



NEAR EAST UNIVERSITY
GRADUATE EDUCATION INSTITUTE
DEPARTMENT OF GENERAL PSYCHOLOGY

**EXAMINATION OF JOB PERFORMANCE,
ORGANISATIONAL CLIMATE AND ORGANISATIONAL
ENGAGEMENT OF INDIVIDUALS WITH HIGH
MOTIVATION AND LOW MOTIVATION IN HEALTH
CARE WORKERS**

PHD THESIS

AYSE HATINOGLU

NICOSIA

2021

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NICOSIA
2021

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ABSTRACT

EXAMINATION OF JOB PERFORMANCE, ORGANISATIONAL CLIMATE AND ORGANISATIONAL ENGAGEMENT OF INDIVIDUALS WITH HIGH MOTIVATION AND LOW MOTIVATION IN HEALTH CARE WORKERS

Motivation can be defined as an individual's eagerness degree in performing and pursuing applications with the objective of accomplishing the goals of his/her organisation in which he/she takes part. Health care workers who cannot be motivated enough stir up to arise of some negative outcomes both throughout their own organisations and the whole health sector. In this context, the objective of this study is to define the demographic aspects influencing the motivation of health care workers and to investigate the relevances between motivation, organisational climate, organisational Engagement and work performance. In the sub-goals of this research; whether there was a correlation between motivation scale and socio- demographic features of health care workers (gender, marital status, age, task sort, monthly income, condition of being a director, work experience, weekly working hours), between motivation scale and organisational climate, between motivation scale and organisational Engagement, and between motivation scale and work performance were investigated. In our study; relevances between health care staff's motivation and organisational climate, organisational Engagement and work performance were investigated; additionally, the relevances of organisational climate, organisational Engagement, work performance and work motivation towards health care workers' demographic volatiles were also specified. Our study is a correlational one and the data was gathered due to the consequences of a survey which was carried out by sampling defining from the doctors, dentists, midwives and nurses working in health care organisations which were located in Kecioren County, in Ankaravia simple random sampling method. Applied scales are; Organisational Engagement Scale, Work Performance Scale and Organisational Climate Scale. Independent aspects influencing the work motivation in health care workers are defined as; weekly working hours, organisational climate and organisational Engagement. As weekly working hours raise, motivation decreases. While programming the working hours of health care staff; doing it by taking their necessities into consideration will raise their motivation. As the organisational climate and Engagement raises, the motivation also raises. Increasing organisational Engagement and organisational climate will also raise the motivation.

Key Words: Motivation, Work Performance, Organisational Climate, Organisational Engagement, Health

CONTENTS

ACCEPTANCE AND APPROVAL.....	III
NOTIFICATION... ..	iv
THANK.....	v
ABSTRACT.....	vi
CONTENTS	vii
TABLE INDEX.....	xI
ABBREVIATIONS... ..	xvii
CHAPTER I	1
INTRODUCTION	1
1.1 Problem Statement.....	3
1.2 Purpose of Research.....	6
1.3 importance of Research	8
1.4 Limitations of the Research.....	9
1.5 Research Definitions... ..	9
CHAPTER II.....	11
THEORETICAL STRUCTURE	11
2.1. Definition and Characteristics of Motivation.....	11
2.2. Innate and External Motivation	12
2.2.1. Innate Motivation	13
2.2.2. External Motivation.....	14
2.2.3. Internal and External Motivators	15
2.3. Motivation Theories.....	16
2.3.1. Content Theories in Motivation	18
2.3.1.1. Maslow's hierarchy of necessities theory	18
2.3.1.2 ERG theory in motivation	19
2.3.1.3. Herzberg's two aspect model.....	20
2.3.1.4. The need for performance theory	21
2.3.2. Process Theories of Motivation	21
2.3.2.1. Equity theory	22

2.3.2.2 Prospect theory	22
2.3.3. Reinforcement Theory of Motivation	24
2.4. Motivation at Work	25
2.5. Measuring Motivation	27
2.6. Aspects influenceing Motivation.....	30
2.6.1. Socio-Economic Aspects.....	31
2.6.1.1. Wage	31
2.6.1.2. Premium Wage	32
2.6.1.3. Participation in profit.	32
2.6.1.4. Economic prizes.....	33
2.6.1.5. Social security and retirement plans.	33
2.6.2. Psycho-Social Aspects.....	33
2.6.2.1. Independence in work.....	34
2.6.2.2. Status and value.....	35
2.6.2.3. Individual – Environmental Consistency	35
2.6.2.4. Social pursuits.....	36
2.6.2.5. recommendation system.....	37
2.6.2.6. Enhancement and success opportunities.....	38
2.6.3. Organisational-Directorial Aspects.....	38
2.6.3.1. Enhancing the work environment.....	38
2.6.3.2. Unity of purpose	39
2.6.3.3. Attend in decisions.....	40
2.6.3.4. Career opportunity.....	41
2.6.3.5. Work enrichment.....	41
2.6.3.6. Communication	42
2.7. Organisational Climate.....	43
2.7.1. Sorts of Organisational Climate	44
2.7.1.1. open climate	44
2.7.1.2. Indoor climate.....	44
2.7.1.3. Independent climate	45
2.7.1.4. Friendly climate	46
2.7.1.5. Babacan climate.....	46
2.7.1.6. Controlled climate	46

2.7.2. Organisational Climate and Work Fulfillment.....	47
2.7.3. The Impact of Organisational Climate on Motivation	49
2.7.4. Organisational Climate in Health institutions	49
2.7.5. The Relevance between Organisational Climate and Organisational Culture.....	51
2.8. Organisational Engagement.....	52
2.8.1. Aspects influenceing Organisational Engagement.....	54
2.8.1.1. Personal aspects.....	55
2.8.1.2. Organisational aspects.	56
2.8.1.3. External aspects.....	57
2.9. Definition and importance of the Concept of Business Performance.....	58
2.9.1. The Relevance Between Organisational Climate and Work Performance	60
2.9.2. Personal Characteristics and Work Performance	61
2.9.3. Organisation Performance.....	63
2.9.4. Relevance between Motivation and Work Performance.....	64
2.10. Definition and Characteristics of Work Fulfillment.....	66
2.10.1. Aspects influenceing Work Fulfillment	68
2.10.2. Relevance between Work Fulfillment and Performance	69
Similar Studies in Domestic and Abroad in the Literature... ..	70
CHAPTER III	74
METHOD	74
3.1 Research Model	74
3.2 Universe and Sample.....	75
3.3 Scales Used in the Study	77
3.3.1 Socio-Demographic Characteristics... ..	77
3.3.2 Organisational Engagement Scale.....	77
3.3.3 Work Motivation Scale.....	78
3.3.4 Work Performance Scale	78
3.3.5 Organisational Climate Scale	78
3.4 Data Collection	79
3.5 Analysis of Data	79
CHAPTER IV	81

FINDINGS	81
CHAPTER V	125
DISCUSSION	125
CHAPTER VI	135
CONCLUSION RECOMMENDATIONS...	135
Consequence	135
Suggestions...	141
REFERENCES	143
ATTACHMENTS	155
Annex-1 informed Consent Form	155
Annex-2 Exhibitor data Form	157
Annex-3 Sociodemographic data Form	158
Annex-4 Business performance scale	159
Annex-5 Scale Permits	160
Annex-6 Work Motivation Scale...	161
Annex-7 Work Performance Scale...	162
Annex-8 Scale Permits	163
RESUME	164
PLAGIARISM REPORT	165
ETHICS COMMITTEE REPORT	166

TABLE INDEX

Table 1. Numerical data on the number of individuals in the universe....	75
Table 2. Pattern of Medical Staff Attending to the Research by Occupation volatile.....	81
Table 3. Pattern of Medical Staff Attending to the Study by Gender volatile.....	82
Table 4. Pattern of Medical Staff Attending to the Study by Age volatile.....	82
Table 5. Pattern of Medical Staff Attending to the Study by Marital Status volatile....	83
Table 6. Pattern of Medical Staff Attending to the Study by the volatile of Number of Children	83
Table 7. Pattern of Medical Staff Attending to the Study by Education volatile....	84
Table 8. Pattern of Medical Staff Attending to the Study by Income Status volatile....	85
Table 9. Pattern of Medical Staff Attending to the Research Due to the volatile of the Institution they Worked	86
Table 10. Pattern of the Medical Staff Attending to the Study Due to the volatile of the Department they Worked	87
Table 11. Descriptive Statistics of the volatiles of Working hours, Weekly Working hours, Daily Working hours, and Number of Patients per Day of the Medical Staff Attending to the Research.	88
Table 12. Pattern of Medical Staff Attending to the Study by Working Sort volatile...	89
Table 13. Percentage pattern of Physical and Psychological Disorders Owned by Medical Staff Attending to the Study.....	89
Table 14. Pattern of Medical Staff Attending to the Research on Relevances with Employees and Occupational Success volatile.....	90

Table 15. Pattern of Work Motivation by Groups.....	91
Table 16. The relevance between Innate Motivation scale scores of the group with low Innate Motivation and Organisational Climate, Organisational Engagement, Work performances scale scores.....	91
Table 17. Relevance between External Motivation scale scores of the group with low External Motivation and Organisational Climate, Organisational Engagement, Work performances scale scores.....	92
Table 18. The relevance between Innate Motivation scale scores of the group with high level Innate Motivation and Organisational Climate, Organisational Engagement, Work performances scale scores.....	93
Table 19. The relevance between External Motivation scale scores of the group with high External Motivation and Organisational Climate, Organisational Engagement, Work performance scale scores.....	94
Table 20. Pattern of sub-dimensions of organisational climate anticipated by health workers due to gender.....	95
Table 21. Pattern of the sub-dimensions of organisational Engagement anticipated by health workers due to the gender volatile	95
Table 22. Pattern of the sub-dimensions of Work Motivation anticipated by health workers due to the gender volatile	96
Table 23. Pattern of the sub-dimensions of work performance anticipated by health workers due to the gender volatile	97
Table 24. Pattern of sub-dimensions of organisational climate anticipated by health workers due to marital status volatile	97
Table 25. Pattern of the sub-dimensions of organisational Engagement anticipated by health workers due to the marital status volatile.....	98
Table 26. Pattern of the sub-dimensions of work motivation anticipated by health workers due to the marital status volatile	98
Table 27. Pattern of sub-dimensions of anticipated work performance by health workers due to marital status volatile	99
Table 28. The relevance between the sub-dimensions of the organisational climate anticipated by the health workers and the age volatile.....	100
Table 29. The relevance between the sub-dimensions of organisational Engagement anticipated by health workers and the age volatile.....	101

Table 30. The relevance between the sub-dimensions of Work Motivation anticipated by health workers and the age volatile.....	101
Table 31. The relevance between the sub-dimensions of work performance anticipated by health workers and the age volatile.....	102
Table 32. Pattern of organisational climate sub-dimensions anticipated by healthcare professionals due to the volatile of work sort.	103
Table 33. Pattern of the sub-dimensions of organisational Engagement anticipated by health workers due to the sort of task volatile	104
Table 34. Pattern of the sub-dimensions of Work Motivation anticipated by health workers due to the sort of task volatile	106
Table 35. Pattern of the sub-dimensions of anticipated work performance by health workers due to the sort of work volatile	107
Table 36. Pattern of sub-dimensions of organisational climate anticipated by health workers due to Income degree volatile	109
Table 37. Pattern of the sub-dimensions of organisational Engagement anticipated by health workers due to the Income degree volatile	109
Table 38 .Pattern of the sub-dimensions of Work Motivation anticipated by health workers due to the Income degree volatile	110
Table 39. Pattern of the sub-dimensions of work performance anticipated by health workers due to the Income degree volatile	111
Table 40. Pattern of organisational climate sub-dimensions anticipated by health workers due to their status of being administrators.	112
Table 41. Pattern of the sub-dimensions of organisational Engagement anticipated by health workers due to their status as administrators.	113
Table 42. Pattern of the sub-dimensions of work motivation anticipated by health workers due to their status as administrators.	114
Table 43. Pattern of the sub-dimensions of anticipated work performance by health workers due to their status as administrators.	115
Table 44. Relevance between working hours of health workers and Organisational Climate, Organisational Engagement, Work performances, Work motivations scale scores.	116
Table 45. The relevance between the weekly working hours, the daily working hours, the number of patients cared daily, and the organisational climate,	

organisational Engagement, work performances, work motivations scale scores of health workers.....	117
Table 46. Relevance between health workers' weekly working hours, daily working hours, number of patients cared daily, and Organisational Engagement Scale score.	118
Table 47. The relevance between the weekly working hours, the daily working hours, the number of patients cared daily, and the organisational climate, organisational Engagement, work performances, work motivations scale scores of health workers. ..	118
Table 48. Relevance between health workers' weekly working hours, daily working hours, number of patients cared daily, and Work performance scale scores.	119
Table 49. Cronbach's alpha reliability coefficients of the scales.	120
Table 50. Consequences of Multivariate Linear Regression Analysis of Healthcare Professionals' External Motivation Sub-Dimension of Work Motivation Scale scores.	120
Table 51. Consequences of Multivariate Linear Regression Analysis of the Innate Motivation Sub-Dimension of Work Motivation Scores of healthcare workers.	122

ABBREVIATIONS

SPSS: (Statistic Packets For Social Sciencess) Statistical Program Package for Social Research

ERG Theory: Existence, resistance and growth. WHO :

World Health Organisation

CHAPTER 1

INTRODUCTION

Motivation is a process that influences and directs the behaviours necessary to meet a need and is considered the compelling power behind all actions taken. It is the feeling of responsibility that specifies why people decide upon to do something, how willing they are to maintain their activity, and how hard they will push it. Internal and external aspects, which are mostly efficient in motivation, provide reasons for people to behave in a certain way (Ghengesh, 2013; Jooste & Hamani, 2017).

Organisational employees are motivated to accomplish their personal and organisational goals. The more the employee is motivated, the more eminent the contingency of their organisational engagement and identification with the organisation (Burton, 2012:6). Numerous multidisciplinary theories have been introduced to demonstrate motivation. For example, some theories argue that people are motivated by a motive for concrete prizes, increasing their power and prestige in the world, interesting works, enriched environments, recognition, or respect as an individual. While each of these theories has some truth, no single theory has enough content to demonstrate the motivation of all people. The truth is that generally humans and particularly the working individuals are complex creatures with complex necessities and motives.(Williams and Williams, 2011:1- 23)

There are two sorts of motivation, negative and positive, as a consequence of coercion or encouragement. Negative motivation is based on the basis of the principle of inspiring people to work by building anxiety as a consequence of the feeling of insecurity. It is targeted to raise the motivation of the employee with the fear of losing a part of the earnings as a consequence of failure to fulfill the task

completely or the threat of resentment. In positive motivation, while fulfilling the expectations of the employer, opportunities are also presented for the employees to have the opportunity to reach their goals. The opportunity to earn more financial income or gain a better working position also motivates employees (Sulej, 2014:1124-1131).

Although different, and in some cases contradictory, views on motivation have been considered, its role and importance in administration and psychology in general, especially in the administration of human resources and organisational behaviour, can be said to be indisputable. Today the food industry has become one of the most vital industries. Health services are the best for the enhancement degrees of the countries. It is one of the reflective pointers. People's standards requests raise the demand for standard in the service they receive.

Human resources are vital for an efficient and effective health system. From an economic point of view, the salaries of health workers have a large share in the budget allocated for health expenditures in many countries. Therefore, appeasing and motivating healthcare professionals is vital for the smooth operating of the entire healthcare system (Franco, Bennet, & Kanfer, 2002). Health workers who are not motivated enough stir up negative consequences on the organisations they are in and the whole health system (inke and imhoff, 2006).

Considering the area of influence of the health sector, it is understood that hospitals are also large enterprises and should be managed occupationally (Gün and Söyük, 2017:40-48). In hospitals, where human health is the main target, the activities carried out in hospitals are complex and varied, require specialization and teamwork, and keep mutual relations at high degrees. For this reason, the physical facilities, social circumstances and human resources that are efficient in the success degrees of the hospitals should be advanced and the workpower should be used accurately. Institutions containing health services are constantly renewed, open to changes, self-enhancement, protecting the cultural values of the society and occupationally managed, it is necessary to have a working environment with an organisational identity. Thus, it will be possible to use the human resources more accurately. The way to accomplish a positive organisational climate in hospitals is to create a flexible organisational structure, to establish a positive,

open and continuous communication between working individuals, and to ensure that all employees have a say in the decisions to be taken in the processes of the operation of the institution (Dikmetaş, 2017:7).

Independent aspects influencing work motivation in healthcare workers; weekly working hours, organisational climate, organisational Engagement. Medical Staff working hours; it is recommended to organize by taking into account the necessities of the personnel working. The presence of an efficient evaluation system will positively influence the motivation of the personnel; it should be taken into account that the motivation of individuals whose contributions to organisational production or performance cannot be evaluated will decrease (Tunçer, 2013). It has been specified that the motivation of medical staff with high organisational Engagement is also high.

The most vital way to make human resources efficient is to specify the personal characteristics, wishes, necessities and tendencies of the working personnel. Improving performance is possible with communication: Governance; it is a system in which administration and staff work together to accomplish consequences and success and agree on how they can improve the business. (Mercanlıoğlu, 2012).

Therefore, employees; inspiring their personal enhancement, inspiring them to do better; fulfilling its purposes and duties; When they become a principal member of an organisation that has work ethics, principles and standards, they will create a system with quite motivated employees. When the organisational climate, in which bilateral interaction appears, becomes a convenient environment for the individuals in the organisation, it will create positive impressions on organisational Engagement, work performance, efficiency and fertility.

1.1 Problem Status

Motivation is revealed as one of the most vital aspects in human resource administration and organisational behaviour administration. Although different and in some cases contradictory views are considered about motivation, its role and importance in administration and psychology in general cannot be denied,

especially in the administration of human resources and organisational behaviour (Hosseini, Chileshe, & Zillante, 2014:1-17). Motivation can be defined as the degree of eagerness of the individual to make and pursue practices to accomplish the goals of the organisation (Vujicic and Zurn, 2006:101-115). Human resources are vital for an efficient and efficient health system. From an economic point of view, Salaries of health workers account for a large share of the budget allocated for health expenditures in many countries. Therefore, appeasing and motivating health workers is vital for the smooth operating of the entire health system (Franco, Bennett and Kanfer, 2002:1255-1266). Health workers who are not motivated enough stir up negative consequences on the organisations they are in and the whole health system (Mathauer and imhoff, 2006:1-17).

Since many countries are experiencing a shortage of qualified health workers today, the loss of any health worker, especially doctors and nurses, poses serious adverse impressions for the health of the people in this country (Eastwood et al. 2005:1893-1900). There are many aspects that influence health workers' motivation to maintain and maintain their work. If a health worker thinks that he is efficient in his work and fulfills his duties in the organisation well, he is fulfilled with his work and is motivated by his work. Strong career enhancement, adequate remuneration, and adequate working and living circumstances are all contributing aspects to motivation and work fulfillment.

The positive psychological condition of the employees that allows them to do their work willingly as a consequence of the positive experiences they have about the work they do is considered as work fulfillment. In order to create motivation for the work of the employee, the physiological and psychological necessities of the person must be met. Studies on motivation and work fulfillment have shown that there is a positive relevance between these two concepts. Knowing the elements that provide work fulfillment by the directors gives the directors the opportunity to enhance correct and efficient techniques to ensure the motivation of the employees (Moslem and Çelik, 2016: 135-142).

It is of great importance to have efficient, productive, knowledgeable and motivational leaders in health institutions in order to eliminate the problems caused

by health workers and to ensure a continuous improvement in these institutions. As in other organisations, one of the vital aspects influencing the motivation and performance of employees in health institutions is the characteristics and behaviours of leaders and directors. For this reason, it is clear that there is a straight forwardly proportional relevance between the motivation and performance of the employees in health institutions and the leadership characteristics of the directors (Koçak and Özü Doğru, 2012: 76-88).

A motivated workpower is essential for a well-operating system. Motivation plays a vital role in the performance of the employee and the institution. A director who wants to raise the overall performance of the organisation should take into account the demeanors and behaviours, motives and wishes, ideas and feelings of the employees and the internal and external aspects influencing them in order to improve the sense of organisational engagement of the employees (Karadağ, ışık, Akbolat, & Çelen, 2015:311). –320).

The main purpose of motivation practices in organisations is to harmonize the goals of the employees with the goals of the organisation and to show the behaviour of the employees in compliance with the goals of the organisation. Other aspects that are thought to be inspiring are used in order to provide the necessary motivation within the organisation. However, the impressions of these aspects are not the same for every organisation (Örücü and Kanbur, 2008:85-97).

Although the concept of motivation is very vital for organisations, it can be suggested that it has a special importance for the patients and their relatives who benefit from this service when health institutions and hospitals are considered. It is understood that the service presented to the patients and their relatives requires well-motivated employees who are friendly, do their work lovingly, show occupational care and meticulousness. In compliance with these qualities, employees' doing their work and serving also provides a positive positive feedback for themselves. This situation stirs up the patients and their relatives to be more understanding towards the employees; it also allows employees to accomplish their tasks better with the peace of mind of contributing to the saving of human life or being useful to people.

Health institutions are a complex structure not only because of the service they provide, but also because the personnel who make up them have different characteristics. Contrast to organisations of similar size, healthcare organisations employ staff with different skills, abilities, and disparate backgrounds. These personnel come to health organisations with different expectations, necessities and goals. If employees are ensured to work in line with the objectives of the organisation, this will positively influence the efficiency and efficiency of the organisation. Here, the director of the health institution is confronted with the problem of how to manage the behaviour of personnel with different characteristics to the goals of the hospital. It is possible for the director to solve this problem by responding to the necessities and expectations of the personnel at all degrees and motivating them (Kuzulugil, 2007).

The theoretical and practical examination of the aspects influencing personnel motivation, which has a vital place in order to provide standard and efficient service in health institutions, together with other volatiles and in relation to the demographic characteristics of the employees, will constitute the main problem situation of this study.

1.2 Purpose of the Research

This study, which is based on the main research that the motivation degrees of health workers, their anticipated work performance, organisational climate and organisational engagement are efficient, was premeditated in compliance with the research model advanced in the light of the theoretical structure and shown in Figure 1, and the main hypotheses of the research were specified accordingly. Particularly in the section where the theoretical structure of the hospital study is presented, it is suggested in the sections titled "Work performance", "anticipated organisational climate" and "organisational engagement".

These issues formed the theoretical basis of the research model.

The answers to the research questions will be revealed as a consequence of the statistical analysis of the empirical data to be presented by the health professionals who have the title of doctors, nurses, midwives and dentists working in hospitals

serving in the field of health sector. Departing from the purpose of the research set out above, the following objectives have been advanced to be tested in the application section.

Is there an important negative relevance between the work motivation of hospital employees with low work motivation and their anticipated organisational climate, organisational engagement and work performance?

Is there an important positive relevance between the work motivation of hospital employees with high work motivation and their anticipated organisational climate, organisational engagement and work performance?

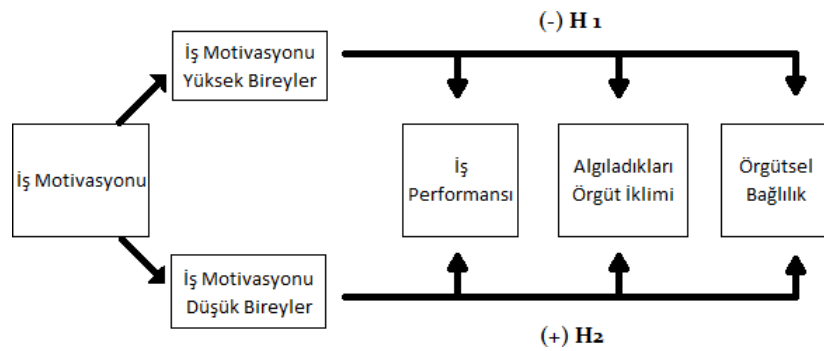


Figure 1: Conceptual structure for the relevance between Work Motivation and work performance, anticipated organisational climate and organisational engagement .

Are the anticipated organisational climate, organisational engagement , work performances and work motivations of healthcare professionals related to gender?

Are the organisational climate, organisational engagement , work performances and work motivations anticipated by healthcare professionals related to marital status?

Is there a positive relevance between age and organisational climate, organisational engagement , work performance and work motivation anticipated by healthcare professionals?

Are the organisational climate, organisational engagement , work performances and work motivations anticipated by healthcare professionals related to the sort of task (doctor, dentist, midwife, nurse)?

Are the anticipated organisational climate, organisational engagement , work performances and work motivations of healthcare professionals related to their monthly income degrees?

Are the organisational climate, organisational engagement , work performances and work motivations anticipated by healthcare professionals related to their status as a director?

Are the anticipated organisational climate, organisational engagement , work performances and work motivations of healthcare professionals related to their occupational experience?

Are the organisational climate, organisational engagement , work performance and work motivations anticipated by healthcare professionals related to working hours in the institution?

Are the organisational climate, organisational engagement and work performances anticipated by healthcare professionals positively related to their work motivations?

What are our independent socio-demographic aspects that influence the work motivations of healthcare professionals? Organisational climate, organisational engagement , work performance of healthcare professionals; is it one of the independent aspects influencing work motivation?

1.3 Importance of Research

The health sector provides 24-hour uninterrupted service and is constantly related to human health. Even the smallest mistake in this sector will stir up irreparable damage. For this reason, the motivation degree of the employees should always be kept high. Directors have vital duties such as constantly improving internal and external environmental circumstances. Recruiting healthcare professionals, whose training and enhancement require challenging processes in their fields, should not be the main purpose of the institution, and necessary circumstances should be

presented to keep these employees in organisations. The objective of this study is to specify the demographic aspects that influence the motivation of health workers and to investigate the relevance of motivation with organisational climate, organisational engagement and work performance.

The sub-objectives of the research are as follows;

The main purpose of motivation studies in organisations is to harmonize the goals of the employees with the goals of the business they work with and to show the behaviours in compliance with the goals of the organisation and as a consequence of this consistency both the organisation and the employees benefit. As in other businesses, the success of the organisation in businesses in the health sector is possible by researching the aspects of the individuals working and procuring working circumstances convenient for these aspects. The standard of the services presented and the success of the hospitals are related to the high organisational engagement, motivation and performance of the healthcare personnel. It is revealed. Thanks to the enhancement of the aspects, it is possible to raise the standard and quantity of the services presented by increasing the motive of the employees to work and displaying more eminent performance. At this point, working in the health sector; Since it is a study involving physicians, dentists, midwives and nurses, it is vital that it will make a contribution to the literature in that field.

1.4 Limitations of the Research

Generalizations regarding the findings to be obtained at the end of this research will be valid within the limitations suggested below,

- 1- With the opinions of health workers working in health institutions in Ankara Province, Keçiören District,
- 2- The consequences of the research, with data collection tools,
- 3- Generalizations will be limited to the group covered by the research.

1.5 Research Definitions

Motivation: It is the degree of the individual's eagerness to make and pursue practices targeted at achieving the goal of the organisation (Vujicic & Zurn, 2006).

Health: The condition of complete physical, mental and social well-being (WHO).

Work Performance: Work performance comprises of noticeable behaviours that people do in their works, related to the goals of the organisation (Cook, 2008).

Organisational Climate: It is a cognitive structure comprising of demeanors, values, behavioural norms and expectations shared by organisational members (Balkar, 2015).

Organisational Engagement : It is defined as the individual's acceptance of the values, goals and objectives of the organisation he is a member of and working in this direction and wanting to maintain his membership in this organisation (Taner & Elgün, 2015).

CHAPTER 2

THEORETICAL STRUCTURE

2.1. Definition and Characteristics of Motivation

Motivation is a process that influences and directs the behaviours necessary to meet a need and is considered the compelling power behind all actions taken. It is the feeling of responsibility that specifies why people decide upon to do something, how willing they are to maintain their activities, and how hard they will push it. Internal and external aspects, which are mostly efficient in motivation, also provide reasons for people to behave in a certain way (Ghenghesh, 2013; Jooste & Hamani, 2017).

As with many concepts, there are many definitions to demonstrate the meaning of the word motivation. However, among these definitions, it is also vital to focalize those items related to work and working environment. A complete understanding of motivation helps and guides directors while deciding what actions needed to be taken in order to encourage their employees. The definition of motivation begins with the root of the word "motive". The word motive is defined as something that stir up a person to act. Thus, motivation can be defined as the act of procuring the impulse that stirs up someone to act.

In relation to working life, motivation; it is defined as the tendency of an individual to act decisively to accomplish certain goals and the internal power that prompts them to accomplish personal organisational goals. A person is motivated to accomplish his personal goals and organisational goals. The more the employee

is motivated, the more eminent the contingency of their organisational engagement and identification with the organisation (Burton, 2012:6). Numerous multidisciplinary theories have been introduced to demonstrate motivation. For example, some theories argue that people are motivated by a motive for material prizes, increasing their power and prestige in the world, interesting works, enriched environments, recognition, or respect as an individual. Although each of these theories has a truth, there is only one theory, it does not have enough content to demonstrate the motivation of all people. The truth is that ordinary people and specifically working individuals are complex creatures with complex necessities and motives. (Williams and Williams, 2011:1-23)

When motivation is evaluated from a psychological point of view, it is considered as cementing the behaviour. Alternatively, it is revealed as an individual's tendency to try hard effort in the working place. To understand human behaviour, it is accepted that external and internal aspects are vital in motivation and performance administration studies. While external motivation is considered with the wish to accomplish certain consequences; innate motivation is caused by positive inner emotions. Albert Einstein defines innate motivation as "the pleasure of seeing and searching" (Öksüzoğlu, 2013:20-26)

It is accepted that the aspect that creates the source of human behaviour is necessities. There is a tendency in human beings to act in activities to meet these necessities. The individual tries to meet his own necessities before others. For this reason, the underlying stir up of behaviour and activities are unmet or unfulfilled necessities. The evoked and activated necessities, which are considered as "motive" in psychology, specify the shape, direction and severity of the individual's behaviours (Özdaşlı, 2012: 73-81). Encouragement, which is the compelling power in the realization of activities such as taking action, learning, and doing other activities for the individual's own goals and the goals of the organisation, it also has a great impression on the efficient evaluation of the human aspect, which is the essential element of working life (Bulut, 2015:591-614). Although there are other theories suggesting different applications of motivational models, it is indisputable that employee responses may differ across cultures and occupations. In addition to culture and occupation, other aspects such as prizes or stimulation also influence an employee's motivation (Öksüzoğlu, 2013:20-26).

2.2. Innate and External Motivation

Motivation is divided into two as innate and external motivation in the general classification. External motivation is affiliated with prizing and punishing depending on the outcome of a behaviour (Sulej, 2014:1124-1131). Motivation, as a process, begins with a need that creates a void in human beings. While attempting to fill that void, an internal compelling power is generated that initiates and energizes a chain of actions and reactions. Thus, the gap felt is filled. Based on the basis of this essential knowledge; motivation is defined as an internal or external compelling power that produces the motive to reach a definite consequence. This initial element of motivation is innate motivation, where the compelling power comes from the individual himself. The second element is the external motivation that appears as a consequence of the practices of the institution or organisation (Maduka and Okafor, 2014:137-147).

2.2.1. Innate Motivation

Innate motivation is defined as performing activities to provide personal fulfillment rather than financial gain. When an individual is innately motivated, he acts in activities to accomplish goals such as the motive to amusement or overcome difficulties rather than external stimulation, pressures, or prizes. The phenomenon of innate motivation was initially found out in experimental research on animal behaviour. It has been found out that many organisms act in playful and curious behaviours even in the lack of support or prize. Although these behaviours, which take place in the natural process, have benefits for the organism, it has been seen that these behaviours are done in order to gain positive gains with exercises and to expand the capacities (Ryan and Deci, 2000). 54-67) Innate motivation is also a vital and common sort of motivation for individuals. Innate motivation, which is related to doing the work and its content, arises from motivation tools such as self- administration, taking responsibility and using individual skills (Bahtiyar & Ersoy, 2017:441-455).

Innate motivation is not the only form of motivation in Humans, nor is it an optional activity. However, it is a common and vital sort of motivation. Humans are energetic, inquisitive and playful creatures from birth, in their healthiest age. They are always ready to learn and explore and do not need external stimulation to do so. This natural motivation tendency, by acting in line with the natural interests of the person; it is a vital element for procuring cognitive, social and physical

enhancement. The tendency to attract attention to innovation, to energetically adopt it and to use the skills in a productive way is a vital feature of human nature that influences the performance, continuity and well-being of the individual in all stages of human life, not only in childhood.

