

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI
YÖNETİM VE ORGANİZASYON BİLİM DALI

**THE RELATIONSHIP BETWEEN PERCEIVED CORPORATE
REPUTATION, JOB SATISFACTION AND TURNOVER
INTENTION: A STUDY ON BANKING SECTOR**

Yüksek Lisans Tezi

LİND A AKYAN

İstanbul, 2012

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Marmara Üniversitesi
Sosyal Bilimler Enstitüsü Müdürlüğü

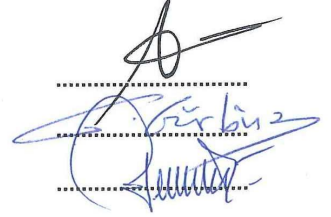
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ÖZET

KURUMSAL İTİBAR ALGISI, İŞ TATMİNİ VE İŞTEN ÇIKMA EĞİLİMİ ARASINDAKİ İLİŞKİ: BANKA SEKTÖRÜNDE BİR ÇALIŞMA

Başka kişilerden saygı görme ve itibar kazanma gereksinimi tarihler boyunca hep vardır. Kurumlar bakımından itibar olgusu ise 1990'lı yıllardan sonra öncelikle işletmeler üzerinde yapılmış olan araştırmalarla gündeme gelmiş ve tartışılan konulardan birisi haline gelmiştir. Yapılan çalışmalarda pek çok alanda değişimin yaşandığı günümüz şartlarında kurumların varlıklarını devam ettirebilmeleri ve çeşitli bakımlardan rekabet avantajı sağlamalarında iyi bir itibara sahip olmaları önemlidir.

Çalışmamız bankalardaki iç paydaşların (çalışanların), kurumsal itibara ilişkin algılamalarının tespit edilmesi, iş tatminlerinin ölçülmesi ve işten çıkma eğilimlerinin belirlenmesi amacıyla gerçekleştirilen bir çalışmadır. Bu araştırmada bankaların çalışanlar üzerinde yaratmış olduğu itibarın ilişki içinde olduğu düşünülen değişkenler ve banka çalışanlarının buna bağlı olarak gösterdikleri davranış özellikleri (iş tatmini ve işten ayrılma eğilimi gibi) araştırılacaktır. Bu üç değişkeni ayrı ayrı inceleyen birçok çalışma bulunmaktadır ancak bu üçlünün çalışmada bir arada birbirleriyle olan ilişkilerinin incelenmesinin kurumların insan kaynakları yönetimine ışık tutacağına inanılmaktadır. Bu araştırma sorusuna anketten elde edilen bulguların değerlendirilmesi yardımıyla cevap bulunmaya çalışılacak ve anket sonuçları SPSS programında değerlendirilecektir.

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ABSTRACT

THE RELATIONSHIP BETWEEN PERCEIVED CORPORATE REPUTATION, JOB SATISFACTION AND TURNOVER INTENTION: A STUDY ON BANKING SECTOR

Importance of gaining reputation in a society has always been in the fore front for people since historical times. Corporate Reputation concept has started to be discussed since 1990's within the organizations and scholars have been making reasearches to clarify the issue for years. It is important for the organizations to gain a considerable reputation in order to be prosperous in this highly competitive market.

Our study is formed and applied to determine the perceived corporate reputation, job satisfaction and turnover intention attitudes of the internal stakeholders (employees) of public and private banks in Istanbul. With this study it is targeted to discover the relationship of perceived corporate reputation with attitudes of bank employees such as job satisfaction and turnover intention. There are numerous studies handling these three variables separately but this combination of variables will be adding a new point of view to the human resouces part of organizations. This reaserach question will be answered through the data collected from the questionnaire applied and the results will be analyzed through the SPSS program.

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1. INTRODUCTION

It is obvious that corporate reputation contributes much to the perpetuity of the organizations' success. Reputation is formed with very systematic structure to be analyzed. Corporate Reputation plays a key role not only in terms of the market targets of a company, but also, in the building and the use of the internal dynamics of the company. Therefore, the organizations perform globally on the issue of reputation.

Companies started working on "brand" and "reputation" in 1950s. Due to the rapid development of the business environment, organizations and academicians focused on describing the "reputation" concept and analyzing it continuously (Martin & Hetrick, 2006). Although many studies have been made on the subject "corporate reputation", descriptions are still not explicit. When people consider on this issue, they generally regard it as a "good" or "bad" reputation. However, we have to underline that reputation is not a concept that could be thought in this one-dimensional way (Berens & Riel, 2005).

Reputation Institute President, Professor Charles Fombrun, who worked a lot on the concept of reputation, says: "A strong reputation is a device to attract customers, workers and investors." According to him, an organization has too many images, but just one reputation. Reputation is the net appraisal of all the images devoted to all partners of the institution. "Corporate Reputation", is a dynamic structure which contributes much to the company on the issues of "financial conditions", "market", "human resources", "stability", "less risk" and "liberty" (Fombrun, 1996).

Here, in this study we aim to handle the contribution of perceived corporate reputation on human resources aspect of the organization. The corporate reputation concept is the sum of internal and external stakeholder's perceptions about a company. In spite of many different aspects of corporate reputation, in this study the aspect of the internal stakeholders will be handled, that means the corporate reputation perception of the employees will be measured and its relationship with their job satisfaction and with

their intention to leave the job will be examined. So, it is clear that just like the attitude of the consumers and the rival firm's towards the institution, workers also have attitudes towards their work place. If the behaviors and the attitudes of the workers to the institution are positive, these attitudes and behaviors contribute positively to the different departments of the organization. If workers' approach to their work place is negative, this will result in the loss of customers (Nakra, 2000).

Job satisfaction is a discipline which organizational behavior researchers work on intensively. Negative behaviors devoted to job are quite effective on organizational behavior. Job satisfaction comprises all the attitudes and manners which all employees reveal by working. These attitudes may come up as positive as well as negative ones (Budak, 1999: 45-46).

Job satisfaction is related with many factors. These are job itself, working conditions, social relations at the work place, wage, relations with the management, career opportunities, job security and fringe benefits. Taking all these into consideration, it could be said that corporate reputation affects the attitudes and the behaviors of the workers and so it influences job satisfaction and this may have influence on their intention to leave (Akman, 2001: 33).

"Turnover intention" is described as workers' desire to leave the work as a result of conscious decision process (Egan & Others, 2004). There are a lot of reasons which affect the turnover intention of workers. So, in this study the relation between the turnover intention of the workers with their job satisfaction and with their corporate reputation perception will be analyzed.

The aim of this work is to research the relations between "job satisfaction" and "turnover intention" and corporate reputation perceptions of the employees at the banking sector.

2. LITERATURE REVIEW

2.1. Perceived Corporate Reputation

2.1.1. Definition of Perceived Corporate Reputation

Perceived corporate reputation is defined in many different ways by authors in the literature. Some of them defined perceived corporate reputation as outsiders beliefs about what distinguishes an organization, from others (Mael and Ashforth, 1992; Dutton et al., 1994; Smitdt et al., 2001; Carmeli and Freund 2002 as cited in Çiftçioğlu, 2010) and differentiate it from constructed external image or external prestige perception based on insiders and outsiders interpretation of organizational information whereas sometimes insiders organizational prestige perception closed aligned outsider perception (Dutton and Duckerich, 1991 as cited in Çiftçioğlu, 2010).

“In today’s world, where ideas are increasingly displacing the physical in the production of economic value, competition for reputation becomes a significant driving force, propelling our economy forward” (Alan Greenspan, former chairman, FederalReserve http://www.adrian.edu/academic_services/integrity_greenspan.pdf)

However, according to Fombrun Perceived corporate reputations are perceptions held by people inside and outside a company (Fombrun, 1996: 57 as cited in Carmeli and Freund, 2002). Thus in this study we’ll be working on the perception of the insiders instead of outsiders. That means we’ll be analyzing the perceptions of the employees about an organization, in our study about a bank (financial organization), in order to determine its relationship with the job satisfaction and turnover intention variables.

Inglis, Morley and Sammut assert that reputation is an important asset which could be used as a competitive advantage and a source of financial performance (2006: 1). In other sources of literature it is stated that reputation is considered as a strategic resource, so having a positive reputation means being more attractive than others in the eyes of a firm’s stakeholders (Clark and Montgomery, 1998; Fombrun, 1996; Fombrun

and Shanley, 1990; Weigelt and Camerer, 1988 as cited in Carmeli and Freund, 2002). Grützmaier (2011: 24) states that ‘corporate reputation is a stakeholder’s overall evaluation of a company over a period of time and the evaluation is shaped depending on the stakeholder’s direct experiences with the company, any other form of communication and symbolism that provides information about the firm’s actions and a comparison with the actions of other leading rivals’. Moreover, the scholar adds that ‘the reputation of companies is created through consistent communication towards the companies’ stakeholders, including advertising, public relations, websites, logos, media tie-ins, sponsorships and other tools of modern corporate communications’.

Barnett and Hoffman (2008: 1) argue that corporate reputation is observers’ collective judgments of a corporation based on assessments of the financial, social, and environmental impacts attributed to the corporation over time. Davis (2007: 11) adds that corporate reputations are based on perceptions and it is those perceptions that drive reputational assessments, regardless of the reality of the situation.

Roberts and Dowling (2002: 1078) emphasize that corporate reputation reflects the extent to which external stakeholders see the firm as good and not bad. The scholars also add that corporate reputation is an important strategic asset that contributes to firm-level persistent profitability (Roberts and Dowling, 2002: 1091). Chung, Eneroth and Schneeweis (2003: 275) defend that corporate reputation is identifier of a firm’s current and future financial performance. According to Flatt and Kowalczyk (2006: 4) corporate reputation is a multidimensional construct, where a firm’s reputation emerges from customers, investors, employees, and the general public and their interactions with each other.

According to Ljubojevic and Ljubojevic (2008: 222) corporate reputation is a collective presentation of all participants image, built through the time and based on programs of company identity, its performance and perceptions of its behavior. In addition, the academics add that corporate reputation is a part of company’s assets along with tangible property, in balance sheet, workforce, social property (relations with suppliers, relations with consumers, local community and regulative institutions), and environmental. Corporate reputation can be seen as the public evaluation of

organization resources and company's capability (Ljubojevic and Ljubojevic, 2008: 224). Botha, Sanders and Viljoen (2009: 1) argue that corporate reputation is customer's overall evaluation of a firm based on their own reactions to the firm's goods, services, communication activities, interactions with the firm and its representatives.

Corporate Reputation of an organization is composed of the sum of the perceptions of inside and outside stakeholders. It is stated that the main components of corporate reputation are perception and truth (Karaköse, 2006). Perception is about how an organization is perceived by the stakeholders and how the organization's aims and objectives are considered by the outside world. In contrast the truth is about the organization's real and actual policies, applications, methods, systems and its performance that means it is the actual position of the organization (Karaköse, 2006)

In Picture 1 the relation between the truth and the perception is revealed as follows:

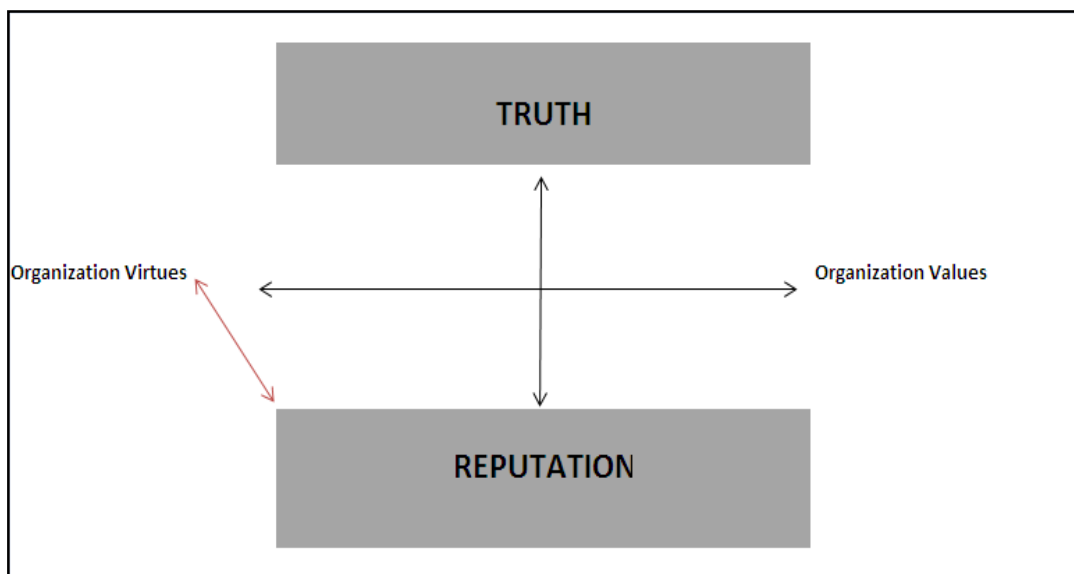


Figure 1: Virtue Accepted and Adapted by the Society Turns to Value

Reference: Sherman, M.L. (1999). Reputation. The only thing that can give your business a second chance. Making the most of your reputation. p. 11. Copyright March 1999, Published for the Institute of Directors and AIG Europe (UK) Limited by Director Publication Ltd.116 Pall Mall London SW1Y 5ED. As cited in Karaköse, 2006.

Ljubojevic and Ljubojevic emphasize that corporate reputation helps the companies to get good employees, attract consumers, increase consumers' loyalty (2008: 222). Ljubojevic and Ljubojevic claim that there are four characteristics of corporate reputation: credibility, reliability, responsibility and trustworthiness (2008: 221).

Caliskan, Icke and Ayturk (2011: 76) draw attention that the definition of corporate reputation emphasizes three key attributes: (1) reputation is based on perceptions; (2) it is the aggregate perception of all stakeholders; and (3) it is comparative.

2.1.2. Importance of Corporate Reputation

Corporate reputation is one of the most dominant topics in modern times (Serbenica and Popescu, 2009: 47). It has a strategic importance in supplying competitive advantage to corporations. So corporations have to manage their reputation in accordance with their corporate targets.

Corporate reputation gains importance every day. There is a great flow of information and people can access every data they need through the internet easily, so this causes that issues like corporate reputation have to be stressed to be able to differentiate companies from each other. A distinguishing feature is always needed for companies to be realized in the huge pool of organizations and one of those important and newly emerging features is the corporate reputation.

Successful corporations try to get the support of investors, employees and of all the stakeholders; this causes a good corporate reputation to organizations. So we can conclude that corporate reputation is up to the organizational management (Sakman, 2003).

Puncheva (2006: 17) asserts that corporate reputation is a collective representation of a company's past actions. In this context, Ozturk, Cop and Sani (2010: 1) defend that importance of reputation is raised because of the increase in communication and awareness level of customers. Moreover, Ljubojevic and Ljubojevic

(2008: 224) add that successful corporate reputation may attract the owners of resources.

Furthermore the liberal economy, competitive market, bundle of products, media-mania and pollution of advertisements are reasons which put value on the importance of management of corporate reputation of the organizations (Babal, 2010: 8).

Table 1
Communication To Reputation

Ranking of Companies	Corporate Communication Spending
Top 100	32\$
Second 100	23\$
Third 100	13\$
Forth 100	5\$
Bottom 76	4\$
Fortune 500 admired company listing	

2.1.3. Concepts related to Corporate Reputation

2.1.3.1. PEP (*Perceived External Prestige*)

In the literature we can find two concepts PEP and corporate reputation which could not be distinguished by many studies. PEP; the perceived external prestige (PEP) refers to a belief held by members regarding how outsiders view the organization (Dutton et al. 1994; Smidts et al., 2001 as cited in Carmeli, Freund, 2002). So that means the two concepts are distinct constructs and the distinction is described like this: whereas organizational reputation refers to outsiders' beliefs about an organization; PEP refers to a member's own view of the outsiders' beliefs (Carmeli, Freund; 2002).

