.

Dellafiore vd., (2019) tarafından sağlık hizmetlerinde meslekler arası ekip iş birliğinin bireysel düzey belirleyicilerinin araştırılması amacıyla kullanılmış ve ortaklık, koordinasyon ve dayanışma boyutlarının, bireysel düzey belirleyiciler (sosyo-demografik özellikler ve iş tatmini) tarafından nasıl etkilendiği araştırılmıştır. Çalışma sonucunda, aynı meslekler arası iş birliği alanları arasında önemli ilişkiler olduğunun yanı sıra, dayanışma

ve koordinasyonun belirlenmesinde iş tatmininin önemli rolü olduğu ve doktorların diğer sağlık çalışanlarına göre ortaklık boyutunda daha düşük puanlar aldıkları sonucuna ulaşılmıştır.

Caneppele vd. (2020) tarafından Brezilya'da Covid-19'un neden olduğu ilk ölümden önce ve sonra olağanüstü durum ve acil durum ekiplerinde meslekler arası iş birliğini karşılaştırmak amacıyla kullanılmıştır. Sonucunda olağanüstü ve acil durum sektörleri gibi karmaşık ve dinamik ortamlarda, pandemi sırasında ekip çalışması ve meslekler arası iş birliğinin öne çıktığı; Brezilya'da Covid-19'un neden olduğu ilk ölümden sonra eylemlerin koordinasyonunda önemli bir artışla, analizör ekiplerinde meslekler arası iş birliği güçlendirildiğine (koordinasyon boyutunun daha yüksek puan aldığına) ulaşılmıştır. Gelecekte, hasta ve aileleri işbirlikçi sağlık hizmetlerine dahil etme ve hastaları araç geliştirme sürecine ve doğrulamasına dahil etme konusundaki farkındalığın artması ölçüm özelliklerini genişletecektir (Peltonen vd., 2020). Bu çalışmada, AITCS-II ölçeğinin Türkçe formunun (T-AITCS-II) özgün formu ile benzer faktör yapısına sahip olup olmadığı ile geçerlilik ve güvenilirliği sınanmıştır.

## **2. Araştırmanın yöntemi**

Meslekler Arası Ekip İş Birliği Ölçeğinin Türkçe uyarlamasını yapabilmek için ilk olarak ölçeği geliştiren Orchard ve arkadaşlarından ölçeği kullanım izni alınmıştır. Araştırmanın yürütülebilmesi için Tekirdağ Namık Kemal Üniversitesi Tıp Fakültesi Dekanlığı Girişimsel Olmayan Klinik Araştırmalar Etik Kurulundan 29/06/2020 tarih ve 46048792-050.01.04-E.7461 sayıyla izin ve araştırmanın yürütüldüğü çalışma grubunun yer aldığı Tekirdağ Namık Kemal Üniversitesi Hastanesinden 06/07/2020 tarihli dilekçe ile yazılı kurum izni alınmış ayrıca katılımcılardan bilgilendirilmiş gönüllü olur formu aracılığıyla yazılı onay alınmıştır. Araştırmada geçerlilik ve güvenilirlik çalışması yapılan ölçek Tekirdağ Namık Kemal Üniversitesi Hastanesinden bulunan sağlık çalışanları ile sınırlı tutulmuştur.

### **2.1. Türkçe uyarlama süreci**

Araştırmanın çeviri süreci ile ilgili özgün ölçekteki İngilizce maddeler Türkçeye çevrilirken Brislin, Lonner ve Thorndike (1973) ve Sousa ve Rojjanasrirat (2010)'ın adımları rehber olarak alınmıştır. İlk adım olarak ölçeğin dil ve kültüre uyumunun, dil geçerliliğinin sağlanması için ölçek maddeleri iki dili ve kültürü de iyi bilen yabancı diller yüksekokulu hazırlık bölümünde görevli bir öğretim elemanı ve bir uzman tarafından



bağımsız olarak Türkçeye uyarlanmıştır. Ardından konunun uzmanlarından görüş alınmış ve dört kişi aracılığıyla çeviriler arası karşılaştırma yapılmış, en iyi şekilde orijinal maddeyi ifade eden maddeler belirlenerek ölçeğin ilk şekli oluşturulmuştur.

Türkçe formda son şekli verilen ölçek maddeleri, ölçeğin İngilizce halini daha önce görmeyen ve ana dili İngilizce olan, iki dili de bilen, bir uzman ve yabancı diller yüksekokulu hazırlık bölümünde görevli olan bir öğretim elemanı aracılığıyla ölçek orijinal diline geri çevrilmiştir. Ölçeğin geri çeviri formu ve özgün hali formu farklı bir alan uzmanı ile araştırmacı aracılığıyla karşılaştırmış, iki formun benzerlik oranının yüksek düzeyde olduğuna karar verilmiştir. Araştırmacı tarafından geri çeviri formunun son hali verildikten sonra form, yazar onayı için Orchard'a sunulmuştur. Ölçek formu yazarın son onayını almış böylece ölçeğin dil eşdeğerliliği sağlanmıştır.