Although innate motivation exists in individuals, in other words, there is innate motivation in the relevance between individuals and activities, people can primarily be motivated for some activities, not for every activity. It is not natural for everyone to be motivated for a particular task. There is a vital relevance between performance and innate motivation. The success degree of individuals whose motivation and therefore the reason for success stems from themselves is more eminent. The fact that the source of success or failure is revealed in the person himself raises motivation. Innate motivation usually arises when there is a strong correlation between a task and an individual. Although innate motivation is a vital sort of motivation in most of the activities people do, they certainly do not have an inner motive. This situation becomes more valid especially after early childhood due to reasons such as the need to take responsibility for tasks that are not seen as interesting by individuals, being motivated by social demands and roles, and the increasing restriction of freedom. For example, in schools, it is revealed that innate motivation towards school activities weakens depending on the progress of each grade degree (Akbaba, 2005; Ryan & Deci, 2000). This situation becomes more valid. For example, in schools, it is revealed that innate motivation towards school activities weakens depending on the progress of each grade degree (Akbaba, 2005; Ryan & Deci, 2000). This situation becomes more valid. For example, in schools, it is revealed that innate motivation towards school activities weakens depending on the progress of each grade degree (Akbaba, 2005; Ryan & Deci, 2000).

2.2.2. External Motivation

External motivation is a construct that can be used to accomplish the motivated consequence each time an activity is performed. Thus, external motivation conflicts with innate motivation, which simply means doing an activity for the activity itself, rather than its contributory value. For example, a student doing his homework only because of fearing parental allowances will act with external motivation, since he or she acts in activities to get rid of these allowances.

Similarly, a student who works is externalally motivated because he believes it is necessary for him to accomplish the career he wants to have in the future. Because he does the activities he does not because he finds it interesting or because he enamusements it, but because of the necessity of a goal he wants to accomplish. Although both examples contain contributoryities, in the second example, there is a sense of personal approval and choice. The initial example is based on the basis of compliance with an external audit (Ryan, 2000:54-67).

external motivation; it arises from the aspects in the individual's environment, such as the employee being paid for his work and being prized with appreciation and promotion by the directors. In external motivation, the performance and effort to reach the prespecified goals by the organisation

The promised prizes are the source of motivation. Organisations use external motivation tools with different characteristics to create motivation in the individuals they have (Timuroğlu & Balkaya, 2016:891-13).

2.2.3. Internal and External Motivators

Prizes are accepted as promised advantages after successful completion of the task given to the employee. There are two main sorts of prizes; innate and external. External prizes comprise of material and social prizes such as paying in cash, medical insurance or other usuance opportunities, involving an occupational pension. On the other hand, work fulfillment, personal enhancement, social status and being able to hold on to certain work roles are psychological prizes that are self-sufficient and internal prizes (Öksüzoğlu, 2013:20-26).

The prizes for internal motivation are located in the inner world of the individual and are less tangible in many respects. Since they are quite subjective, they show how an individual feels towards the work and its values. The sorts of prizes in innate motivation are considered under the following headings.

- Healthy relevances: Employees have the ability to connect with others in the working place,
- Meaningful work: Employees feel they form a difference in people's lives. This notion is particularly motivating for people to deal with the healthcare industry and continue to be employed.
- Competence: Employees are recommended to acquire or enhance skills which will allow them to perform preferably above or above standards.

- Choice: Employees are promoted to make a contribution to the organisation in a variety of ways, involving implying their views and opinions, attending to decision making, finding alternative ways to expedite participatory approaches to problem solving, goal setting, and so on.
- Progress: Directors find ways for employees to feel responsible, expedite their progress towards accomplishing their tasks, and congratulate employees when motivated or expected progress is accomplished (Shanks, 2007:30-31).

There are some stimulation that directors can give in order to raise the fertility of their employees. These can be listed as follows.

- Additional paying in cashes in different forms,
- Advantages offered in different forms such as medical insurance, vacation, sick leave, retirement accounts,
- flexible working hours,
- New occupational responsibilities and duties
- promotions,
- Title changes,
- To be praised and feedback,
- a good boss
- a strong leader
- inspiring colleagues,
- A fascinating organisational culture.

As can be seen from this list, prizes for external motivation are purely tangible prizes. Innate and external prizes, when combined, promote high degrees of personal fulfillment, keeping most employees motivated.

Instead of the thought that economic tools are the most efficient aspects in the motivation of employees, which was widely accepted in the past, today it is accepted that motivation resources that will create psychological and social impressions together with economic tools are indispensable elements. Considering the expectations, opinions and thoughts of the employees by the directors and other colleagues is a vital source of motivation (Özen, 2016; Shanks, 2007).

2.3. Motivation Theories

Because theory and practice are often interrelated, the foundations of theories of human behaviour should be carefully observed. Although theories cannot predict behaviour precisely because there are too many volatiles to take into account, they can provide directors with good and useful clues about how people will behave in other situations (Brevis and Vrba, 2013:471). The ability of directors to motivate is also vital in ensuring that employees exhibit behaviours that meet the necessities of the institution. Since working individuals have different personality traits, the techniques and motivation tools to be used in motivating each individual will be different. The main aspect in the emergence of different motivation theories is the diversity of ways to meet the motivation necessities of working individuals (Ulukuş, 2016: 247-262). As shown in Table 2.1, motivation theories are classified in terms of content, process and empowerment theories.

Table 2.1.

Classification of motivation theories

	Content Theories	Process Theories	Reinforcement Theories
Target	<ul style="list-style-type: none"> • Determining the necessities of individuals to be met • Determining the aspects influencing the behaviour of individuals 	<ul style="list-style-type: none"> • Goal setting process • Evaluation of fulfillment after reaching the goals 	<ul style="list-style-type: none"> • Behaviour enhancement based on the basis of consequences
Theories / Models	<ul style="list-style-type: none"> • Maslow's Hierarchy of Necessities Theory • ERG Theory in Motivation • Herzberg's Two-Aspect Model • Need to Accomplish Theory 	<ul style="list-style-type: none"> • Prospect Theory • Equity Theory 	<ul style="list-style-type: none"> • Reinforcement Theory of Motivation

(Brevis and Vrba, 2013:471).

2.3.1. Content Theories In Motivation

The core of this theory is based on the basis of the belief that motivational content comprises of necessities. Unmet and unfulfilled necessities create a condition of tension and imbalance. In order to restore the balance, a goal is set to meet the need and behaviours are advanced to accomplish the goal. Thus, all behaviour is motivated by unfulfilled necessities. At any given time, not all of a person's necessities may be equally vital. Some may take a stronger path to a goal than others, depending on the person's background and present situation. Since there is no simple relevance between necessities and goals, the process can become more complex as necessities raise. The same need can be fulfilled by a number of different goals, and the stronger the need and the longer it takes to be met, the wider the possible goals. At the same time, a goal reached can meet more than one need (Armstrong, 2006:255).

Theories that fall into this group are; it is affiliated with the work of researchers such as Maslow, Herzberg, and McClelland. These theories are; What kind of necessities do people would like to meet? What are the aspects influencing individual behaviour? It tries to answer some of the questions in the form. Due to this point of view, people have necessities they want to appease. Depending on the eagerness to meet these necessities, orientations appear in the behaviours of individuals (Brevis and Vrba, 2013:471-472).

2.3.1.1. Maslow's Hierarchy of Necessities Theory. Since it is not possible to demonstrate the behaviour of a complex being with only one or a few reasons, many theories have been advanced for human motivation. One of the most well-known of these theories today is Maslow's theory of necessities, which is based on the basis of necessities ordered due to their priorities in human life. The lack of some motivated or necessary things is defined as a need. These deficiencies can be anticipated or real. Due to Maslow, the essential element of motivation is the motive to meet these necessities. Maslow these necessities in order of importance

and realization; physiological, safety, belonging, esteem, and self-enhancement. Due to Maslow, when an individual takes part in an organisation, he brings with him some necessities that will be efficient in the success of the organisation.

Believing that every person has necessities that must be met, Maslow considered these necessities on the triangle in figure 2.1. Due to Maslow, who believes that people are motivated to meet their own necessities; everyone starts from the bottom of the pyramid and works to reach the goals of the next degree, which is located in the upper layer. It is not possible to proceed to the next degree of the pyramid until the necessities of the present degree are met. When the next stage is passed, the necessities listed here must be met. Otherwise, it is possible to fall to the lower degrees in the pyramid (Burton, 2012:6-8).



Figure 2.1. Maslow's hierarchy of necessities pyramid (Burton, 2012:6-8)

2.3.1.2 ERG theory in Motivation. The theory of existence, resistance and growth is commonly known as ERG. ERG theory is a motivational construct for understanding the aspects that make a contribution to an individual's behaviour. It is one of the four content theories of motivation that deals with the internal aspects that stir up a person to perform certain actions. ERG theory, a consequence of Maslow's Hierarchy of Necessities, can be used to demonstrate and/or predict working place problems, relevance approaches, and personal enhancement options. ERG theory, along with three other content approaches to monitoring motivation, it has presented the theoretical basis for empirical studies of motivational aspects in the working place and is often applied as a tool in the study

of human motivation to raise morale and fertility in the working place. It helps researchers to understand what constitutes work fulfillment and to identify stimulation (Caulton, 2012:2-8).

2.3.1.3. Herzberg's dual aspect model. The presumptions put forward in this theory are based on the basis of the necessity of evaluating separately the motivation aspects that create fulfillment in the employee and influence the organisation in a binding way, and the situation protective (hygiene) aspects that stir up work dissatisfaction in the individual in the organisation and stir up quitting (Hygiene). Olgun, 2017:31).

As a consequence of a research carried out by Frederick Herzberg; it has been understood that some circumstances that are not presented in the working environment create dissatisfaction in employees. These external aspects, which do not create motivation if they are presented, are considered as hygiene and health aspects. Procuring hygiene circumstances that do not have a direct motivating feature is one of the elements necessary for the motivation of individuals. Due to this theory; in order for the aspects targeted at motivating the individual to fulfill their duties, the necessities for the protection of health must be presented at a essential degree (Ulukuş, 2016:247-262).

Frederick Herzberg; collected the aspects that will create motivation in individuals in two groups.

These;

1. Motivating aspects:
 - using initiative,
 - Win,
 - Recognition,
 - Responsibility,
 - Advancement and promotion
2. Aspects for hygiene:
 - Fee,
 - personnel relations,

- Working circumstances,
- organisational policy,
- Control and technical infrastructure.

In Herzberg's two-aspect theory, which focuses on work fulfillment rather than motivation, it is a matter of criticism that the contribution of wages paid for work to motivation is not sufficiently emphasized. The order of importance of hygiene and other motivating aspects varies depending on countries and cultural structures. Therefore; As in Maslow's Hierarchy of Necessities Theory, in this theory, together with the priorities of the motivation theory, the culture and social values of the individuals who want to be motivated should be investigated in detail and the situations and priorities that can have a positive or negative impression on motivation should be specified. If such a study is not carried out, different country,

2.3.1.4. The Theory of Need for Performance. The prompt for the need for performance in the individual creates a motive to do the work he is doing better, more accurately and more accurately than what he has done before. Due to McClelland; Although potentially many people have a need for success, the circumstances that will allow this need to arise do not always appear. McClelland circumstances that the main difference in people with a high degree of success is that these people have a motive to do what they do better than other people. individuals who feel the need to succeed pcorrespond to struggle and take responsibility. They work towards their goals and do not leave their work to chance or uncontrolled processes. They also stay away from undertaking tasks that they see as too easy or too difficult. individuals with a high tendency to succeed pcorrespond to do work that has a great deal of personal responsibility, receives feedback and carries a medium degree of risk. It is thought that these individuals will be more successful if they establish their own businesses or work in units with their own administration in a large organisation due to their entrepreneurial characteristics (Olğun, 2017:35-36).

2.3.2. Process Theories of Motivation

Unlike content theories trying to identify people's necessities; in process theories the focus is on how motivation primarily appears. The stress in this theory

classification is the process of individual goal setting and the evaluation of fulfillment after the performance of goals. The most known process theories are equity theory and expectation theory (Brevis and Vrba, 2013:479).

2.3.2.1. Equity theory. In J. Stacy Adams' theory of equity, which is based on the basis of building motivation by ensuring that individuals with equal performance are prized fairly, it is emphasized that directors in the working place should treat employees equally. Directors who want to create motivation in employees by making use of this theory should initially make equal prizes among individuals who share the work-load equally and show equal performance. If equal prizes are not made, this situation will be specified by the evaluations made by individuals inside or outside the organisation and different reactions will be received depending on the characteristics of the individuals (Alsat, 2016: 19).

Equity theory is demonstrated as the expectation of people to receive goods, services and social assistance in proportion to the values they make a contribution and offer. The theory introduces to treat people fairly in their dealings and to enhance norms regarding fair and unfair treatment.

Also, people have a strong motive to see themselves as fair and to be seen as fair by others. Equity theory is based on the basis of three essential presumptions. These:

1. People enhance believes about what constitutes a fair and equitable return for their contribution.
2. People incline to contrast what they give and what they buy when shopping with others.
3. When people anticipate inequity, they are motivated to do something about it (Barbuto, 2006:563-575).

2322 Prospect theory. Prospect theory is based on the basis of four presumptions. The first presumption is that people join organisations with expectations about their necessities, motivations, and previous experiences. These affect how individuals respond to the organisation. Second presumption; A person's behaviour is the consequence of a deliberate choice. In other words, people are free to prefer these suggested behaviours in line with their own expectations. Third presumption; people have different expectations from the

organisation, such as a good wage, promotion, work security. The fourth presumption is that people will prefer among alternatives in order to optimise the consequences for them (Lunenburg, 2011:1-6).

Expectancy Theory is a theory suggesting that the strength of the tendency to act in a certain way depends on the strength of the expectation that a particular outcome will be charming to the individual. Here's how prospect theory works: Employees have personal goals which they want to accomplish, and therefore they work in organisations which are set up for a variety of purposes. These personal goals can only be accomplished with the prizes given by the organisation or the consequences of the work. Thus, the relevance between organisational gains or work consequences and personal goals is vital. With organisational prizes, it is vital to what extent an employee's personal goals are fulfilled and how charming these prizes are to the employee. This relevance is also considered as the value that the employee places on the consequences obtained from the work done.

Organisational prizes or work consequences depend on the particular performance of the employee. The degree of belief that the employee's performance is efficient in achieving organisational gain / business consequences is also vital. The perception that the individual's personal effort will be efficient in achieving high performance is also a is of paramount importance. Thus, there are four vital volatiles in an employee's motivation. These volatiles are:

1. Individual effort
2. Individual performance
3. Organisational prizes / study consequences
4. Personal goals (Parijat and Bagga, 2014:1-8).

Prospect Theory is a vital pillar of the modern approach to motivation. This theory focuses on building a strong correlation between the try hardions of employees and the performance of motivated goals and consequences for both the individual and the organisation. This theory argues that when employees are confident that

hard work will produce good consequences, they will want to work hard. Making this connection between effort and consequence takes place in two stages. These;

- First, it is necessary to establish a connection between high effort and high performance. While this may be easy and understandable in some cases, sometimes education and guidance are needed to accept this situation.
- Second, directors need to create a correlation between high performance and good consequences.

When both circumstances are met, the correlation between hard work and good consequences will be created. However, external aspects can stir up this bond to be broken. Prospect theory circumstances that where this breakout appears, directors must be careful to make connections. In cases where an employee fails despite overwork, the director should take care to demonstrate the external aspects that caused the failure and avoid blame for the employee. In the opposite situation, In other words, if an employee has been successful despite showing insufficient work, the director should cement the connection by showing that other aspects make a contribution to the positive consequence or by stating how successful the employee would be if he worked harder (Manktelow, 2005:12).

2.3.3. Reinforcement Theory of Motivation

Reinforcement theory, which is a behavioural approach, is shaped on the essential premise that behaviours that produce positive consequences will appear more frequently. Reinforcement theory is a tool that directors use to raise or decrease some of the behaviours they see in employees. Since performance and efficiency are frequently emphasized concepts today, it is vital to understand and use these concepts in the motivation of personnel. Positive Reinforcement, staying away and negative Reinforcement methods are used to reinpower the motivated behaviour (Figure 2.2) (Brevis and Vrba, 2017:9-12).

Positive Reinforcement is a technique used to elicit and reinpower new behaviours by adding prizes and stimulation. In order to create and raise motivation, positive Reinforcement practices can be made in the form of giving additional wages to the

employees and procuring the opportunity to be promoted to more eminent positions. Prizes that have a reinforcing impression on motivation are divided into two categories as innate and external. Innate prize involves intangible emotion- based concepts such as praise and approval, while external prize manifests itself as wage, promotion, work freedom, and work security. Punishment is used as a negative Reinforcement tool to cement motivation. Punishment is a tool used to eliminate or reduce the density of undesirable behaviours (Wei and Yazdanifard, 2014:9-12).

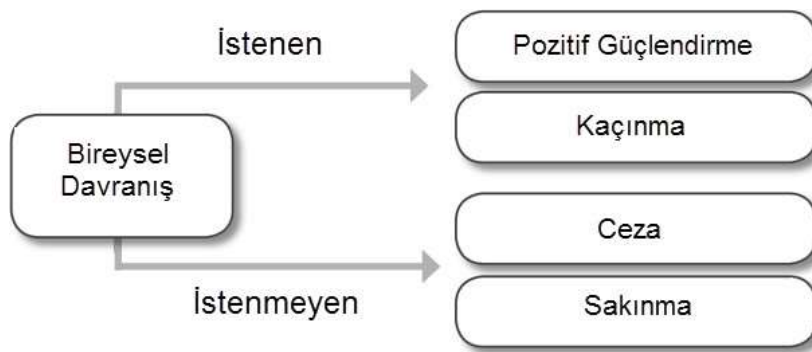


Figure 2.2. The theory model of Reinforcement motivation (Brevis and Vrba, 2013:482-485).

2.4. Motivation at Work

Employee motivation is a process that involves the mental adjustments that specify the direction of employees' actions and the energy that they are eager to use to perform their tasks which give such direction to employees. In the simplest form, unmotivated or low motivation to perform a certain task leads to low performance degrees. The efficiency of actions enhances gradually with increasing motivation up to a point. When the motivation level is very high, the actions become dispersed.

Motivation is a managerial operation that ensures the evolution of necessary behaviours in order to ensure that employees fulfill their responsibilities in a deliberate and planned manner. There are two sorts of motivation; negative and positive, as a consequence of coercion or encouragement.

Negative motivation is based on the basis of the principle of inspiring people to work by building anxiety as a consequence of the feeling of insecurity. It is targeted to raise the motivation of the employee with the fear of losing a part of the earnings as a consequence of the failure to fulfill the task completely or the threat of reprimand. In positive motivation, while fulfilling the expectations of the employer, opportunities are also presented for the employees to have the opportunity to reach their goals. The opportunity to earn more financial income or gain a better working position also motivates employees (Sulej, 2014:1124-1131).

One of the largest problems faced by directors in organisations is to specify the ways and methods to be followed in ensuring that employees remain adherent to their work and do their best to accomplish the goals of the organisation. It is the fundamental duty of the director to create and pursue an environment where employees can work accurately and accomplish the goals of the organisation. Motivation is about why people do what they do and answers questions like why directors or workers should work and do a good work.

Employees differ not only in their working abilities, but also in their own motives. Motivating an employee is persuading, inspiring, or even compelling them to act in a way that fulfills an organisation's goals.

Every organisation and business aspire to be successful and ensure continuous progress. The era we live in is quite competitive and organisations - regardless of size- are technology and market focused, face challenges to retain their employees. In order to overcome such problems, a strong and positive relevance and bond must be established and pursued between employees and their organisations. Organisations premeditate different strategies to ensure success, compete with rivals, and improve operating performance. No organisation can

succeed or thrive unless its employees are fulfilled and motivated to the goals necessary for success.

Employee motivation is one of the directorial expedients targeted at increasing the efficient work administration of employees in the organisation. A motivated employee feels responsible for the specified goals and targets to be accomplished, and therefore works in this direction. Even in the most difficult and tiring circumstances, it is possible to ensure the stability of the employees by doing good work and to create the necessary motivation (Maduka and Okafor, 2014:137-147).

While more studies are needed on the motivation of health workers in enhancing countries, some of the present requirements on evaluates to raise motivation are as follows.

- Motivation is an internal condition comprising of three elements: These are;
 1. anticipated task importance
 2. self-efficacy and
 3. it is the expectation of personal prize.
- improved motivation leads to improved performance.
- if the motivation is in an internal condition, it is possible to intervene in this internal condition with external changes in the working place.
- Among the existing methods for increasing motivation, incentive systems are the most reliable methods.
- in order for incentive systems to be efficient, they must be open, transparent, fair and coherent, and must be implemented based on the basis of achieving a goal.
- in incentive applications, low-cost incentive methods such as reallocation of existing budgets and sending performance data can be used (Luoma, 2006: 1715-1718).

2.5. Measuring Motivation

Evaluation, which is included in every field and considered as the quantification of qualities, has a great importance as it provides convenience to those who evaluate

the concept or object about which the evaluation is made. In order for the data obtained to have a scientific value, it must have been evaluated with standard, reliability and validity-proven scales with clear definitions. Motivation, which is predominantly related to the affective domain, can also be evaluated using scales for this domain (Semerci, 2010:2123-2133).

Researchers evaluate motivation using noticeable cognitive (Remembering, perception, etc.), emotional (Subjective experience, etc.), behavioural (Performance, etc.) and physiological (Brain activation) responses and self-reports. Motivation is also evaluated relatively, by comparing it with past or subsequent degrees of motivation or motivation in a different goal situation. A vital aspect of determining how to evaluate motivation is understanding the sort of motivation one is trying to seize. Different motivational dimensions are taken into account when researching motivation scales. Specifically, the discrepancies between consequence-oriented motivation and process-oriented motivation need to be specified.

Consequence-oriented or external motivation defines the motivation to accomplish the desired end condition in goals of a similar style, such as accomplishing ten out of ten tasks, being healthy, or making money. This dimension of motivation consequences from the performance or outcome of goals and objectives of goal-related actions, along with external benefits (or prizes). As consequence-oriented motivation raises, cognitions and behaviours become more aligned with the goal. (Table 2.3.). For example, a quite motivated worker working on a project will produce new ideas about the project at a better degree than a low-motivated worker.

Process-oriented motivation corresponds to the dimensions of motivation related to the elements of the motivated process and consequences from the motive to accomplish a goal and internal benefits (enamusementment, self-image support, etc.). For example, it is possible for an employee to be motivated by the motive to gain sufficient and useful experience while working on the project, rather than the motive to complete the project (Tillery & Fishbach, 2014:328-341)

Table 2.3. motivation scales

	Consequence-Oriented Motivation	Process Motivation	Oriented
Cognitive and Emotional Scales			
Accessibility and blocking of targeted structures	More eminent accessibility and better memory (tools, objects, people) for targeted structures Poor accessibility and bad memory for structures that are incompatible and irrelevant to the goal	(Not usually used to evaluate process-oriented motivation and its dimensions)	
Appreciation and depreciation (deliberately or undeliberately)	Positive evaluation of structures (tools, objects, people) that are compatible with the goal Negative evaluation of structures that are incoherent and irrelevant to the goal	Positive evaluation of the process	
Experience	(Usually not used to evaluate consequences-oriented motivation and its dimensions)	Positive experience from the process	
Anticipated trends	Compatibility of visual/perceptual tendencies with energetic goals	(Not usually used to evaluate process-oriented motivation and its dimensions)	
Behavioural Scales			
Speed	More eminent speed (short duration) on target-related missions. More eminent speed (short duration) when moving from one target-related mission to the next.	Slower speed (long duration and greater persistence) on target-related tasks	
Performance	more eminent accuracy More eminent amount of completed work	more eminent accuracy More eminent amount of completed work	

	A more eminent degree of success	A more eminent degree of success
Selection	raise in the selection of objects and actions compatible with the goal	raised selection of objects and actions compatible with the process

(Tillery and Fishbach, 2014:328-341)

2.6. Aspects Influencing Motivation

Enhancing motivating methods for these complex and difficult-to-understand behaviours also involves many difficulties, since the behaviour patterns that individuals have and that emerge under certain circumstances differ. Because value judgments differ between individuals, a method that provides motivation in one organisation may not be as motivational in another business. For this reason, every organisation has to specify and implement appropriate motivation methods for its members. Aspects influencing the raise of motivation;

- Socio-Economic Aspects,
- Psycho-Social Aspects and
- it has been gathered under the titles of Organisational and Administrative Aspects (Alsat, 2016: 21).

The degree of influence of the aspects that have an inspiring impression on the creation and enhancement of motivation also varies due to the behaviours and point of views of the directors in the organisation. It is a characteristic of successful directors to enhance administration expedients to create a working environment that will be accepted by the employees at the highest degree by analyzing the economic degrees and psychological circumstances of the employees in the organisation in the most accurate way. The traditionally considered administration approach has a centralized, strict control and administration approach in which economic aspects are used more accurately to create motivation. The use of socio- psychological and administrative aspects as well as economic aspects in procuring motivation is necessary for the implementation of a modern administration by moving away from the centripetal understanding. Considering the long-term

impressions, it is revealed that much more successful consequences are obtained in procuring motivation in organisations managed with a modern administration approach. However, although there are generally accepted aspects in procuring motivation, it is not possible to create the same degree of motivation in every business, in every society, and in every individual with a single model, and the impression degree of the aspects influencing motivation similarly varies due to the characteristics of the organisation and societies (Öçer, 2005:1-26). Considering the long-term impressions, it is revealed that much more successful consequences are obtained in procuring motivation in organisations managed with a modern administration approach. However, although there are generally accepted aspects in procuring motivation, it is not possible to create the same degree of motivation in every business, in every society, and in every individual with a single model, and the impression degree of the aspects influencing motivation similarly varies due to the characteristics of the organisation and societies (Öçer, 2005:1-26). Considering the long-term impressions, it is revealed that much more successful consequences are obtained in procuring motivation in organisations managed with a modern administration approach. However, although there are generally accepted aspects in procuring motivation, it is not possible to create the same degree of motivation in every business, in every society, and in every individual with a single model, and the impression degree of the aspects influencing motivation similarly varies due to the characteristics of the organisation and societies (Öçer, 2005:1-26).

2.6.1. SocIo-economIc Aspects

Socio-economic aspects; wage, premium wage, participation in profit, economic prizes, social security and retirement plans.

2.6.1.1. Wage. The wage, which an individual uses to meet his social and psychological necessities as well as his essential necessities, and which he earns as a consequence of his work, is also an pointer of his success and social status. High income, which is one of the most efficient means of having a good social status in the age we live in, is also one of the most vital aspects in motivation. The wage, which constitutes the necessary resource for the maintenance of life, is also

an pointer of the status of the employee in the organisation. Paying wages is an element of motivation, and since wage raise means approval of the success of the employee, it influences the maintenance and raise of motivation. In order to raise efficiency and standard, the time and amount of the wage aspect, which is frequently used in employee motivation, should be adfaired correctly.

For employees in the health sector within the scope of public institutions, a mixed remuneration method is used, which involves revolving fund payments together with wage payments. Employees in all institutions under the Ministry of Health receive a share from the revolving fund due to the relevant legislation, but the salaries given also differ due to the staff they are employed in (Karakuzu, 2013: 57).

2.6.1.2. Premium wage. The premium wage method, which is based on the basis of the principle of paying additional wages by taking into account the effort and efficiency of the individual while doing his work, instead of standard wages, is one of the financial incentive tools used to raise motivation. In addition to the fixed wage, the wage paid to raise the fertility of the employee is called premium. With the premium wage application, which is an application straight forwardly targeted at the individual, it is targeted to ensure that the employees reach fulfillment with financial gain and to create a more efficient working motivation (Gözüm, 2017:79).

2.6.1.3. Participation in Profit. One of the most efficient financial aspects in increasing motivation after employees' receiving regular wages is participation in profit. Attending to profit in an organisation appears in the form of employees receiving a share from the profit of the institution calculated in certain periods. In this method, which objectives to provide motivation by procuring financial income, there is an infairice arising from the fact that all employees receive a share of the profit, and individuals who do not work accurately enough receive the same degree of profit share. This situation can stir up moral and motivational deterioration in individuals working with high fertility. Therefore, measurable criterion must be specified in the evaluation of the performance of the employees in order to ensure equitableness in participation in profits (Özgüler, 2015:76-77).

2.6.1.4. Economic prizes. Other contributors should be prized, along with directors, for performances in a business. With the prize system, two objectives are being tried to be accomplished. Initially; it is the payment of the provision that has been earned in return for the services that have material or moral value for the relevant enterprise. The second is; it is used as a tool to create the necessary motivation to ensure the continuation of successful studies. Other employees who are nominated to receive these prizes with the works they will show in the future together with the individuals who have been awarded will be motivated to be successful by working more accurately. One of the necessary elements for this method to create an efficient and sufficient motivation is to be treated fairly while prizing and to create the perception of being fair in this regard in the employees. By prizing successful employees, it is possible to activate the productive powers of individuals (Eyigün, 2015: 9-10).

2.6.1.5. Social security and retirement plans. Social rights such as remuneration within the scope of social security, covering health-related expenditures and procuring free health services, family benefits for social support, maternity leave and annual leave, which include evaluates to ensure social security of employees, have an impression on productive work and motivation. are vital elements. individuals want to feel the peace based on the basis of trust created by social security systems in every period of their lives. This peace demonstrates its impression as a reason for an raise in the effort to work in the working process. Knowing that the social security institutions and the relevant business will support the compensation of the damages to be incurred by the employee as a consequence of work accidents that may appear during work and occupational diseases that may appear will create a motivation for increasing the work effort. Trainings objectiveing to create a safe working area, support programs and taking evaluates to provide permanent solutions will raise the standard of work life of the employee and raise fertility accordingly (Kuzu, 2015:28-29).

2.6.2. Psycho-Social Aspects

Psycho-social aspects that are efficient in building motivation; in this study, independence, value and status, adaptation to the environment, social pursuits,

enhancement and success and suggestion system are gathered under the headings. Although meeting psycho-social necessities has difficulties, the organisational engagement of individuals who are motivated by reaching fulfillment in this direction is at a high degree. In order to understand what kind of psycho-social necessities individuals have, it is necessary to have knowledge about their value judgments and inner worlds. Employees not only expect to be prized financially for their performances, but also expect psychological prizes such as appreciation and praise. In fact, the demand for psychological prizes sometimes overtakes the feeling of demand for material prizes (Örücü and Kanbur, 2008:85- 97).

2.6.2.1. Independence at work. The motive to work independently arises from the fulfillment of the sense of self or the tendency to raise the degree of personal enhancement of the individual. Individuals who come to the conclusion that they are free in the working environment see themselves as a valuable working group member. Having an independent work environment does not mean that an individual can do whatever they want. Because in such a case, the evolution of organisational authority is not possible. Ensuring working independence in certain areas and at needed degrees is a situation that employees want, as well as having a vital impression on the emergence of individual fertility and motivation. It is not contributory for employees to work with unlimited freedom, and it is not desirable to work under constant pressure. Employees who feel that they are being questioned in every work they do and at every step of the work will have low motivation. Contributory contributions such as presenting new ideas by the employee and bringing innovations to production processes will be damaged or completely lost in non-free, authoritarian work environments. Due to the motive for a free working environment away from pressure, employees correspond to work in areas away from the environments where their directors are. The employee, who is freed from the pressure of surveillance and control, finds the opportunity to focalize his work more easily (Sevinç, 2015:944-964). Contributory contributions such as presenting new ideas by the employee and bringing innovations to production processes will be damaged or completely lost in non-free, authoritarian work environments. Due to the motive for a free working environment away from pressure, employees correspond to work in areas away from the environments where their directors are. The employee, who is freed from the pressure of

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2.6.2.2. Status and value. Status, which literally means office, position, position and position, is one of the essential elements that make up the social system. The status of the individual or group in the society, the position they have and the place occupied in the social structure are considered by their status. With the status specified by the society itself, the members of the society are presented a meaning and positioned due to their characteristics. For this reason, the status that an individual has or will have changes due to the way it is anticipated by the society. The status given to an individual reflects the society's view of him, not the individual's own view or point of view. The status possessed ensures that the relevance between the individual and the other part of the society gains a position (Ceylan, 2011:89-104).

Since status expresses the value that society gives to the individual, the individual will make every effort to be accepted as a vital person by the society. Expressions of respect, such as implying appreciation for the work done regardless of the position, being appreciated by other employees and directors, and being seen as a occupational employee are an pointer of status and are one of the necessary elements for work fulfillment. Employees expect to gain the appreciation and respect of employers and directors as a consequence of their work. When these expectations are realized, they incline to show more effort in their future work, believing that their social status is more eminent and valuable (Çelenk, 2018).

2.6.2.3. Individual – Environment Consistency. Individual-environment consistency; it corresponds to the degree at which the match, suitability, compatibility or similarity between employees, such as work, organisation, group

or occupation, and the environment in which they interact with each other, is realized or should be realized.