According to this description we can say that PEP reveals the company members view for the organization, so the employees have a certain PEP for the company they work for and they work in. In this study we will test the perceptions of the employees about the company and the relationship of this perception to their job

satisfaction and turnover intention levels. So according to some scholars this perception of employees is called perceived external prestige (PEP).

“Bergami and Bagozzi associate concept PEP with organizational statute and defined concept with well recognized, well-prestige institute terms where Smithds et al. describe PEP as individual level interpretation and evaluation of organizational prestige based on employee’s own information” (Bergami and Bagozzi, 2000; Smithd’s et al., 2001 as cited in Ciftcioglu, 2010).

As far as it is stated in some studies, PEP is related to employee views and it is also assumed that PEP is related to some workplace attitudes like job satisfaction, organizational commitment and pleasant effective states at work (Herrbach et al., 2004: 77 as cited in Kamaşak, Bulutlar; 2008). In this study we will analyze the influence of corporate reputation perceptions of employees on their job satisfaction level and also their intention to leave accordingly.

Mignonac, Herrbach and Guerrero state that perceived prestige is internal members’ own assessments of outsiders’ beliefs (2006: 10). The scholars also defend that perceived external prestige is employees’ beliefs about how outsiders judge the status and image of their organization (Mignonac, Herrbach and Guerrero, 2006: 2). Perceived external prestige can be interpreted as reflecting the social value assigned by employees to their employer’s identity. In this context, van Riel (2003: 99) puts forward that the higher the perceived external prestige of a person’s organization, the stronger he or she will identify with it. In this connection, the scholar claims that perceived external prestige is the image the public has about the organization. The academic also emphasizes that members of an organization want to be proud and be part of a respected company (van Riel, 2003: 177).

2.1.3.2. Internal and External Reputation

Some scholars have made a distinction between internal and external reputation of organizations. This distinction divides the concept of reputation into two parts. One part, the internal reputation is considered to be business reputation, including the

different aspects of corporate reputation related to business stakeholders' perception of the activities of the company (Chibuike, 2010). These stakeholders include employees, managers, shareholders, customers and suppliers. They are considered to be internal, because they have close relationship to the organization compared with others like customers who are external.

External reputation also called social reputation is reputation deriving from the insights and perceptions of external stakeholders of the company's activities (Chibuike, 2010). External stakeholders are customers and they are not as close to the company as the internal stakeholders.

So organizations should be aware of the key role of internal stakeholders, especially of the role of employees, and they have to try to increase the satisfaction level of employees in order to guarantee their external reputation. Because especially in the service sector, the close relationship of employees with the customers emphasize the role of the internal stakeholders in terms of internal reputation. Organizations have to realize that there cannot be a strong external reputation without a strong internal reputation.

2.1.3.3. Corporate Identity

There are three important concepts which are closely related with the corporate reputation. They are namely, corporate identity, corporate culture and corporate image.

These three concepts are related but different concepts and they have their own definitions. Starting with the corporate identity it can be stated that corporate identity is the way how the organization sees itself and plans to be. Corporate identity reveals how the organization is perceived by the internal stakeholders and it contains all the corporate communication activities applied to strengthen corporate reputation (Karaköse, 2006).

Based on the definition of the corporate identity, we can state that it is shaped by the perceptions of the employees of an organization (internal stakeholders).

Employees have a very important role in influencing corporate reputation and they are also influenced by corporate reputation at the same time.

In the literature there are three types of corporate identity;

- What the organization is,
- What the organization wants and plans to be
- How others outside see the organization (Karaköse, 2006).

Corporate identity is the internal and external self-presentation of the organization which is defined strategically and operationally (Uzoğlu, 1999: 14 as cited in Karaköse, 2006: 30). Corporate identity is mostly shaped by the management's vision, by organization's objectives, values and characteristics, shortly it states who an organization is according to its own definition (Çamdereli, 2003: 31).

2.1.3.4. Corporate Culture

There are many different approaches to corporate culture by researchers. Despite many disagreements about the measurement and conceptualization of corporate culture, it can be defined "as a system of shared values and norms that define appropriate attitudes and behaviors for organizational members" (Nacinovic et al., 2010).

Corporate culture is powerful and invisible at the same time, has a role in shaping employee behavior and individual's actions. Appropriate corporate cultures are also especially helpful to boost creativity among employees.

Mellor (2006: 4) sees the corporate culture as the patterns of basic assumptions and defends that it is the sum total of how an organization accomplishes all that it has to do to fulfill its purpose or mission (Mellor, 2006: 8). The academic also adds that it influences vital organizational issues such as quality, customer satisfaction, teamwork, innovation, decision making and flexibility (Mellor, 2006: 4). On the other hand, Hermalin (2000: 1) emphasizes that corporate culture is an important determinant of firms' capabilities and performance. The scholar also defends that it shapes the

individual actor's preferences, attitudes, and modes of thinking (Hermalin, 2000: 20). Similarly, according to Mowat (2002: 3) corporate culture is the personality of the organization and it consists of the shared beliefs, values and behaviors of the group. The scholar puts forward that it is symbolic, holistic, and unifying, stable, and difficult to change.

Nacinovic, Galetic and Cavlek (2009: 398) assert that corporate culture shapes employee behavior and influences an individual's actions. The academics also assert that corporate culture can bring to the development of innovation through core values or norms.

According to Hermalin (2000: 16) there are three components of corporate culture:

- A common language or coding.
- A shared knowledge of pertinent facts.
- A shared knowledge of the norms of behavior.

Mowat (2002: 5) emphasizes that in the beginning, corporate culture is shaped by the leaders and by the purpose for which the company has been created; it then develops within the constraints of the environment, technology, values of the leadership, and performance expectations. Nacinovic, Galetic and Cavlek (2009: 400) state that a strong corporate culture can have a very positive influence on the firm, aligning the entire firm to a specific set of values or goals.

The firms who want to create a competitive advantage must adopt a corporate culture, firstly valuable, and providing mechanisms for better financial performance, secondly rare and unique means different from other corporate cultures in the same industry, thirdly not perfectly imitable, which means hard to be adopted by other organizations (Hoang et al., 2008).

2.1.3.5. Corporate Image

Corporate Image is the way how the social stakeholder perceives the identity of organization and how it responds to it (Sakman, 2003: 28). The corporate image is “the consumer’s response to the total offering and is defined as the sum of beliefs, ideas, and impressions that a public has of an organization” (Weiwei, 2007). So, corporate image is the result of a process by which customers compare and contrast the various attributes of organizations (Weiwei, 2007). Wolf asserts that corporate images are selectively perceived mental pictures of an organization and the sum total of these perceived characteristics of the corporation is what people refer to as the corporate image (Wolf, 2010: 6).

Image means the view of the company held by stakeholders, especially by customers (Davies et al., 2001). That means image focuses on the outsiders’ perceptions rather than the insiders’. So the perception of the employees about the organization is more related with the corporate identity not image.

Taking corporate image and corporate identity into consideration, corporate reputation is a collective term referring to all the stakeholders’ views. So, corporate image reflecting the outsiders’ view and the corporate identity reflecting the employees’ (insiders’) view together form the corporate reputation of an organization, which is very necessary for the success of organizations.

2.1.3.6. The Relation between Corporate Identity, Corporate Culture, Corporate Image and Corporate Reputation

In the competitive market, organizations try to build a corporate identity with the aim of building long term relationships with customers. After building the corporate identity, the corporate culture also has to be accepted in order to build the corporate image accordingly. So in that framework the three concepts are strongly related with each other.

The organizations need a very good corporate reputation to boost their financial performance and success. With this target organizations have to build first

their corporate identity which is built by the employees. After having formed the corporate identity, the corporate culture has also been shaped accordingly and it has to be adopted properly. Later in the third phase organizations shape their corporate image according to the perception of the outsiders (the outside stakeholders, especially customers and in line with their corporate identity and culture.

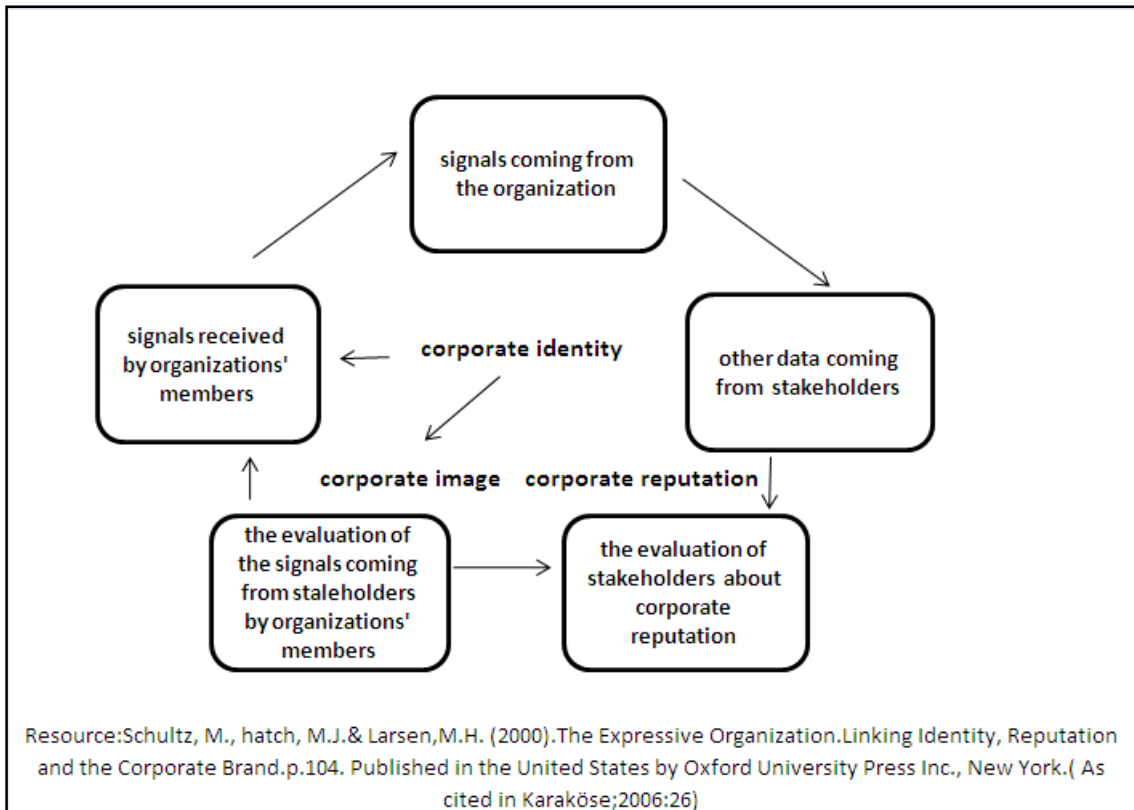


Figure 2: The Model Describes the Relationship Between These Four Concepts

2.1.4. The Basic Components of Corporate Reputation

2.1.4.1. Emotional Attraction

Emotional Attraction is a very important concept in building corporate reputation of companies. Miletić (2010: 121) defends that customers are more influenced by rational reasons than by emotional attraction of products.

In the literature it is stated that there is an emotional relationship between customers and the products and services of an organization (Brady, 2005 as cited in

Yirmibes, 2010: 26). Reina, Ventura, De Nito, La Croce and Poyatos state that the emotional attraction is seen as the admiration, the respect, and the trust towards the firm (2011: 2).

A strong corporate reputation has the power to attract more customers and this will cause customers to be less sensitive towards price of the products and services. Thus this shows that emotional attraction of organizations play a crucial role in increasing the corporate reputation. With emotional attraction built corporate reputation bases strongly on reliability, respect.

“Employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organization” (Tüzüner & Yüksel, 2009). Attracting employees with superior skills and knowledge constitutes a competitive advantage for organizations, so the more attractive an employer is perceived by potential employees the stronger will be the organization’s employer brand equity (Berthon, P., and Ewing M.,Hah,L.L.,2005 as cited in Tüzüner et al.,2009).

2.1.4.2. Vision, Leadership and the Role of CEO

Vision, leadership and the role of CEO are very important determinants again in corporate reputation building and management. Vision, being the planned state of an organization in the future in accordance with the fundamental objectives of it, reveals the organizations path towards the future and determines the reliability of the organization. That means stakeholders can have an overall idea about the organization by looking at the vision of it. Vision can be also defined as a picture describing the potential future of an organization (Özbek, 2000: 307 as cited in Tüzüner et al.2009). Vision building for an organization means creating an imaginary picture revealing how an organization will appear, behave or have preferences in the future (Clayton as cited in Tüzüner et al., 2009).

Leadership is another concept very important influencing the corporate reputation of an organization. Leaders are main factors in reputation creation, because the positive or negative perceptions of stakeholders about an organization stem from the

performance of the leader. So this results in the importance of the CEO in the organizations in the reputation management. Carmeli emphasizes the importance of leadership of CEO with the example of Louis Gerstner and how his management team helped IBM recover from its decline (2006: 154).

2.1.4.3. Products and Services

Together with credibility, attractiveness, transparency and openness, the loyalty of management, market leadership, fair attitude towards competitors, customer orientation, the quality of employees, their financial performance, social responsibility and ethical behavior, quality of products and services bring forth the reputation of a company (Konieczna, 2010: 102). Mirvis, Googins, Carapinha, Fombrun, Nielsen, Taciank and Young (2009: 12) present evidence that ratings of a company's products and services are the strongest driver of reputation.

High quality goods and services offered by organizations are the beginning of the way to earning sustained reputation (Iwu-Egwuonwu, 2011: 200). Schwaiger argues that companies with good corporate reputation stand behind their products and services, they develop innovative products and services and they offer high quality products and services, they offer products and services that are a good value for the money (2004: 55). Furthermore, Burke, Martin and Cooper (2011: 5) emphasize that a good corporate reputation is enhanced by delivering better products and services.

2.1.4.4. Working Conditions

Working conditions are one of the basic components of corporate reputation. Employees of an organization perceive the corporate reputation influenced by the conditions they are working in. According to Schaller, working conditions threaten corporate reputation (2007: 20). Thus, good and safe working conditions help to create a reputable company whereas unsafe and bad working conditions are crucial in damaging the corporate reputation. As Fombrun and Van Real assert, "Emotional appeal is the largest driver of corporate reputation. Quality products and services, social responsibility and workplace environment dimensions drive emotional appeal" (as cited

in Friedman, 2009: 231). So positive working conditions which create an emotional appeal in employees may end in a reputable company, perceived by internal and external stakeholders. Songstad, Rekdal, Massay and Blystad point out that “WHO defines working conditions as the combination of compensation, non-financial incentives and workplace safety (as cited in Friedman, 2009: 2).

The motivation of the employees by performing their jobs will be directly influencing the corporate reputation That means, convenient and effective working conditions are very important for employees, so the employers have to create convenient working environments accordingly.

2.1.4.5. Financial Performance

Dunbar and Schwabach (2000: 10) argue that financial performance influences future reputation of a company. Inglis, Morley and Sammut (2006: 3) wrote that the indicators of increased financial performance, which is the signal of good reputation, is providing quality products when consumers are faced with a choice between competing products. Dowling (2006), Wu (2006), Orlitzky et al. (2003), Anderson and Smith (2006) and Hannon and Milokvich (1986) assert, “corporate reputation has been shown to be related to financial performance (as cited in Friedman, 2009: 230).

2.1.4.6. Corporate Social Responsibility

Corporate Social Responsibility is one of the important components of Corporate Reputation for an organization. Organizations are spending time and considerable money to arrange social responsibility activities, with the aim to boost their corporate reputation.