## 2.2 Kapsam geçerliliği ve pilot çalışma

Bu araştırmada dil geçerliliği sağlanan Türkçe form kapsam geçerliliği için farklı alanlarda (hemşirelik, örgütsel psikoloji, yönetim, sağlık yönetimi, tıp, örgütsel davranış) uzman 14 öğretim üyesinin görüşüne sunulmuştur (Hair vd., 2019: 161). Kapsam geçerliliği için Davis (1992) tekniği adımları takip edilmiştir. Ölçek maddelerinin kapsam geçerlilik indekslerinin (KGI) 0.785-1 arasında değiştiği bulunmuştur. Ölçekte yer alan iki (15,17) maddenin Davis (1992) tekniğine göre geçerli oran olan 0.800'ün altında kaldığı (KGI=0.785) tespit edilmiştir. Düzeltme yapılması istenen maddeler uzman görüşleri dikkati alınarak düzeltmeler yapılmış ve uzman onayı tekrar alınarak ölçeğe son hali verilmiştir (Yurdagül, 2005).

Dil geçerliliği ile kapsam geçerliliği sağlandıktan sonra, ölçek örneklem grubu özellikleri ile benzer özellikler taşıyan 10 hemşire ve hekime ölçek maddelerindeki ifadelerin anlaşılabilirliğini sınamak, formun-maddelerin genel görünüşü hakkında görüş almak ve görünüş geçerliliğini sağlamak amacıyla uygulanmıştır (Sartori, 2010:750). Uzmanlardan forma yönelik alınan olumlu görüşler doğrultusunda sonraki adıma geçilmiştir. Sonraki adımda muhtemel hataların ciddi ve düzeltilmesi çok zor hale gelmeden önce tespit edilmesi ve düzeltilmesi amacıyla pilot çalışma (n=50) kişiye yapılmış, son kontrol tamamlanmıştır (Bayık ve Gürbüz, 2016).

## 2.3. Araştırmanın uygulanması

Araştırmanın evreni, yoğun uzmanlık bilgisinin ve yüksek teknolojinin kullanıldığı, üçüncü basamak sağlık hizmeti veren Tekirdağ Namık Kemal Üniversitesi Hastanesinde

görevli sağlık çalışanlarından oluşmaktadır. Araştırmanın örnekleme, Tekirdağ Namık Kemal Üniversitesi Hastanesinde görevli, araştırmaya katılmayı gönüllü olarak kabul eden sağlık çalışanlarıdır.

Ölçek geliştirme ve uyarlama çalışmaları yapılırken ölçüm aracının faktör yapısını belirlemek için ilk olarak açıklayıcı faktör analizi ardından doğrulayıcı faktör analizi kullanılması ve her iki analizde de farklı bir veri setinin kullanılarak analizlerin gerçekleştirilmesi önerilmektedir (Hair, 2019; Worthington ve Whittaker, 2006; Schumacher ve Lomax, 1996). Veri setleri oluşturulurken iki farklı yöntem ile veri seti oluşturulabilmektedir. İlk yöntem yeterli veriye sahip olunması durumunda bir defada veri toplanması ve veri setinin rastgele bölünmesidir. Bu yöntemde açıklayıcı faktör analizi ile doğrulayıcı faktör analizi verisi için toplanan veriler iki gruba ayrılmakta ve bu gruplar ayrı ayrı analize tabi tutulmaktadır. İkinci yöntem ise öncelikle açıklayıcı faktör analizi için veri seti oluşturulacak anket verilerinin toplanması ve sonrasında doğrulayıcı faktör analizi tekrar anket verisinin toplanmasıdır (Orçan, 2018). Bu çalışmada ikinci yöntem seçilmiş olup önce açıklayıcı faktör analizi veri seti için, sonra da doğrulayıcı faktör analizi veri seti için veri toplanmış böylece iki ayrı grup oluşturulmuştur. Grupların belirlenmesinde benzer özellikleri taşıyanları kıstası aranmıştır.

Açıklayıcı faktör analizi veri seti grubu oluşturulurken geçerlilik ve güvenilirlik çalışmaları için örneklem büyüklüğü hesabında, ölçekte bulunan madde sayısının 3, 5, 7 ve 10 katı olması önerisi dikkate alınmıştır (Gözüm ve Aksayan, 2003; Tabachnick ve Fidell, 2019; Hair vd., 2019). Ölçek madde sayısının (23 madde) en az on katı veri toplanması tercih edilmiştir (Hair vd., 2019). Açıklayıcı faktör analizi için veri toplama sürecinde, çalışmaya gönüllü olarak katılmayı kabul etmiş ve yazılı onayları alınmış 250 sağlık çalışanına ulaşılan kadar veri toplanmaya devam edilmiştir.

Açıklayıcı faktör analizi için toplanan veri seti (n=250) kapsamındaki katılımcıların %69.90'nın kadın (n=174), %30.40'ünün erkek (n=76) olduğu, %57.2'sinin evli (n=143), %42.80'inin bekâr (n=107) olduğu belirlenmiştir. Katılımcıların %10.80'inin 24 yaş veya altında olduğu (n=27), %37.20'sinin 25-29 yaşında (n=93), %26.00'inin 30-34 yaş aralığında olduğu (n=65), %11,60'mın 35-39 yaş aralığında (n=29), %8.8'sinin 40-44 yaş aralığında olduğu (n=22) ve %5,60'mın 45 yaş ve üzerinde (n=14) oldukları belirlenmiştir. Katılımcıların %9,20'sinin lise (n=23), %16.80'ini ön lisans (n=42), %37.60'mın lisans (n=94), %9.20'sinin yüksek lisans mezunu (n=23), %24.6'sinin tıpta uzmanlık düzeyinde eğitime sahip (n=68) oldukları belirlenmiştir. Katılımcıların çalışma bilgilerine ait

dağılımları incelendiğinde, katılımcıların büyük çoğunluğunun %36.0 ile poliklinikte çalıştığı (n=90), %36.4'ünün hemşire olarak çalıştıkları (n=91), %52.8'inin sürekli gündüz (n=132) çalıştığı belirlenmiştir.