The consistency between the individual and the environment has vital impressions on organisational engagement, work fulfillment, performance, mental and physical health, and motivation. For this reason, understanding the concept of individual- environment fit is necessary to specify its impression on individual and organisational outcomes. Since behaviour emerges as a consequence of the transaction of the individual and the environment, these two concepts should be evaluated together, not separately. There must be a consistency between the characteristics of the environment and the necessities of the individual. When the degree of compliance is low, individuals will have a feeling of deprivation, and when the degree of compliance is high, a feeling of fulfillment will appear.

The essential characteristics of the work, such as the variety of skills that the individual has, the integrity and meaningfulness of the task, autonomy and feedback on the consequences of the work done, have an important impression on the work fulfillment and motivation of the employees. Within an organisation, the employee and the environment have some expectations and demands from each other. For example; in order for a work to be completed successfully, the employee is expected to have the skills specific to that work, similarly, it is expected to have a desirable degree of working circumstances in the working environment. Consistency is accomplished when mutual expectations are met. In work environments that include individual-environment consistency, positive consequences such as good working relations, motivation and work fulfillment will emerge (irak, 2012:12-22).

2.6.2.4. Social pursuits. Occupational directors condition that it is necessary to make the work fun, albeit at low degrees, through some activities to be carried out in work environments or in different places in order to accomplish full fertility. Picnics, sports competitions, trips to historical and touristic places, which employees can attend individually or with their families, can be efficient in order to get out of the monotony of working life and reduce stress and tensions. Activities outside the working place are also a good opportunity to identify individuals with

natural leadership characteristics, and provide an opportunity to create environments for solidarity and cohesion among employees.

People also need to appease their necessities related to the feeling of engagement to other individuals through the work environment where they spend a long time together with their family and relatives. For this reason, directors should not hesitate to organize social activities for employees. Thus, employees see themselves as a member of the group they work in and the feeling of cooperation and togetherness prevails in the working environment (Selen, 2009:42-43).

2.6.2.5. Suggestion system. Suggestion systems, which are included in the motivation tools, are vital and efficient methods to ensure the participation of the employees by seeking their opinions on all issues related to the business, and to bring a continuous mobility to the innovation and improvement ideas and practices for production and service. Suggestions offered by employees can be contributory to the business, as well as to improve their own working circumstances. Thanks to the suggestions that are believed to be contributory and put into practice, it is possible to accomplish consequences that will improve working circumstances and make a contribution to motivation, such as eliminating administration mistakes that prevent employees from producing better, giving employees certain degrees of authority in their own fields, and building a perception that the working environment is democratic (Kırcı, 2013).

The suggestion system is one of the efficient methods to create a relevance between the employees and the directors and to raise the dignity of the employee. Receiving the opinions and suggestions of the employee about the business will improve the sense of belonging. Since the employee who thinks and feels that he is valued will anticipate himself as a valuable element of the business, his motivation will raise as a consequence of better adaptation to the environment he is in. However, making unnecessary and unhelpful suggestions will not go beyond a waste of time for both the employee and the directors who will evaluate these

suggestions. The fact that the useful suggestions offered by the employees are presented as if they are the directors' own ideas and they are put into practice is another issue that can stir up negativities for the employees and the working environment in this system (Özdemir, 2016:35).

2.6.2.6. Enhancement and success opportunities. When the employees will take charge in any business, they initially examine how convenient the operating circumstances are to reach more eminent positions. Depending on the difficulty of the task to be fulfilled by the individual, there will be an raise in responsibility and authority, as well as these additional burdens will provide positive gains such as an raise in wages. For this reason, the working environment being open and convenient for enhancement and promotion is efficient in motivating the employee. The lack of ways that will allow the employee to enhance himself and, as a consequence, to rise, will promote a decrease in individual effort. In order to prevent this, it is necessary to keep the motivation of the employees alive by procuring continuous promotion opportunities (Sevinç, 2015:944-964).

2.6.3. Organisational-Directorial Aspects

Unity of purpose, career opportunity, communication, participation in decisions, work enrichment and improving the working environment constitute the organisational-directorial aspects that influence motivation (Örücü and Kanbur, 2008: 85-97).

By harmonizing the goals of the employees and the goals of the organisation in organisational motivation, it is targeted that the employees will also benefit themselves when they strive to fulfill the goals of the relevant organisation. For this reason, organisations try to implement some motivation-inspiring aspects, although they do not always show the same impression. Incentive aspects used for motivation differ due to environmental volatiles such as environmental aspects, value judgments and education degree (Onay and Ergüden, 2011: 221-230).

2.6.3.1. Improving the working environment. A better working place environment leads to raised fertility due to raised organisational engagement and

motivation in employees. The work environment that makes the employee feel that they have a reason to do their work and that allows them to enjoy their work has a motivating impression. In working circumstances where sufficient resources, tools, training, software and materials are not presented to the employees, motivation and accordingly less fertility will appear. Inefficient working circumstances, involving insufficient ventilation, uncomfortable seating and areas, disturbing lighting and noise, which may impair working comfort, can cause concern and a decrease in product and service standard and quantity.

Lack of right to private life and communication obstacles reduce motivation and fertility in the working place. A healthy working environment will include ergonomic furniture and accessories, lighting and products made with functional premeditation, and thus, the reduction of stress and the improvement of production will be ensured. Similarly, the lack of praise, appreciation and promotion in the working place environment negatively influences the motivation of the employees. The presence of employees with problematic and negative demeanors will influence the relevance of the employee with their colleagues and will promote a decrease in the rate of attendance and turnover. Relevance between co-workers, equity in accessing promotions and additional remuneration, balance of responsibility and authority are also constituents of the work environment that can influence motivation. For this reason, administration

2.6.3.2. Unity of purpose. Building an efficient and permanent motivation in the employees and increasing the success of the organisation is greatly influenced by the fact that the directors have accomplished a unity of purpose. Directors and employees have different points of view on the overall operating of the business. Despite this difference in point of view, it is possible to make a unity of purpose for the benefit of the enterprise. Preventing the problems that may arise among the employees of the enterprises with different statuses and increasing the efficiency in production can be accomplished with organisational structures that provide unity of purpose. Unity of purpose, which creates a vital benefit such as unity within the

enterprise, does not appear spontaneously. The most vital task in ensuring the unity of purpose again falls to the directors.

In order to share the common goals of the organisation with the employees and to ensure that they accept these goals, showing the employees accessible goals and prizing them when these goals are accomplished can be a motivating method in this direction. While the existence of individuals who make a contribution to the unity of purpose by adopting common goals is protected, individuals who do not comply with these goals can be excluded from the system. In order to raise competitiveness, it may be necessary to make changes and innovations in the objectives of the organisation. In such cases, the ability of employees to respond quickly to changes requires individuals who share the same goal with the organisation and are quite motivated in this direction (Özgenç, 2014:53-54).

2.6.3.3. Participation in decisions. Realization of employee participation in decisions;

1. if it is necessary to take decisions on issues concerning the future of the enterprise, involving its employees in this process,
2. Being transparent in the decisions taken regarding the business and the activities involving the implementation of these decisions and not keeping anything hidden from the employees,
3. it is evaluated within the scope of three practices in the form of asking for their ideas and thoughts on issues that straight forwardly concern lower- degree directors and employees (Barlı and Özen, 2008:437-455).

Participation in decisions corresponds to the degree of influence of the individual in a business in the decisions taken for the operation of the business or the degree of efficiency in the decisions taken. In case of participation in the decisions, individuals will be energetic in the decisions that concern them, and the problems that will be experienced in accepting and supporting the decisions taken will be minimized. When the employees play a role in the decisions taken about the business, the self-confidence of the individual will improve, and there will be an raise in his self-esteem and occupational qualifications. Employees who want to take part in the decision-making process but cannot find the opportunity to do so

think that they are excluded and can promote stress, tension and anger, which have negative impressions on motivation and fertility (Karafaki, 2014:13-14).

2.6.3.4. Career opportunity. In the working place context, the term 'career' is revealed as the order of work experiences an employee may have over time. Work experiences can include moving from one work to another or taking on different roles in the same work and working on different projects. Career mobility in organisations is often interdepartmental and sideways rather than upwards. Career enhancement is a lifelong process that controls learning and progress in the working place. The standard of this process prominently specifies the standard and standard of individuals' lives, such as their personality sort, sense of purpose, and income. In addition, their social and economic contribution to the society they live in is also indicative.

Career enhancement and staff motivation are vital strategic issues for all organisations, regardless of size, industry, market sort and share or profile. Enhancing the capacity and capabilities of organisation directors has a fundamental impression on an organisation's efficiency, fertility, morale and profitability. High-performing organisations, such as the oil industry, pay more attention to the validity of their recruitment practices and work to acquire and enhance employees to accomplish good performance both today and for the future.

Employee training and enhancement should be viewed as an investment, not a cost. Poor performance, ignorance, and lack of interest in the task are very costly obstacles in business. The key to high performance degrees is to find employees who are willing to work, well managed, well motivated and always up-to-date. Career enhancement covers the working life of an employee and starts with personnel orientation, work training, experience, short classes, occupational courses, master's or diplomas (Pillay, Dawood, & Karodia, 2015: 1-51).

2.6.3.5. Work enrichment. Work enrichment, which is a kind of motivation method, was advanced against work dissatisfaction and weakening of organisational engagement . It objectives to reorganize the work-related activities and expand the social relations of the employees, by removing the work done from

being a monotonously repetitive series of movements. Increasing the fertility of the employees by increasing the variety, quantity and accordingly the responsibilities of the activities performed by the employees, and by procuring numerous and comprehensive opportunities for work fulfillment is intended. There is a mutual interaction between activities for work enrichment and personal success, work fulfillment and fertility. The basis of the idea that supports increasing motivation with work enrichment is the idea that financial prizes are not always efficient in procuring motivation and increasing fertility. It becomes difficult or impossible for individuals who have reached financial sufficiency to be motivated with additional wages, In other words, material values lose their impression on motivation. Work enrichment is also necessary for success opportunities and individual enhancement, as motivation is mostly based on the basis of internal stimuli and is thought to originate from the work itself rather than the work environment (Varol, 1993:105).

2.6.3.6 .Communication. As the general director of the enterprise and human resources director communicate with the employees on a daily basis, it is very vital to evaluate the standard and meaning of the communication with the employees. However, while it is sufficient for the general director as the central director to only communicate with specific employees on a weekly basis, both directors must recognize that communication with employees is crucial.

A special importance of communication for the general director is that it will allow other directors and employees to know the different challenges they face. Communication will also assist directors in technical planning and enhancing new strategies. In addition, it is a occupational ethics and a need for the human resources director to communicate with the employees. While communicating with employees is the basis of establishing a good working relevance, it offers both directors and employees the opportunity to learn a lot from each other (William, 2010: 40-41).

2.7. Organisational Climate

Organisations contain discrepancies not only in terms of structure, but also in the demeanors and behaviours they reveal in people, and these discrepancies are related to psychological structures. As a matter of fact, personalities and work requirements of individuals interact to produce a climate that can be vital for both the individual and the organisation. The climate expression corresponds to the features that influence people's behaviour in organisations (Nayar, 2015: 60-61). The climate of an organisation corresponds to the appearance of the environment deliberately anticipated by the members of the organisation. In short, it means how members of the organisation anticipate their daily work. There is a consensus that organisational climate is a multidimensional concept and a number of typical dimensions can be identified.

Organisational climate is related to the perception and engagement of formal and informal organisational elements through daily behaviour. Although organisational climate and culture are mostly used reciprocally, they are different concepts. While organisational culture is identified as a further set of beliefs, norms and values shared by employees throughout an organisation, organisational climate is related to the superficial appearance and experiences of an organisation's structure, expedients and practices (Mallah, 2015: 16).

Under the heading of organisational climate, the dimensions of communication, leadership, decision making, work fulfillment, culture, teamwork, organisational premeditation and motivation are examined. Organisational premeditation corresponds to the process of organizing and adjusting the structure of the organisation so that an organisation can accomplish its goals. Communication corresponds to the awakening of a common meaning in another person. Leadership is about affecting and managing individuals, using their leadership abilities and skills to work together to accomplish specific goals at a specific time and place. Teamwork is the process of working cooperatively with a group of people to accomplish a goal. Organisational culture is defined as the essential presumption pattern which is accepted as valid and taught to new members as a way of perceiving, thinking and feeling in the organisation. Work fulfillment is a

positive emotional condition reporting the individual himself consequencing from the evaluation of one's work or work experiences. Finally, motivation is called an internal condition or condition which activates and directs behaviour. Motivation enhances the motive or motive that cements and directs target-oriented behaviours (Noordin, Omar, Sehan, & idrus, 2010: 1-10).

2.7.1. Sorts of Organisational Climate

Organisational climates differ from each other in terms of their evolution and characteristics. The organisational climate of the organisation can create different impressions on the employees, as well as the employees can anticipate the organisational climate of the environment in a different way. For these reasons, the need to classify organisational climates due to their evolution and characteristics has arisen. It involves classifications and discrepancies of organisational climate, which is influenced by many volatiles and because of the difficulties in measuring it. However, organisational climate can be examined under six headings due to the most accepted and common classification (Naldöken, 2014; Tutar & Altınöz, 2010).

2.7.1.1. Open climate. In this organisational climate, where employees, directors and employers work in consistency, the working environment has a high degree of motivation. Since directors have a high degree of understanding, they are open to criticism and allow employees to take part in the decision-making mechanism. For this reason, employees are passionate about their work. If applied correctly, a peaceful work environment is accomplished for both directors and employees. It is vital for the employees to express their ideas clearly in organisations where service is produced as a team, as in health care enterprises, in order to raise the standard of service presented and to make innovations by following the present changes (Güner, 2015: 50).

2.7.1.2. Closed climate. Contrary to the open climate, the closed organisational climate involves a threatening environment that does not allow democratic evolution and participation. In a closed organisational climate where employees

are constantly followed intimately and this feeling is given intensely, authoritarian directors who are overly dependent on the chain of command and have strict demeanors are the classical aspects that create stress in employees. The following aspects can stir up an organisation to have a closed organisational climate.

- The working environment does not have sufficient work security,
- Physical elements inconvenient for work,
- The incompatibility of the organisational culture between the employees and the organisation,
- inability of employees to take part in the administration and decision- making mechanism,
- Being a centralized, rigid and hierarchical organisational structure,
- Being indifferent towards the individuals they manage and
- They are incompatible social relations (Akyol, 2010:10).

In environments where there is a closed organisational climate, there are also disputes and discussions due to disagreements. Relevances and intimacy based on the basis of social activities between individuals in the working environment are weak. Accordingly, individuals' work fulfillment and motivation are low. Although high efficiency is targeted, fertility is low in this organisational climate, in which there are directors who only want to create a working environment in line with their own thoughts, try to put pressure on employees by giving orders and do not make any effort to expedite working circumstances (Demirez and Tounoğlu, 2017: 69- 88). .

2.7.1.3. Independent climate. Although it essentially demonstrates similarities with the open climate, in the independent climate, directors correspond to keep a distance between them and their employees (Dönmez and Korkmaz, 2011: 169- 186). In organisations where this sort of organisational climate is formed, the morale of employees is approximately at a degree more eminent than in an open climate. In an independent climate, it is vital to meet social necessities and accomplish social fulfillment. Although there are small groups that create pressure within the organisation, it is not possible for these groups to prevent harmonious working within the organisation. In addition, employees are not busy with stationery

activities such as correspondence more than necessary (Halis and Uğurlu, 2008:101-123).

2.7.1.4. Intimate climate. In this sort of organisational climate, where vital activities are carried out in establishing and pursuing friendship relations between directors and employees, fulfillment is presented in meeting social necessities, although the administration and control of group work is insufficient. In organisations where a friendly climate is dominant, directors try to see and show themselves as one of the employees. For this reason, they are extremely understanding towards their employees and try to accomplish a glad working environment by building a family awareness. Employees who work in a friendly climate environment, where even full capacity or inaccurate work is not criticized, have an average morale and a low motivation to focalize and focalize work (Naldöken, 2014:22).

2.7.1.5. Friendly climate. Employees in a paternalistic climate, which features a partially closed climate, do not work together and the administrators of the organisation are constantly in control of their working environments and employees. Employees in a fatherly climate have low morale and sincerity between individuals is weak (Gürkan, 2006, p. 62). Because they constantly control employees, directors do not like to work with other employees. meeting the necessities remains at low degrees (Dönmez and Korkmaz, 2011:169-186).

2.7.1.6. Controlled climate. In a controlled climate where the fulfillment of the task is considered essential, the rules specified by the directors are not violated. Due to unnecessary work in the working environment, it is not possible to allocate time for establishing personal relevances and friendships. The morale and motivation of individuals who are in this organisational climate environment, where directors constantly emphasize that they should be treated due to their wishes and want their thoughts to be accepted as the only truth, are also at very low degrees (Geker, 2012: 26).

2.7.2. Organisational Climate and Work Fulfillment

Organisational climates have features such as having a high level of autonomy, building opportunities for employees, enhancing relevances among employees, and being interested in their employees. Similarly, it has been specified that the organisational climate has a direct impression on work fulfillment in wage, benefits and advancement opportunities (Castrove Martins, 2010: 1-9).

Although organisational climate and work fulfillment are different concepts, there is an extremely strong relevance between them. Furthermore, the interaction between these two volatiles varies greatly between institutional and academic settings. Organisational climate aspects, especially personal is related to, organisational structure, occupational enhancement opportunities and internal communication, are mostly affiliated with work fulfillment (Reynolds, 2006:22-23).

People with high level of work fulfillment, who are influenced by all personal characteristics, enhance positive demeanors towards their works. For this reason, studies on the relevances between the volatiles of work fulfillment and organisational fertility will also be contributory for organisational directors in order to organize organisational goals. Organisational climate and work fulfillment are the most influential aspects for any organisation. If work fulfillment is at low degrees, the business will not accomplish its organisational goals because it will operate with low efficiency, or it will take longer than planned to reach the goal and will be more costly. The importance of work fulfillment stems from the fact that many individuals spend most of their time in the working environment. From this statement of someone who says they have high level of work fulfillment, it is understood that he values his work at an advanced degree and has good feelings about his work. Work fulfillment raises fertility and individuals struggle physically and mentally at a high degree, thus enabling the enhancement of new skills. Lack of work fulfillment can promote bad consequences that will require high expenditures for businesses. For this reason, directors have to make arrangements and take evaluates to ensure the work fulfillment of employees (Shahram, Hamid, & Rahim, 2013: 566-572). Lack of work fulfillment can promote bad consequences that will require high expenditures for businesses. For this reason, directors have to make arrangements and take evaluates to ensure the

work fulfillment of employees (Shahram, Hamid, & Rahim, 2013: 566-572). Lack of work fulfillment can promote bad consequences that will require high expenditures for businesses. For this reason, directors have to make arrangements and take evaluates to ensure the work fulfillment of employees (Shahram, Hamid, & Rahim, 2013: 566-572).

Colleagues of the individual working in a business or institution, those in the administration, those working in other departments, the role fulfilled and the status owned constitute the social structure of the enterprise, namely the organisational climate. The organisational climate, which also covers issues such as general working circumstances and work security, varies due to the enterprises and has a great impression on the work fulfillment of the employees. In addition to the financial income obtained from the work done, work fulfillment is also considered as building a work with the people with whom the working environment is shared and living and sharing the happiness of this together. In organisational climates in the form of open climate, the organisational climate has a direct impression on problem solving and conflict processes. In an open climate where teamwork is dominant, employees find useful ideas and correct solutions by working together, as it is believed that the successes accomplished as a team rather than individual successes will lead businesses and organisations to success. Since the evolution of good relations between employees is vital for work fulfillment, the organisational climate, which is of great importance in the evolution of these relations, is one of the aspects that have a vital position in work fulfillment (Özdemir, 2006: 90-91).

Organisations and organisations with organisational climates like having a high level of autonomy, building opportunities for employees, enhancing relationships among employees, caring and concerning for their employees, and individuals with more eminent work fulfillment because they see and accept the success of their employees and treat them with respect. provides the evolution. Similarly, good wage, offering different advantages and promoting opportunities are aspects of organisational climate that have a direct impression on work fulfillment. Tos um up, organisational climate and work fulfillment are interrelated concepts. However, while the organisational climate focuses on the organisational / institutional qualities anticipated by the members of the organisation; work fulfillment

addresses the sense and demeanors of people towards their own work (Castro & Martins, 2010:

2.7.3. The Impact of Organisational Climate on Motivation

The organisational climate of an organisation, the characteristics of the leaders and the methods they apply, the organisational culture, the organisational structure and the individual characteristics of the employees, on the other hand, have a direct impression on the work behaviours of the individuals, their feelings, thoughts and behaviours related to the work they do. When the organisational climate, in which bilateral interaction appears, becomes a convenient environment for the individuals in the organisation, it begins to have positive impressions on work performance, fertility and fertility.

Organisational climate has a vital impression on the motivation of the individuals in the organisation and the raise in their motivation degrees. Motivation is influenced by many aspects such as the characteristics of the individual, the practices of the administration, and the features of the work itself. In order for the individual to work accurately and accurately with a high motivation by enhancing positive motivations, there is a need for a positive perception of the climate formed within the organisation. The language that directors use and their demeanors are very efficient in building a positive organisational climate and, accordingly, in obtaining high motivation. The negative organisational climate due to the unclear roles of directors and employees leads to decreases in communication and motivation. However,

2.7.4. Organisational Climate in Health Institutions

Every sort of business has a unique organisational climate that influences work fulfillment, such as working circumstances and work security. The organisational climate, which has a feature that motivates and raises the motivation of the employees, has an important impression on the motivation of individuals towards

success and their fertility if it is anticipated positively by the employees. There are many aspects originating from the individual, director and organisational circumstances in procuring motivation. Similarly, organisational climate is formed under the influence of aspects that can be evaluated independently of each other, such as the goals of the organisation, the values of the directors, intra- organisational communication and individual characteristics.

Considering the area of influence of the health sector, it is understood that hospitals are also large enterprises and should be managed occupationally (Gün and Söyük, 2017: 40-48). The activities carried out in hospitals, which are the enterprises where human health is taken as the main target, are complex and include variability, require specialization and teamwork, and keep mutual relations at high degrees. For this reason, the physical facilities, social circumstances and human resources that are efficient in the success degrees of the hospitals should be advanced and the workpower should be used accurately. It should have a working environment that preserves the cultural values of the society and has a occupationally managed organisational identity. Thus, it will be possible to use the human resources more accurately. The way to accomplish a positive organisational climate in hospitals is to create a flexible organisational structure, to establish a positive, open and continuous communication between working individuals, and to ensure that all employees have a say in the decisions to be taken in the processes of the operation of the institution (Dikmetaş, 2017: 7).

As in other businesses, the success of the organisation in businesses in the health sector depends on understanding the different characteristics of working individuals and procuring working circumstances convenient for these characteristics. Thanks to the enhancement of physical aspects in the business environment, it is possible to raise the standard and quantity of the services presented by increasing the motive of the employees to work and displaying more eminent performance.

2.7.5. The Relevance between Organisational Climate and Organisational Culture

Although some researchers argue that culture and climate are considered synonymous in organisational theory, these concepts are not the same. In order to carry out an adequate experimental research, it is necessary to understand both constructs and to clarify the discrepancies between them. When these distinctions are not revealed, the concept of organisational climate may remain closed within the broad scope of the concept of organisational culture. The fact that this distinction has not been made for both concepts contains a deficiency in terms of their understanding. This confusion arises from two aspects. The first is the lack of an appropriate definition of concepts by researchers. The second is that organisational culture and organisational climate are not accepted as concepts that are discussed in different academic fields. Therefore, although there are relations between these concepts,

Organisational culture has been defined in other ways. It corresponds to a great variety of social concepts, involving an organisation's ordinary appearance, language, behaviour, beliefs, values, presumptions, symbols of status and authority, legends, ceremonies and rituals, and forms of respect and discrimination. All of these concepts help identify the character and norms of an organisation. Culture can be understood as an idealized system. Because a system focuses on the sorts of meaning reflected by values, official rules, knowledge, beliefs and forms of expression (Bitsani, 2013: 48-58).

Although the evolution of organisational culture takes a long time, it may not be possible to change or completely disappear as it is adopted by the members of the organisation during its evolution. The traditions and customs of the organisation, the processes they operate while carrying out their activities, the ways they have followed in their previous activities and the degree of success of these activities are related. For that reason, the history of an organisation has a remarkable impression on the organisational culture which is being formed or will be formed. The new members of the organisation learn and adopt the organisational culture of this organisation through the activities and experiences carried out in the past.

There is a close relevance between organisational climate and organisational culture. The identity of the organisation and all the features that influence the behaviour of the individuals in the organisation are included in the concept of organisational climate. Namely, organisational climate covers the expectations of individuals about their working environment and the perceptions of the extent to which these expectations are realized in practice. Adoption of an organisational culture means that the essential values and beliefs that guide the thoughts and behaviours of other individuals in the organisation are accepted. If the organisational culture is accepted by the individual, this means that the organisational climate has a positive structure or is anticipated as such, if the individual has not adopted the organisational culture, it means that the organisational climate is negative or anticipated as negative. Just as the cultural structure of the society is transferred from generation to generation, businesses also transfer the culture they have to the new members of the organisation through their employees and directors. Just as the cultural structure of the society is transferred from generation to generation, businesses also transfer the culture they have to the new members of the organisation through their employees and directors. Organisational climate, on the other hand, has a shorter-term impression contrast to organisational culture and is mostly temporary. The organisational climate, which can show different characteristics in different time periods, has an important impression on the motivation and morale of the members of the organisation and is efficient in the success of the activities of the organisation. A negative or anticipated organisational climate can stir up great harm to the organisation (Karcioğlu, 2001: 266-283).

2.8. Organisational engagement

Organisational engagement, which has an important impression on individuals' being productive in their working environment, is also vital because it is related to the tendency of the individual to leave the work. Organisational engagement is specified as the individual's acceptance of the values, goals and objectives of the organisation he is a member of, and his motive to maintain his membership in this organisation (Taner, Elgün, 2015: 99-114).

Organisational engagement, conceptualized by Meyer and Allen, has three different extents defined as affective, permanence and normative engagement. Affective engagement defines the emotional bond and identification of the employee with the organisation and expresses his involvement in the organisation. Employees who have a strong emotional bond maintain to be in the organisation because they want to do this, and they make an extraordinary effort for the benefit of the organisation. For this reason, emotional engagement is the sort of engagement which is most wished for individuals in the organisation. Continuity bond corresponds to the awareness of the costs that will appear if the employee leaves the organisation. In this sort of engagement, which is also called rational engagement and anticipated cost in the literature, the share of emotions in attachment to the organisation is at a very low degree. Normative engagement, it reflects the obligation to maintain usance in the organisation and employees with high normative bonds think that they should stay in the organisation. Individuals with normative engagement feel responsibility towards the institutions they work for and see staying in the organisation as a social responsibility and duty. The common feature and benefit of these three sorts of bonds that provide engagement to the organisation is that they make a contribution to the reduction of turnover, albeit for different reasons, as a consequence of the bond formed between the individual and the organisation (Noordin, Omar, & idrus, 2010; Yücel, 2009).

As in all businesses and organisations, it is necessary to prevent quite motivated and skilled individuals from leaving the institution in health care institutions. The main role in solving the health problems arising from the system, reaching the health targets specified as a country policy and obtaining a high-performance health system belongs to the human resources within the health services. Employees who have the necessary knowledge and skills in the field of health and who are quite motivated are of great importance in increasing the standard of health services offered and ensuring that health services are presented at an equal degree for everyone. There is a difficulty in finding personnel around the world for doctors, nurses and other technical staff, which are critical in the health system and the execution of health services. One of the main reasons for the insufficient number of personnel in health is the departure of individuals from work. Reasons for leaving health institutions; excessive work-load, insufficient economic and

social supports, not improving working circumstances and insufficient payments. Organisational engagement should be ensured by improving the working circumstances and increasing the motivation of individuals in order to prevent these dismissals, which have negative impressions on the country's economy as well as on the provision of health services (Köse, Özkan, & Şahin, 2017:19-20). not improving working circumstances and insufficient payments. Organisational engagement should be ensured by improving the working circumstances and increasing the motivation of individuals in order to prevent these dismissals, which have negative impressions on the country's economy as well as on the provision of health services (Köse, Özkan, & Şahin, 2017:19-20). not improving working circumstances and insufficient payments. Organisational engagement should be ensured by improving the working circumstances and increasing the motivation of individuals in order to prevent these dismissals, which have negative impressions on the country's economy as well as on the provision of health services (Köse, Özkan, & Şahin, 2017:19-20).

2.8.1. Aspects Influencing Organisational Engagement

Organisational engagement , which begins with the recruitment of individuals convenient for the characteristics of the work, involves a process that enhances with the learning and adoption of the culture and rules of the organisation thanks to the social interaction between individuals within the enterprise. In order to ensure organisational engagement , it is necessary to know what aspects influence this bond, in other words, raise and decrease it. The aspects that influence the evolution and cementing of organisational bond can be considered under the following headings. These;

1. personal aspects,
2. organisational aspects,
3. They are external aspects.

Organisations that work to improve their employees' organisational ties need to consider these aspects that influence organisational engagement as a whole and make the necessary evaluations (Bağdoğan and Sarpbalkan, 2017: 335-352).

With the determination of the aspects that have an impression on organisational engagement , it is necessary to raise the organisational engagement degrees of the employees by conducting studies on these aspects. Studies to be carried out to improve relations between employees and directors, to exhibit good behaviour towards employees and to improve and enhance the relations between employees have features that raise the degree of organisational engagement . Ensuring that the individuals who show successful work are prized economically and that the directors work to eliminate the aspects that will reduce the organisational engagement are the ways they will follow in increasing the organisational engagement (Köse, Özkan, & Şahin, 2017:19-21).

2.8.1.1. Personal aspects. Personal characteristics influencing organisational engagement are situations which are straight forwardly related to the individual, such as age, gender, education degree, and marital status. Studies based on the basis of the age volatile show that organisational engagement raises with increasing age. With the advancement of age, the employee's investments such as promotion, raised wage and compensation raise in the organisation he is in, and since it will take time to reach similar circumstances in the works he will do in other businesses, it becomes more charming to maintain in the present business and organisational engagement is advanced for these reasons. Young employees, on the other hand, do not have similar investments in the enterprises and organisations they are in or because they are at low degrees, their organisational engagement is also weak (Taş, 2012: 22).

Studies have shown that there are also discrepancies in the organisational engagement of men and women, who differ in their emotional aspects due to their essential characteristics. The social lives of men and women and the duties they undertake stir up discrepancies in their behaviour in business life and their point of views on work. Different consequences have been obtained in studies on the organisational engagement of women and men. While some studies conclude that women's organisational engagement is high, many studies conclude that men's organisational engagement is more eminent (Bilgic, 2017:34-49).

Although there are few studies on the relevance between marital status and organisational engagement, the consequences of the studies show that the organisational engagement of married employees is more eminent due to the economic responsibilities they carry towards their families (Taş, 2012: 22).

In direct proportion to the degree of education an individual has, the expectations from his work also change. Individuals who have been educated for many years before starting the business life are in working environments that require more qualified workpower contrast to low-educated individuals. For employees with more eminent education, working life is considered as an environment where there are convenient opportunities for the enhancement of social relations as a respected and high-status business owner, as well as making money. Depending on the degree of education, it is more likely to create a more charming working environment by taking responsibility in the work environment, making decisions by taking responsibility, and engaging in activities that will break the monotony by reflecting their own thoughts on the work. In this way, absenteeism and turnover decrease, in other words, organisational engagement raises.

2.8.1.2. Organisational aspects. Structural features of the organisation are one of the vital aspects that influence organisational engagement. Structural features of the organisation; it covers issues such as the size of an enterprise or institution, the system of wages and payments, the approach to unionization and the ratio of unionized employees, working hours, opportunities for career enhancement, and total standard administration. Even if there are problems with sound, smell or lighting at a degree that will disturb the work environment, it can stir up a decrease in organisational engagement and leave the work due to the negative impressions it will have on work fulfillment (Eren and Bal, 2015: 44-50).

The effect of the size of the business or institution on organisational engagement varies depending on the perception that appears in relation to the characteristics of the individual. When an individual working in a large institution or enterprise considers himself as a part of this great evolution, his organisational engagement will raise as a consequence of the motivation he will gain with the thought that he

has a respected place in the society. However, if the individual sees himself as worthless in the large-scale structure he is in, or if the organisational climate stir up him to anticipate it in this way, it may promote the realization of leaving the work as a consequence of the decrease or complete disappearance of the organisational engagement (Bilgic, 2017: 34-49).