Corporate Social Responsibility as a concept emerged for the first time in 1953 in the book of H. Bowen “Social Responsibilities of the Businessman”. Bowen stated that businessmen should do social responsibility activities which are overlapping with society’s values and objectives (Bowen 1953: 6 as cited in Aktan C. C. & Börü D., 2007). Hohnen (2007: 5) defines CSR as the way firms integrate social, environmental and economic concerns into their values, culture, decision making, strategy and

operations in a transparent and accountable manner, and thereby establish better practices within the firm, create wealth and improve society. In this context, Clavet, de Castro, Daugareilh, Duplessis, Gravel, Henry, Javillier, Linnik, Thorsen, Gao and Zack (2008: 106) assert that CSR means voluntary initiatives and initiatives of the corporations that go beyond the law.

Columbia SIPA (2007:1) puts forward that CSR is the way companies behave in social, environmental and ethical contexts and it is about integrating the issues of the workplace, the community and the marketplace into core business strategies. On the other hand, according to Hassanein, Lundholm, Willis and Young (2006: 6) CSR is an approach to business which recognizes the social, economic and environmental concerns of stakeholders, as a component, and responsibility, of any business operation. Moreover, the scholars argue that CSR is a valuable business practice for corporations as it helps raise employee pride, increases retention, and acts as a tool in preventing possible crises and building the social contract with local employees and communities. The term corporate social responsibility can be seen as a framework for measuring an organization's performance against economic, social and environmental parameters (ASOCIO Policy Paper, 2004: 2).

Many corporate social responsibility activities are appearing as sponsorships. That means, many organizations support social activities financially to create a positive corporate image and a good corporate reputation by helping some social groups. Such activities are like being sensitive towards health problems, rehabilitation, fight against alcohol and drug addiction, founding centers for elder people and children, supporting environmental friendly activities and measures, investing in arts and artists.

There are some reasons why organizations are willing to overtake such responsibilities in terms of corporate social responsibility. Those are:

- Social activities are appreciated by public and they create trust.
- Social stakeholders help organizations to communicate with scientists and artists.

- Such activities boost the social value of organizations and they strengthen the communication, advertisement and media relations.
- Effective activities can be done by spending small scale budgets.
- Supporting social activities will have a positive effect also on employees. (Sakman, 2003: 110).

The need for corporate social responsibility emerges from these key drivers: enlightened self-interest (creating a synergy of ethics, a cohesive society and a sustainable global economy where markets, labor and communities are able to function well together); social investment (contributing to physical infrastructure and social capital is increasingly seen as a necessary part of doing business), transparency and trust (business has low ratings of trust in public perception, there is increasing expectation that companies will be more open, more accountable and be prepared to report publicly on their performance in social and environmental arenas); and increased public expectations of business (globally companies are expected to do more than merely provide jobs and contribute to the economy through taxes and employment) (ASOCIO Policy Paper, 2004: 2).

There are also some disadvantages of Corporate Social Responsibility activities. If social activities' spending reflects on prices of products and services, there may emerge a loss in the market share. Furthermore, organizations may need additional workforce, to realize such social activities. Finally, if corporate managers focus on social activities more than needed, then organizations may go far from actual organizational goals and objectives (Aktan & Börü, 2007).

Fonteneau (2003: 3) claims that CSR has an overall positive impact on society through a socially responsible conduct and it provides voluntary integration, by the companies, of social and environmental concerns into their commercial activities and their relations with various stakeholders. In the study, ASOCIO Policy Paper (2004: 3) presents evidence that CSR delivers business benefits. Furthermore, it is a determining factor in consumer and client choice which companies cannot afford to ignore. Corporate Social Responsibility is crucial for the corporate reputation of the

organizations, but this responsibility should not be shown to the social groups outside the organization, but the organizations have also social responsibility to the employees working in the organization. To save the rights of the employees from the organizations a Social Accountability Standard SA 8000 has been developed and set by Social Accountability International (SAI). This Standard involves some points to save the employee from the employer. And having such a Standard will mean for an organization to establish basic needs for the employee, and this will create employee satisfaction and a good corporate reputation indirectly (Aydemir, 2007).

Krishnan and Balachandran (2004: 5) defend that by making use of CSR, corporations lay more importance on improving the economic and social standards of the community in their countries of operation as well as their sole aim of maximizing profits. In this context, Rionda (2002: 2) puts forward that CSR refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment. The scholar also argues that beyond making profits, companies are responsible for the totality of their impact on people and the planet. In other words, CSR is the additional commitment by businesses to improve the social and economic status of various stakeholders involved while complying with all legal and economic requirements (Krishnan and Balachandran, 2004: 5).

Norwegian Ministry of Foreign Affairs (2009: 7) states that companies contribute to social goals such as employment, general development and welfare by making use of CSR. According to Hohnen (2007: 4-5) the commitments and activities of typical CSR are: corporate governance and ethics; health and safety; environmental stewardship; human rights (including core labour rights); sustainable development; conditions of work (including safety and health, hours of work, wages); industrial relations; community involvement, development and investment; involvement of and respect for diverse cultures and disadvantaged peoples; corporate philanthropy and employee volunteering; customer satisfaction and adherence to principles of fair competition; anti-bribery and anti-corruption measures; accountability, transparency

and performance reporting; and supplier relations, for both domestic and international supply chains.

2.1.5. To build a strong Reputation

To build a strong reputation is tried to be explained by reputation management tactics by scholars and this subject has been analyzed and broadened in time. In the reputation management it is emphasized that internal and external reputation of an organization has to be in line and harmony in order to create success and to avoid any reputation crisis. Harrison K. (2009) discussed six steps to strengthen corporate reputation through stakeholder relations:

- “The first thing is to research into your stakeholders for the purpose of knowing them better. This research will more appropriately reveal who they are, what their preferences are, what they value most in a company, how they like to be related with by the company, et cetera. This effort removes all guess work on the nature and make up of the stakeholders.
- The research should be able to reveal the stakeholders' strengths and weaknesses. So, assess the strengths and weaknesses and then focus on the gap between internal realities of the company and stakeholder perceptions of the company. The aim is to minimize or eliminate this gap as much as possible towards reducing the forces that work against the company while increasing the forces that work or should work in its favor.
- Having been armed with a sound knowledge of your stakeholders, you have to do another research. This time it has to do with clearly identifying the main factors that comprise or underscore your organization's reputation. You will then align these factors with your company's mission, policies, strategies, programs and systems across all functional lines or operations of the company. This will no doubt produce a powerful reorientation of corporate priorities and behaviors.

- Having taken care of your stakeholders' expectations as revealed in the above research, you can then develop and implement plans and strategies that will help you focus on exceeding all stakeholders' expectations.
- The CEO must be directly involved in all aspects of the programs as the champion of the entire process.
- You must remember to measure regularly against targets while also working very hard to improve the results already obtained.”(As cited in Chibuike, 2010: 204)

Furthermore, as Neville, Bell and Menguc (2005) assert, ‘the boost of reputation management theory and practice was determined with the reason that ‘recognition that stakeholders’ resource allocation decisions are based on overall evaluation of the organization’s behaviour’. So the decisions of stakeholders towards a company are affected by its reputation in great or smaller ways (as cited in Smaizene, 2008: 720).

MORI Excellence Model Chart; is also a visualization of stages within business, related with the customers and also with the employees of organizations.

MORI Excellence Model Chart



Figure 3: MORI Excellence Model Chart

Reference: Hutton as cited in Lewis, 2002: 8.

Lewis,S (2002).Who's in charge of the Brand?Reflections on Brand and Reputation.www.angelfire.com/journal2/comunicarse/brand_reputation.pdf

Mori Excellence Model Chart, created by Peter Hutton, visualizes how relationships within the organization drive value creation. Thus a good communications program within the organization, especially targeting the right information flow to employees, creates an advantage for good communication within the company and this communication program will end in informing the customers in a positive manner and in creating a good reputation. Thus a reputable perceived organization will be able to satisfy the employees and hold its employees for a long time, at the same time qualified job seekers will also be attracted meanwhile.

2.2. Job Satisfaction

2.2.1. Definition of the Concept of Job Satisfaction in Organizations

The job satisfaction is considered as an attitude and there are many different definitions in the literature, because the job satisfaction concept has been worked on for

many years. Newby (1999: 5) defines the term satisfaction as an individual's positive affective evaluation of the target environment; result of an individual's requirements being fulfilled by the target environment; a pleasant affective state; the individual's appraisal of the extent to which his or her requirements are fulfilled by the environment. In the light of this definition, Job Satisfaction is stated by Ivancevich as an attitude that individuals have about their job and it is also underlined that job satisfaction results from employee's perception of their jobs (Ivancevich, 1990 as cited in Aydoğdu, 2009).

Job satisfaction is also defined as a persons' positive or negative feelings about his/her job (Greenberg & Baron, 2000 as cited in Aydoğdu, 2009). Furthermore, Perie and Baker, 1997 state that job satisfaction is an affective reaction to an individual's work situation (As cited in Aydoğdu, 2009). Thus we can say that a positive attitude of an employee stemming from his/her work situation will be called the job satisfaction of that employee and it can also be defined as individual's cognitive, affective and evaluative reactions toward the job (Greenberg & Baron, 2000 as cited in Aydoğdu, 2009).

Gomes (2009: 182) presents evidence that job satisfaction is one of the most representative dimensions of organizational behavior and it is positive feelings about one's job based on one's evaluation of the characteristics of the job. Moreover, the scholar claims that job satisfaction is a positive emotional state that results from the evaluation of the experiences given by the job, or a set of feelings and beliefs that a person has about his job. Job satisfaction is described as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Ramasodi, 2010: 7; Ahmadi and Alireza, 2007: 160). In this context, Şirin (2009: 86) puts forward that job satisfaction is the content workers feel about their job. Doğan (2009: 424) supports this idea by emphasizing that job satisfaction is the degree to which employees enjoy their jobs.

Verhofstadt and Omey found out that there are two approaches of job satisfaction, namely, the global one and the economic one. The global job satisfaction is the general attitude towards the job and it sees the job satisfaction as a unitary concept, in contrast the economic approach considers job satisfaction as a sub-utility function,

which means the utility of working as one component of the utility function (Clark and Oswald, 1996; Verhofstadt and Omey, 2003 as cited in Menişa, 2006).

According to Şirin (2009: 86) job satisfaction occurs when attributes of the job comply with the demands of the worker and the worker is pleased with his job. Saiming (2000: 20) claims that the satisfied will be more active and perform better in their job; whereas the dissatisfied will be lax, passive, absent more frequently and choose to quit their organization in case a vacancy emerges in another organization of similar work nature. Perie, Baker and Whitener (1997: 2) present evidence that outcome of job satisfaction is productivity.

Tella, Ayeni and Popoola (2007: 4-5) lists the dimensions of job satisfaction: it is an emotional response to a job situation, it cannot be seen, it can only be inferred; it is often determined by how well outcome meet or exceed expectations; it represents several related attitudes which are most important characteristics of a job like the work itself, pay, promotion opportunities, supervision and coworkers. Moreover, Lee (2008: 2) wrote that job satisfaction is the attitude toward work related facts such as work, wage, working condition, and it is also related to emotional factors. Therefore, job satisfaction represents the quality of job.

“The job satisfaction is determined by the discrepancy between what individuals expect to get out of their jobs and what the job actually offers. A person will be satisfied if there is less than the desired amount of a job characteristic in the job” (Engin, 2007). This fact shows that the employee’s expectations play a very important role in the determination of the job satisfaction level. Thus we will be analyzing the relationship between corporate reputation perceived by the employees of an organization and the job satisfaction with their turnover intention. We will be measuring and trying to show whether the corporate reputation perceptions of employees influence their satisfaction level with job and their turnover intention respectively.

2.2.2. Importance of Job Satisfaction

The importance of job satisfaction is widely researched in the literature. Job satisfaction is a frequently studied subject in work and organizational literature. The reason for this is the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover (Eurofound, 2006: 2).

According to Lee (2008: 3) job satisfaction is the most important factors in quality of life as it affects much in the entire quality of life because job satisfaction is closely connected with family life, everyday life, and more over, health, in case of people, whose job satisfaction is low, they get stressed for it and the stress causes the deterioration of emotional and physical health. Workers' decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, namely on their job satisfaction (Eurofound, 2006: 2).

Murray (1999: 3) argues that a happy employee is a better employee and will be more productive. In a similar way, Gomes (2009: 182) defends that job satisfaction is related to the assumption that more satisfied workers are also more productive. Ramasodi (2010: 2) presents evidence that job satisfaction of employees is an important factor affecting productivity. Ahmadi and Alireza (2007: 160) propose that job satisfaction is directly related to job performance, attitude, motivation and morale. They also defend that the results of job dissatisfaction are predicted by lack of career opportunities, poor organizational climate and morale and lack of autonomy at work.

Job satisfaction is as a predictor of intentions or decisions of employees to leave a job (Eurofound, 2006: 2). Within this framework, Doğan (2009: 423-424) emphasizes the importance of understanding job satisfaction of employees for organizations as dissatisfied employees tend to leave their jobs.

2.2.3. Theories Of Job Satisfaction

There has been an agreement on the causes of job satisfaction. Yet various theories on job satisfaction have been developed. These theories try to explain how and why job satisfaction occurs. There are many theories defining many different concepts which are claimed to be very crucial in satisfaction shaping of the employees about their jobs. No matter which concepts they use, they share a single continuum: certain job factors create feelings of satisfaction when they are present and feelings of dissatisfaction when they are absent (Newby, 1999: 8).

In the following part major theories related to job satisfaction - namely Maslow's Needs Hierarchy Theory, Social Information Processing Theory, Steady-State Theory, Lawler's Equity based or Facet satisfaction Theory, and Herzberg's Motivator Theory – are examined.

2.2.3.1. Maslow's Needs Hierarchy Theory

Ololube (2006: 4) puts forward that Maslow's theory of motivation is the most widely recognized and the most referenced theory of motivation. Bull (2005: 29) states that Maslow's theory is based on two assumptions; (1) people always want more, and (2) people arranged their needs in order of importance.

Ramasodi (2010: 9) defends that people's needs range from basic to a high level. In this context, the scholar claims that within the frame of Maslow's Needs Hierarchy Theory, those needs are present within each human being in a hierarchy. These needs are psychological, safety and security, social, status and self-actualization needs. It is important to satisfy these needs step by step as failure to do so have an impact on the next level of need. The need in the low level takes priority before the higher order needs. Samad (2006: 3) writes that some needs are more important than other needs and must be satisfied before the other needs can serve as motivator.

Maslow's Needs Hierarchy Theory claims that people have five different and distinctive needs which are found in a hierarchy, where people feel motivated to fulfill the next need after the former is satisfied. Newby (1999: 9) states that Maslow theorized

job satisfaction as a hierarchy of needs in which he categorized human needs into five orders:

(1) The physiological needs are biological needs like oxygen, food, water and a constant body temperature. Sai-ming (2000: 24) states that these are the basic needs for survival, like food, drinks, clothing, shelter and rest. Robinson (2004: 55) includes sleep, sensory pleasures, activity, maternal behavior, and arguably sexual desire into this category. According to Bull (2005: 29-30) once these needs are met they no longer influence behavior. So these are the first conditions which should be satisfied for the first level of job satisfaction.

(2) Safety needs become active when the physiological needs are fulfilled properly. These are the needs to be free from physical danger and from fear of loss of a job, property, food, clothing, shelter, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness (Sai-ming, 2000: 24; Robinson, 2004: 55). Bull (2005: 29-30) claims that once the first need is satisfied then the security needs assume precedence. These include the need for job security, insurance and medical aid and the need to feel protected against physical and emotional harm. This need means being and working in a safe place away from any dangers.