Doğrulayıcı faktör analizinde küçük örneklem ile yapısal eşitlik modellemesi kurmak problemlili sonuca sebep olmakta (Kline, 2019, s.16); örneklemin büyük olması yapının doğru çıkmasını sağlamaktadır (Çokluk, Şekercioğlu ve Büyüköztürk, 2021, s.266). Doğrulayıcı faktör analiz veri seti için oluşturulan grupta literatürde yer alan öneriler dikkate alınarak örneklem belirlenmemiş evrendeki ulaşılabilecek her sağlık çalışanına ulaşılmaya çalışılmıştır. Veri toplama sürecinde, gönüllü olarak çalışmaya katılmayı kabul etmiş ve yazılı onayları alınmış 470 adet anketin ayıklama işlemi sonrasında 443 adet anketin analize uygun olduğu tespit edilmiştir.

Doğrulayıcı faktör analizi için toplanan veri seti (n=443) kapsamındaki katılımcıların %68.60'mının kadın (n=304), %10.40'ünün erkek (n=139) olduğu, %54.20'sinin evli (n=240), %45.80'inin bekâr olduğu (n=203) belirlenmiştir. Katılımcıların %10.60'mının 24 yaş veya altında olduğu (n=47), %39.30'sinin 25-29 yaşında (n=174), %25.50'inin 30-34 yaş aralığında olduğu (n=113), %9,0'mın 35-39 yaş aralığında (n=40), %8.60'mın 40-44 yaş aralığında olduğu (n=44) ve %7'sinin 45 yaş ve üzerinde (n=31) oldukları belirlenmiştir. Katılımcıların %8.10'inin lise (n=36), %14.9'unun ön lisans (n=66), %41.8'inin lisans (n=185), %10.6'mın yüksek lisans mezunu (n=47), %24.6'sinin tıpta uzmanlık düzeyinde (n=109) eğitime sahip oldukları belirlenmiştir. Katılımcıların çalışma bilgilerine ait dağılımları incelendiğinde, büyük çoğunluğunun %33.6 ile poliklinikte çalıştığı (n=149), %40.4'ünün hemşire olarak çalıştıkları (n=179), %49.4'ünün sürekli gündüz çalıştığı (n=219) belirlenmiştir.

Araştırma kapsamında açıklayıcı faktör analizi için birinci grup (n=250); Doğrulayıcı faktör analizi için ikinci grup (n=443) olarak belirlenmiştir. Elde edilen verilerin analizleri SPSS 24 ve LISREL 8.7 programları aracılığıyla gerçekleştirilmiştir.

### **2.3.1. Açıklayıcı faktör analizi**

Açıklayıcı faktör analizi öncesinde sırası ile madde analizi, güvenilirlik analizi, madde ve ölçek toplam korelasyon analizi, madde ayırt edicilik analizi yapılmış arkasından açıklayıcı faktör analizi gerçekleştirilmiştir. Elde edilen faktörlere faktör güvenilirlik analizi, faktörler arası korelasyon analizleri yapılmıştır.

Madde analizinde madde-toplam korelasyonlarının 0.50'den ve maddeler arası korelasyonların 0.30'dan yüksek olması önerilmektedir (Hair vd., 2019:161). Bu araştırmada elde edilen bulgulara göre maddeler arası ilişki 0.30; madde-ölçek toplam ilişki değeri tüm maddeler için 0.50'nin üstündedir. Bu nedenle maddelerin ölçme gücü seviyelerinin yeterli olduğu belirlenmiş olup, ölçek maddeleri ile ölçek toplam puanı ilişkilerinin 0.530-0.828 arasında değiştiği, maddelerin birbirleri ile tutarlılığında herhangi bir problemin olmadığı ve istatistiki açıdan anlamlı ilişkiler olduğu belirlenmiştir ( $p < 0.01$ ). Maddelerin ayırt ediciliğinin kararının verilmesi amacıyla %27 alt ve üst değerlerinin ayırt ediciliği t testi kullanılarak yapılmıştır. Katılımcıların %27 alt ve üst gruplarına yönelik t testi değerleri **Tablo 2**'de verilmiştir.

Açıklayıcı faktör analizi için verilerin faktör analizine uygunluğuna bakılmış; KMO ve Barlett Küresellik testlerine sonucunda KMO değerinin 0.80'den büyük ( $KMO=0.947$ ) ve Barlett Küresellik Testinin ( $\chi^2$  değeri 3492.901) istatistiksel olarak %99 güven düzeyinde anlamlı bulunduğu ( $p < 0.01$ ), araştırma sonucunda elde edilen örneklem sayısının faktör analizine uygunluğunun yeterli düzeyde olduğu ve elde edilen veriler incelendiğinde, verilerin istatistiki olarak çok değişkenli normal dağılımdan geldiği söylenebilmektedir. Açıklayıcı faktör analizi için temel bileşenler (Principal component) analizinden Varimax dik döndürme tekniği kullanılmıştır. Ölçeğe ait KMO ve Barlett Küresellik Testi, açıklayıcı faktör analizi sonucu **Tablo 2**'te verilmiştir.