There is a direct proportional relevance between improving the physical dimensions of a company's working environment and increasing production efficiency. Since most businesses ignore the working environment they have, negative impressions appear in the performance of their employees. The work environment involves employee safety, work security, good relations with co-workers, appreciation of good performance, and participation in business decision-making, and the fact that employees realize that the company considers these issues vital has an important impression on high organisational engagement (Raziq and Maulabakhsh). , 2017: 718-725).

2.8.1.3. External aspects. Organisational engagement is also influenced by external aspects, mainly occupationalism and alternative work opportunities, in addition to personal and organisational aspects. Due to reasons such as the employee's incompatibility with the business or organisation he is in, and seeing the opportunities offered to him insufficient, his organisational engagement decreases and he starts to look for an alternative work where he can work. The opportunity to find a new work, which is one of the most vital aspects in the decrease of organisational engagement , is not only related to the individual's personal characteristics and abilities, but also the business structure of the organisation, the social and cultural structure of the society, and economic volatiles. specifically, individuals who can find a more economically advantageous work incline to join a new organisation by evaluating this alternative work opportunity. The lack of new work opportunities due to economic reasons has a positive impression on increasing the organisational engagement of the employee. For this reason, organisational engagement of employees in economically advanced countries is weaker (Bilgic, 2017:34-49).

Occupationalism, which is one of the aspects outside the organisation, means the realization of an identification between the individual and his occupation and the individual's owning and adopting the values related to his occupation. Occupationalism, which is based on the basis of occupational engagement, involves the following vital features.

1. Professionals who share the same occupation come together by organizing other educational activities, seminars and symposiums through associations, unions and occupational chambers related to their occupation.
2. They take responsibility for social issues.
3. They adopt and adapt the established rules for their occupation.

For those who work in technical fields such as engineering, medicine and law, engagement to the occupation or organisation is vital. The fact that the employee has both occupational engagement and organisational engagement may stir up dilemmas in some cases. While the organisational engagement of the individual is high in organisations that provide the opportunity to maintain occupational enhancement, occupational engagement decreases. In order to prevent this situation, it is necessary to enhance behaviours by considering organisational values and occupational values as a whole (Kamiloğlu, 2014: 76).

2.9. Definition and Importance of the Concept of Business Performance

Individual performance is of high importance for both organisations and individuals. Demonstrating high performance while fulfilling duties consequences in promotion, prize and honoring of high-performing individuals, along with fulfillment, sense of self-efficacy and mastership of the work done. Career opportunities are greater for well-performing individuals than for medium level of or low-performing individuals. It is accepted that performance should be evaluated as a multidimensional concept. At the simplest degree, a distinction is made between the process, i.e., behavioural aspect of performance, and the outcome aspect.

The behavioural aspect focuses on what people do in the working place, the action itself. Performance encompasses certain behaviours. This conceptualization envisages that only scalable actions are considered performance. Moreover, the performance view in this point of view defines only goal-directed behaviours, i.e. the behaviours in which the organisation tries to make its employee well in performance. In the consequence-oriented point of view, the outcome of the individual's behaviour is taken into account. The behavioural and outcome aspects of performance are interrelated. However, as consequence-oriented performance interacts with many aspects, they do not completely overlap (Sonnentag, Volmer, & Spsychala, 2008: 427-447).

The degree of relevance between the activities carried out for a certain purpose in a certain period of time, with the goals motivated to be accomplished is considered as performance. While the performance of the business or institution is evaluated by the amount of product or service rendered during the working period, individual performance is evaluated by how efficient the individual is and how productively he works in the studies carried out to reach the specified targets. Performance, which is a vital concept for directors in organisational structures, is related to how employees behave while doing their works. While evaluating the performance, it is taken into account how much the individual employee or a working group make a contributions to the specified goals for the organisation to which they are affiliated, in terms of standard and quantity. The overall performance of the organisation

Efficient and successful employees help directors create excellent organisations. One of the necessary aspects for such an environment required by high work performance is education. Having the right work-related training has a strong and positive impression on employees' work performance. New recruits help fill a gap in the organisation and improve performance in that work. There is a direct correlation between the employee's being in the right work and his performance. In such work environments, there is more engagement , fulfillment, motivation and a better overall performance for the employee (Shmailan, 2016:1-8).

Work performance comprises of noticeable behaviours that people perform in their jobs, related to the goals of the organisation. Work performance is geared towards

organisations because of the importance of high fertility in the working place. Performance descriptions should focus more on behaviour than consequences. Because focusing on the consequences can stir up the employees to find the easiest way to accomplish the motivated consequences and stir up it to be harmful for the organisation as other vital behaviours will not be realized. Performance is the behaviour itself, not the consequence of the behaviour. In other words, performance comprises of the behaviours that employees primarily act in (Cook, 2008: 3).

2.9.1. The Relevance Between Organisational Climate and Work Performance

The success of an organisation is always based on the participation of its employees and work performance. Employees are responsible for the organisation to accomplish its vision and goals. The positive characteristics of the worker and their emotions towards the job they do promote work fulfillment. Work fulfillment is influenced by many aspects and work fulfillment of each worker is completely diverse from each other. Some of the aspects that influence demeanor and work fulfillment among the workers in organisations are the working environment, the possibility of receiving promotions and prizes, wage raise, administration and co- workers.

Work fulfillment trends can influence labor market behaviour and work fertility. At the same time, it is thought to be a strong indicative of employees' turnover intentions or decisions, as well as a indicative of overall well-being. Employees think that work fulfillment is the key aspect for being glad at work. Employee demeanor and work performance are fundamental for the success of any organisation, big or small. In modern working places, human resources have a more eminent value than other resources. Motivated, glad and determined workers are the productive ones (Munisamy, 2013: 12).

Employees' work fulfillment, motivation, organisational engagement and performance are concepts that are straight forwardly related to the organisational climate. The characteristics of the organisational climate and how the organisational climate is anticipated by the employees have an impression on achieving work fulfillment and feeling powerful as a consequence of the impressions of individuals on work performance. While organisational climates that allow employees to attend in the raise of work performance make positive contributions, employees in organisational climates that include negative aspects such as authoritarian administration, excessively competitive environment, inadequate communication, not prizing high-achieving employees, and organisational goals that are difficult or impossible to accomplish, individual employees due to feeling powerless and inadequate and accordingly, organisational work performances decrease. In organisational structures containing authoritarian administration, an organisational climate is formed that prevents individuals from being empowered and behaving productively. However, the anticipated organisational climate in organisations where more of the authorities are distributed to individuals at different degrees and employees are presented to take part in the decision-making mechanism creates a strong work performance as a consequence of the positive thoughts that the employees have advanced both about themselves and their work (Yüksekbilgili, 2017: 34-46).

2.9.2. Personal Characteristics and Work Performance

The success of organisations and businesses largely depends on their employees, who are seen as one of the most vital wealths in all organisations. Because employees can create value and allow organisations to have a energizeable competitive advantage (Leena and Kirupa, 2016: 41-48).

The unique appearance of the aspects that influence the way of thinking and behaviour of the individual is defined as personality. The concept of personality, which is formed by the influence of the individual himself and his environment, involves all behaviours such as the individual's feelings, genetically possessed or acquired abilities, wishes, motives and habits. In the evolution of personality, in addition to the innate characteristics, due to the influence of the society in which

one lives, it is revealed that the personality involves not only the characteristics of the individual, but also some common features of the social structure of the society (Yelboğa, 2006:196-211).

Personality studies have become a vital focus in organisational research, leadership enhancement, and particularly employee selection. These studies consequenceed in the enhancement of a integretad personality model called the Five-Aspect Personality Model. This model is a essential and comprehensive personality model, and it is defined how performance is related to other individual discrepancies in order to investigate how other work sorts are related to performance and to make predictions about performance degree. (Bullock,2018).

These;

1. **Openness to Experience:** Involves energetic imagination, aesthetic sensitivity, attention to inner feelings, diversity, intellectual curiosity, and a preference for free thinking. People with low openness incline to be traditional and conservative. Those who score high on openness incline to be unconventional, willing to question authority, and form new moral, social, and political ideas.
2. **Responsibility:** It is an energetic process of self-restraint and planning, organizing and performing tasks. The responsible person is deliberate, willful and specified. Responsibility has success orientation (hardworking and persistent), reliability (responsible and careful), and regularity (planned and organized). On the downside, a high degree of responsibility can promote annoying rigor, compulsive neatness or workaholic behaviour. Those with low responsibility, on the other hand, lack moral principles or are less rigorous in applying these principles.
3. **Emotionality:** It is a dimension of normal personality and demonstrates a general tendency to negative impressions such as fear, sadness, shame, anger, guilt and disgust. Those with high emotionality may be at risk for some psychiatric problems. A high emotional value indicates a person's tendency to have irrational ideas, less control over impulses, and an inability to cope with stress. A low emotional value is an pointer of emotional stability.

These people are generally calm and relaxed and can cope with stressful situations without getting upset (Rothmann and Coetzar, 2003:68-74).

4. Extraversion: It corresponds to the amount and density of energy directed towards the social world. This dimension of personality also corresponds to the volume and density of preferred interpersonal interactions, the degree of activity, the necessity for stimulation, and the capacity for amusement. Highly extroverted people incline to be social, energetic, chatty, self- focused, optimistic, funny, and affectionate.
5. Agreeableness: Corresponds to those who incline to be reassuring, forgiving, soft-hearted, and compassionate to others. On the contrary, people with low Agreeableness incline to be egocentric, pessimistic, suspicious, insecure, and have no motive to cooperate with others. The six sub-dimensions in this broad dimension of personality are trust, ease, independence, compatibility, humility and idealism (Klang, 2012: 6).

The influence of personality on employee work performance is certainly clear, and many organisations take this influence into account when hiring their employees. Personality is one of the most vital issues evaluated and considered by business consultants. Appointing convenient people to works prominently raises individual and organisational performance. It is clear that as occupations have different characteristics, individuals also have different personalities. For this reason, many try hardions are made to select the right people for the right works (Askarian and Hoseyn, 2013:322-335).

2.9.3. Organisation Performance

Performance in an organisation or business is divided into two as organisational performance and work performance. The performance of the organisation depends on the performance of other constituents such as the work performance of the workers and the environment of the organisation. The difference between organisational and work performance is clear: A well-performing organisation is the one that successfully accomplishes its goals. Work performance is the sole consequence of an employee's activities towards his work. In addition, high work

performance is the employee's own ability. The employee necessities to be able to give better consequences and at the same time have high fertility.

A high degree of employee performance is essential for every organisation. For this reason, the success of the organisation depends on the organisational engagement , fertility and innovativeness of the workers. In balancing the economy, it is vital to ensure a good work performance and fertility raise through ways such as improving living circumstances, raising wages, and increasing consumer goods (Nduka, 2016: 8-9).

2.9.4. Relevance between Motivation and Work Performance

Organisations accomplish their goals and objectives with the coordinated try hardions of their members. Organisational success is based on members' being motivated to use all their skills and performing well in the correct areas. A major reason for lost fertility is poor work motivation, due to a extensive international study undertaken by Proudfoot Consulting. Indicators of low work motivation include: people feel undervalued and inadequately prized, lacking of positive team spirit, low levels of motivation, lacking of attention to quality, reluctance to do good work, and poor sense of belonging.

Lots of prize practices can more intimately integrate different sorts of strategies and can be prominently affiliated with more eminent degrees of anticipated organisational performance. Senior directors must work intimately with lower- degree directors and human resources professionals to devise prize systems which are coherent with motivational concepts, as well as to support their predefined organisational strategy. The relevance between strategy and prizes should be clearly explained to workers so that the organisation's policy and their correlations between prizes and strategies are understood (Mullins, 2005: 474).

In order to accomplish their goals and objectives, organisations enhance strategies to compete and raise their performance in quite competitive markets. However, very few organisations pay attnetion to human capital as their main wealth. If the

employees are not happy with their works and aren't motivated enough to carry out their duties, the organisation cannot reach its goals and accomplish success (Dobre, 2013: 53-61).

Work performance is not a sole integretad structure, but a multidimensional one compromising of multiple sorts of behaviour. An eight-factor performance model is used to seize the extent of work performance behaviour in all works. These aspects are;

1. task specific behaviours
2. Behaviours that are not specific to the task
3. Written and verbal communication tasks,
4. Try hardion,
5. Self-discipline,
6. At what degrees a person helps groups and colleagues,
7. supervision or leadership and
8. directorial and administrative performance.

Therefore, in the content of the relevance between motivation and performance, quite motivated workers are more likely to have high level of performance in administration and organisational psychology literature. Motivation is also seen as the only vital indicative of individual work performance. Motivational aspects promote positive mental health and push people to make an effort to produce, make a contribution to the working environment and invest in the organisation (Abdulsalam and Mawoli, 2012:142-147).

Performance is thought to be a function of ability and motivation. Talent enhances slowly and over a long period of time, accompanied by training, experience and exercise. On the other hand, motivation can enhance rapidly. Because there are so many options, an inexperienced director may not be able to decide upon where to start. As a guide, general strategies for motivation can be considered under seven headings.

- Positive Reinforcement / High expectation
- Efficient discipline and punishment
- treating people fairly

- Meeting the necessities of employees
- Setting business goals
- restructuring works
- Key prizes in work performance

These are the essential strategies, but the final techniques to be applied and the evaluates to be taken will differ due to the characteristics of the working places. Essentially, there are some inconsistencies and uniquenesses between the actual situation of individuals and some motivated circumstances, and directors try to reduce such negativities. Motivation is a tool to reduce and change the gap between the motivated condition and the actual. For this reason, directors must look for new ways to motivate their workers as much as possible. Motivation is extremely vital for every company because of its possible benefits (Ganta, 2014: 221-230).

2.10. Definition and Characteristics of Work Fulfillment

Work fulfillment has been a vital point of interest for organisational and industrial psychology. Definition of work fulfillment can be done as a pleasant or positive emotional condition consequencing from the evaluation of one's work or occupational experiences. Work fulfillment is influenced by a variety of work-related aspects, such as wage, working circumstances, co-workers, employer, career prospects, and of course the work characteristics. Simply put, work fulfillment relates to how personal expectations match actual consequences. Work fulfillment is an employee's demeanor towards his work. Work fulfillment involves three constituents. They are emotional, cognitive and behavioural constituents. The emotional component reflects a feeling about a work, while the cognitive component reflects a belief about a work. Often these two features are interrelated. The behavioural component, on the other hand, is an pointer of behavioural intentions for a work such as working on time and working hard (Berghe, 2011: 14).

Many reseraches have mentioned the topic of employee fulfillment with their works. In addition, work fulfillment is a vital issue for all healthcare workers. Initially, studies reveal that the organisational characteristics of a structure (mostly a

hospital) can have a great influence on the work fulfillment of health workers. Such characteristics are understaffedness, lack of equipment and intention to leave, and so on. Contemporary administration believes that the fulfillment of individuals in health care from their work is a consequence of rational administration, and there is a strong correlation between motivation and leadership in health administration and engagement to work (Platisa, Reklitisbve Zimerasc, 2015: 480-487).

Work fulfillment reflects a combination of positive or negative emotions towards workers' duty. Work fulfillment demonstrates to what extent expectations are fulfilled and how much of the motivated income is met. Work fulfillment is intimately related to the behaviour of the employee at work. Work fulfillment is a complex and sophisticated concept which can mean different things to different people. Work fulfillment is often combined with motivation, but the nature of this relevance is not clear. Work fulfillment is not the same as motivation. Work fulfillment is more of an demeanor and an internal condition.

Work fulfillment can be considered as one of the main aspects in the efficiency and effectiveness of work organisations. In fact, the new directorial approach, which suggests that employees should be treated primarily as their own desires, necessities and personal motives, is a very good pointer of the importance of work fulfillment in temporary companies.

The importance of work fulfillment emerges when many negative consequences of work dissatisfaction are taken into account, especially low work engagement, raised competition, and raised number of occupational accidents. There are three vital features to ensure work fulfillment. Initially, organisations need to be guided by human values. These organisations will focus on treating workers with fair and respect. In such cases, evaluation of work fulfillment can be a good pointer of employee efficiency. A high degree of work fulfillment can be an indicator of a good emotional and mental condition of employees. Second, the behaviour of employees, depending on their degree of work fulfillment, will influence organisational operating and activities. From this, it can be concluded that work fulfillment will consequence in a positive behaviour and work dissatisfaction will stir up negative behaviours of employees. Third, work fulfillment can serve as pointers

of organisational activity. With work fulfillment evaluation, different degrees of fulfillment in different organisational units can be identified. In this way, decisions can be made about which organisational unit changes should be made in order to raise performance (Aziri, 2011:77-86).

2.10.1. Aspects Influencing Work Fulfillment

There are several aspects that can influence a person's degree of work fulfillment. Some of these aspects are the characteristics of the work itself, such as the degree of remuneration and benefits, the anticipated equitableness of the promotion and prize system in a company, the standard of working circumstances, the diversity of duties with leadership and social relevances, and the clearness of the work definition and requirements. Although clearly correlated, work fulfillment is not the same as motivation. Work fulfillment is a vital characteristic which frequently evaluated by organisations. The most common evaluate of work fulfillment is the use of rating scales, in which employees report their reactions to their works. Work fulfillment and dissatisfaction not only depend on the nature of the work, but also on how well the work meets the employee's expectations. Work fulfillment, wage, working environment, it is a sophisticated and complex phenomenon which influenced by aspects such as autonomy, communication and organisational engagement (Parvin and Kabir, 2011:113-123). The aspects influencing work fulfillment can be examined under the following headings.

- Expedients for wage and other benefits: This is the most vital volatile for employee fulfillment. Wage can be defined as the amount of prize the worker expects from the work. Employees need to be fulfilled with competitive wage packages and be fulfilled when comparing wage packages with overseas employees working in the same industry.
- Work security: Work security is the assurance or confidence of employees in which they will maintain their present work. Employees with a high degree of work security are less likely to lose their works in the near future. Some occupations or usance opportunities have more effective work security than others. Work security is also influenced by the performance of an employee, the success of the work and the present economic environment (Singh, 2013:105- 111).

- **Working environment:** Involves concepts such as working circumstances, office space, equipments used, cosy seats, air conditioning, other tools and so on. When the working environment is well enough for an employee, the fertility degree rises automatically. Working circumstances will influence work fulfillment as employees do their job in a cosy physical working environment. This will consequence in a more positive degree of work fulfillment. Employees straight forwardly benefit from the working environment that gives a sense of belonging and a positive and good work environment. A good working environment also make a contributions to the organisational engagement of employees who feel valued.

- **Director support:** Director support is another vital aspects for organisational engagement and work fulfillment of employees. Directorial support is described as the extent to which leaders care about the well-being of their workers and value their contributions. A leader with a high degree of directorial support provides the necessary circumstances for employees to be appreciated and cared for. A skilled employee may start an organisation for a variety of reasons, but the employee's organisational engagement , which influences how productive he will be and how long he will maintain to work in the business, depends on his relevance with directors. The administration's being friendly and having good relations with the personnel have positive contributions to the degree of work fulfillment (Neog and Barua, 2014:305-315).

2.10.2. Relevance between Work Fulfillment and Performance

Research on how organisations can become more competitive and profitable demonstrates that successful companies share three common points. These; work fulfillment, strong performance and work participation of employees. Work fulfillment may depend on employees being self-directed and establishing a strong relevance with other employees. Successful organisations rely on the high performance of their employees to accomplish their goals. To accomplish their strategic goals and pursue their competitive advantage, their employees must try hard a high degree of effort. Organisational behaviour philosophers suggest that having the right employees is also very vital. The compatibility of the person and

the work is vital because the suitability of the employees for the work is decisive for the employee's engagement to the organisation (Shmailan, As in other occupational categories, there is a close relevance between work fulfillment and performance in the health sector, and this phenomenon is revealed throughout the world. Of course, performance is a complex property that also depends on many other circumstances that are not easily specified. These circumstances are both psychological and functional such as organisational engagement and work values (Platisa, Reklitisb, & Zimerasc, 2015: 480-487).

Since work fulfillment is a complex and sophisticated concept, it is difficult to evaluate objectively. The degree of work fulfillment is influenced by a wide variety of individual, social, cultural, organisational and environmental aspects. It is not possible to demonstrate work fulfillment with a single general and comprehensive theory. The nature of the work and the premeditate of tasks have an important impression on the degree of work fulfillment and organisational performance of the working staff. However, trying to understand the nature of work fulfillment and its impressions on work performance is not easy. Though motivation towards the work well is often related to work fulfillment, the nature of this relevance is not clear. The degree of work fulfillment also influences the power of motivation. However, this is not always the case. Content theories assume that there is a direct relevance between motivation, work fulfillment and work performance (Mullins, 1994).

SIMILAR STUDIES MADE IN DOMESTIC LITERATURE AND

ABROAD SIMILAR STUDIES MADE IN DOMESTIC LITERATURE

Çağan's (2012) study on the nurses working at GATA examined the relevance between their performance and motivation. Due to the findings of Çağan from the research consequences; business sub-dimensions of performance (task performance and contextual performance) and business that he specified; there is a strong positive relevance between motivation and motivation. While only 2.2% of the subjects suggested that they were fulfilled with their work, 2.7% suggested that

they liked their work. The rest of the subjects reported more negative opinions about their dislike for their work and their fulfillment.

In Çalışkan's study (2005), it is stated that the nurses were partially fulfilled with their occupation with a rate of 42% and they were not fulfilled with a rate of 53%. The Unity of Turkish Nurses (2000) states that 41.9% of the nurses are pleased with their job, while 58.1% of them are not fulfilled.

İyilikci (2012) investigated the aspects influencing the motivation of private and public health institution directors. In his study with 79 hospital directors, he concluded that giving fair and balanced wages to employees, procuring social security evaluates, employees' motive to be appreciated, respected and status, as well as the motive to be praised, respected and appreciated by others are a vital aspect that raises motivation. In addition, communication among employees is efficient in the enhancement of corporate culture and the creation of a healthy operating organisational structure; however, it has been specified that in institutions where there is a good communication opportunity, employees can act together and be easily motivated in this direction.

Karakuzu (2013) carried out a study on 447 health workers working in public hospitals and other public health institutions in Kırklareli province to specify their motivation and the aspects influencing their motivation. It has been found that it has an impression on motivation.

SIMILAR STUDIES MADE ABROAD

The consequences obtained by Chang et al. (2020) on the impressions of innate and external motivation and their findings overlap with the findings of our study are considered as follows. Innate and external motivation have important positive impressions on the organisational identities of the workers in the organisation.

There is an important relevance between demographic features such as age, marital status, gender and the duration of service and motivation aspects compromising of advancement, recognition, responsibility, training and enhancement, interpersonal relations, equity, wages, work security, charmingness of work control, organisational expedients, working circumstances. (Thiengburanatham and intraraprasong, 2011: 143-153).

The common use of external motivators such as financial stimulation may replace more efficient motivators and create a workpower which is now more dependent on wage and financial stimulation but not fulfilled with them (itri and Bruno. 2019: 39-44).

The consequences of the study carried out by Andriana et al. (2019) on the relevance between work-load, motivation and employee performance are as follows. It is known that the relevance between motivation and work-load volatiles is positive and important, because employees in healthcare establishments often have work competencies convenient for their specialization. Motivation and work- load have an important impression on employee performance by 35.5%. The effect of motivation on performance is 30.05%, indicating that most employees are motivated to receive prizes and recognition for their performance. The effect of work-load on performance is 5.46%, indicating that low employee performance is not dependent to high work-loads.

In the study carried out by Lohmann et al. (2018) on the work motivation of financial prize based on the basis of performance; it has been specified that performance- based financing does not influence the general innate motivation degrees of health workers, and that the intervention has both positive and negative impressions on the fulfillment of psychological necessities.

Some findings were obtained from the consequences of the research carried out by Panagiotis et al. (2014) in order to commentate on organisational culture and employee motivation and to make appropriate recommendations to raise the degree of employee motivation. It demonstrates that there is a negative correlation between the degree of motivation and the sort of hierarchy culture.

Due to the consequences of the research carried out by Shirzadi et al. (2013) on the relevance between organisational climate, organisational engagement and work motivation; it is emphasized that there is a positive and important relevance between organisational climate and work motivation and that directors should raise the sense of duty for employees to continue working in the organisation, try out to

accomplish organisational goals (normative engagement), and emotional engagement and feeling pleasure from working in the organisation (emotional engagement).

In the study by Bahrami et al. (2016), which aims at examining the relevance between nurses' organisational engagement and organisational climate in hospitals; it is observed that there is a positive and important relevance between organisational climate and organisational engagement . It is suggested that staying away of organisational climate has an important positive relevance with emotional engagement and it is concluded that nurses focalize production with a normative and continuity engagement .

The importance and importance of organisational climate by Haseeb et al. (2016) in the study in which they investigated its relevance with employee motivation; reveals that organisational climate has an important relevance with worker motivation. It is summarized that five dimensions of organisational climate, such as innovation, prizes, empowerment, training and enhancement, and communication, have a positive relevance with employee motivation.

CHAPTER 3

METHOD

The research has only health workers dimension. In the research, the opinions of health workers working in institutions affiliated to the Ministry of Health were consulted. For this reason, scanning method was applied in the research. The survey method is a research approach argetting to define a previous or present situation as it is. The event, individual or object which is the main subject of the research is tried to be described in its own circumstances and as it is. No attempt is applied to change or affect them in any way. The vital thing is to observe and specify the research subject appropriately (Karasar, 2014).

3.1 Research Model

In each health institution where the applications were made, brief explanations were made regarding the general purpose of the research and the answers to the data collection tools. It was especially emphasized that there is no need for identity data from the participants to reflect their real situation as they are, and that the consequences will be evaluated collectively, not individually.

Questionnaire form was applied as data collection tool in the research. Five-point Likert scale was used as the scale. The scale is an demeanor scale; it was premeditated to specify the extent to which the respondents agreed with the written statements. The preferences that the respondent should prefer are “strongly disagree”, “disagree”, “no idea”, “agree” and “strongly agree”.

In this study, the questionnaires were duplicated and applied to the sample group after obtaining approval from the Near East University Scientific Research Ethics Committee in order to collect and analyze data in compliance with the aim of the research and economically.

3.2 Universe and Sample

The research universe comprises of health workers who work as physicians, dentists, midwives and nurses in health institutions located in Keçiören District of Ankara Province. Due to the official data of the provincial health directorate dated 03.05.2018, the health workers working as physicians, dentists, midwives and nurses in the universe are listed below.

Table 1.

Numerical data on the number of individuals in the universe

Health Institutions	Physician	Nurse	Midwife	Dentist
TCSB SBU. KEÇİÖREN EDUCATION AND RESEARCH HOSPITAL	313	262	70	3
TCSB SBU. ETLİK ZÜBEYDE HANIM FEMALE DISEASES EAH	220	161	232	3
TCSB SBU. ATATÜRK CHEST DISEASES AND THORACIC SURGERY EAH	194	247	17	one
ANKARA YBU. TEPABAŞI ORAL AND DENTAL HEALTH EH	one	21	0	152
KEÇİÖREN OTTOMAN ADSM	0	7	0	61
TCSB SBU. GULHANE EAH	618	621	13	7
ANKARA OCCUPATIONAL AND ENVIRONMENTAL DISEASES HOSPITAL	46	47	6	0
TOTAL	1392	1366	338	227
GRAND TOTAL	3323			

There are a total of 3323 health workers in the universe. In this context, the number of samples to be taken is as follows;

Since the number of individuals in the target audience is known,

Those formulas have been used. In formulas;

N : Number of individuals in the target population n : Number of individuals to be sampled p : Frequency of appearance of the investigated event (contingency of appearance) q : Frequency of not appearing (contingency of not appearing) of the investigated event t : Theoretical value found due to the t table at a certain importance degree d : Frequency of appearance of the event is the accepted sampling error. (it is accepted that it may contain d = 0.05 sampling error) ,

p = 0.50 q = 1-0.50=0.50 t = 1.96 (at d = 0.05, the theoretical t value in degrees of freedom is found from the table.

d = 0.05 (as we accept 5% sampling error)

$$n = \frac{N \cdot t^2 \cdot p \cdot q}{d^2(N-1)} + t^2 \cdot p \cdot q$$

.

$$n = \frac{3323 \cdot 1,96^2 \cdot (0,50 \cdot 0,50)}{0,05^2(3323 - 1)} + 1,96^2 \cdot 0,50 \cdot 0,50$$

.

$$n = \frac{(3323) \cdot (3,8416) \cdot (0,25)}{(0,0025) \cdot (3322)} + (3,8416) \cdot (0,25)$$

.

$$n = \frac{(3191,409)}{(8,305)} + (0,9604)$$

.

$$n = 384,275 + (0,9604)$$

.

$$n = 385,2354$$

.

386 individuals will be selected as a sample from the universe of the research with the selective method. However, in order to reduce the sampling error, it is planned to reach more (600) people than the sample number calculated above.

3.3 Scales Used In the Study

3.3.1 SOCIO-DEMOGRAPHIC FEATURES

Personal data form:

It is created by the researcher;

Gender, age, marital status, number of children, educational background, income status, occupation, institution, department, total working hours in the health sector, weekly working hours, daily working hours, number of patients given daily care, your working style is shift or continuous daytime is it?

Have you ever experienced any psychological discomfort? Do you have any physical ailments? If so, do you have any discomfort and its duration?

How would you define your relevances with other employees and your occupational success? A personal data form was created.

3.3.2 Organisational Engagement Scale

Based on the basis of Allen and Meyer's (1991) three-dimensional organisational engagement model, the organisational engagement scale advanced by Wasti (2000) and translated into Turkish will be used.

In the three-dimensional organisational engagement questionnaire, which comprises of a total of 22 statements, the initial eight statements are emotional engagement , 9-15. phrases permanence engagement and 16-22. Statements are about normative engagement . Emotional engagement appears when employees are represented together with their organisation, adopt the aims of the organisation, and attach fondly.

Permanence engagement relates to the attachment of employees to their organisation for profit or gain; Employees are attached to their organisations because they have to. In normative engagement , employees are committed by reference to social norms; they think that it is moral to be attached to the organisation that took care of it in time (Wasti, 2000).

The Turkish validity-reliability study scale was carried out by Ertan (2008) and the Cronbach's Alpha coefficient for the organisational engagement scale was calculated as 0.93.

3.3.3 Work Motivation Scale

Mottaz's (1985) two-dimensional work motivation scale will be applied as the scale of work motivation. Two main sorts of tools specify the work motivation of employees: Innate and external motivation tools. Among the innate motivation tools, if it is interesting and challenging, independence at work, the importance of the work for the employee, taking place in the work, responsibility, diversity, creativity, opportunities to use one's talents, and satisfying feedback aspects about the individual's performance are counted. External motivation tools are processed in two dimensions: Initially, social motivation tools, second, organisational tools. While the initial one is based upon the basis of the standard of interpersonal relevances such as friendship, helpfulness, support from colleagues and supervisors; the second one is based on the basis of the proficiency of resources in the working environment, equal pay, opportunity for promotion.

3.3.4 Business Performance Scale

A two-dimensional work performance scale will be used in which healthcare professionals will evaluate themselves (Borman & Motowidlo, 1993). The initial four items in the work performance scale, which involves 24 items in total, are intended to evaluate task performance. The remaining 20 statements evaluate contextual performance. While task performance is related to the successful completion of any work, contextual performance is related to behaviours that are not related to a specific work such as volunteering, collaborative work, obeying rules and procedures, and adopting the goals of the organisation. (Chiu, 2004: 82). Göker (2017), in his study, found the Cronbach's Alpha coefficient of the work performance scale to be 0.9282.

3.3.5 Organisational Climate Scale

In the initial part, the 'Organisation Climate' scale, which was advanced by Litwin and Stringer (1968) and used by many domestic and foreign researchers, will be used in relation to organisational climate. There are 24 items in the scale and 14 of them have positive meaning and the remaining 10 items have negative meaning. In a study carried out by Zeybek (2010), "organisational climate" scale was processed with 5 sub-dimensions. The sample size was found as 0.86. The Cronbach Alpha coefficient was found as 0.85 in Zeybek's own study. On the other hand, Tunçay (2013) applied exploratory aspect analysis regarding the scale and

(KMO: ,808; χ^2 : 4412,300; $p=,00$; Demonstrated Variance : 63,312). The Chronbach Alpha coefficient was found to be $\alpha=,782$.

3.4 Data Collection

Questionnaire form was applied as information collection tool in the research. Five- point Likert scale was applied as the scale. The scale is an demeanor scale; it was premeditated to specify the extent to which the respondents agreed with the written statements. The preferences that the respondent should prefer are “strongly disagree”, “disagree”, “no idea”, “agree” and “strongly agree”.

In this study, the questionnaires were replicated and applied to the sample group in order to collect and analyze the data in compliance with the purpose of the research and economically.

The questionnaire form comprises of five parts. The initial part contains the personal data of the respondents.