(3) Belongingness is the third class of needs which emerges. Maslow thinks that people want to overcome their feelings of loneliness and they seek for love and belongingness in their work places. Sai-ming (2000: 24) argues that people are social beings and there is a need to belong, to be accepted by others, and to have approval. People have a need for love, friendship, acceptance and understanding from other people. Employees have a tendency to join groups that fulfill their social needs. Managers can play an important part by encouraging people to interact with one another and make sure that the social needs of subordinates are met (Bull, 2005: 29-30).

(4) Need for Esteem is the fourth class of needs which will be activated after the third belongingness need is satisfied. This includes the self esteem and also the esteem the person gets from others. If this fourth class is satisfied the person feels self-

confident and satisfied. Unless this is satisfied the person is frustrated, sad and in an inferior state. It is the need for self-respect, recognition by others, confidence and achievement. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation (Robinson, 2004: 55). This need is satisfied through achievement of power, prestige, status, and self-confidence (Sai-ming, 2000: 24). Supervisors can play an active role in satisfying the needs of their employees by recognizing and rewarding high achievers for good performance (Bull, 2005: 29-30).

(5) Need for self-actualization is the last stage a person can desire to fulfill. This means creativity and being able to actualize what a person dreams of and is born for. So need for self-actualization is not a need like the other four needs, it can be questioned whether a person is satisfied in terms of the self-actualization need or not. Sai-ming (2000: 24) states that it is the desire to become what one is capable of becoming, to maximize one's potential, or to accomplish something. Self-actualisation needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another (Robinson, 2004: 56).

In this research we will examine the relationship of perceived corporate reputation with the job satisfaction and turnover intentions of employees. Taking the Maslow's Needs Hierarchy Theory into consideration, if the first three needs are satisfied in an organization, namely the physiological, safety and belongingness needs, we can base on the Esteem need of people to argue that there should be a relationship between the corporate reputation perception and job satisfaction of employees. That means, employees thinking their organization to be reputable will have directly a higher self esteem so this will be influencing their job satisfaction and this will end in a lower turnover intention in that organization.

Hwara (2009: 129) puts forward that in the job situation the theory would predict that only after the lower-order needs for security and pay have been satisfied will the employee seek satisfaction and achievement from the work itself. Similarly, Bull (2005: 29) argues that based on the application of Maslow's theory to

organizational settings, people who do not meet their needs at work will not function efficiently.

2.2.3.2. Herzberg's Motivator Theory

Ramasodi writes that according to Herzberg's motivators theory, there are job contents such as responsibility, self-esteem, growth and autonomy. These satisfy high order needs and can result in job satisfaction. Granting employees more responsibility and creativity in their jobs is an example of a motivator which may encourage them to exert more effort and perform better (Ramasodi, 2010: 10). According to Castiglia motivators in Herzberg's theory are the level of responsibility in the job, the feedback from the client, the ability to be creative, and the ability to work independently. What makes an employee happy is not the opposite of what makes him or her unhappy (Castiglia, 2006: 34).

Manisera, Dusseldorp and van der Kooij (2005: 4-5) stress that, in Herzberg's theory it is suggested that job satisfaction and dissatisfaction are caused by different independent sets of factors. Jaffe, Aviel, Aharonson-Daniel, Nave and Knobler (2010: 528) put forward that within the context of this theory, clothing, food, sleeping conditions and protective gear will enable the employee to act but will not motivate him or her beyond that. Even though the presence of motivators is necessary for job satisfaction, their absence does not necessarily mean job dissatisfaction (Sai-ming, 2000: 27). Hwara (2009: 132) claim that Herzberg's argument is that such factors as pay and working conditions have little to do with deriving satisfaction from the job. They are necessary conditions for, but do not of themselves produce, job satisfaction.

2.2.3.3. Lawler's Equity based or Facet satisfaction Theory

Sweeney puts forward that the facet satisfaction theory posits that the concept of job satisfaction is not one dimensional. According to the academic the general idea is that each element can be measured and that the concept of job satisfaction is simply the sum of its parts. Some of the facets that might be examined are compensation, working conditions, security, variety, independence, advancement, responsibility, and

achievement (Sweeney, 2000: 13). On the other hand Löftström (2005: 53) claims that this theory emphasizes that job satisfaction can be achieved only when perceptions of what the worker believes he or she should receive from work match with what is actually received. Robinson argues that a major determinant of job effort performance and satisfaction is the degree of equity or inequity that an individual perceives in the work situation. The degree of equity is explained in terms of a ratio of an individual's input (like his pay) as compared with a similar ratio for a colleague or relevant other (Robinson, 2004: 76). According to Prusky (1994: 20) the Facet Satisfaction theory examines environmental determinants of job-related satisfaction and environmental factors include supervision, pay, promotion, co-workers, and the job itself. Within the context of this theory, when a worker's subjective perceptions match actual perceptions, or these perceptions are congruent, job satisfaction is the result. If the perceptions of the worker are below what the person perceives they should be, or perceptions are incongruent, job dissatisfaction is the result (Jones, 2005: 20-21).

2.2.3.4. Steady-State Theory

Matikainen claims that the steady-state theory of job satisfaction proposes that every worker of the organization has a typical level of job satisfaction, called the steady-state level. According to the scholar, when something unpredicted happens, either positive or negative, it tends to shift the employee of this steady-level (Matikainen, 2005: 37). For instance, receiving a promotion will affect the employee for a while but eventually he will return to his steady-state level.

2.2.3.5. Social Information Processing Theory

Somech (2010: 184) puts forward that job attitudes can be best understood in terms of the informational and social environment within which behavior occurs and to which it adapts. In this vein, social information processing theory – proposed by Salancik and Pfeffer – argues that overall job attitudes initiate a rationalizing process through which individuals cognitively construct characteristics of their job that are consistent with the social context (Bakker and Demerouti, 2007: 321-322; Kim, 2008: 30). Within the frame of this theory, employees' attitudes and behaviors are influenced

by the social clues that they receive in the workplace (Stanton and Weiss, 2000: 425). Individuals' attitudes are products of how people socially construct the world around them (Staw, Bell and Clausen, 1986: 56-57; Newton, 2006: 3-4). People within organizations use information from others in order to form opinions about the organization and about appropriate behavior (Jones, 2005b: 7; Takeuchi, Chen and Lepak, 2009: 7). Job-related attitudes are based on both individuals' perceptions which are driven by their earlier experiences and behaviors as well as on the immediate social context such as perceptions of co-workers (Schulte, Ostroff and Kinicki, 2006: 649). Abd-El-Fattah (2010: 18) puts forward that according to the social information processing theory of job satisfaction, job satisfaction and dissatisfaction are attributions that have to be socially constructed via comparing oneself with others in the career in terms of job responsibilities, payment, and workload. To sum up, this theory emphasizes the impact of the social context on behavior and attitudes (Jones, 2000: 12-13).

2.2.4. Factors affecting the level of job satisfaction.

The idea of a job satisfaction is very complicated and there is a wide range of literature is available on the factors which affect the satisfaction level of the workforce. Bull (2005: 33) proposes that the dimensions of job satisfaction are work itself, pay, promotions, recognition, working conditions, benefits, supervision and co-workers. Saba (2011: 3) adds two more factors that affect the satisfaction intensity of the workers: fringe benefits and job security. In a similar vein, Tella, Ayeni and Popoola (2007: 5) provide the information that job satisfaction is motivated by the nature of the job, the climate of the job, the extent to which needs of the workers are met, power and status the job provides, pay satisfaction, promotion opportunities and clarity of tasks. In this study the factors job description, working conditions, relations with colleagues, wage, relations with the management, career opportunities, job security and fringe benefits will further be examined.

2.2.4.1. The Job Description

The description of the job affects the level of job satisfaction. The content of the work itself is a major source of job satisfaction (Mdindela, 2009: 60). Workers feel satisfied of their jobs if the work is interesting, challenging and provides them with status (Bull, 2005: 34). On the other hand Khan, Kashif-Ur-Rehman, Ijaz-Ur-Rehman, Safwan and Ahmad (2010: 953) put forward that in the job description, there must be job duties shaped by the employee instead of the formal job description. Pulley (2006: 7) states that the job description should list what was actually being performed, not what should be performed or what the employee knew. This is important because if the workers join a profession due to their own interest, their satisfaction level will be high as compared to if they are forced to do it (Saba, 2011: 3).

2.2.4.2. Working Conditions

Working conditions is another factor that has an important impact on the employee's job satisfaction. Saba (2011: 3) presents evidence that job satisfaction and working conditions are connected. If people work in a friendly environment, they will find it easier to carry out their jobs. Ataklı and Dikmetaş (2004: 161) wrote that employees prefer offices, which have suitable working conditions such as good heating, illumination, ventilation and isolation. If working conditions are poor, they will find it difficult to accomplish tasks (Bull, 2005: 42; Mdindela, 2009: 60).

Issues of working conditions can be listed as pay, social benefits at company level, career and further training opportunities, the management style of line managers, relations with colleagues and opportunities for decision making (Eurofound, 2008: 5). Bull (2005: 43) puts forward that working conditions have a significant impact on job satisfaction when, for instance, the working conditions are either extremely good or extremely poor. On the other hand, the academic presents evidence that employee complaints regarding working conditions are frequently related to manifestations of underlying problems.

2.2.4.3. Relations with Colleagues

One of the major determinants of satisfaction of job is the relationship with the coworkers (Saba, 2011: 3). Bull (2005: 41) presents evidence that co-worker relations are indicators of job satisfaction. The social context of work has a significant impact on a worker's attitude and behavior. The scholar also claims that the better the relationship, the greater the level of job satisfaction.

Social relations constitute an important part of the social climate within the workplace and provide a setting within which employees can experience meaning and identity. When cohesion is evident within a work group, it usually leads to effectiveness within a group and the job becoming more enjoyable. However, if the opposite situation exists and colleagues are difficult to work with, this has a negative impact on job satisfaction (Bull, 2005: 41).

If the relationship with the coworker is strong and in positive direction then the satisfaction level of the individuals will be high. The employees having good relation with their colleagues will have a higher level of job satisfaction (Saba, 2011: 3). Furthermore, Cornelißen (2006: 9) proposes that good relations with colleagues increase job satisfaction significantly.

According to Mdindela (2009: 61) friendly cooperative workers are a modest source of job satisfaction to individual employees. The work group serves as source of support, comfort, advice and assistance to the individual worker. A good work group makes the job more enjoyable. In addition, Bull (2005: 41) puts forward that the quality of close friendships is associated with both career success and job satisfaction of employees. Outcomes of friendship on workplace indicate that friendship opportunities are associated with increases in job satisfaction, job involvement and organizational commitment, and with a significant decrease in intention to turnover.

2.2.4.4. Wage

Wage is referred as the amount of financial compensation that an individual receives and effect of wage on job satisfaction is a cognitively complex and

multidimensional factor to understand (Bull, 2005: 35). The academic defends that wages both assist people to attain their basic needs, and are instrumental in satisfying the higher level needs of people. On the other hand Mdingela (2009: 60) provides that wages have a significant impact on job satisfaction. Within this context, Saba (2011: 3) argues that material rewards, such as wages, are essential in job satisfaction, and there is a relationship between wages and satisfaction of job.

Furthermore Bull (2005: 36) defends that workers have more opportunity to get more socialized if they earn more money and the wage is usually seen as the indicator of worth of a person. Thus, the greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self-worth to the organization. On the contrary, Theodossiou and Zangelidis (2006: 18) state that the wage level is only play an important role in determining the job satisfaction of those employed in jobs without career opportunities.

2.2.4.5. Relations with The Management

One other important source of job satisfaction is relations with the management. According to Bull (2005: 37) the quality of the supervisor-subordinate relationship has a significant, positive influence on the employee's overall level of job satisfaction. If supervisors provide the employees with support and co-operation in completing their tasks, they will have high levels of satisfaction (Bull, 2005: 38). Similarly Vlems (2005: 12) found that a good relationship between the workers and the managers is important if adoption of a good communication within the company is desired.

2.2.4.6. Career Opportunities

Career opportunities and job satisfaction have a constructive relationship. Saba (2011: 3) presents evidence that employees are more motivated and committed to perform a job and also more satisfied if promotion opportunities are available to them. Bull (2005: 39-40) state that employees experience satisfaction when they believe that

their future prospects are good. On the other hand, if they feel that they have limited opportunities for career advancement, their job satisfaction decreases.

2.2.4.7. Job Security and Fringe Benefits

Job security and fringe benefits are other two important factors that affect job satisfaction. In the study, Saba (2011: 3) found that there is a clear relationship between job security and job satisfaction. In addition, Mbindela (2009: 60) defends that fringe benefits are also important. Taljaard (2003: 189-190) claims that in addition to the wage that employees get, some of the major fringe benefits that boosts job satisfaction are medical aid, provident fund, transport, and 13th cheque. On the other hand, Bond and Gallinsky (2006: 4) see fringe benefits as indicators of workplace effectiveness and drivers for employee effectiveness.

2.3. Turnover Intention

2.3.1. Definition of Turnover Intention

Turnover Intention is a very important issue for the organizations because it affects directly the organizational performance, except the cases where turnover is inevitable, like unsuccessful employee cases and downsizing cases. Turnover is referred as an individual's estimated probability that they will stay an employing organization (Samad, 2006: 1). According to Baumann (2010: 7), turnover is related to the number of people changing jobs within an organization or leaving an organization. The term refers to both internal and external movement in organizations. On the other hand, Turnover Intention is defined as a conscious and careful decision or intention of leaving the organization (Bartlett, 1999 as cited in Bostancıoğlu, 2008). Furthermore, turnover intention is the thought of a person working in place of leaving that job in a short while (Mobley, 1982, as cited in Bostancıoğlu, 2008). According to Aydoğdu (2009), Intention to Turnover is a person's behavioral attitude to withdraw from the organization whereas turnover is seen as the actual separation from the organization.

It is stated in the literature that people having turnover intention may decrease the service and product quality at an organization, because of disregarding the necessity to fulfill their responsibility in the organization (C.A.L. Pearson, 1995 as cited in Alica, 2008). So, turnover intention is an attitude and it's a signal for the future behavior of a person that means the next stage of turnover intention should be seen as the actual turnover. Tett and Meyer state that the correlation between turnover and turnover intention is reaching 0,50 (as cited in Aydoğdu, 2009).

2.3.2. The Possible Antecedents of Turnover Intention

According to the results of study carried out by Hodges, Geraldo, Majid, Sam and Ufuk (2003: 2-3) being unhappy is not the only reason why workers leave their jobs. There are several other reasons that can contribute to turnover in the companies. The scholars state that sometimes, individuals leave their companies because their skills are in demand, and therefore they are lured away by other companies for higher pay and better benefits. The academics listed the major reasons why employees decide to leave their companies as; (1) Employee's Skills and the Job: Employees who are placed in jobs that are too demanding or not challenging enough may become discouraged and quit their companies; (2) Lack of Opportunity for Advancement: This happens when the job is a dead-end position. This is when employees feel that there is no possibility of promotion; they lose interest in their jobs and leave the company; (3) Inadequate Training and Ineffective Management: Without proper training, workers feel lost in their positions leading to unproductive performance, which may affect the confidence and self-esteem of the individuals. Also, sometimes bad management could lead to high turnover as well. In most cases, workers would like to be involved in some of the decision-makings and would appreciate delegations. They also love to be rewarded and recognized for the good work they do (Hodges, Geraldo, Majid, Sam and Ufuk, 2003: 3-4).

In a similar manner, Whitaker presents a list of the reasons why employees leave their jobs. These are: unfulfilled expectations, inability to adequately perform the job, activities and rewards are not in line with personal interests, lack of respect,

attention or support, inadequate affiliation (sense of belonging), demands of the job are too challenging, and inadequate compensation and/or benefits (Whitaker, 2010: 5-7).