**Tablo 2:** Meslekler Arası Ekip İş Birliği Ölçeğine İlişkin Madde İstatistikleri

Faktörler	Madde No	Faktör Ağırlıkları	Faktör Açıklayıcıları	Faktör Güvenirlikleri	Madde Toplam Korelasyonu <sup>1</sup>	t (Alt%27-Üst %27) <sup>2</sup>
FAKTÖR 1 (Ortaklık)	Madde1	<b>0.851</b>	% 20.083	<b>0.877</b>	0.749**	-15.357
	Madde2	<b>0.670</b>			0.615**	-11.9586
	Madde3	<b>0.698</b>			0.633**	-11.3631
	Madde4	<b>0.638</b>			0.559**	-9.21674
	Madde5	<b>0.574</b>			0.651**	-12.1468
	Madde6	<b>0.679</b>			0.590**	-10.3554
	Madde7	<b>0.595</b>			0.589**	-10.9395
	Madde8	<b>0.694</b>			0.601**	-10.7782
FAKTÖR 2 (Dayanışma)	Madde9	<b>0.693</b>	% 23.907	<b>0.915</b>	0.792**	-17.9052
	Madde10	<b>0.807</b>			0.720**	-15.2893
	Madde11	<b>0.764</b>			0.688**	-14.1473
	Madde12	<b>0.721</b>			0.695**	-13.4092
	Madde13	<b>0.703</b>			0.650**	-12.7009
	Madde14	<b>0.714</b>			0.695**	-12.2896
	Madde15	<b>0.737</b>			0.689**	-12.6702
	Madde16	<b>0.638</b>			0.717**	-14.6051
TÖR 3 (Koordine)	Madde17	<b>0.669</b>	% 16.735	<b>0.891</b>	0.849**	-19.0716
	Madde18	<b>0.567</b>			0.702**	-12.8956
	Madde19	<b>0.533</b>			0.728**	-12.5048

Madde20	<b>0.726</b>	0.682**	-11.1413
Madde21	<b>0.552</b>	0.700**	-12.2901
Madde22	<b>0.773</b>	0.678**	-10.5247
Madde23	<b>0.758</b>	0.580**	-7.15998
<b>Toplam</b>	<b>% 60.725</b>	<b>0.945</b>	
<b>Kaiser-Meyer-Olkin Ölçek Geçerliliği</b>		<b>0.947</b>	
<b>Bartlett Küresellik Testi Ki kare:</b>		<b>3492.901</b>	
<b>sd:</b>		<b>253</b>	
<b>p:</b>		<b>0.000</b>	

<sup>1</sup>N= 250 <sup>2</sup>N<sub>1</sub>=N<sub>2</sub>=68 \*\*p<0.01

Bu araştırmada ölçekten bir maddenin kalmasına karar vermek için katılımcı sayısının 250'nin üzerinde yer alması ve faktör yükünün 0.50'nin üzerinde bir değer olması ölçütü referans değer olarak alınmıştır (Çokluk vd. 2021:194). **Tablo 2** ayrıntıları yer alan ölçeğin faktör yük değerlerinin 0.533-0.851 arasında değiştiği ve ölçeğin üç faktörlü bir yapıda olduğu belirlenmiştir (açıklanan varyans %60,725). Maddelerin iç tutarlıklarını ölçmek için güvenilirlik analizleri yapılmıştır. Güvenilirlik 0.945 olarak çıkan ve açıklayıcı faktör analizi sonucuna göre üç faktörde toplandığı belirlenen ölçeğin alt faktörleri güvenilirlik düzeyleri sırasıyla 0.877, 0.915, 0.891 olarak belirlenmiştir (Tabachnick ve Fidell, 2019:509). İç tutarlılığı test edilen ölçeğin, alt faktörleri arasında çoklu bağıntı problemi olup olmadığına faktörler arası korelasyon analizi ile bakılmış, korelasyon değerleri **Tablo 3**'da verilmiştir.

**Tablo 3:** Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeğinin Korelasyon Değerleri

	Ortaklık	Dayanışma	Koordinasyon
Ortaklık	1		
Dayanışma	0.603**	1	
Koordinasyon	0.660**	0.702	1

\*\*p<0.01 (2-tailed).

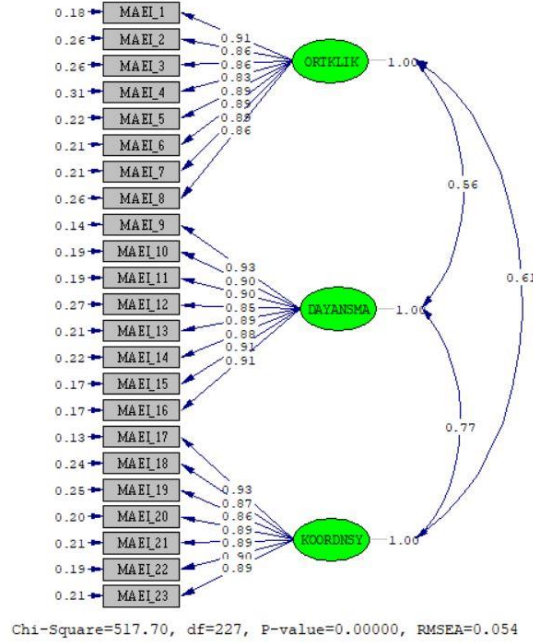
Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeğinin alt faktörleri arasındaki korelasyon değerleri incelendiğinde, elde edilen veriler üç alt faktör arasında da anlamlı düzeyde ilişkili olduğu ve alt faktörler arasında çoklu bağıntı problemi olmadığı tespit edilmiştir (p<0.90) (Tabachnick ve Fidell, 2019: 76; Hair vd., 2019: 135). Faktörler arasındaki korelasyon değerleri ile ölçeğin orijinal formu değerlerinin uyumlu olduğu tespit edilmiştir.