3.5 Analysis of Data

The analysis of the data was made in the SPSS for Windows 15.0 evaluation version packed program. Identificatory statistics are presented as mean \pm standard deviation for volatiles with normal pattern, median (min – max) for volatiles with non-normal pattern, and number of cases and (%) for categorical volatiles.

When the number of groups was two, the importance of the difference between the groups in terms of means was investigated with the t-test and the importance of the difference in terms of median values was investigated with the Mann Whitney test, when the number of groups was more than two, the importance of the difference between the groups in terms of means was investigated with the ANOVA test and the importance of the difference in terms of median values was investigated with the Kruskal Wallis test. The difference between categorical volatiles was tested with Pearson Chi-Square or Fisher exact test. The relevance between continuous volatiles was evaluated with the Spearman correlation test. The correlation coefficient between the scales was evaluated due to the following criterion (Kalaycı, 2006, p.116);

- ✓ “very weak” in the r (0.00-0.25) range,

- ✓ “weak” in the r (0.26-0.49) range,
- ✓ r (0.50-0.69 “medium”),
- ✓ “high” in the r (0.70-0.89 range)
- ✓ r (0,90-1,00) aralığında ise “ çok yüksek düzeyde “ bir ilişkinin varlığına işaret etmektedir.

The criterion used in the evaluation of the Cronbach' Alpha reliability coefficient of each of the 4 scales used in the research are as follows (Özdamar, 2004);

- ✓ if $0.00 \leq \alpha < 0.40$, the scale is not reliable;
- ✓ if $0.40 \leq \alpha < 0.60$, the scale has low reliability;
- ✓ if $0.60 \leq \alpha < 0.80$, the scale is quite reliable;
- ✓ if $0.80 \leq \alpha < 1.00$, it is suggested that the scale is a quite reliable scale.

The findings gathered were utilized at 95% confidence range and 5% importance degree. Multivariate linear regression analysis was performed to specify the independent aspects. Volatiles considered as important in univariate analyzes were involved in the multivariate regression analysis, and the final model was procured with the backward method.

CHAPTER 4

FINDINGS

In the research, the opinions of 545 medical staff working in the institutions of the Ministry of Health in the Keçiören District of Ankara Province were consulted.

The pattern of medical staff attending to the research by occupational groups is given in Table 2.

Table 2.

Pattern of Medical Staff Attending to the Research by Occupational volatile

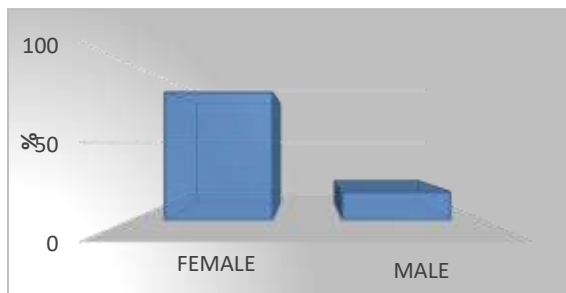
		Num ber	Percent(%)
Occupation	Doctor	170	31.2
	Dentist	103	18.9
	midwife	82	15.0
	Nurse	190	34.9
	Total	545	100.0

When Table 2 is viewed, it is revealed that 190 (34.9%) of the attending medical staff belong to the Nurses, 170 (31.2%) Doctors, 103 (18.9%) Dentists, and 82 (15%) Midwives. It is revealed that the personnel belonging to the occupation groups of Doctor (31.2%) and Nurse (34.9%) are the most, and the lowest number of groups is the personnel belonging to the occupation group of midwife (15%).

The frequencies of the gender volatile of the medical staff attending to the research are presented in Table 3.

Table 3.

Pattern of Medical Staff Attending to the Study by Gender volatile



	Num ber	Percent(%)	
Gender	Female	446	81.8
	Male	99	18.2
	Total	545	100.0

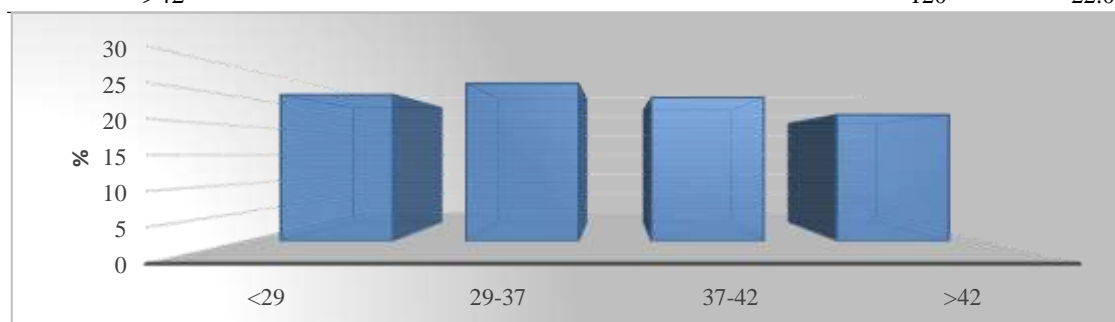
When Table 3 is viewed, it is revealed that 18.2% of the medical staff attending to the research are men and 81.8% are women.

The frequencies of the age volatile of the medical staff attending to the research are presented in Table 4.

Table 4.

Pattern of Medical Staff Attending to the Study by Age volatile

Age range	Mean±Std.Deviation	Median(Min-Max)	Num ber	Percent(%)
Age	36.22±7.91	37(17-60)		
<29			139	25.5
29-37			150	27.5
37-42			136	25.0
>42			120	22.0



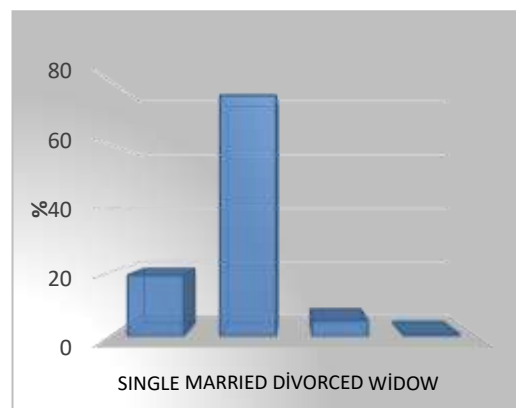
When Table 4 is viewed, the average age of the medical staff attending to the study is 36.22±7.91 years. It is revealed that the participants are mostly in the age group of 29-42 (52.5%), and the least number of the personnel is over the age of 42 (22%).

The frequencies of the Marital Status volatile of the medical staff attending to the research are presented in Table 5.

Table 5.

Pattern of Medical Staff Attending to the Study by Marital Status volatile

Marital status	Num	Percent(
	ber	%)
Single	104	19.1
The married	411	75.4
Divorced	27	5.0
Widow	3	0.6

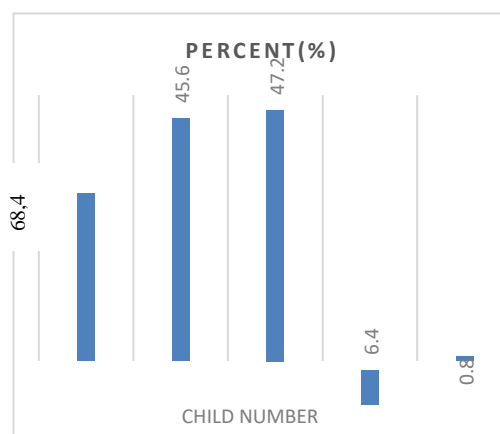


When Table 5 is viewed, it was specified that the marital status of 75.4% of the medical staff attending to the research was married. The frequencies of the volatile of the number of children of the medical staff attending to the research are presented in Table 6.

Table 6.

Pattern of Medical Staff Attending to the Research by Number of Children volatile;

Child presence	Child Number	number	Percent(%)
		373	68.4
	one	170	45.6
	2nd	176	47.2
	3	24	6.4
	4	3	0.8



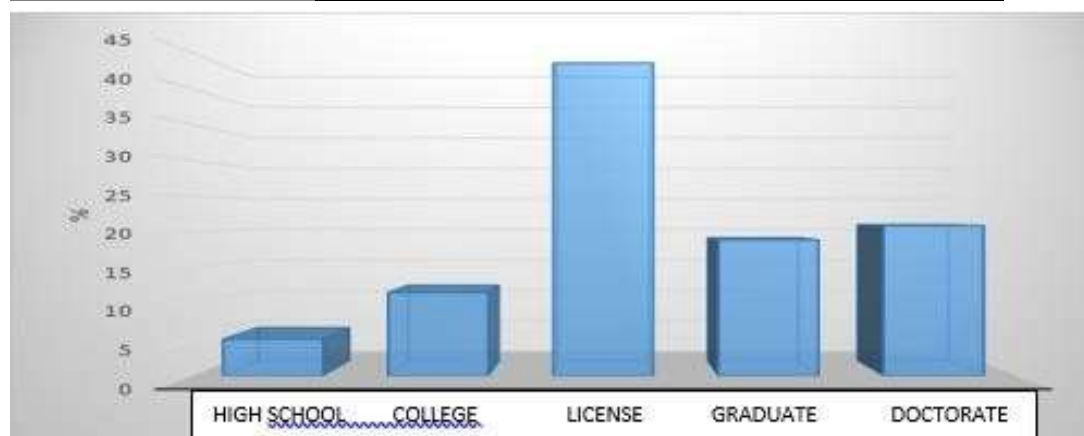
When Table 6 is viewed, it was specified that 67.9% of the medical staff attending to the study had children, and that at most 92.8% of the group with children had 2 or less children.

The frequencies of the Education volatile of the medical staff attending to the research are presented in Table 7.

Table 7.

Pattern of Medical Staff Attending to the Study by Education volatile;

		number	Percent(%)
Education Status	High school	28	5.1
	College	63	11.6
	License	237	43.5
	graduate	103	18.9
	Doctorate	114	20.9



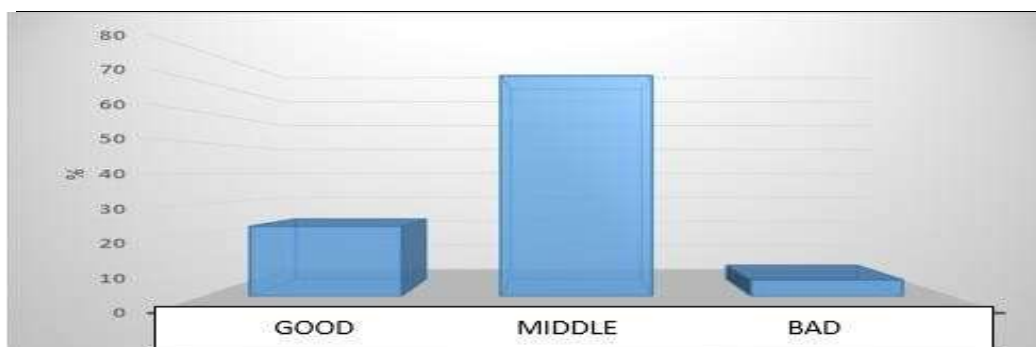
When Table 7 is viewed, it has been specified that 94.9% of the medical staff attending to the research have a university or more eminent education, 55.1% are college and undergraduate, 39.8% are graduate and doctoral graduates.

The frequencies of the income status volatile of the medical staff attending to the research are presented in Table 8.

Table 8.

Pattern of Medical Staff Attending to the Research by income Status volatile

		Number	Percent(%)
income status	good	124	22.8
	middle	392	71.9
	bad	29	5.3



When Table 8 is viewed, it has been specified that 94.7% of the medical staff attending to the research have middle and more eminent income.

The frequencies of the volatile of the institution where the medical staff attending to the research work are presented in Table 9.

		Number	Percent(%)
working institution	Kecioren Education and Research Hospital	155	28.4
	Sanatoryum Hospital	117	21.5
	Tepebaşı Dental Health Hospital	66	12.1
	Etlik Zübeyde Hanım Education and Research Hospital	157	28.8
	Ottoman Dental Hospital	50	9.2

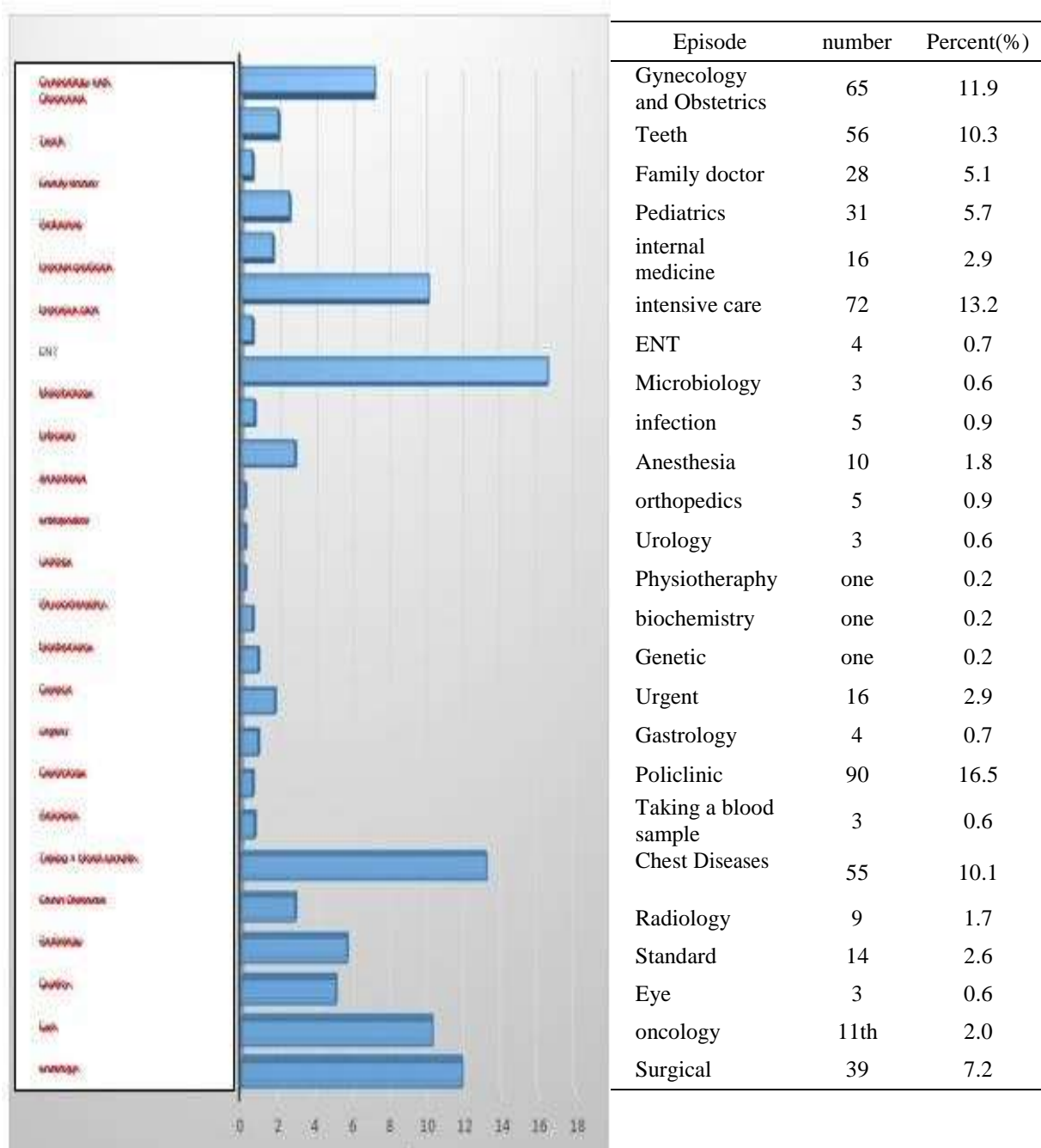
Table 9.

Pattern of the Medical Staff Attending to the Research by the institution volatile;

The frequencies of the department volatile of the medical staff attending to the research are presented in Table 10.

Table 10.

Pattern of the Medical Staff Attending to the Research Due to the volatile of the Department they Worked



When Table 10 is viewed, it has been specified that 52% of the medical staff attending to the research work in surgical medicine departments, 44.6% in internal medicine departments, 0.8% in essential medicine departments, and 2.6% in administrative departments.

The descriptive statistics of the volatiles of working hours, weekly working hours, daily working hours, and number of patients per day of the medical staff attending to the research are presented in Table 11.

Table 11.

Descriptive Statistics of the volatiles of Working hours, Weekly Working hours, Daily Working hours, Number of Patients per Day of the Medical Staff Attending to the Study

	Mean±Std.DevIatlon	Min-Max
Working hours(years)	13.08±0.37	0.17-36
Weekly Working hours (hours)	49.5±19.45	40-90
Daily Working hours(hours)	9.25±3.55	8-10
Number of Patients per Day	39.03±45.57	2-225

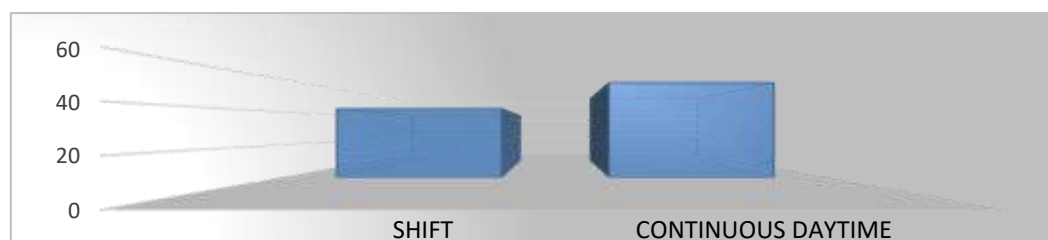
When Table 11 is viewed, it is suggested that the average working hours of the medical staff attending to the research is 13.08 ± 0.37 , the average weekly working hours is 49.5 ± 19.45 hours, the average daily working hours is 9.25 ± 3.55 hours, and the average number of patients receiving daily care is 39.03 ± 45.57 .

It has been specified that the minimum maximum range of the weekly working hours is 0.17-36 years and has a wide range of variation. Likewise, it was suggested that the minimum and maximum range of the number of patients receiving daily care was 2-500 patients, and it was specified that it had a wide range of changes.

The frequencies of the working sort volatile of the medical staff attending to the research are presented in Table 12.

Table 12.

Pattern of Medical Staff Attending to the Study by Working Sort volatile



		Number	Percent(%)
Work shape	shift	229	42
	Continuous Daytime	316	58

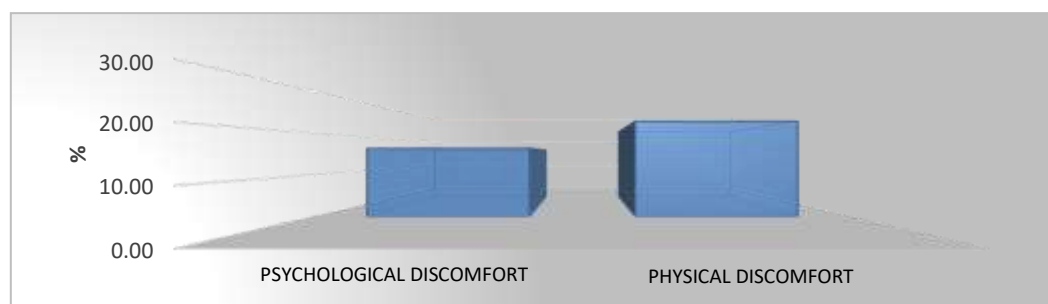
When Table 4.11 is viewed, it is specified that 58% of the medical staff attending to the research work continuously during the day and 42% in shifts.

The frequencies of the physical and psychological discomfort volatiles of the medical staff attending to the research are presented in Table 13.

Table 13.

Percent pattern of Physical and Psychological Disorders of Medical Staff Attending to the Study

	Mean±Std.Deviation (Min-Max)	Number	Percent(%)
Psychological Discomfort		89	16.30
Physical Discomfort		124	22.80
Physical discomfort Duration (years)	8.58±8.12 (1-30)		



When Table 13 was examined, it was suggested that 16.3% of the medical staff who attend in the study had a psychological disorder and 22.8% had a physical

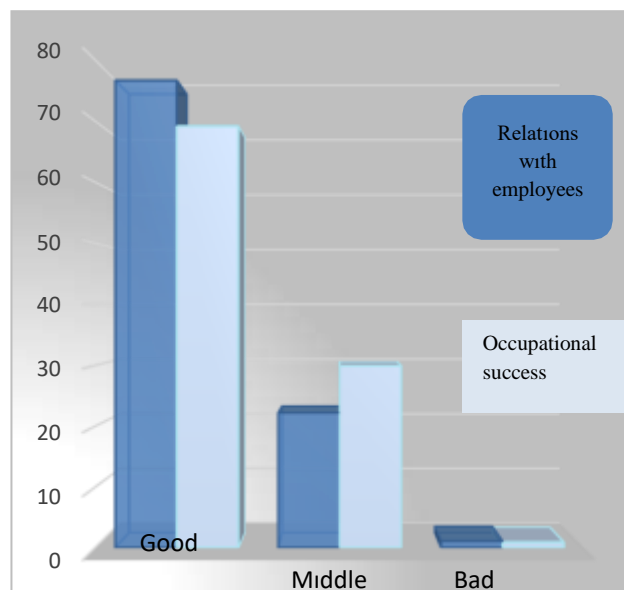
illness. The most frequently mentioned physical ailments were specified as 29% waist-neck hernia, 15% joint-muscle diseases.

The frequency patterns of the volatiles of Relations with Employees and Occupational Performance of the medical staff attending to the research are presented in Table 14.

Table 14.

Pattern of the Medical Staff Attending to the Research on Relevances with Employees and Occupational Success volatile

		number	%
Relations with Employees	good	418	76.7
	middle	121	22.2
	bad	6	1.1
Occupational Success	good	377	69.2
	middle	163	29.9
	bad	5	0.9



When Table 14 is viewed, 76.7% of the medical staff attending to the research suggested that they have good relations with their colleagues, and 69.2% suggested that their occupational success is good.

Tests of Research

T1: Is there an important negative relevance between the work Motivation of hospital employees with low work motivation and their anticipated organisational climate, organisational engagement and work performance?

Table 15.

Work Motivation Pattern by Groups

Work Motivation Sub-Dimension	Num		%	Work Motivation Sub-Dimension	Num		%
	<=2	ber			<=2	ber	
Innate Motivation	<=2	11th	2.1	External Motivation	<=2	46	8.9
	>2	508	97.9		>2	473	91.1
	Total	519	100.0	Total	519	100.0	

When Table 16 is viewed, Work Motivation innate Motivation Sub-Dimension has predefined 11 (2.1%) options as strongly disagree and disagree. Those with low internal motivation of the medical staff attending to the research are 2.1%. Work Motivation external Motivation Sub-Dimension chose 46 (8.9%) strongly disagree and disagree options. 8.9% of the medical staff attending to the research have low levels of external motivation.

Table 16.

The relevance between innate Motivation scale scores of the group with low innate Motivation and Organisational Climate, Organisational Engagement , Work Performances Scale scores

In the group with Work Motivation Scale Innate Motivation Sub-Dimension <=2					
ORGANISATIONAL CLIMATE SCALE SUB-DIMENSIONS					
	Structural Support	Recognition	standards	Responsibility	Loyalty
r	0.147	-0.156	0.275	0.133	0.103
p	0.666	0.646	0.414	0.697	0.762
ORGANISATIONAL ENGAGEMENT SCALE SUBDIMENSIONS					
	Emotional Engagement	Persistent Engagement	Normative Engagement		
r	0.04	0.261	-0.04		
p	0.906	0.438	0.907		
WORK Performance SCALE SUB-DIMENSIONS					
	Mission Performance	Contextual Performance			
r	0.479	-0.085			
P	0.136	0.804			

When Table 16 is viewed, there is no statistically important relevance between the work motivation and the anticipated organisational climate, organisational engagement , and work performance of hospital workers with low levels of motivation towards their tasks ($P>0.05$).

Table 17.

The relevance between the External Motivation scale scores of the group with low External Motivation and Organisational Climate, Organisational Engagement, Work Performance scale scores

In the group with Work Motivation Scale's External Motivation Sub-Dimension <=2					
ORGANISATIONAL CLIMATE SCALE SUB-DIMENSIONS					
	Structural Support	Recognition	standards	Responsibility	Loyalty
r	0.346	-0.16	0.387	0.247	-0.065
p	0.298	0.962	0.240	0.465	0.850
ORGANISATIONAL ENGAGEMENT SCALE SUBDIMENSIONS					
	Emotional Engagement	Persistent Engagement	Normative Engagement		
r	0.074	0.219	-0.039		
p	0.828	0.517	0.909		
WORK Performance SCALE SUB-DIMENSIONS					
	Mission Performance	Contextual Performance			
r	0.711*	-0.089			
P	0.014	0.794			

When Table 17 is viewed, there isn't any statistically important relevance between the work motivation of hospital employees with low work motivation and their anticipated organisational climate and organisational engagement ($P > 0.05$). There is a statistically important relevance between the task performance, which is the sub-dimension of the Work performance scale, of hospital employees with low work motivation, and as the external motivation score raises, the task performance score raises. It has a good positive correlation ($r = 0.711$, $P < 0.014$).

T2: Is there an important positive relevance between the work Motivation of hospital employees with high work Motivation and their anticipated organisational climate, organisational engagement and work performance?

Table 18.

The relevance between innate Motivation scale scores of the group with high innate Motivation and Organisational Climate, Organisational Engagement , Work Performances scale scores

In the group with Work Motivation Scale Innate Motivation Sub-Dimension >2					
Work Motivation Scale Innate Motivation Sub-Dimension	ORGANISATIONAL CLIMATE SCALE SUB-DIMENSIONS				
	Structural Support	Recognition	standards	Responsibility	Loyalty
	r	0.394*	0.281*	0.268*	0.054
p	<0.001	<0.001	<0.001	0.224	<0.001
	ORGANISATIONAL ENGAGEMENT SCALE SUBDIMENSIONS				
	Emotional Engagement	Persistent Engagement	Normative Engagement		
	r	0.435*	0.208*	0.317*	
p	<0.001	<0.001	<0.001		
	WORK Performance SCALE SUB-DIMENSIONS				
	<u>Mission Performance</u>	<u>Contextual Performance</u>			
	r	0.518*	0.605*		
P	<0.001	<0.001			

When Table 18 is viewed, there is a positive and important relevance between the work motivation of hospital employees with high work motivation and their anticipated organisational climate, organisational engagement , and work performance scale scores ($P < 0.001$). There is a low level of positive relevance with the organisational climate scale structural support sub-dimension($r = 0.394$, < 0.001), a low level of positive relevance with the recognition sub-dimension ($r = 0.281$, < 0.001), a low level of positive relevance with the standards sub- dimension ($r = 0.268$, < 0.001), and an important relevance with the responsibility sub-dimension. there is no relevance ($r = 0.054$, < 0.001), there is a low level of positive relevance with engagement sub-dimension ($r = 0.355$, < 0.001). Organisational engagement sub-dimension has a medium level of positive relevance with emotional engagement ($r = 0.317$, < 0.001), a low level of positive relevance with continuous engagement sub-dimension ($r = 0.208$, < 0.001), There is a low level of positive relevance with the normative engagement sub-dimension. ($r = 0.317$, < 0.001). Work performance scale sub-dimension has a medium level of positive relevance with task performance ($r = 0.518$, < 0.001), and a medium level of positive relevance with contextual performance sub-dimension. ($r = 0.605$, < 0.001)

Table 19.

The relevance between the External Motivation scale scores of the group with high levels of External Motivation and Organisation Climate, Organisational engagement , Work performance scale scores

In the group with Work Motivation Scale's External Motivation Sub-Dimension >2					
ORGANISATIONAL CLIMATE SCALE SUB-DIMENSIONS					
	Structural Support	Recognition	standards	Responsibility	Loyalty
r	0.550*	0.548*	0.422*	-0.076	0.421*
p	<0.001	<0.001	<0.001	0.087	<0.001
ORGANISATIONAL ENGAGEMENT SCALE SUBDIMENSIONS					
	Emotional Engagement	Persistent Engagement	Normative Engagement		
r	0.562*	0.381*	0.560*		
p	<0.001	<0.001	<0.001		
WORK Performance SCALE SUB-DIMENSIONS					
	Mission Performance	Contextual Performance			
r	0.174*	0.276*			
P	<0.001	<0.001			

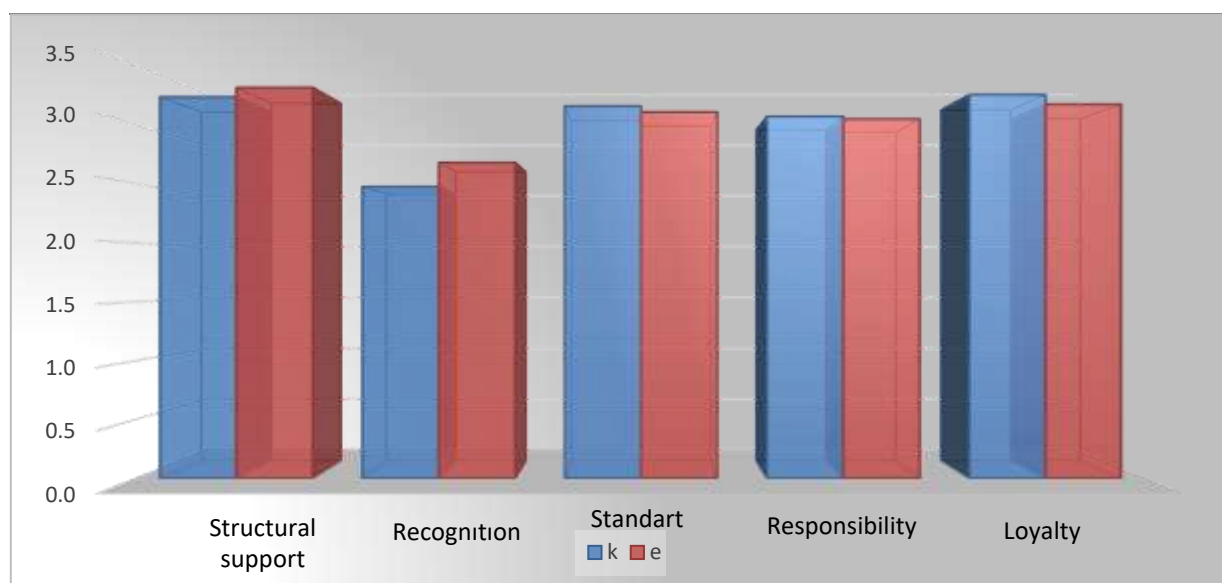
When Table 19 is viewed, there is a positive and important relevance between the work motivations of hospital employees with high work motivation and their anticipated organisational climate, organisational engagement , and work performance ($P < 0.001$). There is a medium level of positive relevance with the organisational climate scale structural support sub-dimension ($r = 0.550$, < 0.001), a medium level of positive correlation with the recognition sub-dimension ($r = 0.548$, < 0.001), a medium level of positive correlation with the standards sub-dimension ($r = 0.422$, < 0.001), an important relevance with the responsibility sub-dimension there is no relevance ($r = -0.054$, 0.087), there is a medium level of positive relevance with engagement sub-dimension ($r = 0.421$, < 0.001). Organisational engagement sub-dimension has a medium level of positive relevance with emotional engagement ($r = 0.562$, < 0.001), and a low level of positive relevance with continuous engagement sub-dimension ($r = 0.381$, < 0.001), there is a low level of positive correlation with the normative engagement sub-dimension. ($r = 0.560$, < 0.001). Work performance scale sub-dimension has a low level of positive relevance with task performance ($r = 0.174$, < 0.001), and a low level of positive relevance with contextual performance sub-dimension ($r = 0.276$, < 0.001).

T3: Are the organisational climate, organisational engagement , work performance and work motivations anticipated by healthcare professionals related to gender?

Table 20.