2.3.3. Types of Turnover

Nauta, van Vianen, van der Heijden, van Dam and Willemsen (2009: 246) claim that there are three types of turnover intention: intention to leave one's job but not the organization, intention to leave one's organization but not the sector, and intention to leave the sector. On the other hand Lambert (2006: 58) and Malaria Consortium (2010: 6) emphasize that there are two types of turnover, voluntary and involuntary. Voluntary turnover is when an employee decides voluntarily to leave an organization (quits or resigns); involuntary turnover is when he or she is fired or otherwise asked to leave (Malaria Consortium, 2010: 6).

2.3.4. Precautions to Turnover

Turnover affects the quality of services through a lack of continuity of care to service users and a lack of adequately trained staff (Harvey and Stalker, 2003: 10). In this connection preventing turnover is a wise step to implement because it saves money, time, and effort (Hodges, Geraldo, Majid, Sam and Ufuk, 2003: iii).

According to Whitaker (2010), a corporation should hire the right person, provide state of art training, and create a supportive work environment in order to prevent turnover (Whitaker, 2010: 7-12). On the other hand, according to Hodges, Geraldo, Majid, Sam and Ufuk (2003), paying attention to the selection of employees; focusing on keeping a good employee rather than finding and hiring a new one; paying attention to corporate culture; reviewing job design, procedures, policies, reports, pays and benefits; emphasizing employee retention as a corporate goal; having an employee development program; recognizing personal occasions such as birthdays, employment anniversaries, wedding anniversaries; giving feedback; getting employees involved in reading and understanding the company's financial statement; and giving reward bring forth the prevention of turnover (Hodges, Geraldo, Majid, Sam and Ufuk, 2003: 4-6).

3. THE CONCEPTUAL FRAMEWORK

The aim of the study is to reveal the relationship between three different variables with each other.

As Fombrun (1996) asserts, ‘today expressions like ‘employee satisfaction’ and ‘customer satisfaction’ and ‘reputation’ and ‘employee’ are often used together (as cited in Dortok, 2006: 326).

The variables are concepts which have been studied for years by many scholars who want to analyze the competitive advantages of companies in a globalized economy. HR is becoming more important day by day in this competitive environment and the variables, Perceived Corporate Reputation, Job Satisfaction and Turnover Intention are crucial for Human Resources Management of the companies within the internal aspect of corporate reputation.

According to Dortok (2006: 337) the following generalizations can be sorted out for our study about the assessments made by worldwide studies.

- Corporate reputation influences employees
- Employees influence corporate reputation
- Corporate reputation affects the performance of the employee
- Companies with high reputations invest more in internal communication compared with those with lower reputations

In Europe:

- The most important components affecting corporate reputation are, in order, ‘products/services’, ‘social responsibility’ and ‘work environment’
- The most influential factor within the ‘work environment’ component is perceived as ‘a good place to work’

- The extent to which the company is appreciated is affected by the value attached by the company to its employees and the rights it provides for them.

As Jeffrey Gartner, Dean of Yale School Management asserts ‘corporate executives understand that big corporations have to behave differently if they want to build a reputation that enhances their brand and makes them attractive not just to customers but to the best workers’ (as cited in Lewis, 2002: 8). So the workers are on the forefront of the organizations nowadays and they seem to be more important day by day, while corporate reputation concept is becoming more crucial and famous in the recent years in.

3.1. The Relationship between Perceived Corporate Reputation and Job Satisfaction

It has been researched by many scholars which antecedents the corporate reputation has and what the precedents of corporate reputation in companies are. The corporate reputation is first handled as corporate reputation of organizations perceived by customers to foster marketing abilities of companies. However, in the recent years an other aspect of corporate reputation is also analyzed by scholars namely the internal aspect of corporate reputation, which is related with the internal stakeholders of companies. In this study one of the internal stakeholders, the employees, are put under focus in order to determine the influence of corporate reputation on employees and on their consequential attitudes.

The relationship between perceived corporate reputation and job satisfaction can be based on the literature with many examples. Caminiti (1992: 49), Dowling (1986: 112), Eidson/Master (2000: 17), Preece et al. (1995: 88), Nakra (2000: 35), (as cited in Scwaiger, 2004) state that strong reputation fosters employee retention. This can be explained that strong reputations of organizations perceived by the employees increase the satisfaction level of employees and this causes that they stay at the organization. Furthermore, Jos Lemmink, Anelen Schuijf, Sandra Streukens (2003, as cited in Çiftçioğlu, 2008) claim that organizations with high corporate reputation are

more advantageous in attracting and keeping skilled employees within the organization. Ferris, Berkson, Haris (as cited in Çiftçioğlu, 2008) argue that working in a reputable organization is a prestigious situation for the employees and corporate reputation helps also the organization to increase their human resources performance at the same time.

Herman and Hulin (1972, as cited in Kamaşak & Bulutlar, 2008) argue that job satisfaction is strongly influenced by organizational characteristics and corporate reputation based on employees, which means that perceived corporate reputation is supposed to have an effect on job satisfaction. (as cited in Kamaşak & Bulutlar, 2008; Herman and Hulin, 1972).

Dowlin (2001, as cited in Yirmibeş, 2010) underlines that a good corporate reputation creates operational and financial value for organizations, in relation with this statement he also states that one of the operational values of corporate reputation is increasing the job satisfaction of employees. In contrast Dowlin (2001, as cited in Yirmibeş, 2010) again claims that a weak corporate reputation effects the mood of the employees negatively and this decreases their overall efficiency while working.

As Dowling (2001) assert 'corporate reputation increases employee satisfaction' and as Jackson (2004) states 'corporate reputation raises employee creativity and effort (as cited in Smaizene, 2008: 720). Thus, it is analyzed in the literature that corporate reputation management is a crucial factor to create and maintain the job satisfaction of employees.

So, a good corporate reputation management is considered to be helpful for human resources management in an organization, in our case in reducing turnover intentions.

Corporate reputation is considered to be an intangible and important factor which influences stakeholder behavior, including employees, management, customers and investors (Friedman, 2009). This assumption also underlines the influence of corporate reputation on employees behavior. This behaviour can appear in job satisfaction and in decreased turnover intention within the employees in the long run.

Addae and Parboteeah (2006) assert, 'information about the organization plays an important role in job satisfaction' (as cited in Shahzad, Hayat, Abbas, Bashir and Rehman, 2011: 111). That means; information about the organization, also combined with the perceived corporate reputation is also a determining factor in job satisfaction of employees.

Furthermore, corporate reputation is also viewed as an intangible asset and investment by Ou, Eberl and Schweiger and by Kotha (as cited in Friedman, 2009: 230). That means corporate reputation is a very important factor in organizations to boost organizational performance and it can be seen as an intangible asset. So the investment and spendings on corporate reputation will be worth if the consequences of a good and strong corporate reputation are taken into consideration. The various positive consequences of a good reputation are handled in many articles of scholars and the internal aspect of corporate reputation affecting the employees is also started to be assessed and analyzed in recent years.

Albinger and Freeman (2000) point out that "socially responsible behaviour on the part of organizations can increase employee motivation and loyalty, and reduce employee turnover and its associated cost (as cited in Friedman 2009: 230) Here, as far as corporate social responsibility is theoretically considered to be a part of corporate reputation, socially responsible behaviour of an organization can end in a good reputation and this will increase employee motivation, loyalty and will decrease employee turnover accordingly and based on the literature.

Attractiveness or emotional appeal of an organization is also very important in terms of people who feel good about an organization for reasons that have to do with the good perception people have for it and such organizations can be said to have emotional appeal (Chibuike, 2010). Chibuike (2010) points also out that 'organizations should continually work their strategies so as to continue to enjoy such asset'. Thus emotional appeal, that means, feeling good about an organization is strongly connected with the feeling of satisfaction which can be explained by job satisfaction of employees in our case.

Hatch, Schultz (1997) and Chun and Davies (2001) point out that “a corporate website can be used to communicate a company’s mission and vision, and this can influence how various stakeholders perceive the organization (as cited in Davies, Chun, da Silva, Roper, 2004: 126). Thus, also this evidence is an example which creates an emotional appeal in employees and also in external stakeholders of an organization. Thus all channels, which are used by an organization are important in creating corporate reputation and all of them are related with the consequent attitudes of stakeholders.

On the other hand, how employees are treated is also considered to have an influence on their perception of corporate character (Davies, Chun, da Silva, Roper, 2004). Relatingly; Fox and Amichai-Hamburger (2001) assert that ‘during an organizational change process, listening to employees’ objections in a ‘sincere, sympathetic’ manner is important developing trust so that employees can perceive their employer as ‘competent, knowledgeable, open and concerned’(as cited in Davies, Chun, da Silva, Roper, 2004: 129).

As Fombrun (1996) asserts, ‘The reputation of a company is a mirror reflecting what is going on inside the company. If employees identify themselves with their company, they can work better, pay more attention on their products and this in turn strengthens the corporate culture. Given the opportunity, they can act as ambassadors of the company. Therefore, receiving the support of employees is crucial for sustaining a strong reputation.’ (as cited in Dortok, 2006: 324).

All these statements of authors and scholars reveal that there is a theoretical base for the relationship between the perceived corporate reputation and job satisfaction of employees. If this relationship analyzed more deeply, its relations can be followed until turnover intention of employees.

3.2. The Relationship between Percieved Corporate Reputation and Turnover Intention

The variables turnover intention and job satisfaction are studied in the literature very often and there are many assumptions about their relationship. However, there is

only a few studies handling the issue of perceived corporate reputation related with the turnover intention variable. Thus there can be found indirect assumptions about them which try to explain that they are related with each other. Some of these assumptions are as stated below:

Caminiti (1992: 49), Dowling (1986: 112), Eidson/Master (2000: 17), Preece et al.(1995: 88), Nakra (2000: 35), (as cited in Scwaiger, 2004) state that strong reputation fosters employee retention. This statement underlines that strong corporate reputation which is perceived by employees influences the employees' attitude towards the organization. They get more committed to it and they get away from the idea of quitting their job and company.

Furthermore, Jos Lemmink, Anelen Schuijf, Sandra Streukens (2003, as cited in Çiftçioğlu, 2008) claim that organizations with high corporate reputation are more advantageous in attracting and keeping skilled employees within the organization. This is also an important statement supporting the relationship of corporate reputation with job satisfaction and turnover intention.

As Groenland (2002) asserts, 'the effects of corporate reputation on various stakeholders are: the trust and loyalty of customers, desirable investment opportunities for investors, job security for employees and environment responsibility for society' (as cited in Friedman, 2009).

The aspect of recruitment of organizations is also related with the perceived corporate reputation level. The new entrants or even the job-seekers prefer consciously or unconsciously reputable organizations and they also want to keep their job after recruitment, thus the turnover intention level will be lower if other conditions are equal (*ceteris paribus*). As Belt and Paolillo (1982) and Gatewood, Gowan and Lautenschlager (1993) assert, firm reputation is likely to affect job seeker's perceptions of an organization (as cited in Collins&Han, 2004: 686).

Charles J. Fombrun (1996) the executive Director of the Reputation Institute has such an approach towards corporate reputation 'reputation affects how a company gains the support of people and in return is influential on the degree of their willingness

to contribute to the company' (as cited in Dortok, 2006: 323). So the strong reputation of an organization perceived by the employees will automatically create a willingness in employees to contribute to the company, this will end in success and in lower turnover at the same time.

Employees are influenced by corporate reputation and they influence it at the same time and the role of employees increases effectively day by day (Dortok, 2006)

As Virgin (2003) asserts companies with good reputations attract good employees, who produce new and innovative products and serve customers well. Earnings grow, employees and customers stay happy, and the strong reputation continues. On the other hand, companies at the bottom of the reputation list with low reputation ratings have their own reasoning. Bad performance causes financial problems, both the company and its employees and customers lose, which makes the bad performance even worse (as cited in Dortok, 2006: 323).

As Cable and Graham (2000) and Helm (2007) assert 'corporate reputation management and a good corporate reputation reduces uncertainty of recent and future employees with regard to employer characteristics; as Fombrum (1996) states 'corporate reputation encourages greater loyalty from employees and finally as Dalton and Croit (2003) assert ' corporate reputation helps retaining good staff (as cited in Smaizene, 2008: 720)

As Markham (1972) asserts, 'a positive reputation will attract employees and promote lower employee turnover' (as cited in Davies, Chun, Kamins, 2010: 530). Thus, a positive reputation is related with turnover intention rates in organizations and this reveals that turnover intention problem can be also dealt with strong and successful reputation management.

An other aspect of corporate reputation may be the working environment aspect of it. Kazi and Zadeh assert 'Basic working condition like relationship with colleagues, clean work room, proper lighting, furniture, and office equipments are some of the major constituents of work environment which is one of the major reason due to which an organization experiences a employees turnover. Personal satisfaction level of

every individual is different and takes time to change or couple up the mentor of the working environment (Kazi&Zadeh, 2011). As Brookfield (1998) asserts 'personal satisfaction in the arena of an individual's job plays a vital role in attracting, retaining and significantly denoting the employee's ability to work in an organization (as cited in Kazi&Zadeh, 2011: 989).

So, a good corporate reputation management is considered to be helpful for human resources management in an organization, in our case in reducing turnover intentions.

Thus we can say that such suggestions can be held as literature sources for two different relationships, namely perceived corporate reputation- job satisfaction and perceived corporate reputation and turnover intention. At least, these theories are sufficient to lead us to study this subject and to analyze the practical relationship between them.

3.3. The Relationship between Job Satisfaction and Turnover Intention

The relationship between Job Satisfaction and Turnover Intention has been studied for years and it came a general assumption out of these studies that there is a negative relationship between them. That means greater the job satisfaction of employees within an organization is found, less turnover intention will be seen by employees of that organization. However this assumption may be challenged through lots of circumstances which differ the turnover intention of employees. One of these conditions can be need for money. That means people, who do not have any other chance rather than working, do not think of quitting their job, because they do not feel themselves free to choose an other job in the expense of staying without any salary for weeks or even for months.

There is also another suggestion in the literature that job satisfaction effects the decision of the employee to stay or to leave the organization, thus if they are not satisfied with their current job, they likely think of quitting their job, in contrast when they are rewarded often and treated fairly they do not think of leaving (Aydoğdu, 2009).

On the other side we see other types of employees who do not get easily dissatisfied with their job, thus the job satisfaction level differs according to psychological and mental characteristics of employees as well. Andres and Greyson (2002, as cited in Aydoğdu, 2009) argue that individuals with positive personalities are likely to reflect their positivism on negative jobs. Thus the differing job satisfaction also reflects the turnover intention at the same time. So we cannot make general assumptions about the employees job satisfactions and the following potential turnover intentions, because our samples consist of different types of people each having different personalities.

Shahzad, Hayat, Abbas, Bashir and Rehman (2011: 108) point out that ‘job dissatisfaction is one of most important determinant of turnover and absenteeism. Furthermore, as Korunka, Hoonakker and carayon (2008) assert ‘there is a strong correlation between emotional exhaustion and job satisfaction and turnover intention (as cited in Shahzad, Hayat, Abbas, Bashir and Rehman, 2011: 108).

As Mosadeghrad asserts ‘job satisfaction is strongly correlated with turnover intention, greater the employees’ job satisfaction, the lesser would be their turnover intention. Supporting this, Tet and Meyer (2010) argue ‘employees with low job satisfaction with their jobs are more probable to quit their jobs (as cited in Shahzad, Hayat, Abbas, Bashir and Rehman, 2011: 111).

Furthermore, Castle, Engber and Anderson claim ‘employees having low level of job satisfaction are expected to leave their jobs within a year (as cited in Shahzad, Hayat, Abbas, Bashir and Rehman, 2011: 111).