### 2.3.2. Doğrulayıcı faktör analizi

Açıklayıcı faktör analiziyle faktör yapısı belirlenen ölçeğin yapısal geçerliliğini ispatlamak amacıyla literatürde Doğrulayıcı Faktör Analizi (DFA) yapılması önerilmektedir (Kline, 2019: 16; Büyüköztürk, 2011). Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeğine ait açıklanan faktör yapısını doğrulamak ve yapı geçerliliğini

sağlamak için doğrulayıcı faktör analizi yapılmış, (n=443) veriler LISREL 8.7 programında analiz edilmiştir (Çokluk vd., 2021:276; Gürbüz ve Şahin, 2016:335). Ölçeğin alt boyutları Ortaklık=ORTKLIK, Dayanışma=DAYANSMA, Koordinasyon=KOORDNSY olarak isimlendirilmiştir. Yapılan Doğrulayıcı faktör analizine ait standardize edilmiş beta katsayıları Şekil 2’de verilmiştir.

Şekil 2: Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeğinin DFA Path Diyagramı



Maddeler ile örtük değişkenler arasındaki ilişkilerden söz edebilmek için t değerleri incelenmiş, maddelerin her biri ile örtük değişkenler arasındaki ilişkilere bakıldığında ilişkinin istatistiki açıdan %99 güven düzeyinde ( $t > 2.58$ ) anlamlı olduğu tespit edilmiştir. Şekil 2 incelendiğinde maddelerin standardize edilmiş faktör yüklerinin 0.83–0.93 arasında kabul edilebilir değerler olduğu görülmüştür (Hair vd., 2019:552). Alt faktörler arasındaki ilişkilerin anlamlı olduğu ( $p < 0.01$ ) belirlenmiştir. Ardından uyum iyiliği indeksleri değerleri incelenerek test edilen modelin veri ile desteklenip desteklenmediğine karar verilmiştir (Gürbüz ve Şahin, 2016: 336; Hair vd., 2019: 642) Bu araştırmada elde edilen uyum indeksi değerleri Tablo 4’de verilmiştir.

Tablo 4: Araştırma Kapsamında İncelenen Uyum İndeksleri Sınırlılıkları ve Meslekler Arası Ekip İş Birliği Ölçeğinin Uyum İndeksi Değerleri

$\chi^2$	df	p	$\chi^2/sd$	RMSEA	SRMR	NFI	NNFI	CFI
517,70	227	0,000	2,280	0,054	0,099	0,99	0,99	0,95

Kaynak 2 Hair vd., 2019: 635; Tabachnick ve Fidell,2019,s.560; Schermelleh-Engel and Moosbrugger, 2003; Seçer, 2018:98; Çokluk vd. 2021,s.271; Sümer, 2010 ).

Path analizi sonucunda elde edilen uyum iyiliği indeksi değerlerinin en az kabul edilebilir sınırlar arasında olması gerekmektedir (Kline, 2019, s. 262). **Tablo 4**'de yer alan doğrulayıcı faktör analizi sonucunda elde edilen uyum iyiliği değerleri incelendiğinde, en önemli uyum değeri olarak kabul edilen  $\chi^2$  değerinin df değerine olan oranının 2,280 ( $\chi^2/df= 517.70/227=2.280$ ) ile mükemmel uyum düzeyinde, RMSEA değerinin kabul edilebilir uyum değerinde olduğu (RMSEA=0.054;  $0.05 \leq RMSEA \leq 0.10$ ); SRMR değerinin mükemmel uyum değerinde olduğu (SRMR=0.025,  $0.05 \leq SRMR \leq 0.10$ ), GFI değerinin kabul edilebilir uyum değerinde olduğu (GFI=0.91,  $0.90 \leq GFI \leq 0.95$ ) ve AGFI değerinin kabul edilebilir uyum değerinde olduğu (AGFI=0.89,  $0.85 \leq AGFI \leq 0.90$ ) ve diğer uyum değerlerinin de mükemmel ve kabul edilebilir uyum değerleri arasında yer aldığı belirlenmiştir (Kline, 2019: 262). Ölçeğin uyum iyiliği indeksi değerleri istenilen düzeyler arasında çıkmasıyla ölçek maddeleri arasında herhangi bir modifikasyona gerek duyulmamıştır (Seçer, 2018; Çokluk vd., 2021).

### 2.3.3. Ek analizler

Ölçeğin faktöriyel geçerliliği, faktör yük değerleri ve uyum indeks değerleri aracılığıyla sağlandıktan sonra ölçek yakınsama (benzeşim), iraksama (ayrışım), nomolojik yönünden test edilerek yapı geçerliliği analizleri tamamlanması sağlanmıştır. Ölçeğin yakınsama, iraksama geçerliliğinin sınanması için Baker vd. (2008) tarafından geliştirilmiş, Türkçe geçerlilik güvenirlik çalışmaları Yardımcı vd. (2012) tarafından yapılmış Ekib Çalışması Tutumları Ölçeği (ECT) ile Rahim (1983) tarafından geliştirilmiş, 1997 yılında B. Dilara Yağcıoğlu tarafından Türkçeye uyarlanmış ve Kavuncubaşı ile Okul tarafından 2011 yılında geçerlilik güvenirlik çalışması yapılmış Örgütsel Çatışma Envanteri-(OC) (Rahim,1983) kullanılmıştır.