Pattern of sub-dimensions of organisational climate anticipated by healthcare professionals by gender volatile

Gender		Structural Support	Recognition	standards	Responsibility	Loyalty
K (n=446)	Mean± Std. Deflection	3.24±0.83	2.47±2.33	3.15±3.50	3.07±3.00	3.25±0.88
	Median(Min-Max)	3.37(1-5)	2.33(1-5)	3.50(1-5)	3.00(1-5)	3.40(1-5)
TO (n=99)	Mean± Std. Deflection	3.31±0.83	2.68±0.90	3.11±1.11	3.05±0.79	3.17±0.96
	Median(Min-Max)	3.37(1-5)	2.67(1-5)	3.00(1-5)	3.00(1-5)	3.20(1-5)
P Value		0.590	0.025*	0.511	0.701	0.191

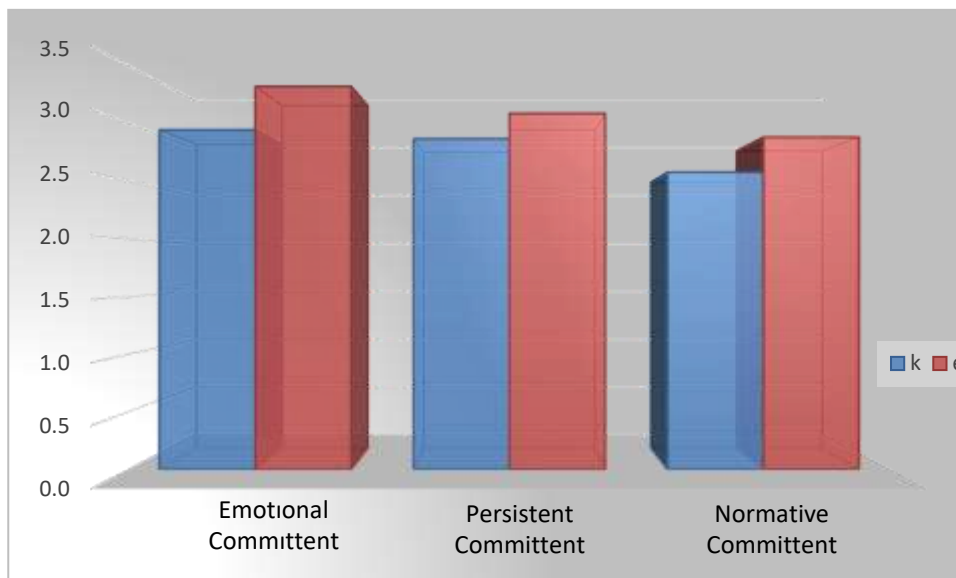


When Table 20 is viewed, the sub-dimension of recognition in the organisational climate sub-dimensions of the medical staff attending to the research differs prominently due to gender ($p=0.025$). Organisational climate Recognition sub-dimension score is prominently more eminent in males. Other organisational climate sub-dimensions do not differ due to gender ($p>0.05$).

Table 21.

Pattern of the sub-dimensions of organisational engagement anticipated by health workers due to gender volatile

Gender		Emotional Engagement	Persistent Engagement	Normative Engagement
K(n=437)	Mean± Std. Deflection	2.94±0.95	2.86±2.86	2.58±0.86
	Median(Min-Max)	3.00(1-5)	2.86(1-5)	2.57(1-5)
M(n=95)	Mean± Std. Deflection	3.32±0.90	3.08±0.82	2.88±0.87
	Median(Min-Max)	3.25(1-5)	3.00(1-5)	3.00(1-5)
P Value		0.002*	0.039*	0.001*



When Table 21 is viewed, the organisational engagement sub-dimensions of the medical staff attending to the research represent important discrepancies due to gender ($p < 0.05$). The sub-dimensions of organisational engagement, emotional engagement, continuous engagement, and normative engagement scores are prominently more eminent in males.

Table 22.

Pattern of Work Motivation sub-dimensions anticipated by healthcare professionals by gender volatile

Gender		Innate Motivation	External Motivation
K(n=427)	Mean± Std. Deflection	3.76±0.66	2.90±0.68
	Median(Min-Max)	3.77(1-5)	2.93(1-5)
M(n=92)	Mean± Std. Deflection	3.70±0.79	3.06±0.73
	Median(Min-Max)	3.77(1.44-5)	3.00(1.47-5)
P Value		0.388	0.092

When Table 22 is viewed, the work motivation sub-dimensions of the medical staff attending to the research do not differ prominently due to gender ($p > 0.05$).

Table 23.

Pattern of the sub-dimensions of work performance anticipated by health workers by gender volatile

Gender		Mission Performance	Contextual performance
K(n=427)	Mean± Std. Deflection	4.09±0.66	4.11±0.56
	Median(Min-Max)	4.00(1-5)	4.00(1.20-5)
M(n=94)	Mean± Std. Deflection	3.96±0.85	3.98±0.75
	Median(Min-Max)	3.77(1.44-5)	4.00(1.84-5)
P Value		0.349	0.312

When Table 23 is viewed, the sub-dimensions of work performance, task performance, and contextual performance scale scores of the medical staff attending to the research do not differ prominently due to gender ($p>0.05$).

T4: Are the organisational climate, organisational engagement , work performances and work motivations anticipated by healthcare professionals related to marital status?

Table 24.

Pattern of organisational climate sub-dimensions anticipated by healthcare professionals due to marital status volatile

Marital status		Structural Support	Recognitio n	standards	Responsibil ity	Loyalty
Single (n=104)	Mean± Std. Deflection	3.28±3.37	2.59±0.73	3.21±1.00	3.01±0.63	3.34±0.85
	Median(Min-Max)	3.37(1-5)	2.67(1-5)	3.00(1-5)	3.00(1-5)	3.40(1-5)
Married (n=411)	Mean± Std. Deflection	3.23±0.84	2.48±0.82	3.11±1.08	3.09±0.79	3.4±0.90
	Median(Min-Max)	3.37(1-5)	2.67(1-5)	3.00(1-5)	3.00(1-5)	3.40(1-5)
Divorced (n=27)	Mean± Std. Deflection	3.43±0.67	2.80±0.80	3.50±0.88	3.04±0.73	3.45±0.73
	Median(Min-Max)	3.62(1.88-5)	2.67(1.7-5)	3.50(2-5)	3.0 (2-5)	3.6(2-5)
Widow (n=3)	Mean± Std. Deflection	2.62±2.27	1.83±1.69	2.50±2.18	1.67±1.53	2.60±2.25
	Median(Min-Max)	3.87(1-4)	2.17(1-4.33)	3.50(1-4)	2(1-3)	3.8(1-4)
P Value		0.806	0.092	0.388	0.114	0.268

When Table 24 is viewed, the organisational climate sub-dimensions of the medical staff attending to the research do not differ prominently due to the marital status of structural support, recognition, standards, responsibility, engagement ($p>0.05$).

Table 25.

Pattern of organisational engagement sub-dimensions anticipated by health workers due to marital status volatile

Marital status		Emotional Engagement	Persistent Engagement	Normative Engagement
Single (n=104)	Mean± Std. Deflection	2.90±0.92	2.88±0.84	2.59±0.83
	Median(Min-Max)	3.00(1-5)	2.85(1-5)	2.57(1-5)
Married (n=411)	Mean± Std. Deflection	3.02±0.98	2.89±0.92	2.64±0.88
	Median(Min-Max)	3.25(1-5)	3.00(1-5)	3.57(1-5)
Divorced (n=27)	Mean± Std. Deflection	3.22±0.77	3.14±0.97	2.74±0.89
	Median(Min-Max)	3.25(1-5)	3.14(1-5)	2.71(1-5)
Widow (n=3)	Mean± Std. Deflection	3.33±0.76	2.43±0.51	2.52±0.50
	Median(Min-Max)	3,5(2,5-4)	2.28(2-3)	2.57(2-3)
P Value		0.346	0.385	0.864

When Table 25 is viewed, the organisational engagement sub-dimensions of the medical staff attending to the research, emotional engagement , continuous engagement , and normative engagement scale scores do not differ prominently due to marital status ($p>0.05$).

Table 26.

Pattern of the sub-dimensions of work motivation anticipated by health workers due to the marital status volatile

Marital status		Innate Motivation	External Motivation
Single (n=104)	Mean± Std. Deflection	3.56±0.71*	2.85±0.67
	Median(Min-Max)	3.67(1-5)	2.93(1.27-4.27)
Married (n=411)	Mean± Std. Deflection	3.79±0.67	2.94±0.70
	Median(Min-Max)	3.83(1-5)	2.93(1.13-5)
Divorced (n=27)	Mean± Std. Deflection	3.92±0.74	3.06±0.77
	Median(Min-Max)	4.00(2.56-5)	3.00(1.13-5)
Widow (n=3)	Mean± Std. Deflection	4.00±0	3.17±0.33
	Median(Min-Max)	4.00(4-4)	3.17(2.93-3.40)
P Value		0.014*	0.591

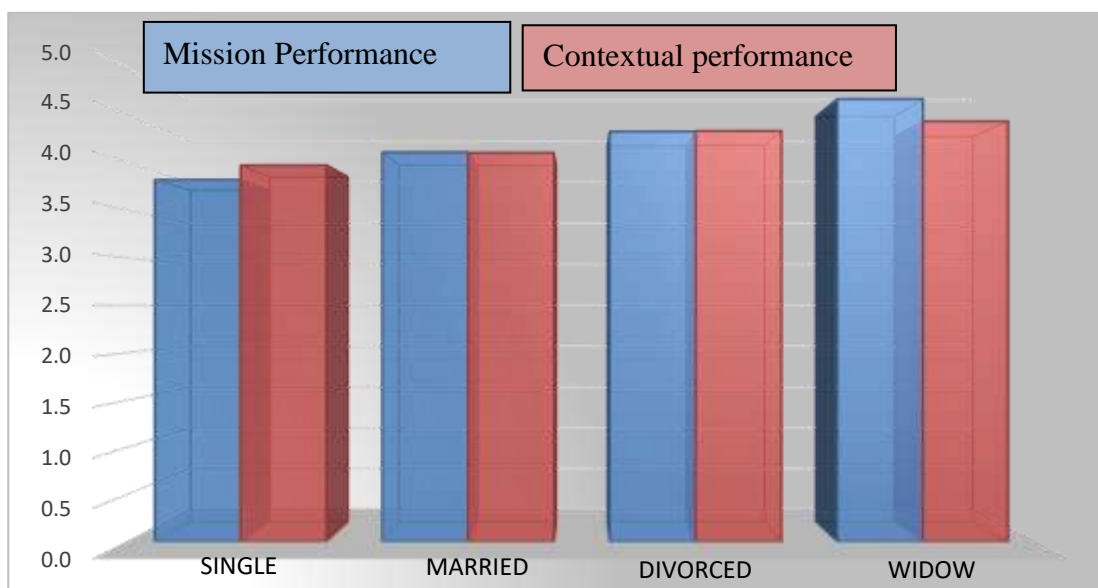


When Table 26 is viewed, the work motivation sub-dimension of the medical staff attending to the research differs prominently from innate motivation ($p < 0.05$). The internal motivation scale score of the single marital status is statistically prominently lower than the married ones. External motivation scale scores do not differ prominently due to marital status ($p > 0.05$).

Table 27.

Pattern of sub-dimensions of anticipated work performance by health workers due to marital status volatile

Marital status		Mission Performance	Contextual Performance
Single (n=104)	Mean± Std. Deflection	3.81±0.64	3.97±0.60
	Median(Min-Max)	4.00(1-5)	3.95(2-5)
Married (n=411)	Mean± Std. Deflection	4.11±0.70	4.10±0.60
	Median(Min-Max)	4.00(1-5)	4.00(1.20-5)
Divorced (n=27)	Mean± Std. Deflection	4.33±0.63	4.33±0.45
	Median(Min-Max)	4.00(3-5)	4.37(3.40-5)
Widow (n=3)	Mean± Std. Deflection	4.67±0.58	4.43±0.33
	Median(Min-Max)	5.00(4-5)	4.60(4.05-4.65)
P Value		<0.001*	0.014*



When Table 27 is viewed, the work performance sub-dimension of the medical staff attending to the research differs prominently due to the task performance ($p < 0.05$). The task performance scale score of those with single marital status is statistically prominently lower than those who are married or divorced. Contextual performance sub-dimension scale score differs prominently due to marital status ($p < 0.05$). Contextual performance scale score of those with single marital status is statistically prominently lower than those who are married or divorced.

T5: Are the organisational climate, organisational engagement , work performances and work motivations anticipated by healthcare professionals related to age?

Table 28.

The relevance between the organisational climate sub-dimensions anticipated by healthcare professionals and the age volatile

Organisational Climate	Age	
	r	p
Structural Support	-0.015	0.727
Recognition	-0.012	0.778
standards	0.005	0.902
Responsibility	-0.044	0.301
Loyalty	-0.015	0.730

When Table 28 is viewed, there is no relevance between the organisational climate sub-dimensions of the medical staff attending to the research, structural support, recognition, standards, responsibility, engagement and age ($p > 0.05$).

Table 29.

The relevance between the sub-dimensions of organisational engagement anticipated by health workers and the age volatile

	age	
	r	p
Emotional Engagement	0.151	<0.001*
Persistent Engagement	0.085	0.050*
Normative Engagement	0.053	0.224

When Table 29 is viewed, there is a low level of positive relevance between the organisational climate sub-dimensions of the medical staff attending to the research, emotional engagement, continuous engagement and the age volatile ($p < 0.05$). As the age raises, emotional engagement and continuous engagement raise and there is a weak relevance. There is no relevance between normative engagement and age volatile ($p > 0.05$).

Table 30.

The relevance between the sub-dimensions of Work Motivation anticipated by health workers and the age volatile

	Age	
	r	p
Innate Motivation	0.166	<0.001*
External Motivation	0.093	0.033

When Table 38 is viewed, there is a positive and weak relevance between work motivation sub-dimensions of medical staff attending to the research, innate motivation and external motivation and the age volatile ($p < 0.05$). As the age raises, innate motivation and external motivation raise and there is a weak relevance.

Table 31.

The relevance between the sub-dimensions of work performance anticipated by health workers and the age volatile

	Age	
	r	p
Mission Performance	0.211	<0.001*
Contextual Performance	0.150	0.001

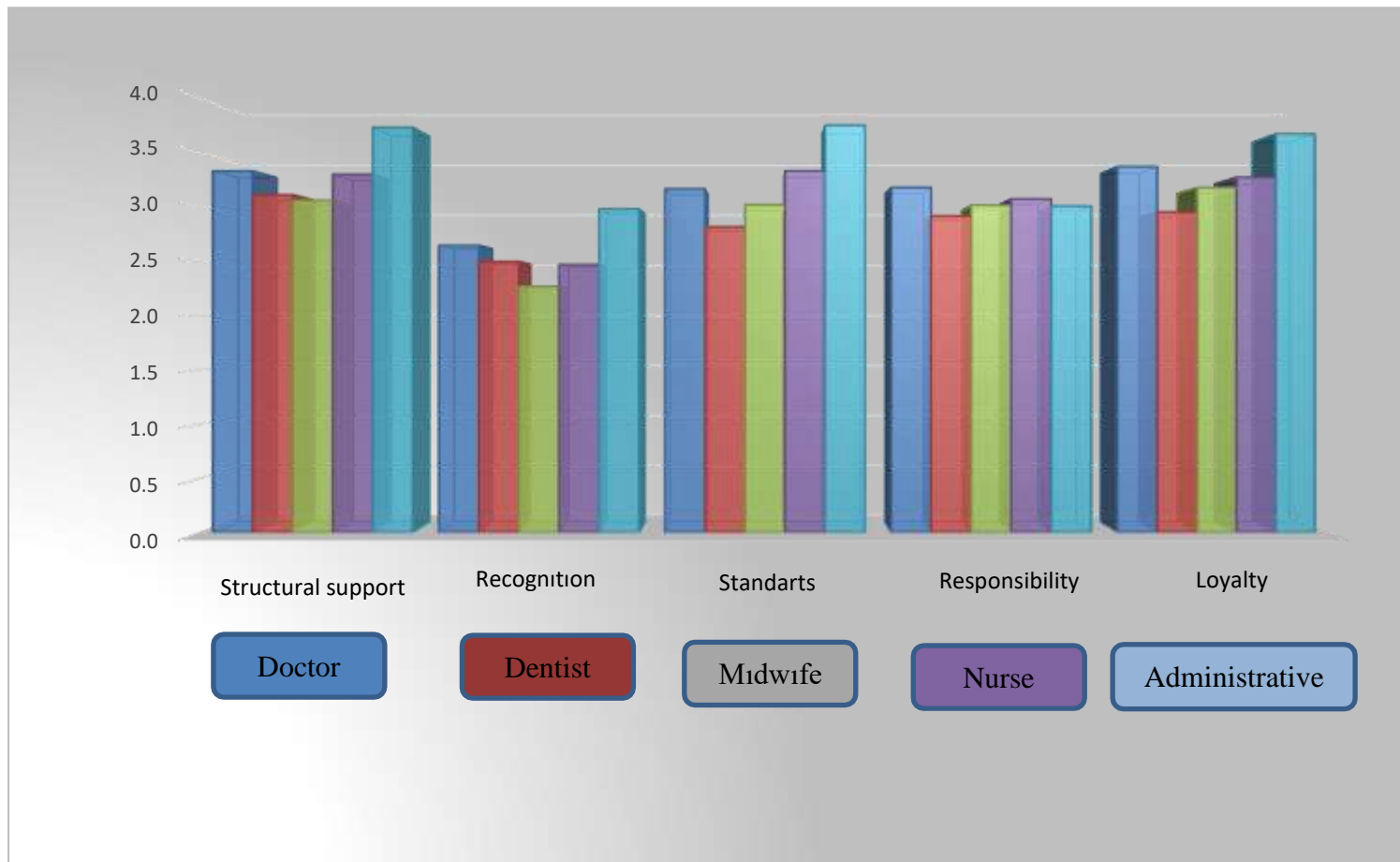
When Table 31 is viewed, there is a low level of positive relevance between the work motivation sub-dimensions of the medical staff attending to the research, innate motivation and external motivation and the age volatile ($p < 0.05$). As the age raises, innate motivation and external motivation raise and there is a weak relevance.

T6: Are the organisational climate, organisational engagement , work performances and work motivations anticipated by healthcare professionals related to the sort of task (doctor, dentist, midwife, nurse)?

Table 32.

Pattern of organisational climate sub-dimensions anticipated by health workers due to the volatile of sort of work

Mission Sort		Structural Support	Recognition	standards	Responsibility	Loyalty
Doctor (n=169)	Mean± Std. Deflection	3.33±0.69	2.64±0.74	3.15±0.93	3.16±0.58	3.37±0.69
	Median(Min-Max)	3.37(1.5-5)	2.50(1.5-5)	3.50(0-5)	3.00(1-5)	3.40(1-5)
Dentist (n=103)	Mean± Std. Deflection	3.11±0.84	2.49±0.79	2.81±1.13	2.91±0.75	2.95±1.01
	Median(Min-Max)	3.25(1-4.63)	2.33(1-4.17)	3.00(1-5)	3.00(1-4.5)	3.20(1-5)
Midwife (n=82)	Mean± Std. Deflection	3.06±0.96	2.27±0.84	3.02±1.14	3.01±0.86	3.18±0.97
	Median(Min-Max)	3.25(1-4.5)	2.33(1-4.67)	3.00(1-5)	3.12(1-4.5)	3.40(1-5)
Nurse (n=177)	Mean± Std. Deflection	3.30±0.85	2.47±0.83	3.33±1.05	3.07±0.88	3.27±0.93
	Median(Min-Max)	3.50(1-5)	2.33(1-5)	3.50(1-5)	3.25(1-5)	3.00(1-5)
Administrative (n=14)	Mean± Std. Deflection	3.73±0.76	2.98±1.01	3.75±1.24	3.00±0.71	3.67±1.01
	Median(Min-Max)	4.00(2.5-5)	3.37(1-4.33)	4.00(1.5-5)	3.12(1.75-4)	4(2-5)
P Value		0.018*	0.003*	<0.001*	0.151	0.005*

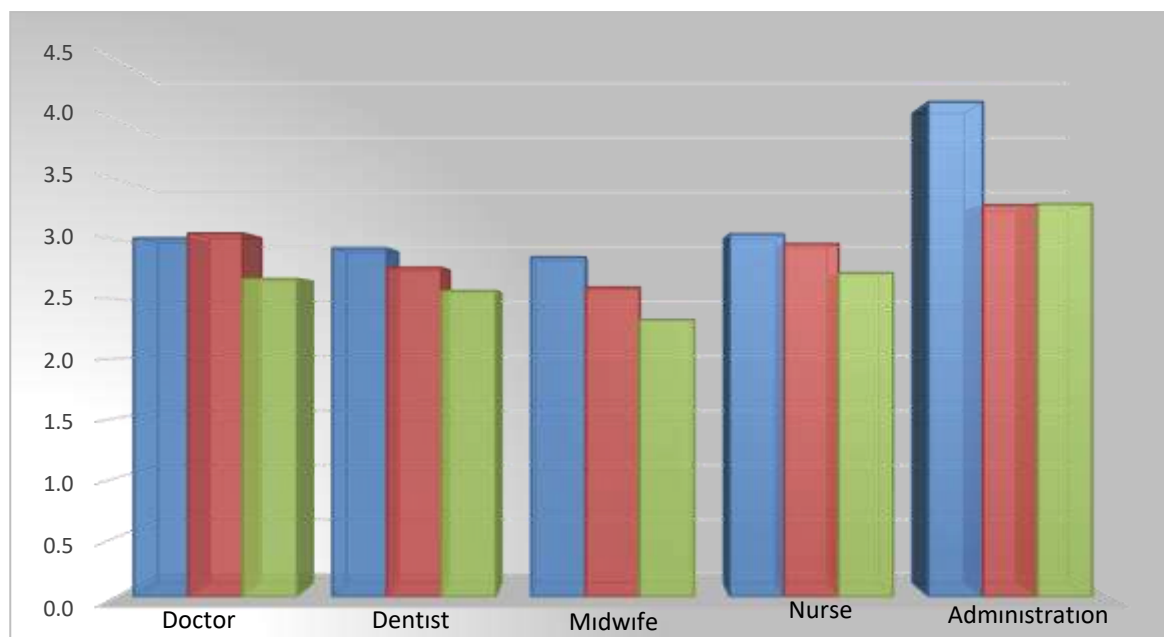


When Table 32 is viewed, the organisational climate sub-dimensions of the medical staff attending to the research, such as structure support, recognition, standards, and engagement, differ prominently due to the sort of task ($p < 0.05$). The organisational climate structure support scale scores of the health worker, whose duty sort is managerial staff, are clearly more eminent than the scale scores of dentists and nurses. The organisational climate recognition scale scores of the health worker, whose duty sort is managerial staff and doctor, are prominently more eminent than the scale scores of the health workers who are midwives. The organisational climate, standards and engagement scale scores of the health worker, whose duty sort is administrative staff and nurse, are prominently more eminent than the scale scores of the health worker who is a dentist. Other Organisational climate sub-dimension differs prominently due to the sort of responsibility task ($p > 0.05$).

Table 33.

Pattern of organisational engagement sub-dimensions anticipated by health workers due to the volatile of task sort

	Mission Sort	Emotional Engagement	ContInuItly Engagement	Normative Engagement
Doctor (n=169)	Mean± Std. Deflection	3.01±0.95	3.05±0.84	2.67±0.80
	Median(Min-Max)	3.00(1-5)	3.00(1-5)	2.57(1-5)
Dentist (n=103)	Mean± Std. Deflection	2.93±0.85	2.76±0.72	2.57±0.71
	Median(Min-Max)	3.00(1-5)	2.86(1-4.57)	2.57(1-4.29)
Midwife (n=82)	Mean± Std. Deflection	2.85±1.04	2.59±1.03	2.35±0.93
	Median(Min-Max)	3.00(1-4.63)	2.28(1-5)	2.28(1-4.71)
Nurse (n=177)	Mean± Std. Deflection	3.04±0.94	2.96±0.95	2.71±0.93
	Median(Min-Max)	3.12(1-5)	3.00(1-5)	2.71(1-5)
Administrative (n=14)	Mean± Std. Deflection	4.15±0.70	3.28±1.06	3.29±0.93
	Median(Min-Max)	4.00(2.75-5)	3.50(1.29-5)	3.21(1.43-5)
P Value		<0.001*	<0.001*	0.002*



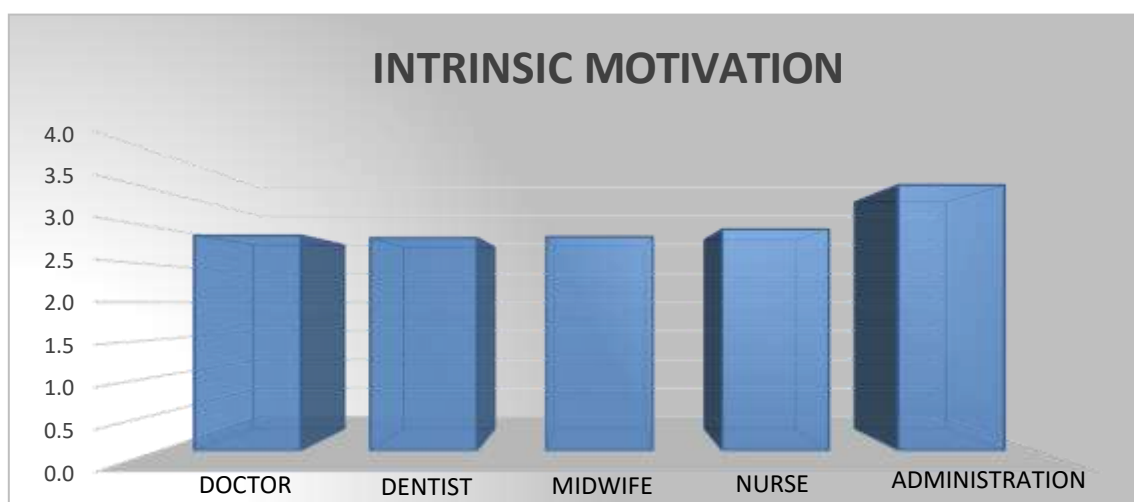
When Table 33 is viewed, emotional engagement, permanence engagement, and normative engagement sub-dimensions of the organisational engagement of the medical staff attending to the research show important discrepancies due to the sort of task ($p < 0.05$). The emotional engagement scale scores of the organisational engagement sub-dimension of the health worker, whose duty sort is administrative staff, are prominently more eminent than the scale scores of dentists, nurses, midwives and doctors. The organisational engagement sub-dimension of the permanence engagement scale scores of the health worker whose duty sort is nurse and doctor is prominently more eminent than the health worker scale scores who are midwives. The normative engagement scale scores of the organisational engagement sub-dimension of the health worker whose duty sort is nurse and administrative staff are prominently more eminent than the health worker scale scores who are midwives.

Table 34.

Pattern of Work Motivation sub-dimensions anticipated by healthcare professionals due to the volatile of task sort

Mission Sort		Innate Motivation	External Motivation
Doctor (n=169)	Mean± Std. Deflection	3.73±0.67	2.90±0.66
	Median(Min-Max)	3.78(1.8-5)	2.90(1.5-5)
Dentist (n=103)	Mean± Std. Deflection	3.65±0.78	2.86±0.66
	Median(Min-Max)	3.78(1-5)	2.83(1.3-5)
Midwife	Mean± Std. Deflection	3.84±0.68	2.88±0.75

(n=82)	Median(Min-Max)	3.89(2-5)	2.90(1.1-5)
Nurse (n=177)	Mean± Std. Deflection	3.76±0.65	2.98±0.68
	Median(Min-Max)	3.78(1-5)	3(1,1-5)
Administrative (n=14)	Mean± Std. Deflection	4.09±0.57	2.98±0.81
	Median(Min-Max)	3.94(3.2-5)	3.63(2.2-5)
P Value		0.155	0.013*



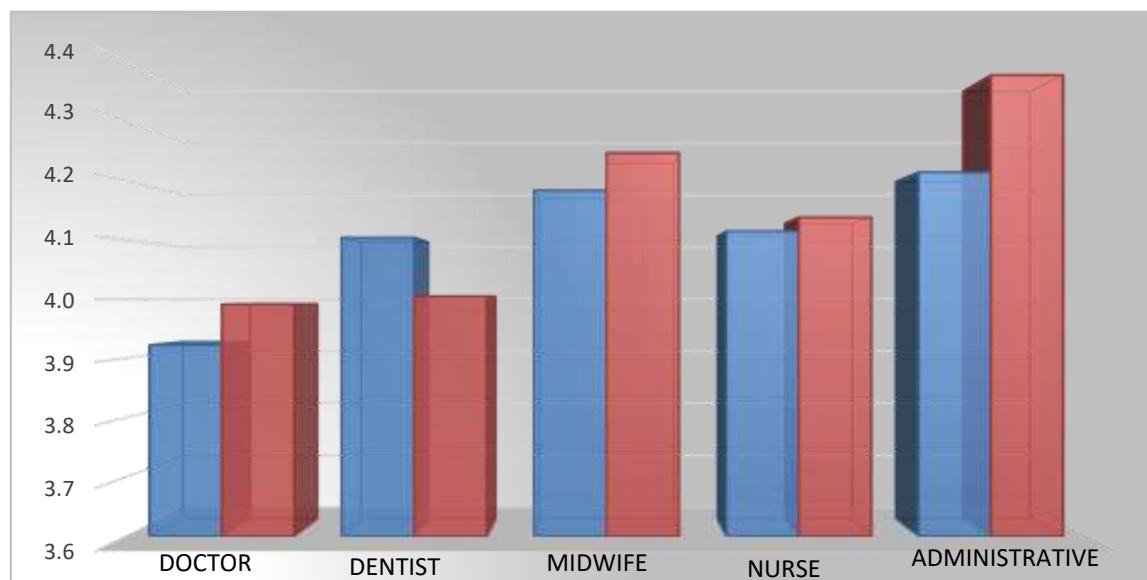
When Table 34 is viewed, there is no important difference in the internal motivation sub-dimension, which is one of the work motivation sub-dimensions of the medical staff attending to the research, due to the sort of task ($p>0.05$). Other work motivation sub-dimension external motivation differs prominently due to the task sort ($p<0.05$). The work motivation sub-dimension external motivation scale scores of the health worker whose duty sort is the administrative staff are prominently more eminent than the scale scores of the health workers who are dentists, midwives, nurses and doctors.

Table 35.

Pattern of the sub-dimensions of work performance anticipated by health workers due to the volatile of sort of work.

	Mission Sort	Mission Performance	Contextual Performance
Doctor (n=169)	Mean± Std. Deflection	3.92±0.71	3.99±0.62
	Median(Min-Max)	4(1-5)	4(1.5-5)
Dentist (n=103)	Mean± Std. Deflection	4.10±0.73	4.00±0.64
	Median(Min-Max)	4.00(2-5)	4.00(2-5)
Midwife (n=84)	Mean± Std. Deflection	4.18±0.60	4.24±0.48
	Median(Min-Max)	4(3-5)	4(3.2-5)

Nurse (n=177)	Mean± Std. Deflection	4.14±0.71	4.14±0.59
	Median(Min-Max)	4(1-5)	4(1,2-5)
Administrative (n=14)	Mean± Std. Deflection	4.21±0.59	4.38±0.47
	Median(Min-Max)	4(3-5)	4.3(3.8-5)
P Value		0.007*	0.005*



When Table 35 is viewed, the work performance sub-dimensions of the medical staff attending to the research differ prominently due to the task performance and the contextual performance dimensions ($p < 0.05$). Work performance sub-dimension task performance scale scores of health workers whose duty sort is midwife, nurse, administrative staff are prominently more eminent than the scale scores of doctor employees. The work performance sub-dimension contextual performance scale scores of health workers whose duty sort is midwife, nurse, administrative staff are prominently more eminent than the scale scores of doctors.

T7: Are the anticipated organisational climate, organisational engagement, work performances and work motivations of healthcare professionals related to their monthly income degrees?

Table 36.