Hom and Griffeth (1995) assert ‘results generally show that job satisfaction results in reduced intentions to quit (as cited in Valentine, Godkin, Fleischman, Kidwell, 2011: 359).

Grissom & Keiser (2011: 559) point out that ‘in the case of frontline workers, we expect that when the organization is doing a better job of meeting employee needs, this treatment will be reflected in employee attitudes and willingness to remain engaged with the organization, as captured by job satisfaction and retention decisions. Farewell and Rusbult (1981), Price and Mueller (1981), Steers and Mowday (1981), Mobley

(1982), Baysinger and Mobley (1983) and lastly Mc Evoy and Cascio (1985) assert “Additionally, literature reported that job satisfaction successfully predicted turnover intentions” (as cited in Biswas, 2011: 30).

Cable and Judge (1996) assert ‘the applicant’s unbalanced information and unrealized expectation as the main reason of dissatisfaction and turnover of employees (as cited in Tsai, Wu, 2008: 520).

Furthermore there are also other assumptions like Mobley’s Theory of turnover which suggests that job satisfaction changes as a function of evaluation (or reevaluation) of current job conditions and characteristics (as cited in Ployhart, Thomas, Anderson, 2011: 159).

Ployhart, Thomas and Anderson (2011) point out that ‘job satisfaction change relates to turnover intentions change through work expectations, as moderated by organizational tenure (Ployhart, Thomas & Anderson, 2011:160). Furthermore they argue that ‘the substantive relationship between changes in job satisfaction and turnover intentions generalizes over different time frames and different stages of employees’ employment in an organization (Ployhart, Thomas, Anderson, 2011: 176). So there are many studies handling this relationship and analyzing the moderating and intervening factors between these two variables. Ding & Lin (2006) point out that ‘Career satisfaction, job satisfaction, and organizational commitment are regarded as influencing turnover intentions.

As Price and Mueller (1981) proposed and empirically tested the casual model of turnover, job satisfaction affects intention to leave and ultimately turnover (as cited in Guohong & Jekel, 2011: 43). Furthermore, employees who are not satisfied with their jobs are considered to experience negative attitudes towards their jobs and positive attitudes towards the intention to quit the job (Guohong & Jekel, 2011: 42).

There are also some studies where the expected negative relationship between some aspects of job satisfaction and turnover intention is found negligible. As Aamir and Zafar (2006) assert ‘Satisfaction with working condition and turnover intentions of teachers had a negative relationship but almost negligible (as cited in Ali, Azam &

Baloch, 2010: 131). Another study applied by Nazim (2009) found no association between satisfaction with work condition and turnover intentions of school teachers (as cited in Ali, Azam, Baloch, 2010: 131).

Looking at another aspect of job satisfaction, namely the social status aspect of it, it has been proved in many studies that satisfaction with social status and turnover intentions have a significant negative correlation (Ali, Azam & Baloch, 2010). In contrast, as Nazim (2009) asserts 'there is no relationship between satisfaction with social status and turnover intentions of private sector school teachers (as cited in Ali, Azam & Baloch, 2010: 132).

Based on the literature we can conclude that there is a relationship between job satisfaction and turnover intention, but still there are many factors affecting the turnover intention attitude as mentioned before by turnover intention section of the study. Thus our study will be analyzing the relationship of these two variables for bank employees and it will be also analyzed according to different bank sectors, gender types, working periods (seniority), managerial position etc.

The result will be showing whether our study will be supporting the common belief in the literature or it will be going to any other direction underlining other important factors influencing attitudes of bank employees.

4. METHOD

The method section introduces the method used in the study. Aim of the research, the proposed model, the hypotheses, the method, sample, procedure and findings are main parts of the methodology. Method describes the multiple ways for the data collection and that section provides necessary information about how the info is collected. The method section includes the survey development which explains the measurement of each variable in the proposed model and finally the findings section analyses the results of the whole study.

4.1. Proposed Model

The purpose of this study is to find the relationship between employees' level of perceived corporate reputation, job satisfaction and turnover intentions. According to the theoretical framework of the study, the aim is to:

- find out whether there is a relationship between PCR and job satisfaction
- find out whether there is a relationship between PCR and turnover intentions
- find out whether there is a relationship between job satisfaction and turnover intentions

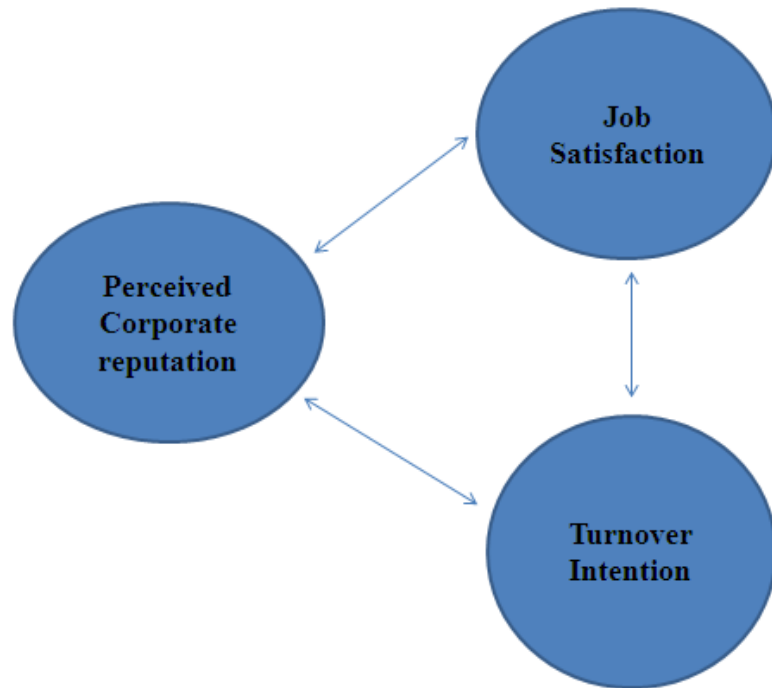


Figure 4: Proposed Model

Our study is a study which is carried out with the aim of detecting the perception of corporate reputation of bank employees, measuring their job satisfaction and determining their turnover intentions.

4.2. Hypotheses

The Hypotheses generated for the dependend and independend variables of the model:

H₁: There is statistically significant relation between perceived corporate reputation and job satisfactions.

H₂: There is statistically significant relation between perceived corporate reputation and turnover intention.

H₃: There is statistically significant relation between employees' job satisfaction and turnover intention.

4.3. The Aim of the Research

The aim of our study is to investigate the relationship between the perceived corporate reputation of bank employees with the job satisfaction and the turnover intention of them. In order to investigate the relationship between the variables, first of all factor analysis of perceived corporate reputation and job satisfaction scales will be applied and the further analyses will be executed according to the emerging new factors. The research aims to:

- find out whether there is a relationship between PCR and job satisfaction
- find out whether there is a relationship between PCR and turnover intentions
- find out whether there is a relationship between job satisfaction and turnover intentions

4.4. Design and Procedure

This research is conducted in the private and public banks in Istanbul Turkey, and the questionnaires are distributed by hand to managers and non-managers in the banks. The banks accepted to participate in our research with the condition of keeping the names of the banks and the names of the participating employees confidential. Thus, their employer names and their personal identities are not asked in the questionnaire, just their demographic features are important for our study to reveal more descriptive results.

Our study has been limited with the answers provided by the sample group which is made up of 300 people who participated in our survey. The limitation of the sample is the impossibility of researching the whole research universe. Another limitation of our research is the assumption that the attendants gave true and sincere answers. Besides, it has been assumed that the chosen sample group represented the universe well enough and the answers could be generalized to the universe.

4.5. Sample

Our sample consists of chosen 300 bank employees who are chosen by convenience sampling method, of which 165 are women and 136 are men employees, 143 belonging to public banks, 157 belonging to private banks. In the study more demographic features of the sample group is illustrated by many tables and figures in order to clarify the results of the study and to be able to make reliable comparisons between them.

As mentioned before, the questionnaires are distributed by hand and collected by hand. Later the questionnaire results are entered and evaluated by using SPSS 17.0 Statistics Pack Program.

4.6. Research Instruments

The subjects involved in this study are required to fill in a questionnaire composed of Perceived Corporate Reputation Scale, which originally includes 7 dimensions and 40 items in total. The questionnaire has been developed by Turgut Karaköse to be used at educational corporations and this questionnaire is adapted to financial institutions to measure the Employee Based Perceived Corporate Reputation item in this survey.

The job satisfaction scale includes 20 items aiming to measure the level of job satisfaction and they are the short forms of Minnesota Satisfaction questionnaire (developed by Weiss, Dawis, England & Lofquist, 1967). The questionnaire has two different subscales, namely the intrinsic and extrinsic job satisfaction scales. It is translated and adapted into Turkish by Bayraktar (1996), (as cited in Menişa, 2006).

The turnover intention scale is composed of four items adapted from Rosin and Korabik's (1995) turnover intention scale. The questionnaire is translated into Turkish by Tanriover (2005), (as cited in Menişa, 2006).

All the items will be measured with 6 Point Scale ranging from 1 strongly disagree to 6 strongly agree. The survey is composed of totally 64 items and 3 parts including perceived corporate reputation, job satisfaction and turnover intentions.

4.7. Procedure and Data Collection

4.7.1. Questions Related To Personal Info

This section of the survey consists of information questions regarding personal information for instance the genders of the bank employees that are in the sample group, their education status, their marital status, the number of their children, if any, whether they have been manager or not, their working period in their current bank and how many years they have been in business life.

4.7.2. Perceived Corporate Reputation Scale

Perceived Corporate Reputation Scale originally includes 7 dimensions and 40 items in total. The questionnaire has been developed by Turgut Karaköse to be used at educational corporations and this questionnaire is adapted to financial institutions to measure the Employee Based Perceived Corporate Reputation item in this survey. The questionnaire was prepared by Turgut Karaköse, taking literature and surveys about perceived corporate reputation into consideration and it was created with 7 dimensions and different questions have been prepared accordingly. The original dimensions are Service Quality, Management Quality, Financial Strength, Working Conditions, Corporate Social Responsibility, Emotional Attraction and Corporate Ethics.

Perceived Corporate Reputation Scale has been used as one of the data collecting tools. In total, 40 items related to the perceived corporate reputation scale have been prepared for the bank employees in the sample group and it is applied with the point scale with 6 selections as 1: Strongly disagree, 2:Slightly agree, 3:Bit agree, 4: Pretty agree, 5: Mostly agree 6: Strongly agree (originally 5 Likert Scale)

4.7.3. Job Satisfaction Scale

Another data collecting tool is “Job satisfaction scale”.It has been prepared for scoring which ranges from 1 to 6 “1: I strongly disagree” and “6:I strongly agree” and there are 20 items related to the job satisfaction scale of the bank employees.

The job satisfaction scale includes 20 items aiming to measure the level of job satisfaction and it is the short forms of Minnesota Satisfaction questionnaire (developed by Weiss, Dawis, England, Lofquist, 1967).The questionnaire reflects three different dimensions, namely the intrinsic, extrinsic and general job satisfaction and it is originally 5 Likert. It is translated and adapted into Turkish by Bayraktar (1996), (as cited in Meniřa,2006).

4.7.4. Turnover Intention Scale

The turnover intention scale is composed of four items adapted from Rosin and Korabik’s (1995) turnover intention scale. The questionnaire is translated into Turkish by Tanriover (2005), (as cited in Meniřa,2006).

“Turnover Intention Scale” has been used as a final data collecting means. 4 items in the point scale concerning the turnover intentions of the bank employees in the sample group have been prepared in such a way that the aforementioned employees would score the items on a scale from 1 to 6 “1: I strongly disagree” and “6:I strongly agree”.

4.8. Statistical Analysis

SPSS 17.0 Statistics Pack Program has been used while assessing and analyzing the data collected from the research area. The frequency and distribution percentage of all the answers of the questions and the proposals in the scale were calculated and these distributions were illustrated by means of graphics and tables. Definitive statistics like mean, standart deviation, mode, median, minimum and maximum amounts have also been utilized. In the hypothesis tests section, Independent ANOVA group parametric tests which were two or more than two independent group

parametric tests and non-parametric tests such as Mann Whitney U test and Kruskal Wallis test were included.

If the p value has got a significance value of less than 0.05 during the stage of decision, H_0 hypothesis is rejected and it is concluded that means are different in the groups of variables that are researched. Otherwise, in other words, if the p point has got a significance value of more than 0.05, H_0 hypothesis cannot be denied and it is concluded that means aren't different in the groups of variables that are researched. Mann Whitney U test is used as a differentiation test between two groups that are measured. This test is the non-parametric alternative for the independent t-tests. Kruskal-Wallis test is the non-parametric alternative for the one way variance analysis (One Way ANOVA) between groups. This analysis enables us three or more groups as variables to compare. Values are ordered and ordered means are compared for each group.

Another analysis used in our study is the factor analysis. Factor analysis is one of the common statistical methods, converting many related variables to a few significant and independent factors. The most common factor analysing method that is used is Principal Component Analysis. In this method, the factors that explain the maximum variance in the variables are calculated. The aim in the factor analysis is to reduce the number of variables and to reveal the structure in accordance with the relationship between the variables. There are four principal stages in the factor analysis: These are evaluating the convenience of data set to the factor analysis, obtaining the factors, the rotation of the factors and naming the factors. In our study, regression analysis has been applied with the aim of determining the effect of the perceived corporate reputation on the job satisfaction and turnover intention. Regression analysis in the process of explaining the relationships between the one dependent and one independent variable or one dependent and more than one independent variables with the mathematical equivalence.

Correlation analysis has been utilized. The hypothesis tested in the correlation hypothesis is the hypothesis "There is no statistically significant relationship between the points of two sub-dimensions". At the end of the test, if the p figure is lower than

0.05 H_0 hypothesis is denied and it can be stated that there is a statistically significant relationship between the points of two sub-dimensions; otherwise, in other words, if the p figure is higher than 0.05 significance figure or equal to it, H_0 hypothesis can't be denied and it can be stated that there is no statistically significant relationship between the points of two sub-dimensions. The correlation parameter found at the end of the correlation analysis shows the power of the relationship between two variables and can get a figure ranging from -1 to +1. The power of relationship increases as it gets closer to the edge figures. Being positive, the parameter shows that there is direct proportion between two variables; on the other hand, being negative, it shows that there is an inverse proportion.

4.9. The Evaluation of the Findings

4.9.1. Findings Related to the Demographics of the Sample Group

In this section, some questions have been asked and these questions are related to the type of the bank where the employees work (private or public), their ages, their sexes, their educational background, their marital status, number of their children, if any, whether they have been manager or not, their working period in their current bank and how many years they have been in business life.

In Figure 5 Gender distribution of the bankers in the sample group is given.

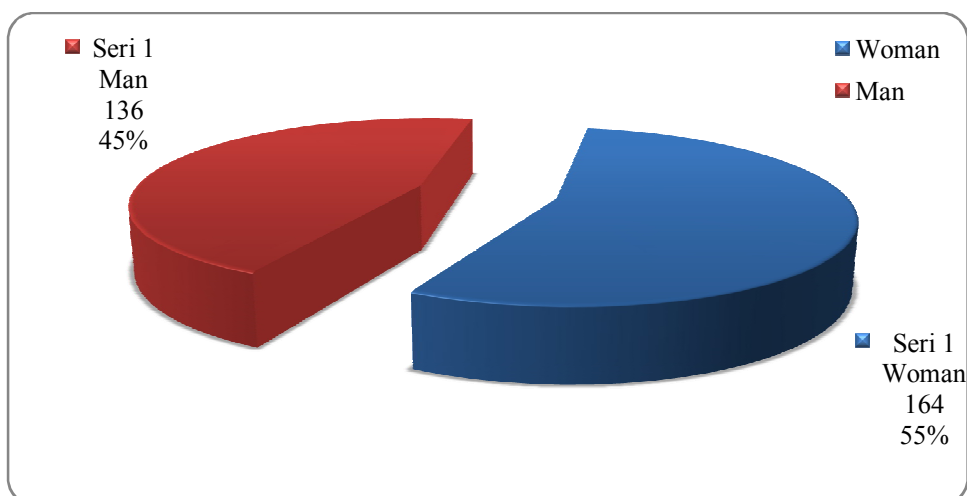


Figure 5: Figure of Bank Employees' Gender Distribution

When Bank Employees' Gender Distribution in the sample group is researched, it is concluded that there are 45% women and 55% men in total.