Ölçeğin yakınsama geçerliğinin sağlanabilmesi için açıklanan ortalama varyans değerleri (AVE) ve yapı güvenirlik değerleri (CR) hesaplanmıştır. Iraksama geçerliği için AVE değerlerinin karekökleri ( $\sqrt{AVE}$ ) hesaplanmış ve korelasyon katsayıları ile karşılaştırılmıştır. Görünüş geçerliliğinden sonra nomolojik geçerlilik için de yapı korelasyon matrisi oluşturulmuştur (Hair vd., 2019). Ölçeğin AVE, CR değerleri, yapı korelasyon değerleri **Tablo 5**'te verilmiştir.

Bulgulara göre **Şekil 2**'te yer alan ölçek maddelerine ilişkin standardize edilmiş faktör yüklerinin 0.50'nin üzerinde olduğu; AVE değerlerinin tümünün 0.50'nin üzerinde olduğu, CR değerlerinin 0.70'in üzerinde olduğu böylece ölçeğin yakınsama geçerliğini

sağladığı tespit edilmiştir. Iraksama geçerliği için AVE değerlerinin kareköklerine ( $\sqrt{AVE}$ ) ait matrislerin köşegen elamanlarının, matrisin köşegen dışı elemanı olan korelasyon katsayılarından büyük olduğu ve sonucunda ölçeğin iraksama geçerliğini sağladığı tespit edilmiştir (Hair vd., 2019:686-688).

**Tablo 5:** T- AITCS-II ilişkin Güvenirlik Düzeyleri, AVE, CR Değerleri ve Yapı Korelasyon Tablosu

Değişkenler	AVE	CR	1	2	3	4	5	6	7	8	9	10	11	12	13
1.MAEE1	0.76	0.96	<b>0.87<sup>a</sup></b>												
2.MAEE2	0.80	0.97	.542**	<b>0.89<sup>a</sup></b>											
3.MAEE3	0.79	0.96	.591**	.743**	<b>0.89<sup>a</sup></b>										
4.OC1	0.71	0.94	.466**	.506**	.417**	<b>0.84<sup>a</sup></b>									
5.OC2	0.65	0.92	.450**	.449**	.417**	.671**	<b>0.81<sup>a</sup></b>								
6.OC3	0.82	0.96	.268**	.208**	.192**	.299**	.245**	<b>0.91<sup>a</sup></b>							
7.OC4	0.74	0.94	.320**	.292**	.337**	.506**	.521**	.277**	<b>0.86<sup>a</sup></b>						
8.OC5	0.71	0.91	.441**	.431**	.386**	.631**	.597**	.299**	.481**	<b>0.84<sup>a</sup></b>					
9.ECT1	0.70	0.92	.354**	.334**	.349**	.429**	.421**	.176**	.361**	.347**	<b>0.84<sup>a</sup></b>				
10.ECT2	0.70	0.93	.304**	.365**	.302**	.458**	.484**	0.09	.298**	.415**	.571**	<b>0.84<sup>a</sup></b>			
11.ECT3	0.71	0.94	.294**	.304**	.308**	.461**	.473**	.149**	.302**	.431**	.592**	.635**	<b>0.84<sup>a</sup></b>		
12.ECT4	0.72	0.93	.242**	.261**	.297**	.381**	.423**	.152**	.295**	.352**	.448**	.536**	.609**	<b>0.85<sup>a</sup></b>	
13.ECT5	0.71	0.92	.278**	.282**	.249**	.432**	.416**	.180**	.243**	.388**	.451**	.590**	.578**	.573**	<b>0.84<sup>a</sup></b>

N=443, \*\*p<0.01 \*Meslekler Arası ekip İş birliğinin değerlendirilmesi ölçeği, ekip çalışması tutumları ve örgütsel çatışma stilleri ölçümleri için CR ve AVE hesaplanmamıştır. CR= Composite Reliability, AVE= Average Variance Extracted, r<sup>2</sup>= $\sqrt{AVE}$

Bu bulgulara göre meslekler arası ekip iş birliğinin değerlendirilmesi ölçeği için açıklanan faktör yapısının, farklı bir veri setinde de doğrulandığı tespit edilmiştir (Seçer, 2018:98; Çokluk vd., 2021:271).

### 2.3.4. Güvenirlik

Bu araştırmada güvenirlik analizi için madde korelasyon analizleri, Cronbach's Alpha analizleri ( $\alpha$ ) (Hair vd., 2019:161), doğrulayıcı faktör analizi, yapı güvenirliliği analizi (CR) yapılmıştır. Bu analizlere ek olarak, McDonald'in Omega ( $\omega$ ) katsayısı (Nunnally & Bernstein, 1994; Yurdagül, 2006:29), iki yarı güvenirlik analizleri yapılmıştır (Seçer, 2018:24). DFA için elde edilen 443 veriden elde edilen bulgular **Tablo 6**'de yer almaktadır.