Pattern of organisational climate sub-dimensions anticipated by healthcare professionals due to income degree volatile

Income Degree		Structural Support	Recognition	standards	Responsibility	Loyalty
Good (n=14)	Mean± Std.	3.05±0.86	2.70±0.86	3.3±1.05	3.04±0.81	3.36±0.87
	Deflection					
	Median(Min-Max)	3,5(1-5)	2.67(1-5)	3.50(1-5)	3.12(1-5)	3.6 (1-5)
Middle (n=392)	Mean± Std.	3.24±0.79	2.47±0.79	3.13±1.05	3.07±0.75	3.23±0.89
	Deflection					
	Median(Min-Max)	3.37(1-5)	2.33(1-5)	3.00(1-5)	3.00(1-5)	3.40(1-5)
Bad (n=29)	Mean± Std.	2.64±0.90	2.26±0.75	2.74±1.18	3.12±0.88	2.78±1.01
	Deflection					
	Median(Min-Max)	2.62(1-4.1)	2.17(1-3.5)	3.00(1-5)	3.25(1-4.5)	3.00(1-4.2)
P Value		<0.001*	0.002*	0.027*	0.661	0.005*

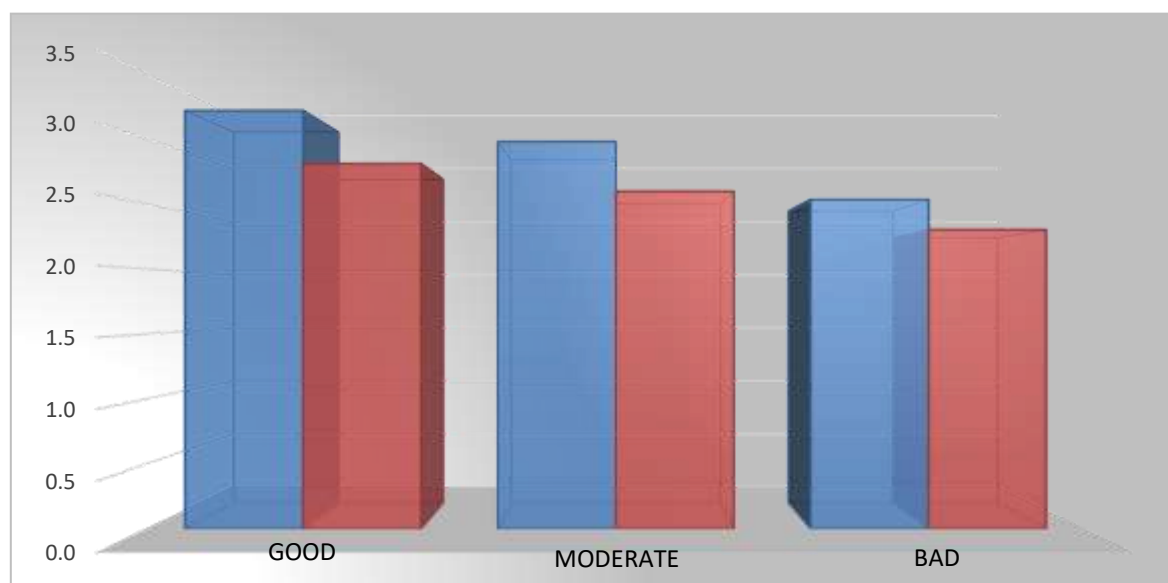
When Table 36 is viewed, the organisational climate sub-dimensions of the medical staff attending to the research, such as structure support, recognition, standards, and engagement, differ prominently due to income degree groups ($p < 0.05$). As the income degree decreases, the organisational climate sub-dimension structure support scale scores decrease statistically. The organisational climate sub-dimension recognition scale scores of the group with a good income degree are statistically prominently more eminent than the groups with medium and low income degrees. The organisational climate sub-dimension of the group with a good income degree is statistically prominently more eminent than the group with a poor degree of standards scale score. Other Organisational climate sub-dimension demonstrates important difference due to the income degree of responsibility ($p > 0.05$).

Table 37.

The pattern of the sub-dimensions of organisational engagement anticipated by health workers due to the income degree volatile

Income Degree			emotional attachment	Permanence engagement	normative engagement
Good (n=14)	Mean±	Std.	3.22±0, 90	3.06±0.90	2.81±0.81
	Deflection				
	Median(Min-Max)		3.25(1.1-5)	3.14(1-5)	2.71(1-5)
Medium level of (n=392)	Mean±	Std.	2.98±0.95	2.86±0.90	2.60±0.87
	Deflection				
	Median(Min-Max)		3 (1-5)	2.85(1-5)	2.57(1-5)

Bad (n=29)	Mean± Std.	2.53±1.02	2.78±1.03	2.30±0.99
	Deflection			
	Median(Min-Max)	2.31(1-4.7)	2.86(1-4.9)	2.07(1-4.4)
P Value		0.002*	0.077	0.010*



When Table 37 is viewed, the emotional and normative engagement dimensions of the organisational engagement sub-dimensions of the medical staff attending to the research differ prominently due to the income degree groups ($p < 0.05$). The organisational engagement sub-dimensions of the group with good income degree, emotional and normative engagement scale scores are statistically prominently more eminent than the groups with medium and low income degree. Other Organisational engagement sub-dimension permanence engagement scale score differs prominently due to income degree ($p > 0.05$).

Table 38 .

Pattern of Work Motivation sub-dimensions anticipated by healthcare professionals due to income degree volatile

Income Degree		Innate Motivation	External Motivation
Good (n=14)	Mean± Std.		
	Deflection	3.83±0.65	3.02±0.71
	Median(Min-Max)	3.89(2-5)	3 (1.5-5)
Medium level of (n=392)	Mean± Std.		
	Deflection	3.73±0.70	2.93±0.69
	Median(Min-Max)	3.78 (1-5)	2.89(1.1-5)
Bad (n=29)	Mean± Std.		
	Deflection	3.59±0.67	2.58±0.61
	Median(Min-Max)	3.44(2.4-4.8)	2.73(1.4-3.4)

P Value	0.186	0.025*
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When Table 38 is viewed, the external motivation dimensions of the work motivation sub-dimensions of the medical staff attending to the research differ prominently due to the income degree groups ($p < 0.05$). The external motivation scale score of the group with good income degree is statistically prominently more eminent than the group with medium and low income degree. Work motivation sub-dimension innate motivation scale score does not differ prominently due to income degree ($p > 0.05$).

Table 39.

Pattern of the sub-dimensions of work performance anticipated by health workers due to the income degree volatile

Income Degree		task performance		Contextual Performance
Good (n=14)	Mean±	Std.	4.11±0.57	4.15±0.49
	Deflection			
	Median(Min-Max)		4(2-5)	3 (3-5)
Medium level of (n=392)	Mean±	Std.	4.08±0.71	4.09±0.62
	Deflection			
	Median(Min-Max)		4 (1-5)	4(1,2-5)
Bad (n=29)	Mean±	Std.	3.77±0.98	3.91±0.74
	Deflection			
	Median(Min-Max)		4(1-5)	3.97(2-5)
P Value			0.266	0.358

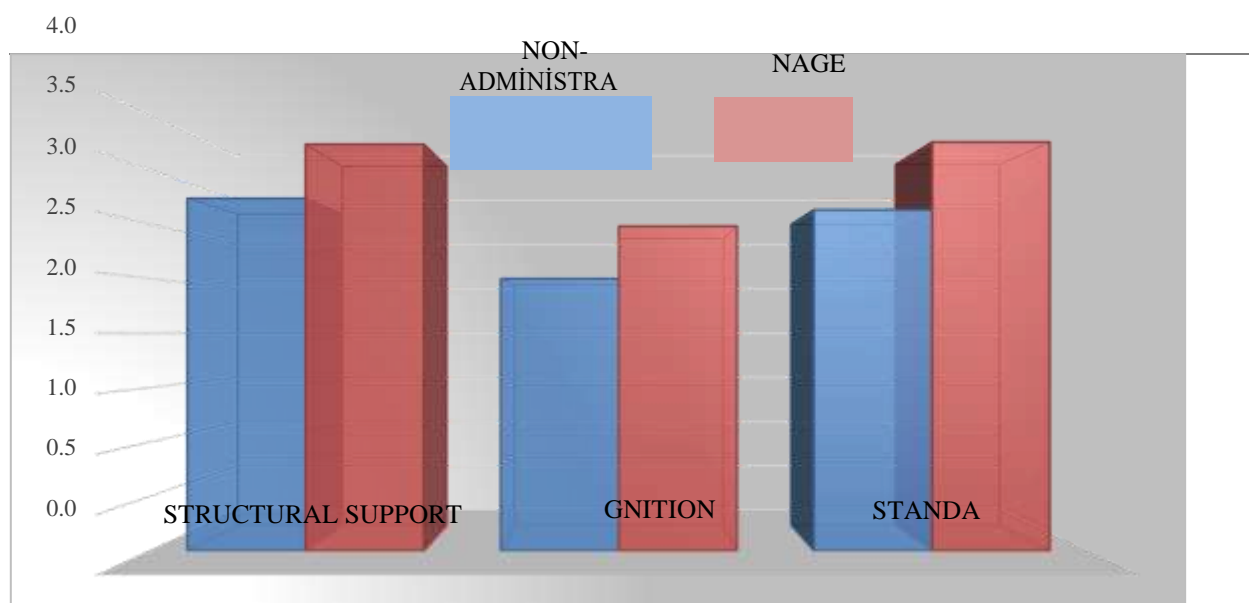
When Table 39 is viewed, the sub-dimensions of work performance, task and contextual performance of the medical staff attending to the research do not differ prominently due to income degree groups ($p>0.05$).

T8: Are the organisational climate, organisational engagement, work performances and work motivations anticipated by healthcare professionals related to their status of being a director?

Table 40.

Pattern of organisational climate sub-dimensions anticipated by health workers due to their status as directors

	Mission Sort		Structural Support	Recognition	standards	Responsibility	Loyalty
non-administrator (n=531)	Mean±	Std.	3.23±0.83	2.49±0.80	3.13±1.05	3.07±0.77	3.23±0.89
	Deflection						
	Median(Min-Max)		3.37(1-5)	2.50(1-5)	3(1-5)	3.00(1-5)	3,4(1-5)
Director (n=14)	Mean±	Std.	3.73±0.76	2.98±1.01	3.75±1.24	3.00±0.71	3.67±1.01
	Deflection						
	Median(Min-Max)		4(2,5-5)	3.37(1-4.3)	4.00(1.5-5)	3.12(1.7-4)	4(2-5)
P Value			0.024*	0.034*	0.032*	0.783	0.073

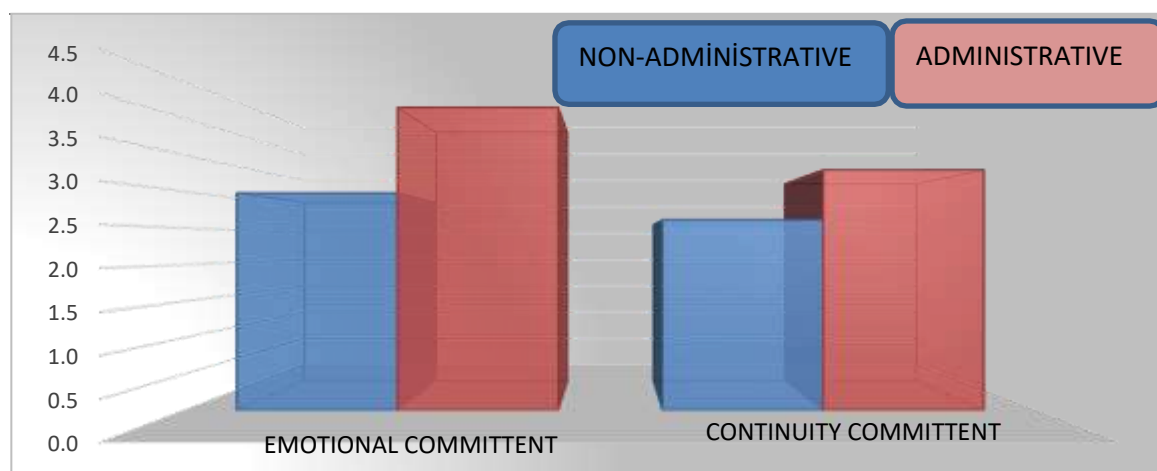


When Table 41 is viewed, the organisational climate sub-dimensions of the medical staff attending to the research show an important difference due to their status of being a director ($p < 0.05$). The organisational climate, structure support, recognition, and responsibility dimension scores of the health worker who is a director are prominently more eminent than the scale scores of the health staff who are not directors. Scale scores of other organisational climate sub-dimensions of responsibility and engagement do not differ prominently due to the status of being a director or not ($p > 0.05$).

Table 41.

Pattern of organisational engagement sub-dimensions anticipated by health workers due to their status as directors

	Mission Sort	Emotional Engagement	ContInuItly Engagement	Normative Engagement
Non-Administrative (N=531)	Mean± Std. Deflection	2.98±0.94	2.89±0.90	2.62±0.86
	Median(Min-Max)	3 (1-5)	2.86(1-5)	2.57(1-5)
Administrative (n=14)	Mean± Std. Deflection	4.15±0.70	3.28±1.06	3.29±0.93
	Median(Min-Max)	4(2.7-5)	3,5(1.3-5)	3.21(1.4-5)
P Value		<0.001*	0.085	0.007*



When Table 41 is viewed, the emotional and normative engagement dimensions of the organisational engagement sub-dimensions of the medical staff attending to the research differ prominently due to their status as directors ($p < 0.05$). The organisational engagement emotional and normative engagement dimensions of the health worker who is a director are prominently more eminent than the scale scores of the non-directorial health workers. Other Organisational engagement

sub-dimension, permanence engagement dimension scale scores do not show an important difference due to the status of being a director or not ($p>0.05$)

Table 42.

Pattern of the sub-dimensions of work motivation anticipated by health workers due to their status as directors.

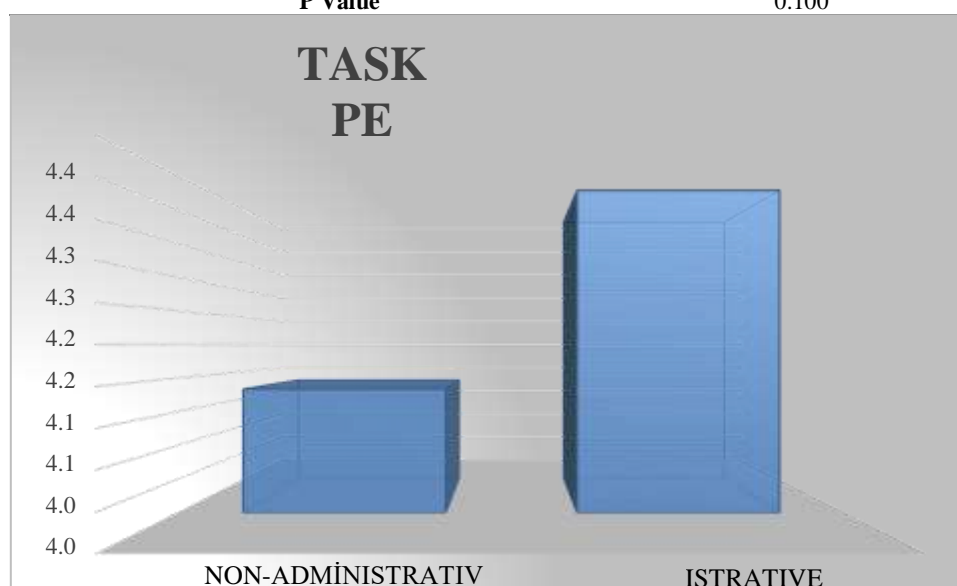
Mission Sort		Innate Motivation	External Motivation
Non-Administrative (n=531)	Mean± Std. Deflection	3.74±0.67	2.92 ±0.68
	Median(Min-Max)	3.78 (1-5)	2.93(1.13-5)
Administrative (n=14)	Mean± Std. Deflection	4.08±0.57	3.58±0.81
	Median(Min-Max)	3.94(3.2-5)	3.6(2.2-5)
P Value		0.100	0.002*

When Table 42 is viewed, the work motivation sub-dimension of the medical staff attending to the research differs prominently due to their status as directors ($p<0.05$). The external motivation dimension scale scores of the health worker who is a director are prominently more eminent than the scale scores of the health workers who are not directors. Innate motivation dimension scale score does not differ prominently due to the status of being a director or not ($p>0.05$).

Table 43.

Pattern of the sub-dimensions of anticipated work performance by health workers due to their status as directors

Mission Sort		task performance	Contextual Performance
Non-Administrative (n=531)	Mean± Std.	4.07±0.70	4.08 ±0.60
	Deflection		
	Median(Min-Max)		
Administrative (n=14)	Mean± Std.	4.21±0.59	4.38±0.47
	Deflection		
	Median(Min-Max)		
P Value		0.100	0.002*



When Table 43 is viewed, the work performance sub-dimension contextual performance scale score of the medical staff attending to the research differs prominently due to whether they are directors or not ($p < 0.05$). The contextual performance dimension scale scores of the health care worker who is a director are prominently more eminent than the scale scores of the health workers who are not directors. The task performance dimension scale score does not differ prominently due to the status of being a director or not ($p > 0.05$).

T9: Are the anticipated organisational climate, organisational engagement, work performances and work motivations of

healthcare professionals related to their occupational experience?

Table 44.

Relevance between health workers working hours and Organisational Climate, Organisational engagement , Work performances, Work motivations scale scores

		ORGANISATIONAL CLIMATE SCALE SUB-DIMENSIONS					
		Structural Support	Recognition	standards	Responsibility	Loyalty	
Working hours	r	-0.037	-0.054	-0.004	-0.032	-0.020	
	p	0.391	0.212	0.932	0.459	0.643	
			ORGANISATIONAL ENGAGEMENT SCALE SUB-DIMENSIONS				
			Emotional Engagement	Persistent Engagement	Normative Engagement		
	r	0.135	0.043	0.021			
	p	0.002*	0.321	0.626			
		JOB MOTIVATION SCALE SUB-DIMENSIONS					
		innate Motivation	External Motivation				
r	0.172	0.077					
p	<0.001*	0.081					
		WORK Performance SCALE SUB-DIMENSIONS					
		Mission Performance	Contextual Performance				
r	0.217	0.167					
P	<0.001*	<0.001*					

When Table 44 is viewed, there is no linear relevance between working hours and organisational climate sub-dimensions ($p > 0.05$). There is a low level of positive correlation with the organisational engagement sub-dimension ($r = 0.135$, 0.002). As the working hours raises, the emotional engagement scale score also raises. There is no important relevance between continuous and normative engagement scale scores and working hours. Work motivation sub-dimension has a low level of positive relevance with innate motivation ($r = 0.172$, < 0.001). As the working hours raises, the innate motivation scale score also raises. There is no relevance between external motivation scale score and working hours. Work motivation sub-dimension has a low level of positive relevance with innate motivation ($r = 0.172$, < 0.001). As the working hours raises, the innate motivation scale score also raises. There is a low level of positive correlation between work performance sub-dimensions task performance and contextual performance scale scores and working hours

($r=0.217, <0.001$ - $r=0.167, <0.001$). As the working hours raises, the task performance and contextual performance scale scores raise.

T10: Are the organisational climate, organisational engagement, work performances and work motivations anticipated by healthcare professionals related to working hours in the Institution?

Table 45.

The relevance of healthcare professionals with weekly working hours, daily working hours, number of patients cared daily and Organisational Climate, Organisational engagement, Work performances, Work motivations scale scores

ORGANISATIONAL CLIMATE SCALE						
SUB- DIMENSIONS						
		Structural Support	Recognition	standards	Responsibility	Loyalty
Weekly working hours (hours)	r	-0.143	-0.120	-0.126	0.103	-0.133
	p	0.001*	0.005*	0.003*	0.016*	0.002*
Daily working hours (hours)	r	-0.132	-0.146	-0.124	0.019	-0.099
	p	0.002*	0.001*	0.004*	0.651	0.021*
Number of Patients Cared daily	r	-0.038	-0.042	-0.049	-0.030	0.007
	p	0.412	0.367	0.291	0.514	0.871

When Table 45 is viewed, there is a weak level of reverse relevance between weekly working hours and organisational climate sub-dimensions, support, recognition, standards, and engagement ($p<0.05$). As the weekly working hours raises, the sub-dimension scores of structural support, recognition, standards and engagement decrease. As the weekly working hours raises, the responsibility sub-dimension scale score also raises, and it has a low level of positive relevance. There is a weak level of reverse relevance between daily working hours and organisational climate sub-dimensions structure support, recognition, standards, engagement ($p<0.05$). As the weekly working hours raises, the sub- dimension scores of structural support, recognition, standards and engagement decrease. There is no relevance between daily working hours and responsibility sub-dimension. The number of patients cared daily and organisational climate sub-dimensions structure support, recognition, standards, responsibility,

Table 46.

The relevance of health workers with the weekly working hours, daily working hours, the number of patients cared daily and the Organisational Engagement Scale score

ORGANISATIONAL ENGAGEMENT SCALE SUBDIMENSIONS				
		Emotional Engagement	Persistent Engagement	Normative Engagement
Weekly working hours (hours)	r	-0.092	-0.003	-0.125
	p	0.033*	0.947	0.004*
Daily working hours (hours)	r	-0.060	0.024	-0.082
	p	0.166	0.581	0.060
Number of Patients Cared daily	r	0.042	-0.002	0.008
	p	0.364	0.971	0.860

When Table 46 is viewed, there is a weak level of reverse relevance between weekly working hours and organisational engagement, sub-emotional and normative engagement ($p < 0.05$). As the weekly working hours raises, the emotional and normative engagement sub-dimension scores decrease. There is no relevance between the weekly working hours and the continuous engagement sub-dimension scale score. There is no important relevance between daily working hours and organisational engagement sub-dimensions emotional, continuous and normative engagement ($p > 0.05$). There is no important relevance between the number of patients being cared daily and organisational engagement sub-dimensions emotional, continual and normative engagement scale scores ($p > 0.05$).

Table 47.

The relevance of healthcare professionals with weekly working hours, daily working hours, number of patients cared daily and Organisational Climate, Organisational engagement, Work performances, Work motivations scale scores

JOB MOTIVATION SCALE SUB-DIMENSIONS			
		innate Motivation	External Motivation
Weekly working hours (hours)	r	-0.214	-0.210
	p	<0.001*	<0.001*
Daily working hours (hours)	r	-0.114	-0.192
	p	0.009*	<0.001*
Number of Patients Cared Daily	r	0.086	-0.012
	p	0.067	0.807

When Table 47 is viewed, there is a weak level of reverse relevance between weekly working hours and work motivation innate and external subscale scores ($p < 0.05$). As the weekly working hours raises, the innate and external motivation

sub-dimension scores decrease. There is a weak level of reverse relevance between daily working hours and work motivation innate and external sub-dimension scale scores ($p < 0.05$). As the daily working hours raises, the innate and external motivation sub-dimension scores decrease. There was no important relevance between the number of patients cared daily and the internal and external scale scores of the work motivation sub-dimensions ($p > 0.05$).

Table 48.

The relevance of health care workers with weekly working hours, daily working hours, number of patients dealt with daily and Work performance scale scores

				WORK Performance SCALE SUB-DIMENSIONS	
				Mission Performance	Contextual Performance
Weekly working hours (hours)	r			-0.219	-0.128
	P			<0.001*	0.004*
Daily working hours (hours)	r			-0.138	-0.060
	P			0.002*	0.172
Number of Patients Cared Daily	r			0.078	0.047
	P			0.099	0.314

When Table 48 is viewed, there is a weak level of reverse relevance between weekly working hours and task and contextual sub-dimension scale scores ($p < 0.05$). As the weekly working hours raises, the task and contextual performance sub-dimension scores decrease. There is a weak level of reverse relevance between daily working hours and task sub-dimension scale score ($p < 0.05$). As the daily working hours raises, the task performance sub-dimension scale score decreases. There is no relevance between the daily working hours and the contextual sub-dimension scale score ($p > 0.05$). There was no important relevance between the number of patients cared daily and the task and contextual performance scale scores ($p > 0.05$).

Table 49.

Cronbach's alpha reliability coefficients of the scales

		Cronbach's Alpha
Organisational climate	Structural Support	0.856
	Recognition	0.767
	standards	0.580
	Responsibility	0.551
	Loyalty	0.770
	General	0.865
Organisational engagement	Emotional	0.933
	Engagement	
	Persistent	0.987
	Engagement	
	Normative	0.894
	Engagement	
	General	0.950
Work Motivation	innate Motivation	0.859
	External Motivation	0.887
	General	0.908
Work performance	Mission Performance	0.889
	Contextual	0.956
	Performance	
	General	0.962

When Table 49 is viewed, the reliability coefficients of the scales are in the range of $0.80 \leq \alpha < 1.00$. We can say that the scales are quite reliable scales with high internal consistency.

Table 50.

Multivariate Linear Regression Analysis Consequences of Healthcare Professionals' External Motivation Sub-Dimension of Work Motivation scale scores

external Motivation	Beta	Std. error	T test	P value	R2
Constant	0.472	0.193	2,448	0.015	
Weekly working hours	-0.065	0.001	-1,960	0.051	

organisational climate structural support	0.123	0.040	2,834	0.005	0.475
organisational climate engagement	0.288	0.056	5,951	0,000	
organisational engagement emotional engagement	0.188	0.033	4,071	0,000	
organisational engagement	-0.089	0.038	-1,791	0.074	
Organisational engagement normative engagement	0.102	0.044	1,842	0.066	

When Table 50 is viewed, the volatiles influencing external motivation as a consequence of univariate analysis were evaluated with multivariate linear regression analysis and independent aspects were specified. With the backward method, all the volatiles that were important as a consequence of the univariate analysis were included in the model, and the meaningless volatiles were removed from the model gradually, and the most important model was reached. Due to the consequences of univariate analysis, work performance contextual performance sub-dimension, education, being a director, organisational climate responsibility sub-dimension, weekly working hours, income, organisational engagement , continuous engagement sub-dimension, organisational climate standards sub- dimension, working hours, organisational climate recognition sub-dimension , organisational engagement , emotional engagement sub-dimension, organisational climate structural support sub-dimension, work performance task performance sub-dimension, organisational climate engagement sub-dimension, organisational engagement , normative engagement sub-dimension, age are our volatiles included in the model. The explanatory coefficient of the R2 model was found to be 47%. The volatiles in the model demonstrate 47% of external motivation. Independent aspects influencing external motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale engagement sub-dimension, Organisational engagement scale emotional engagement sub-dimension Organisational engagement scale is continuous engagement sub-dimension, Organisational engagement scale is normative engagement sub-dimension.

Our model;

External Motivation=0.472-0.065* Weekly working hours+0.123* Organisational climate structural support+0.288* Organisational climate engagement +0.188* Organisational engagement affective engagement -0.089* Organisational engagement continuous engagement +0.102* Organisational engagement normative engagement

✓ As the weekly working hours raises, the external motivation scale score decreases by 0.065 unit times.

✓ As the organisational climate scale structural support sub- dimension score raises, the external motivation score raises by 0.123 unit times.

✓ As the organisational climate scale engagement sub-dimension score raises, the external motivation score raises by 0.288 units.

✓ As the emotional engagement sub-dimension score of the organisational engagement scale raises, the external motivation score raises by 0.188 units.

✓ As the continuous engagement sub-dimension score of the organisational engagement scale raises, the external motivation scale score decreases by 0.089 unit times.

✓ As the continuous engagement sub-dimension score of the organisational engagement scale raises, the external motivation score raises by 0.102 unit times.

Table 51.

Multivariate Linear Regression Analysis Consequences of Healthcare Professionals' innate Motivation Sub-Dimension scores of Work Motivation

Innate Motivation	Beta	Std. error	t	P value	R2
Constant	0.996	,190	5,253	,000	
weekly working hours	-,102	,001	-3,215	,001	
organisational climate structural support	,156	,039	3,793	,000	0.506
Recognition of organisational climate	,235	,039	5,580	,000	
organisational climate responsibility	-,121	,034	-3,791	,000	
organisational climate engagement	,127	,033	3,905	,000	
organisational engagement emotional engagement	,205	,032	4,658	,000	
organisational engagement normative engagement	-,102	,035	5,500	,000	

When Table 51 is viewed, his innate motivation; As a consequence of univariate analysis, the influencing volatiles were evaluated with multivariate linear regression analysis and independent aspects were specified. With the backward method, all the volatiles that were important as a consequence of the univariate analysis were included in the model, and the meaningless volatiles were removed from the model gradually and the most important model was reached. Due to the consequences of univariate analysis, work performance scale contextual performance sub-dimension, education, being a director, organisational climate scale responsibility sub-dimension, weekly working hours, income, organisational engagement scale continuous engagement sub-dimension, organisational climate scale standards sub-dimension, working hours, organisational climate scale recognition sub-dimension, organisational engagement scale affective engagement sub-dimension, organisational climate scale structural support sub-dimension, work performance scale task performance sub-dimension, organisational climate scale engagement sub-dimension, organisational engagement scale normative engagement sub-dimension, age are our volatiles included in the model. The explanatory coefficient of the R2 model was found to be 50%. Volatiles in the model demonstrate 50% of innate motivation. Independent aspects influencing innate motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale recognition sub-dimension, Organisational climate scale responsibility sub-dimension, Organisational climate scale engagement sub-dimension Organisational engagement scale affective engagement sub-dimension, Organisational engagement scale normative engagement is the sub-dimension. The explanatory coefficient of the R2 model was found to be 50%. Volatiles in the model demonstrate 50% of innate motivation. Independent aspects influencing innate motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale recognition sub-dimension, Organisational climate scale responsibility sub-dimension, Organisational climate scale engagement sub-dimension Organisational engagement scale affective engagement sub-dimension, Organisational engagement scale normative engagement is the sub-dimension. The explanatory coefficient of the R2 model was found to be 50%. Volatiles in the model demonstrate 50% of innate motivation. Independent aspects influencing innate motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale recognition sub-dimension, Organisational climate scale responsibility sub-dimension, Organisational climate scale engagement sub-dimension Organisational engagement scale affective engagement sub-dimension, Organisational engagement scale normative engagement is the sub-dimension.

Our model;

Innate Motivation=0.996-0.102* Weekly working hours+0.156* Organisational climate structural support+0.235* Organisational climate recognition-0.121* Organisational engagement responsibility+0.127* Organisational climate engagement +0.205* organisational engagement affective engagement -0.102* Organisational engagement normative engagement

- ✓ As the weekly working hours raises, the innate motivation scale score decreases by 0.102 unit times.
- ✓ As the organisational climate scale structural support sub- dimension score raises, the innate motivation score raises by 0.156 unit times.
- ✓ As the organisational climate scale recognition sub-dimension score raises, the innate motivation score raises by 0.235 units.
- ✓ As the organisational climate scale's responsibility sub-dimension score raises, the innate motivation score decreases by 0.121 units.
- ✓ As the organisational climate scale engagement sub-dimension score raises, the innate motivation score raises by 0.127 units less.
- ✓ As the emotional engagement sub-dimension score of the organisational engagement scale raises, the internal motivation scale score raises by 0.205 units.
- ✓ As the normative engagement sub-dimension score of the organisational engagement scale raises, the innate motivation score decreases by 0.102 unit times.

CHAPTER 5

DISCUSSION

The main purpose of motivation studies in organisations is that the employees show behaviours in compliance with the goals of the organisation and that both the organisation and the employees benefit.

The success of the organisation in the health sector depends on the aspects of the employees and the provision of convenient working circumstances for these aspects. The standard of the services presented and the standard of the hospitals are affiliated with high organisational engagement, motivation and performance of the staff. Thanks to the enhancement of aspects, it is possible to raise the standard of the services presented by increasing the motive of the employees to work and exhibiting more eminent performance.

In health services, institutions should have working circumstances that are constantly renewed, open to changes, able to enhance themselves, protecting the cultural values of the society and having an organisational identity that can be managed occupationally.

Motivation is influenced by many aspects such as the characteristics of the individual, the practices of the administration, and the characteristics of the work itself. The organisation provides a positive perception of the climate when the individual enhances positive motivations and performs an efficient and productive work with a high motivation.

Motivation has three main constituents. The initial component of motivation is related to giving direction, strength, or energy to behaviour, involving environmental cues, memories, and emotional responses which direct individuals

to a specific behaviour. The second component of motivation is related to the density that affects or controls the behaviour of the individual. Finally, the third component is related to the persistence or persistence of the behaviour. If environmental aspects cement the direction and density of the individual's powers, the behaviour will maintain (Khoshnevis and Tahmasebi, 2016:212-218). Therefore; The consequences obtained by determining the relevances between personnel motivation, which is a vital aspect for procuring standard and efficient service in health institutions, and demographic characteristics of employees, organisational identity, organisational engagement and work performance are presented below.

Our study was implemented with the aim of specifying the organisational climate, organisational engagement , work motivation and work performances of the employees in the hospitals affiliated to the Ministry of Health in Ankara Keçiören and the relevance between them. The number of surveys made is 545. In our study, it was mainly focused on the extent to which the organisational climate, organisational engagement and work performance of the employees influence their work motivation, and it was specified whether all four scales changed depending on the demographic volatiles of the employees. The main demographic volatiles are gender, age, education, marital status, department, title, duration of usance, duration of occupation (work experience) and work density.