In Figure 6, age distribution of the bankers in the sample group is given.

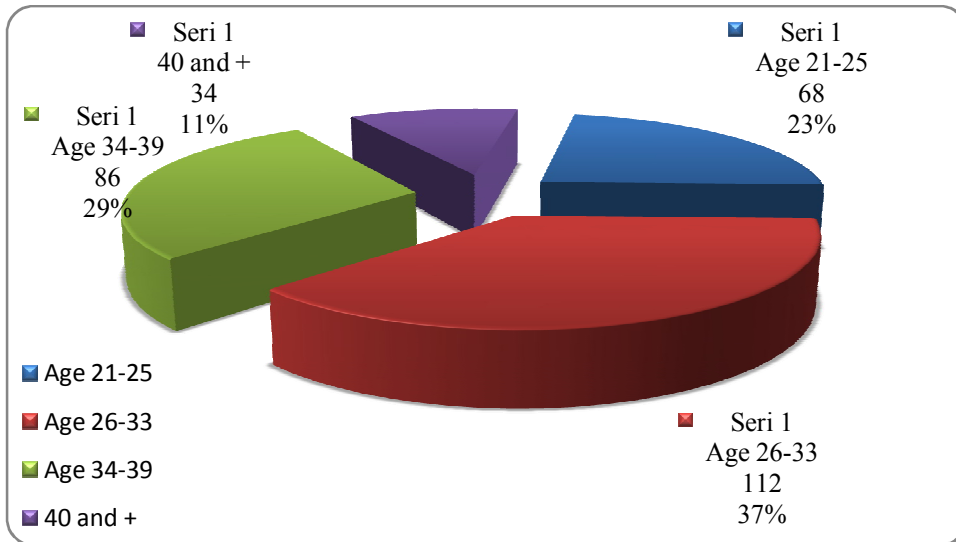


Figure 6: Figure of Age Distribution of the Bankers

When age distribution of the bankers in the sample group is looked into, 37% has 26-33 age range, 29% has 34-39 age range, 23% has 21-25 age range, 11% has 40 and +.

In Figure 7, distribution of marital status of bankers in the sample group is given.

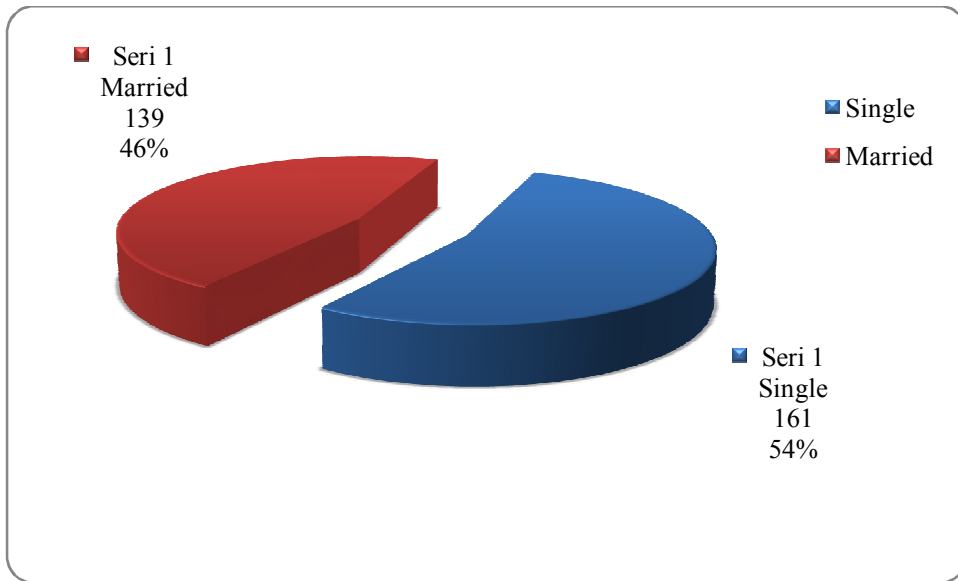


Figure 7: Figure of Bankers' Marital Status Distribution

When bankers' marital status distribution is researched; it can be concluded that %46 of the total is married and % 54 is single. It has been asked that whether the bankers in the sample group have children or not and the number of their children if they have and the distribution of the answers to the question has been shown.

In figure 8., distribution of the number of bankers' children is given.

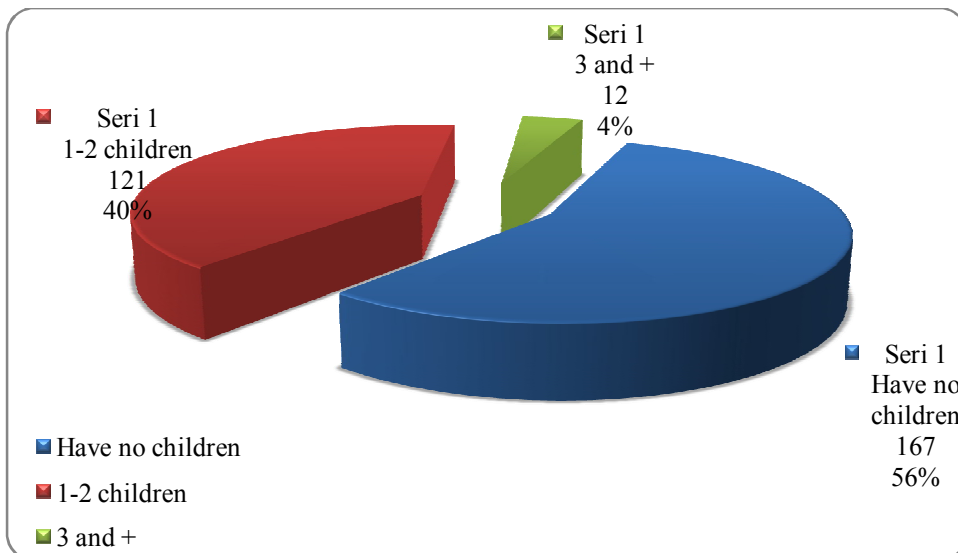


Figure 8: Figure of Distribution of the Number of Bankers' Children

By looking at the answers that the bankers gave about whether they have children or not, we can see that 56% of them didn't have any children, 40% had 1-2 children and 4% had 3 or + children.

In Figure 9, the distribution of the educational background of the bankers that are in the sample group is given.

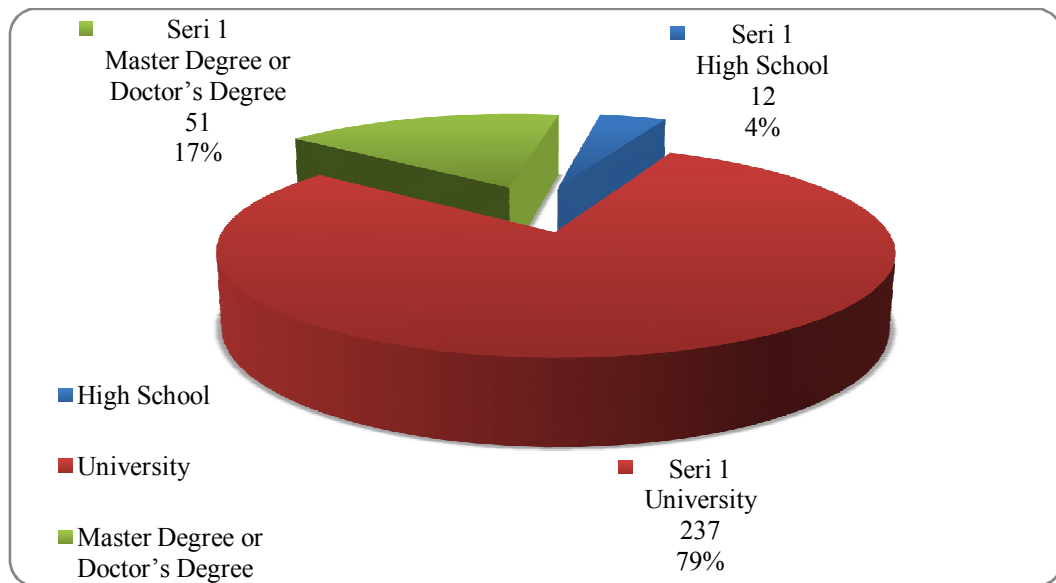


Figure 9: Distribution of the Educational Background of Bankers

When the distribution of the educational background of bankers who are in the sample group has been analyzed, it is understood that 79% of them are university graduates, 17% of them are master graduates and 4% of them are high school graduates. There is nobody who is a primary school graduate among the employees who participated in the survey.

Figure of distribution of the sectors where the bankers work is given in Figure 10.

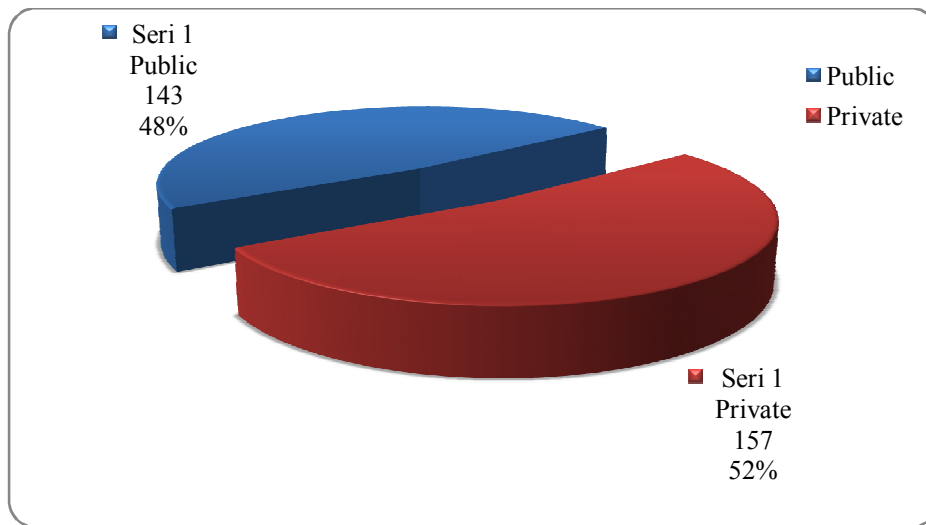


Figure 10: Figure of Distribution of the Sectors Where Bankers Work

When the distribution of the sector where the bankers in the sample group work is analyzed, it has been observed that 48% of them work in public banks, on the other hand, 52% work in the private sector.

In Figure 11, the distribution concerning the figure of administrative function of the bankers' who are in the sample group is given.

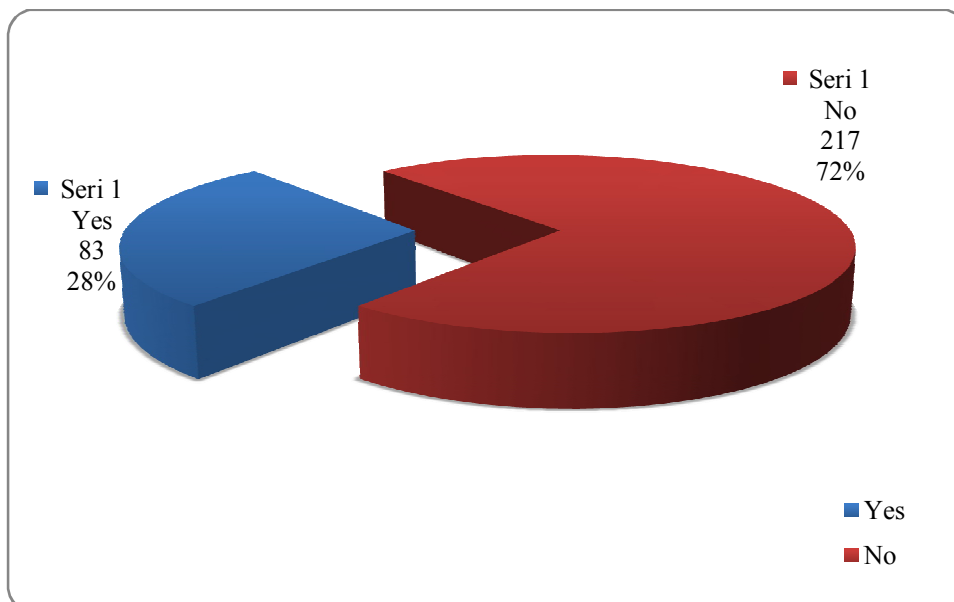


Figure 11: The Distribution Concerning the Figure of Bankers' Administrative Function

The question “Do you have an administrative function?” has been asked to the bankers and when their answers are analyzed, it has been observed that 72% of them said “No” and 28% of them said “Yes”.

In Figure 12, the figure of distribution of how many years the bankers have been working in their current bank has been given.

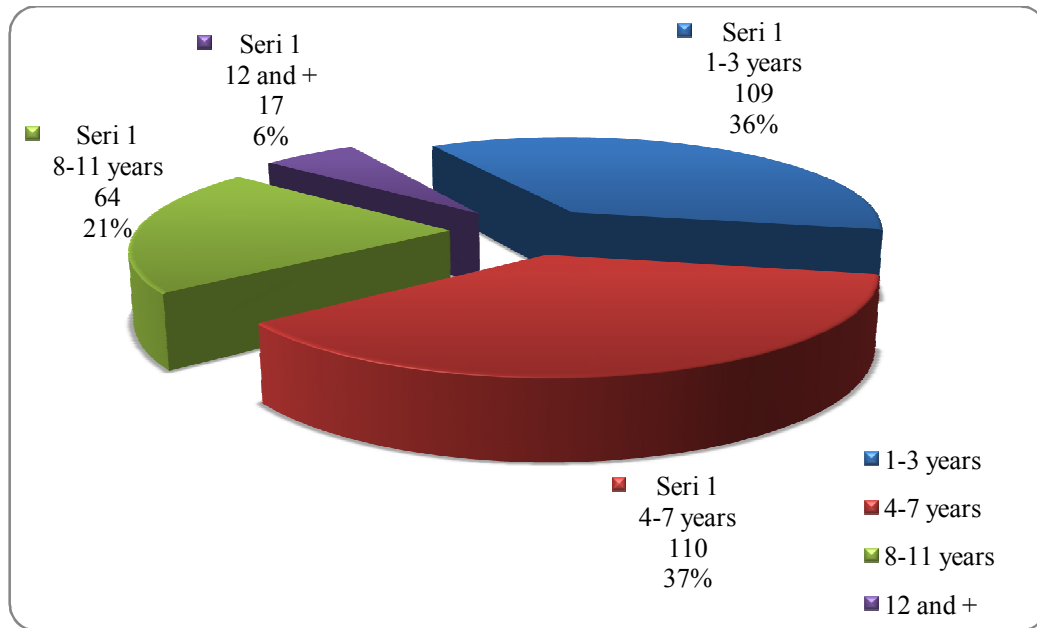


Figure 12: Figure of Distribution of How Many Years They Have Been Working In This Bank

It has been asked to the bankers in the sample group that how many years they have been working in their current bank and when their answers related to the question is researched, it has been determined that 37% of the bankers have been working in their current banks for 4-7 years, 36% have been working in them for 1-3 years, 21% have been working in them for 8-11 years and 6% have been working in them for 12 years and + .