**Tablo 6.** Meslekler Arası Ekip İş birliği Türkçe Formunun Güvenirliğine İlişkin Bulgular

Faktörler	İç Tutarlılık Cronbach Alpha ( $\alpha$ )	Mc Donald omega ( $\omega$ )	İki Yarı Güvenirlik r
Ortaklık	0.962	0.962	0.947
Dayanışma	0.971	0.970	0.964
Koordinasyon	0.964	0.964	0.960
<b>Ölçek Toplam</b>	<b>0.971</b>	<b>0.988</b>	<b>0.876</b>

Cronbach's Alpha ( $\alpha$ ) ve McDonald'in omega ( $\omega$ ) katsayılarının yanı sıra; ölçekteki her bir maddenin, ölçeğin iki yarı güvenliği de hesaplanmış olup T-AITCS-II'ye ait  $\alpha$ ,  $\omega$  ve iki yarı güvenliği değerleri, **Tablo 6**'da görülmektedir. Bu sonuçlara göre ölçeğin tümüne ve alt boyutlarına ait sonuçların 0.70'in üzerinde olduğu tespit edilmiştir (Seçer, 2018:24). Ölçek geliştirme ve uyarılama süreçlerinde güvenirlik katsayılarının 0.70 ve üzerinde olan ölçeklerin güvenilir olduğu kabul edildiği dikkate alındığında bu değerlerin yüksek



güvenirlilik seviyesinde olduğu belirlenmiştir (Hair vd., 2019:161:687; Sipahi vd., 2008:89; Seçer, 2018:30). Meslekler Arası Ekip İş birliği Türkçe Ölçeğinin iç tutarlılık, yapı güvenirliği ve iki yarı test güvenirlik katsayılarının yeterli ve güvenilir olduğu, istatistikî olarak ortaya konulmuştur.

### 3. Tartışma

Meslekler Arası Ekip İş Birliği Ölçeğinin (AITCS-II) Türkçe geçerlilik ve güvenirlik araştırmasının yapıldığı bu çalışmada ölçeğin dil, kapsam geçerliliği ve görünüş geçerliliği sağlanarak ölçeğe uygulama öncesi son şekli verilmiştir. Ölçeğin yapı geçerliğinin test edilebilmesi için sırasıyla madde analizi, güvenirlik analizi, madde ile ölçek toplam korelasyonu, madde ayırt edicilik analizi, açıklayıcı ve doğrulayıcı faktör analizleri yapılmıştır. Ölçekteki her bir maddenin diğer maddelerle olan ilişki değerinin 0.30'un üstünde olduğu tespit edilmiş ve ölçekten herhangi bir madde çıkarılmasına ihtiyaç olmadığına karar verilmiştir. Ölçeğin iç tutarlılık düzeyini belirlemek için Cronbach's Alpha güvenirlik analizi yapılmış, ölçeğin güvenirlik düzeyinin oldukça yüksek olduğu (Cronbach's Alpha>0.70) tespit edilmiştir. Madde ölçek toplam korelasyonda yer alan ilişki değeri her madde için 0.50'nin üstünde olduğu, maddelerin birbirleriyle tutarlılığında herhangi bir sorun olmadığı tespit edilmiştir. KMO değerinin 0.80'den büyük (KMO=0.947) ve Barlett Küresellik Testi istatistiksel olarak %99 güven düzeyinde anlamlı bulunduğundan ( $p<0.01$ ), faktör analizi yapılmış; faktör yük değerlerinin 0.533-0.851 arasında değiştiği belirlenmiştir.

Orchard vd., (2012) tarafından geliştirilen özgün ölçeğin (AITCS) Cronbach's Alpha değeri 0.933 iken Orchard vd. (2018) tarafından yapılan revizyon çalışması (AITCS-II) sonucunda ölçek genelinin Cronbach's Alpha değeri 0.894 bulunmuş; ortaklık (8 madde), dayanışma (8 madde) ve koordinasyon (7 madde) olarak üç faktörde toplanmış 23 maddelik bir ölçek haline getirilmiştir (Orchard vd., 2018:16). Bu çalışmada faktör analizi sonrasında orijinal çalışmada olduğu gibi üç faktöre ulaşılmıştır. Bu faktörlere “Ortaklık”, “Dayanışma”, “Koordinasyon” adı verilmiş her bir faktörün sahip olduğu güvenirlik düzeyinin sırasıyla 0.962, 0.971, 0.964 olduğu, değerlerin yüksek düzeyde güvenirliğe sahip olduğu belirlenmiştir.

Ölçeğin başka dillere uyarlama çalışmaları incelendiğinde 37 sorulu olan AITCS ölçeğinin İsveç'te kullanabilmek için kültürler arası ölçek uyarlama çalışması sonucunda ortaya çıkarılan AITCS-S ölçeğinin ölçek genelinin ise Cronbach's Alpha değeri 0.96

bulunmuş; ortaklık 0.91, dayanışma 0.95 ve koordinasyon 0.79 ve olarak hesaplanmıştır (Hellman vd., 2016). İtalyanca uyarlama çalışmasında (I-AITCS-II) ölçeğin aynı boyutlarla iyi derecede geçerlilik ve güvenilirlik özellikleri gösterdiği tespit edilmiştir. Ölçek genelinin Cronbach's Alpha değeri 0.968 bulunmuş; ortaklık 0.923; dayanışma 0.944 ve koordinasyon 0.923 olarak hesaplanmıştır (Caruso vd., 2018). Farias Bispo (2017) AITCS II ölçeğinin Brezilya Portekizcesine uyarlama araştırmasını yürütmüş ve bu çalışmada da orijinalindeki gibi üç boyutlu ortaklık 0.78, dayanışma 0.93, koordinasyon 0.85 yapıya ulaşmıştır.