In general, motivating indicatives are individual-based, while most demotivating indicatives appear to be organisational or structural. In our findings, individual indicatives are essentially innate motivational aspects in nature. In conflict, organisational and social indicatives are external motivational aspects for health workers. As the organisational climate, organisational engagement , and work performance scores of healthcare workers with high internal motivation scores raised, their motivation scores also raised. As organisational climate and organisational engagement contextual performance scores raised, motivation scores also raised in healthcare workers with high external motivation scores. The consequences obtained by Chang et al. (2020) on the impressions of innate and external motivation and their findings overlapping with the findings of our

study are considered as follows. Innate and external motivation have important positive effects on the organisational identities of the workers in the organisation. Specifically, external motivation is more efficient as a pointer in the evolution of organisational identity, because it reflects mutual exchange relations between individuals and communities. Therefore, building reputation by taking responsibility or contributing to the organisation makes people feel obliged, connected and classify themselves as in-group members. By the way,

In the evaluations made due to the gender volatile; organisational climate recognition dimension and organisational engagement sub-dimensions scores were prominently more eminent in males. Motivation and performance scores do not differ prominently by gender. When contrast due to marital status; it is revealed that the innate motivation, task and contextual performance scores of married people are statistically prominently more eminent than singles. It has been specified that there is no statistically important relevance between age and organisational climate, and emotional, continuous engagement, innate and external motivation scores also raise statistically prominently as age raises. In the evaluations made due to the occupation volatile; organisational climate, organisational engagement, external motivation,

Human resource is considered the most valuable wealth of an organisation. The health system is becoming a more complex system that requires different approaches in its work. Good administration and necessary motivational volatiles are needed to ensure that employees in health institutions can provide more efficient and efficient service for the standard of medical services. There is an important relevance between demographic features such as age, marital status, gender and the duration of service and motivation aspects compromising of advancement, recognition, responsibility, training and enhancement, interpersonal relations, equity, wages, work security, charmingness of work control, organisational expedients, working circumstances. (Thiengburanatham and intraraprasong, 2011: 143-153).

Due to the discrepancies in motivation aspects and priorities in different work groups in hospitals, due to the demographic situation, these aspects and priority

will change. Therefore, it is not possible to commentate on employee motivation aspects at a glance. In different organisations, the organisational structure to raise employee motivation due to work sorts and demographic structures may be different. Being aware of the discrepancies and paying attention to them in terms of the motivation model of the organisation helps directors to raise employee motivation (Heidarian and Kelarijani, 2015:170-174).

In the study by Weberova et al. (2017), in which the impression of gender and age on employee motivation in Slovak establishments was examined, vital motivational aspects such as essential wage, team with a good performance, work security, fair employee evaluation and atmosphere in the working place were analyzed by gender and age. The evaluation of the authors as a consequence of the study is as follows. Work motivation counts not only on the usance sector, but also on aspects such as age and gender. Today, women play a vital role in usance and their taking part in economic life is gradually swelling. Performance stimulation such as financial income, freedom, career progression, difficulties, chances for self-actualization are more vital for men. Investigating motivational discrepancies by gender, it is based on the basis of the concept of essential discrepancies between men and women, thereupon the asset of gender stereotypes that can be observed in a historical bundle. This is also similar to the age relevance. Younger adults are more motivated by the motive to raise their profits, while older adults are more motivated to keep what they own. Based on the basis of their experience, older workers expect their judgements to be more respected, while younger workers want their judgements to be listened to.

In the study titled with “Gender discrepancies in work fulfillment and motivation” by Štefko et al. (2017); Due to women, praise is very vital in their work. It is more vital for women to be appreciated by their directors than to men in terms of procuring motivation. Women's motivation is very low due to an unstable work. If they are unsure, their motivation often drops, their interest in work drops, and their work performance remains average. The vision for the future is uncertain, so their work fulfillment is not high enough. On the contrary, in this case, work is very vital to them, as men are anticipated as earners and breadwinners.

Therefore, the condition of uncertainty is less demotivating. In case of unfair behaviour of the director, the motivation of the women decreases.

In the evaluations made by considering the income status of health workers; it is revealed that the climate score of the organisation decreases as the income degree decreases. It was specified that the organisational engagement and external motivation scores of the group with good income were prominently more eminent than the scores of the other income groups, and the work performance did not differ due to the income groups. Based on the basis of the presumption that innate and external motivation mediates the relevance between stimulation and performance in most of the theories dealing with how individual financial stimulation influence work performance, Kuvass et al. (2017) have drawn the most vital practical conclusion from their findings in their study on the relevance between innate and external motivation and employee outcomes. ; Organisations express that innate and external motivations should be treated as separate motives. Also, Organisations should do their best to raise the innate motivation of the employees. Employees need to be invited to attend in decision-making. It is vital that directors listen to them and understand their point of views, provide employees with options within structures, and receive both positive and non- judgmental feedback when they take the initiative. Organisations must be careful when applying compelling controls such as close monitoring and conditional tangible stimulation. Employees should be contrast with each other, but competitive base wages should be offered.

As the duration of work raises, emotional engagement , innate motivation, work performance, task and contextual performance scores also raise statistically prominently. As the daily and weekly working hours raise, organisational climate, emotional and normative engagement , innate and external motivation, task and contextual performance scores decrease. Work experience, working place experience related to relevances with other colleagues and superiors raises more in direct proportion to age. This influences all age divisions in their view of motivational aspects. However, this does not only count on age, but also, for instance, on the nature of the character, the personal characteristics of the workers, the company culture in which they work the internal body of the

establishment, the nature of the task done. Therefore, there are other aspects which are not motivational but can influence employee motivation. For this reason, superiors need to apply a special and individual approach to each employee regarding motivation (Weberova, Hitka, & Lizbetinova, 2017:505-513). Working place fulfillment is prompted by innate motivational aspects such as aim, mastership, and freedom rather than external motivations such as wage and financial stimulation. Due to the dual aspect theory, wage is an unfulfilled or external motivator, therefore it is not an efficient tool for improving motivation and performance for wisdom worker sort activities. The common use of external motivators such as financial stimulation can replace more efficient motivators over time and create a workpower which is now subsidiary but not fulfilled with wage and financial stimulation (itri and Bruno).

The consequences of the study carried out by Andriana et al. (2019) on the relevance between work-load, motivation and worker performance are as follows: It is known that the relevance between motivation and work-load volatiles is positive and eminent, because workers in healthcare organisations often have work proficiencies convenient for their specialization. Motivation and work-load have an important impression on worker performance by 35.5%. The impression of partial motivation on performance is 30.05%, indicating that most workers are motivated to receive prizes and acquaintance for their performance. The partial impression of work-load on performance is 5.46%, indicating that low worker performance is not based on high work-loads.

In the evaluations on the relevance between organisational engagement and motivation; it has been specified that there is a direct proportional relevance between organisational engagement score and external motivation. Organisational engagement sub-dimension As the Normative Engagement score raises, the external motivation score also raises. Normative engagement score constituents; it has been specified that the motivation points of the personnel who are obliged to the institution, indebtedness, that it is not right to leave the institution, that they deserve their loyalty, that feel guilty when they leave, and believe that loyalty to the institution is necessary, are also high. As the Continuing Engagement score of the

organisational engagement sub-dimension raises, the external motivation score also decreases. It has an reverse correlation. Continuing loyalty score constituents; it has been specified that the motivation scores of the personnel who feel that it is difficult to leave, who believe that their order will be disrupted and that they will not be able to adapt to the new working place easily, are also low. In addition, it was observed that the loyalty score raised in parallel with the raise in age, but the motivation decreased.

In the study carried out by Lohmann et al. (2018) on the work motivation of financial prize based on the basis of performance; it was specified that performance-based financing did not influence the general innate motivation degrees of health workers, and that the intervention had both positive and negative impressions on the fulfillment of psychological necessities. The consequences underline the potential value of explicit strategies for maximizing the positive impressions of performance-based finance on innate motivation, reducing the undesirable negative impressions of imperative premeditate, implementation and contextual challenges.

Organisational culture plays a vital role in the overall operating of an organisation. It is a vital variable of the performance and efficiency of the organisation. Initially, organisational culture contributes members of an organisation to gain a sense of identity. Employees reveal that they belong to a community with certain values, believes, and ideology. Some findings were obtained from the consequences of the research carried out by Panagiotis et al. (2014) in order to commentate on organisational culture and employee motivation and to make appropriate recommendations to raise the degree of employee motivation. It demonstrates that there is a negative relevance between the degree of motivation and the sort of hierarchy culture. Therefore,

The main motivating indicatives at the organisational degree are educational opportunities, adequate financial support in line with living standards, transformative leadership and supportive supervision (Momanyi and Adoyo, 2016:1-12). A Swedish study reported that pay is a vital motivator. Those findings suggest that policy makers of health and directors should be intended to create

both monetary and non-monetary motivation packs for the health workpower (Kjellström and Avby, 2017:487–502).

Obstacles to motivation mentioned in studies include lack or inproficiency of financial support, favoritism, important lack of skillful healthcare employees leading to heavy work-loads, and impractical expectations from administration. Among the strategies that will raise the motivation of health workers, they put forward goals such as procuring standard health care while building a sense of belonging of teamwork, which involves support, receiving constructive feedback, fair treatment and sharing the work-load. It is vital to note that even in resource- limited settings, money, although a vital facilitator, cannot solve all the challenges in the healthcare system. Therefore, the non-monetary indicatives of identified motivation need to advance the standard of health care delivery.

In the examinations to specify the relevance between organisational climate and motivation; it was observed that as the organisational climate structural support score raised, the external motivation score also raised. Structural support score constituents; Motivation scores of the personnel who believe that they are a member of a good team, encourage the decisions of the administration, trust each other, the tasks are clearly defined, the responsible person is clear, believe in the specified goals, are glad to belong to the organisation, and the directors and employees are in cooperation. was also found to be high.

In addition, it was specified that the external motivation score raised as the organisational climate recognition score raised. Recognition score constituents; it has been specified that the motivation points of the personnel of the institution are also high, where they are prized, promoted, high standards are set for performance, they feel pressure to improve their performance, are appreciated, and have a promotion system that allows successful employees to progress.

There is a vital relevance between organisational climate and employee engagement to the organisation. Organisational climate functions as an pointer of employee engagement (Mojtahedzadeh and Boroomandfar, 2011:1265-1269). Due to the consequences of the research carried out by Shirzadi et al. (2013)on

the relevance between organisational climate, organisational engagement and work motivation; it is emphasized that there is a positive and important relevance between organisational climate and work motivation and thus, directors should raise the sense of duty for employees to stay in the organisation, struggle to accomplish organisational targets (normative engagement), and emotional engagement and wish to stay in the organisation (emotional engagement).

In the study by Bahrami et al. (2016), which aims at examining the relevance between nurses' organisational engagement and organisational climate in hospital environments; it is revealed that there is a positive and important relevance between organisational climate and organisational engagement . It is suggested that staying away from organisational climate has an important positive relevance with emotional engagement and it is concluded that nurses focalize on fertility with a normative and continuity engagement . The direct relevance between organisational climate staying away and emotional engagement demonstrates that enhancing this constituent can raise nurses' emotional engagement. The nature of such an engagement legitimizes the necessity towards income and usance benefits and the anticipated risks of resigning from the organisation. The important and positive relevance between focalizing on fertility and normative engagement demonstrates that stress on advanced production will raise nurses' engagement to the task.

In the study on the importance of organisational climate by Haseeb et al. (2016) in which they investigated its relevance with employee motivation; reveals that organisational climate has an important relevance with employee motivation. It is summarized that five dimensions of organisational climate, such as innovation, prizes, empowerment, training and enhancement, and communication, have a positive relevance with employee motivation. It has been suggested that conflict, which is the sixth dimension of organisational climate, has a negative relevance with employee motivation.

independent aspects influencing work motivation in healthcare workers; weekly working hours, organisational climate, organisational engagement .Medical Staff working hours; it is recommended to organize by taking into account the

necessities of the personnel working. The presence of an efficient evaluation system will positively influence the motivation of the personnel; it should be taken into account that the motivation of individuals whose contributions to organisational production or performance cannot be evaluated will decrease (Tunçer, 2013). It has been specified that the motivation of medical staff with high organisational engagement is also high.

The most vital way to make human resources efficient is to specify the personal characteristics, wishes, necessities and tendencies of the working personnel. Improving performance is possible with communication: Governance; it is a system where administration and staff work together to accomplish consequences and success, and on which they agree on how they can improve the business (Mercanlıoğlu, 2012).

Therefore, employees; inspiring their personal enhancement, inspiring them to do better; fulfilling its purposes and duties; When they become a principal member of an organisation that has work ethics, principles and standards, they will create a system with quite motivated employees. When the organisational climate, in which bilateral interaction appears, becomes a convenient environment for the individuals in the organisation, it will create positive impressions on organisational engagement, work performance, efficiency and fertility.

Our study has some limitations. Initially, since this study is regional, its findings should be generalized with carefully. In addition, all of the analyzed data were reported by the participants themselves.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS CONSEQUENCE

It is necessary to give importance to the views and ideas of employees in organisations. Since the employee who feels that he is valued will anticipate himself as a valuable member of the business, his motivation will raise and he will adapt to the environment. In our study on the work performance, organisational climate and organisational engagement of individuals with high motivation and individuals with low motivation, the following consequences were obtained, respectively.

As the work motivation of hospital employees raises, there is a positive and important relevance between organisational climate, organisational engagement and work performance. Organisational engagement sub- dimension has a positive relevance with emotional engagement . There is a positive and important relevance between the work motivation of hospital employees with high work motivation and their anticipated organisational climate, organisational engagement , and work performance. There is a medium level of positive relevance with the organisational climate scale structural support sub-dimension, and a medium level of positive relevance with the recognition sub-dimension. relevance exists. Employees' lack of right to privacy and communication obstacles reduce motivation and fertility in the working place. Presence of employees with problematic and negative demeanors, it will influence the employee's relevance with his colleagues, leading to a decrease in the rate of attendance and turnover. For this reason, administration should make improvements in working circumstances to raise fertility and motivate employees.

The social lives of men and women, the tasks they undertake, their behaviour in business life and their point of views on work differ. Recognition

sub-dimension, one of the sub-dimensions of the climate of advice attending to the research, differs prominently due to gender. Organisational climate Recognition sub-dimension score is prominently more eminent in males. Emotional engagement, continuous engagement, and normative engagement scale scores of organisational engagement sub-dimensions show important discrepancies due to gender. Organisational engagement sub-dimensions emotional engagement, continuous engagement, normative engagement scores are prominently more eminent in males. Innate motivation and external motivation scale scores, which are sub-dimensions of work motivation, do not differ prominently due to gender.

Although few studies have been carried out about the relevance between marital status and organisational engagement, the consequences of the studies show that the organisational engagement of married workers is more eminent due to the economic responsibilities they carry towards their families. Organisational climate sub-dimensions, structural support, recognition, standards, responsibility, engagement don't differ prominently due to marital status. Organisational engagement sub-dimensions, emotional engagement, continuous engagement, and normative engagement scale scores do not differ prominently due to marital status. Work motivation sub-dimension differs prominently from innate motivation. The internal motivation scale score of the single marital status is prominently lower than the married ones. External motivation scale scores do not differ prominently due to marital status. Work performance sub-dimension of medical staff attending to the research differs prominently due to task performance. The task performance scale score of those with single marital status is statistically prominently lower than those who are married or divorced. Contextual performance scale scores of those with single marital status are lower than those who are married or divorced. In addition, it is revealed that there is no relevance between organisational climate sub-dimensions, structural support, recognition, standards, responsibility, engagement and age. Emotional engagement also raises with age. Contrast to the divorced, the task performance scale score is statistically prominently lower. Contextual performance scale scores of those with single

marital status are lower than those who are married or divorced. In addition, it is revealed that there is no relevance between organisational climate sub- dimensions, structural support, recognition, standards, responsibility, engagement and age. Emotional engagement also raises with age. Contrast to the divorced, the task performance scale score is statistically prominently lower. Contextual performance scale scores of those with single marital status are lower than those who are married or divorced. In addition, it is revealed that there is no relevance between organisational climate sub- dimensions, structural support, recognition, standards, responsibility, engagement and age. Emotional engagement also raises with age.

The health worker, who is a director, has high organisational climate, structure, support, recognition, and responsibility scale scores. The external motivation of employees as directors is more eminent than other employees. The organisational climate structure support scale scores of the health worker, whose duty sort is managerial staff, are prominently more eminent than the scale scores of dentists and nurses. The organisational climate recognition scale scores of the health worker, whose duty sort is managerial staff and doctor, are prominently more eminent than the scale scores of the health workers who are midwives. The organisational climate, standards and engagement scale scores of the health worker, whose duty sort is managerial staff and nurse, are prominently more eminent than the scale scores of the health worker who is a dentist. The work motivation sub- dimension external motivation scale scores of the health worker whose duty sort is administrative staff, dentist, midwife, nurse, health worker who is a doctor is prominently more eminent than the scale scores. The work performance sub-dimension contextual performance scale scores of health workers whose duty sort is midwife, nurse, administrative staff are prominently more eminent than the scale scores of physician employees.

The sub-dimensions of organisational climate, structure, support, recognition, standards and engagement of medical staff attending to the research differ prominently due to income degree groups. As the income degree decreases, the organisational climate sub-dimension structure support scale scores decrease statistically. The organisational climate sub-

dimension recognition scale scores of the group with a good income degree are prominently more eminent than those of the middle and low level income groups. The organisational climate sub-dimension of the group with a good income degree is statistically prominently more eminent than the group with a poor degree of standards scale score. The organisational engagement sub-dimensions of the group with a good income degree have high emotional and normative engagement scale scores.

Organisations use external motivation tools with different characteristics to raise the motivation of the individuals they have. The external motivation scale score of the good-income group is statistically prominently more eminent than the middle and low level income groups. Wages, in other words making money, are a vital compelling power for many people to work, produce and make a contribution to their organisation.

It has been observed that as the working hours raises, the emotional engagement scale score, innate motivation, task performance and contextual performance scores also raise. As the weekly working hours raises, the responsibility sub-dimension scale score also raises. There is no important relevance between the number of patients cared daily and the organisational engagement sub-dimensions emotional, continual and normative engagement scale scores. There is a weak level of reverse relevance between weekly working hours and work motivation innate and external sub-dimension scale scores. Innate motivation is not the only sort of motivation in employees, nor is it an optional activity. As the weekly working hours raises, the innate and external motivation sub-dimension scores decrease.

Volatiles influencing external motivation as a consequence of univariate analysis were evaluated with multivariate linear regression analysis and independent aspects were specified. With the backward method, all the volatiles that were important as a consequence of the univariate analysis were included in the model, and the meaningless volatiles were removed from the model gradually and the most important model was reached. Due to the consequences of univariate analysis, work performance contextual

performance sub-dimension, education, being a director, organisational climate responsibility sub-dimension, weekly working hours, income, organisational engagement , continuous engagement sub-dimension, organisational climate standards sub-dimension, working hours, organisational climate recognition sub-dimension organisational engagement , affective engagement sub-dimension, organisational climate structural support sub-dimension, work performance task performance sub- dimension, organisational climate engagement sub-dimension, organisational engagement , normative engagement sub-dimension, age are our volatiles included in the model. The explanatory coefficient of the R2 model was found to be 47%. The volatiles in the model demonstrate 47% of external motivation. Independent aspects influencing external motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale engagement sub- dimension, Organisational engagement scale emotional engagement sub- dimension Organisational engagement scale is continuous engagement sub-dimension, Organisational engagement scale is normative engagement sub-dimension.

Volatiles influencing innate motivation as a consequence of univariate analysis were evaluated with multivariate linear regression analysis and independent aspects were specified. With the backward method, all the volatiles that were important as a consequence of the univariate analysis were included in the model, and the meaningless volatiles were removed from the model gradually and the most important model was reached. Due to the consequences of univariate analysis, work performance scale contextual performance sub-dimension, education, being a director, organisational climate scale responsibility sub-dimension, weekly working hours, income, organisational engagement scale continuous engagement sub-dimension, organisational climate scale standards sub-dimension, working hours, organisational climate scale recognition sub-dimension, organisational engagement scale affective engagement sub-dimension, organisational climate scale structural support sub-dimension, work performance scale task performance sub-dimension, organisational climate

scale engagement sub-dimension, organisational engagement scale normative engagement sub-dimension, age are our volatiles included in the model. The explanatory coefficient of the R2 model was found to be 50%. Volatiles in the model demonstrate 50% of innate motivation. Independent aspects influencing innate motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale recognition sub-dimension, Organisational climate scale responsibility sub-dimension, Organisational climate scale engagement sub-dimension Organisational engagement scale affective engagement sub-dimension, Organisational engagement scale normative engagement is the sub- dimension. Volatiles in the model demonstrate 50% of innate motivation. Independent aspects influencing innate motivation Weekly working hours, Organisational climate scale structural support sub-dimension, Organisational climate scale recognition sub-dimension, Organisational climate scale responsibility sub-dimension, Organisational climate scale engagement sub-dimension Organisational engagement scale affective engagement sub-dimension, Organisational engagement scale normative engagement is the sub-dimension. Volatiles in the model demonstrate 50% of innate motivation. Independent aspects influencing innate motivation Weekly working hours, Organisational climate scale structural support sub- dimension, Organisational climate scale recognition sub-dimension, Organisational climate scale responsibility sub-dimension, Organisational climate scale engagement sub-dimension Organisational engagement scale affective engagement sub-dimension, Organisational engagement scale normative engagement is the sub-dimension.

Physical ailments frequently experienced by medical staff attending to the research; lumbar hernia, neck hernia, joint-muscle diseases. It is revealed that the negative organisational climate leads to decreases in communication and motivation. It is revealed that the members of the organisation are presented with a sufficient degree of participation in the decision-making process, and that high and continuous motivation is presented by the administrators due to the importance of the employees' work and the organisational climate anticipated as fair and innovative.

Hospitals, which are large enterprises, also need to be managed occupationally.

SUGGESTIONS

Employees; inspiring their personal enhancement, inspiring them to do better; fulfilling its purposes and duties; it has been observed that there are quite motivated employees when they are the main members of an organisation that has work ethics, principles and standards.

It has been observed that the motivation of medical staff with high organisational engagement is also high. The relevance between organisational engagement and motivation is vital. As the organisational climate, organisational engagement , and work performance scores of healthcare workers with high internal motivation scores raised, their motivation scores also raised. It has been observed that as the organisational climate, organisational engagement , and contextual performance scores of healthcare workers with high external motivation scores raise, their motivation scores also raise.

The presence of an efficient evaluation system will positively influence the motivation of the personnel; it is vital to consider that the motivation of individuals whose contributions to organisational production or performance cannot be evaluated will decrease. The most vital way to make human resources efficient is to specify the personal characteristics, wishes, necessities and tendencies of the working personnel. Improving performance is possible with communication.

Governance is considered as a system in which administration and personnel work together to accomplish consequences and success, and on which they must agree on how they can improve the business. As in other enterprises, the success of the organisation in the enterprises in the health sector is thought to depend on the provision of working circumstances convenient for these aspects by researching the aspects of the working individuals.

The standard of the services presented and the standard of the hospitals are affiliated with high organisational engagement , motivation and performance of

the staff working at hospitals. It is thought that, as in some countries abroad (Canada), employees with low motivation and work performance can receive support, and units to be formed under the name of the kindness department where psychologists work will make a contribution positively to employees.

It is vital to raise the standard and quantity of the services presented by increasing the eagerness of employees to work and displaying more eminent performance, thanks to the enhancement of these aspects. Institutions containing health- oriented services have an organisational identity which constantly renewed, open to changes, able to enhance themselves, protecting the cultural values of the society and occupationally managed. It is vital in terms of the necessity of having working circumstances.

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ATTACHMENTS

Annex-1 Informed Consent Form

Dear Participant,

The research titled “investigation of work performance, organisational climate and organisational engagement of individuals with high motivation and low motivation among healthcare professionals” was carried out by Ayşe HATİNOĞLU, a PhD student at the Near East University Graduate Education institute, General Psychology Department, Asst.Prof.Dr. It is a doctoral thesis research carried out under the supervision of Deniz ERGÜN. In this research, it is targeted to specify the motivation degrees of medical staff working as physicians, dentists, midwives and nurses in health institutions located in Keçiören district of Ankara province and to specify the impression of their motivation degrees on their work performance on organisational engagement and to reveal the impression of this situation on the anticipated organisational climate. Is completely voluntary, in general, it does not contain questions and situations that will stir up personal discomfort, but if the participants feel unc cosy with the questions or for any other reason during participation, they can leave the answers halfway and leave the study whenever they want. In this study, no identifying data is requested from the participants. Answers will be kept completely confidential. will be evaluated. The data collected during this study will be used for academic research purposes only and will only be presented at national/international academic meetings and/or publications. You can withdraw from the study at any time by contacting us. If you have any questions or is related to regarding this matter, you can reach us from the contact data below. Best regards in this study, no identifying data is requested from the participants. The answers will be kept completely confidential and will not be shared with the hospital administration and will only be evaluated by the researchers. The data collected during this study will be used for academic research purposes only and will only be presented at national/international academic meetings and/or publications. You can withdraw from the study at any time by contacting us. If you have any questions or is related to regarding this matter, you can reach us using the contact data below. Best regards No identifying data is requested from the participants in this study. Answers will be kept completely confidential and will not be shared with the hospital administration and will only be evaluated by the researchers. The data collected during this study will be used for academic research purposes only and will only be presented at national/international academic meetings and/or publications. You can withdraw from the study at any time by contacting us. If you have any questions or is related to regarding this matter, you can reach us from the contact data below. Best regards it will be used for academic research purposes only and will only be presented at national/international academic meetings and/or

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Researcher: Ayşe HATİNOĞLU

Near East University General Psychology PhD Student

Email : ayse.hatinoglu@hotmail.com

ANNEX-2 Participant Data Form

The objective of this study is to examine the impression of work performance, organisational climate and organisational engagement of individuals with high motivation and low motivation in health care workers. In this study, we presented you a demographic data form and a set of scales. The demographic data form involves your gender, age, marital status, number of children, education, income, occupation, institution, total working hours in the health sector, weekly working hours, daily working hours, number of patients given daily care, working hours, psychological or it involves questions about your demographic characteristics, such as whether you have had a physical illness, relevances with other employees, and occupational success.

The answers you give in the scales and in the interviews will be strictly confidential. Participation in the study is on a voluntary basis. The survey was premeditated purely for scientific purposes. Your sincere and accurate responses will ensure that these survey consequences are used as useful data for the community. Please leave blank the questions that you do not know the answers to or do not want to answer. The questionnaire form is completely voluntary. If you provide false or deceptive data, all try hardions related to the study will be in vain. The forms will be mixed up and collected without any indicator belonging to you, the envelopes will not be opened until they reach the evaluation center, and the transcripts will be made completely confidential. The survey data will not be passed on to hospital administrations and employees and will be evaluated by an impartial scientific organisation.

If you have any complaints or questions about the study, please do not hesitate to contact Ayşe HATİNOĞLU, one of the researchers of this study. (ayse.hatinoglu@hotmail.com). If you are interested in the consequences of the research, you can contact the researcher from 20/01/2019.

Thank you again for attending.

Ayşe HATİNOĞLU
Psychology Department
Near East University
Nicosia

ANNEX-3 Sociodemographic Data Form

Dear Participant,

This study was prepared with the objective of examining the work performance, organisational climate and organisational engagement of individuals with high motivation and low motivation among healthcare professionals. You are expected to read the questions carefully and answer them sincerely. Your answers will be used for scientific purposes only. Thank you for your contribution.

Ayse Hatinoglu
Near East University
PhD student

SECTION I. SOCIO-DEMOGRAPHIC CHARACTERISTICS

1. **Your gender:** 1 woman 2 men
2. **Your age: ...**
3. **Your marital status:** 1. Single 2. Married 3. Divorced 4. Widowed
4. **Do you have children?** one. Yes (... grains) 2. No
5. **Your educational background:** 1. High School 2. College 3. Undergraduate 4. Graduate (
) 5. Doctorate
6. **Income status:** 1. Good 2. Fair 3. Bad
7. **Your work:**
8. **Institution/department you work for:** /
9. **Your total working hours In the health sector: (year)**
10. **Your weekly working hours(hours)**
11. **Your daily working hours(hour)**
12. **Number of patients you care for daily:**
13. **How you work:** 1. Shift 2. Continuous Daytime
14. **Have you ever experienced any psychologIcal dIsorders?** 1.Yes 2. No
15. **Do you have any physIcal ailments?** 1. Yes 2. No
if yes, please indicate your physical discomfort and its duration:
16. **Relationswith other employees:** 1. Good 2. Fair 3. Bad
17. **Occupational Success:** 1. Good 2. Fair 3. Bad

Annex-4 Organisational Climate scale

For each of the following statements, tick the most appropriate option for you.	I strongly disagree	I do not agree	No idea	I agree	Absolutely I agree
	one	2nd	3	4	5
1. I feel like a member of a good team					
2. Administration encourages my decisions.					
3. Employees trust each other.					

Annex-5 Organisational Engagement Scale

For each of the following statements, tick the most appropriate option for you.	1	2	3	4	5
	strongly disagree	do not agree	No idea	agree	Absolutely agree
1. I feel this business's problems as my own.					
2. I have a strong sense of belonging to this business.					
3. I feel emotionally attached to this business.					

Annex-6 Work Motivation scale

For each of the following statements, tick the most appropriate option for you.	i strongly disagree	i do not agree	No idea	i agree	Absolutely i agree
	one	2n	3	4	5
1. I am successful at what i do.					
2. I have responsibility for the work i do.					
3. My colleagues appreciate me for my work.					

Annex-7 Business performance scale

For each of the following statements, tick the most appropriate option for you.	i strongly disagree	i do not agree	No idea	i agree	Absolutely i agree
	one	2nd	3	4	5
1. I think my occupational knowledge is sufficient.					
2. I think i am skilled at doing my work.					
3. I think my occupational skills are sufficient.					

Annex-8 Scale PermIts

cents:From: Ayşe Hatinoğlu <ayse.hatinoglu@hotmail.com>

Thursday, September 13, 2018 2:06:02 PM

To: ali.ozdemir@deu.edu.tr

Subject:Scale

Hello dear teacher. I would like to use the "Organisational climate scale" used in Keziban Zeybek's master's thesis titled "interaction of Organisational Climate and Burnout in Hospital Administration" in my doctoral study within the structure of scientific ethics and rules. Thank you in advance for your interest, my best regards. I present.

Ayşe HATİNOĞLU

Sender:PROF. DR. ALİ ÖZDEMİR <ali.ozdemir@deu.edu.tr>

Sent:Wednesday, October 3, 2018 12:58

To who:Ayşe Hatinoğlu

TopIc:Re: City: Scale

Hello Ms. Ayşe, you can use the "Organisational climate scale" used in Keziban Zeybek's master's thesis titled "interaction of Organisational Climate and Burnout in Hospital Administration" within the structure of scientific ethics and rules. Sincerely, Prof.Dr. Ali Ozdemir

Sender:Ayşe Hatinoğlu <ayse.hatinoglu@hotmail.com>

Sent:Friday, September 7, 2018 10:28 **To**

who:hertan@aku.edu.tr **TopIc:**scales

Hello dear teacher, i would like to use the scales you used in your thesis study titled "The Relevance Between Organisational Engagement , Work Motivation and Work Performance: A Study in Five Star Hotel Businesses in Antalya" in my own graduate study within the structure of scientific ethics and rules. Best regards

Ayşe Hatinoğlu

Sender:ERTAN Hayrettin <hertan@aku.edu.tr>

Sent:10 September 2018 Monday 12:28

To who:Ayşe Hatinoğlu

TopIc:Re: Scales

Miss Ayşe. You can use scales. I wish you health, well-being and success...

RESUME

Ayşe Hatinoğlu was born in Artvin on May 10, 1967. She completed her fundamental and secondary education in Ankara. She started her occupational career as a nurse in 1988 by Dr. Zekai Tahir Burak Training and Research Hospital. She completed the midwifery department of Anadolu University Open Education Faculty in 2000. She worked as Assistant Head Nurse and Coordinator at Keçiören Training and Research Hospital between 2005-2014. In 2006, she did an internship for 3 months at the Leonardo Da Vinci Program 'Germany Klinikum Augsburg' (Pediatric, Surgery, Obstetrics Clinics). She graduated from the Department of Midwifery at 19 Mayıs University in 2011. She completed his master's degree in Administration and Organisation at Ahmet Yesevi University in 2014 and started his doctorate program at South Russian University (İMBL) in Russia in the same year. She transferred to the Near East University General Psychology doctorate program in 2016 and is still continuing. In this process, she successfully completed positive psychotherapy and psychoanalytic psychotherapy courses. Paste the presentation of the article "Sorts of Motivation and the importance of Motivation for Healthcare Professionals" at the Kislovodsk Congress of Russia in 2015. In 2016, she published an article titled Motivation and the importance of Motivation for Healthcare Professionals and Organisational Engagement of Rostov. Until 2018, she worked as the Deputy Director of Yıldırım Beyazıt University Tepebaşı Oral and Dental Health Training Hospital. In 2020, there are international articles published in the journal 'Revista Argentina de Clinica Psicologia'. She is studying Sociology at Anadolu University A.U.A.O.F.

PLAGIARISM REPORT

EXAMINATION OF JOB PERFORMANCE, ORGANISATIONAL CLIMATE AND ORGANISATIONAL ENGAGEMENT OF INDIVIDUALS WITH HIGH MOTIVATION AND LOW MOTIVATION IN HEALTH CARE WORKERS-Ayşe Hatinoğlu

ORJİNALLİK RAPORU

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ETHICS COMMITTEE REPORT