Aneas ve Vila (2018) AITCS ölçeğinin ilk versiyonunu İspanyolcaya uyarlamış aynı zamanda orijinalinde sağlık ekipleri için oluşturulmuş ölçeğin örgütsel bağlamını geliştirmek amacıyla başka iş birliği ekiplerinde de kullanılabilir olup olmadığını araştırmıştır. Yapılan araştırma sonucunda ölçeğin genel açıklanan varyans değerinin (% 50.1) olduğu ve bu açıklanan varyans değeri Kanada versiyonuna (% 61.02) göre daha düşük olduğu; bazı soruların faktörler arasında yer değiştirdikleri ortaklık (21 madde), dayanışma (11 madde) ve koordinasyon (5 madde) olduğu tespit edilmiştir. Elde edilen sonuçlara göre AITCS'nin faktör yapısı ile yeni versiyon arasında bazı farklılıklar tespit edilmiş; ancak bu sonuç AITCS ölçeğinin sağlığın dışındaki diğer alanlarda da uygulanabilecek şekilde uyarlanmış, güvenilir ve geçerli bir araç olduğunu etkilememiştir.

AITCS-II ölçeğinin Japonca uyarlamasını ise Yamamoto ve Haruta (2019) gerçekleştirmiştir. Kültürler arası uyarlama sonucunda orijinal ölçekteki faktör yapısından farklı bir faktör yapısı ile karşılaşmıştır. Açıklayıcı faktör analizi, J-AITCS-II'deki tüm maddelerin iyi iç tutarlılığa sahip olduğunu (Cronbach's Alpha = 0.96), ölçek toplam varyans değerinin % 64.5 olduğu; ancak maddelerin orijinalindeki gibi üç boyutta değil iki boyutta toplandığını göstermiştir. Orijinal AITCS-II "Ortaklık", "Dayanışma" ve "Koordinasyon" olarak adlandırılan üç faktör; J-AITCS-II' de "Hasta merkezli bakım iş birliği" ve "Sağlık meslekleri arasında ekip çalışması" olarak isimlendirilmiştir. Belirlenen faktörler Japonya'daki hastalar ve sağlık meslekleri arasındaki ilişkinin batı ülkelerine kıyasla farklılıkları göz önüne alındığında Japon tutumlarının batı ülkeleri ile kültürel farklılıklarından dolayı değişkenlik gösterdiği üzerinde durulmuştur. Faktör yapısı farklı çıksa da sonuç olarak AITCS-II ölçeği Japonca versiyonu (J-AITCS-II) hem madde hem de ölçek düzeyinde geçerli ve güvenilir bir ölçek olduğu sonucuna ulaşılmıştır.

Bu çalışmada faktör analizi sonrasında orijinal çalışmada olduğu gibi üç faktöre ("Ortaklık", "Dayanışma", "Koordinasyon") ulaşıldıktan sonra faktöriyel ve yapı

geçerliliğini test etmek amacıyla doğrulayıcı faktör analizi yapılmıştır. Doğrulayıcı faktör analizi, uyum indeksleri ve faktör yüklerinin yeterli düzeyde olduğu, ölçeğin 3 alt boyuttan oluşan yapısının geçerli bir model-veri uyumunun, kabul edilebilir düzeyde yer aldığı saptanmıştır. Doğrulayıcı faktör analizi sonucu elde edilen uyum iyiliği indeksi değerleri incelendiğinde, en önemli uyum değeri olan  $\chi^2$  değerinin df değerine olan oranının 2.280 ile mükemmel uyum düzeyinde yer aldığı, RMSEA değerinin ise 0.054 ile kabul edilebilir uyum düzeyinde olduğu ve diğer uyum iyiliği indeksi değerlerinin de mükemmel ve kabul edilebilir uyum değerleri arasında olduğu belirlenmiştir. Ölçeğin yakınsama, ıraksama, görünüş ve nomolojik geçerliliği de sağlanmıştır. Ölçeğin güvenilirlik analizi için madde korelasyon analizleri, Cronbach's Alpha analizleri, doğrulayıcı faktör analizi ve sonucunda yapı güvenirliliği analizi (CR) yapılmıştır. Bu analizlere ek olarak, McDonald'ın Omega ( $\omega$ ) katsayısı, iki yarı güvenilirlik analizleri yapılmış ve ölçeğin güvenilir yapıda olduğu doğrulanmıştır. Bu bulgulara göre Meslekler Arası Ekip İş Birliği Ölçeği için açıklanan faktör yapısının farklı bir veri setinde de doğrulandığı belirlenmiştir.

### 5. Sonuç ve öneriler

Sonuç olarak bu araştırma kapsamında Türkçe'ye uyarlaması ve psikometrik özelliklerine yönelik incelemesi yapılan Meslekler Arası Ekip İş Birliğinin Değerlendirilmesi Ölçeği (T-AITCS-II), ekip çalışmasına ihtiyaç duyulan sağlık kurumlarında, bireylerin ölçeği oluşturan bileşenler hakkındaki algı düzeylerinin, meslekler arası ekip iş birliği düzeyini belirlemede kullanılabilecek geçerli ve güvenilir bir ölçme aracı olduğu belirlenmiştir. Bununla birlikte sağlık ekipleri üzerinde yapılan bu araştırma bulgularından yararlanarak, diğer iş birliği ekiplerinde de ölçeğin geçerlilik ve güvenilirlik çalışmalarının yapılmasının yararlı olacağı değerlendirilmektedir.

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