In figure 13, the figure of distribution of how many years the bankers have been in the business life is given.

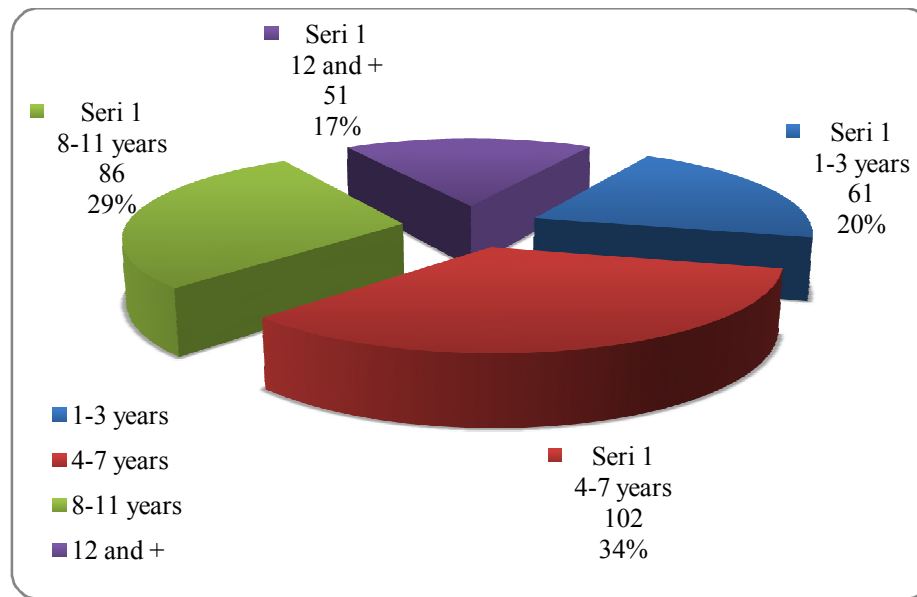


Figure 13: Distribution of the Figure of Bankers' Working Period

It has been asked to the bankers in the sample group that how many years they have been in the business life and it has been determined that 34% of them have been in business life for 4-7 years, 29% of them have been in business life for 8-11 years, 20% of them have been in business life for 1-3 years and 17% of them have been in business life for 12 years and more.

4.9.2. Factor and Reliability Analyses Results

For the scales used in the survey, the data obtained from the survey and their validity and coordination have been analysed. It should be known whether the scale will give reliable results in the direction of the results or not. To that end, Cronbach's Alfa figure has been calculated by doing a reliability analysis.

The aim of the reliability analysis is to measure the randomness of the data. If the answers of the survey show a random distribution, it can be concluded that the results of the survey are reliable. Reliability analysis is used for testing the reliability, randomness and cohesion of the sample chosen. The result's being dependable or not is determined according to the Cronbach's Alpha figure.

Table 2
Results of Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
The Scale of attitude of the perceived corporate reputation	0,911	40
The Scale of job satisfaction	0,860	20
The scale of turnover intention	0,937	4

In table 2, Cronbach's Alpha figures are 0.911, 0.860 and 0.937, which shows that the scale of the perceived corporate reputation used in the survey, job satisfaction scale and turnover intention scale are in the highly dependable category. According to this, it has been determined that the answers given to the proposals in the scale are coherent and these data are usable.

4.9.2.1. Factor Analysis for Perceived Corporate Reputation Scale

When viewed the distribution of answers which have been given by bank employees to Perceived corporate reputation Attitude Scale; it is understood that the bank employees who have taken part in the survey have mostly responded positively to these questions below.

- I try to improve my fund of knowledge and qualification constantly.
- I am attentive to the privacy of customers who apply for our institution.
- The employees' successes are appreciated.

It has been found out that more than %60 of the bank employees have agreed with the statements: "I try to improve my fund of knowledge and qualification constantly", "I am attentive to the privacy of customers who apply for our institution." When the level of people's participation regarding perceived corporate reputation attitude scale is taken into consideration, %31(93 people) of the bank employees mostly think that they try to improve their fund of knowledge and qualification constantly; % 27(81 people) of them think that they absolutely try to

improve themselves. % 3.7 (11 people) of the participants have stated that the employees working in the institution do not try to improve their fund of knowledge and qualification.

The other statement which is in the front is the one related to the respect our employees show to the privacy of our customers. When the opinions of the participants are taken into consideration, it can be concluded that %46.7 (140 people) of them are sensitive and they usually show respect to the privacy of their customers, %13.3 (40 people) of them think that from time to time some kind of fault occurs and not every time are they sensitive enough about this matter, two people have expressed that they never care at all.

When the statement about the fact that the institution appreciate the employees' successes is analyzed %32.7(98 people) of bank employees think that the institution mostly appreciates its employees, % 30.7 (92 people) of them have expressed that the institution appreciates them all the way. % 2 (6 people) of them are of the opinion that the institution does not appreciate them whatsoever.

The least positive answers our employees have given are below.

- In the application of the institution that ethic values come before increase the institutional reputation.
- The services our institution provide are sufficient.

When viewed the average of statement related to perceived corporate reputation of bank employees it is seen that the mean is low and the positive answers are low as well. Related to the statements; %37 of the bank employees who have taken part in the survey are of the opinion that the services are not sufficient, % 44 of them think that the ethic values being more important slightly increases the perceived corporate reputation.

Factor Analysis Related to Perceived Corporate Reputation Attitude Scale

In our study, factor analysis related to perceived corporate reputation attitude scale applied to the bank employees has been made. In order to test the practicability of factor analysis, The tests Barlet and Kaiser-Meyer-Olkin(KMO) have been conducted. At the result of the test the values of the tests are found as Barlet ($p= 0,00 < 0,05$) and Kaiser-Meyer-Olkin (KMO) (0.766) Results related to this are shown in the table 3.

Table 3
The test KMO and Barlett for Perceived Corporate Reputation Attitude Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,766
Bartlett's Test of Sphericity	Approx. Chi-Square	5850,507
	df	300
	Sig.	,000

In consequence of the tests KMO and Barlett, That the Kaiser-Meyer-Olkin value is high ($0,766 > 0,50$) means the scale is proper for factor analysis. So as to apply the factor analysis, the statements which are placed in perceived corporate reputation attitude scale (1, 2, 6, 7, 8, 12, 13, 19, 22, 23, 28, 31, 34, 37 and 40) have been removed from the list then the factor analysis has been applied. In consequence of factor analysis, 6 dimensions have been acquired. Rotated component matrix related to these dimensions are shown in table 4.

Table 4
Factor and Reliability Analysis of Perceived Corporate Reputation Scale

	Factor Loading	% Variance Explained	Cronbach α	Mean
Factor 1: Supportive Climate and Commitment		21,724	0,916	4,001
21. The success stories of the institution are always emphasized	0,946			
10. The employees can express their offers and opinions without fearing criticism and punishment.	0,913			
17. The employees are provided with several free services(daycare, service, tour etc.)	0,865			
16. I pay attention to benefiting from my colleague's experience and knowledge while working.	0,848			
35. In institution the promises given to the stakeholders(employees, customers, other institution) are usually kept..	0,845			
5. I am of the opinion that employees have sufficient communication abilities (reading, writing and body language).	0,637			
20. Solution for the employees' personal problems are searched as well..	0,559			
39. The employees avoid statements and behaviors which hurt each other.	0,545			
Factor 2: Trust and Ethics		14,130	0,881	4,140
36. The employees of this institution never make corrupt practices.	0,861			
29. The employees trust the institution adequately.	0,857			
25. In institution, studies aiming the protection of the natural environment are conducted.	0,777			
15. There is a trust-based cooperation between our employees.	0,727			
24. The customers are informed about the service we provide.	0,596			
Factor 3: Management Quality and Value		10,476	0,748	3,718
4. The service qualification the institution provides is sufficient.	0,728			
33. I am attentive to the privacy of customers who apply for our institution.	0,718			
11. All stakeholders'(customers, employees, other private banks and public institution) innovative opinions are appreciated and evaluated	0,641			
18. In institution all individual's rights are respected	0,605			

	Factor Loading	% Variance Explained	Cronbach α	Mean
Factor 4: Self Development		10,00	0,759	3,921
3. That the employees are qualified and sufficient in their fields effects the reputation of institution positively	0,865			
9. The successes of the employees are appreciated.	0,808			
38. That the ethic values stand in forefront increases the institutional reputation.	0,686			
Factor 5: Corporate Social Responsibility		9,886	0,778	3,830
27. In institution, threats against human life and health(work accident, naturel disasters, infectious diseases) are detected and measures are taken	0,828			
26. I am of the opinion that the banking services our institution provide has a role which improves the public's financial prosperity.	0,808			
30. Our institution has a high reputation around(appreciated).	0,702			
Factor 6: Confidence and Commitment		8,033	0,622	3,695
14. The institution assures me with its financial structure.	0,789			
32. That the institution has a good reputation around effects employees' motivation and job satisfaction positively..	0,705			
KMO = 0,766 Chi-Square Bartlett's Test = 5850,507 Sd=300 p = 0,000		74,274		

In consequence of factor analysis study 6 dimensions (factors) have been acquired. They are shown below:

1. Supportive Climate And Commitment: 5, 10, 16, 17, 20, 21, 35, 39
2. Trust And Ethics: 15, 24,25, 29, 36
3. Management Quality And Value: 4, 11, 18, 33
4. Self Development: 3, 9, 38
5. Corporate Social Responsibility: 26, 27, 30
6. Confidence And Commitment: 14, 32

In our study , after the exploratory factor analysis of the perceived job satisfaction scale 6 factors have been acquired. And the corresponding items are shown below:

1. Supportive Climate And Commitment: 5, 10, 16, 17, 20, 21, 35, 39

Supportive climate and commitment factor is about the supportive climate within the organization and the commitment of the employees to the job they do.

2. Trust And Ethics: 15, 24, 25,29, 36

Trust and Ethics factor is about perceived confidence and trust of employees towards the organization and within the employees' work group.

3. Management Quality And Value: 4, 11, 18, 33

Management Quality and Value factor is about job satisfaction, motivation of employees about the management of the organization and about values appreciated within the organization.

4. Self Development: 3, 9, 38

Self Development factor is about opportunities employees have to develop themselves while working within the organization.

5. Corporate Social Responsibility: 26, 27, 30

Corporate Social Responsibility factor of perceived corporate reputation is about the frequency of corporate social responsibility activities, the organization implements and organises.

6. Confidence And Commitment: 14, 32

Confidence and commitment factor is about the financial strength of the organization and the commitment and confidence stemming from accordingly.

4.9.2.2. Factor Analysis for Job Satisfaction Scale

Findings About Job Satisfaction Attitude Scale

The distribution of answers which have been given by bank employees to Perceived Corporate Reputation Attitude Scale shows that the bank employees who have taken part at the survey have mostly responded positively to these questions below:

- In the sense that I do not have to do things which are against my conscience
- In the sense of my superior's deciding talent
- In the sense that It provides me a constant job
- In the sense that management policy are put into practice.

When the employees' opinions about job satisfaction scale are viewed; it is detected that the participation level is like this: % 55 of bank employees' (166 people) think they do not have to do things which are against their conscience, % 2 of them (6 people) think the institution makes them do things against their conscience. % 30 of employees' (89 people) are of the opinion that they are generally glad since they are given freedom to perform their own decision, % 8 of them (23 people) express that they are not glad because they are not given this freedom.

%35 of employees who are in sample group (104 people) express that they are generally happy owing to their superiors' deciding talent. It is seen that % 4 of them (11 people) are not so happy about their superiors' deciding talent. Related to the position they have, % 34 of bank employees (101 people) have expressed they are glad about institution because it provides them with a constant job and, their job satisfaction is high. %2 of the participants (6 people) have expressed they are not happy about this situation at all. When it is viewed in the sense of management policies being put into practice, % 30 of bank employees (90 people) have expressed that they are a little glad about management policies being put into practice, %25 of them (74 people) have expressed that they are pretty glad about this.

Aside from this, % 28 of employees (83 people) are of the opinion they are not happy about the institution because they are not feeling successful in return of a work, % 53 of them (163 people) have stressed they are not so happy because they are not appreciated in return of the work they do.

Factor Analysis About Job Satisfaction Attitude Scale

In our study, a factor analysis related to perceived corporate reputation attitude scale implemented to the bank employees has been made. In order to test the practicability of factor analysis, The tests Barlet and Kaiser-Meyer-Olkin (KMO) Barlet have been conducted at the result of the test the values of the tests are found as Barlet ($p= 0,00 < 0,05$) and Kaiser-Meyer-Olkin (KMO) (0.687) Results related to this are shown in the table 5.

Table 5
For Job Satisfaction Scale The Tests KMO and Bartlett

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,687
Bartlett's Test of Sphericity	Approx. Chi-Square	4606,740
	df	136
	Sig.	,000

In consequence of tests KMO and Bartlett, that the value of Kaiser-Meyer-Olkin $0,687 > 0,50$ is high means the scale is appropriate for factor analysis. In order to test the practicability of factor analysis, factor analysis has been implemented by taking out the statements 41. 42. and 45. In consequence of factor analysis 4 dimensions have been acquired. Rotated component matrix related to this dimensions is placed in table 6.

Table 6
Factor and Reliability Analysis of Job Satisfaction Scale

	Factor Loading	% Variance Explained	Cronbach α	Mean
Factor 1: Social Status and Self Esteem		24,087	0,895	3,60
48. In the sense that sometimes I have chance to do something different	,854			
43. In the sense that It provides me a constant job	,835			
50. In the sense that I have chance to say people what they are going to do	,721			
52. In the sense that it gives me chance to be an esteemed person	,707			
44. In the sense that management policy are put into practice.	,706			
46. In the sense of my superior's deciding talent	,650			
49. In the sense that I have an opportunity to do something for others	,631			
Factor 2: Work Condition and Career Concerns		20,559	0,881	3,582
54. In the sense of promotion possibility	,865			
5. In the sense that it provides me chance to use my own methods	,860			
53. In the sense of price I get in return for the work I do	,816			
57. In the sense of working conditions	,721			
55. In the sense that It gives me freedom to decide what I am going to do	,658			
Factor 3: Intrinsic Rewards		15,504	0,856	2,565
60. In the sense of success feeling in return for work I do	,910			
59. In the sense of my appreciation in return for the good work I do	,835			
Factor 4: Intrapersonal Effects		15,306	0,896	3,931
58. In the sense that collagues get on well with each other	,933			
51. In the sense that I have an opportunity to do something with using my own talents.	,914			
47. In the sense that I do not have to do things which are against my conscience	,822			
KMO = 0,687 Chi-Square Bartlett's Test = 4606,740 p = 0,000 Sd=136		75,456		

In our study, in consequence of factor analysis 4 dimensions (factor) have been acquired. Dimensions and statements related to this factors are below:

1. Social Status And Self Esteem: 48, 43, 50, 52, 44, 46, 49
2. Work Condition And Career Concerns: 54, 56, 53, 57, 55
3. Intrinsic Rewards: 60, 59
4. Intrapersonal Effects: 58, 51, 47

In our study, in consequence of exploratory factor analysis of the job satisfaction scale 4 factors have been acquired. Dimensions and statements related to this factors are below:

1. Social Status And Self Esteem: 48, 43, 50, 52, 44, 46, 49

Social Status and Self Esteem factor is about the psychological (internal) job satisfaction which arises from feeling belonging to high social status and having a strong self esteem accordingly.

2. Work Condition And Career Concerns: 54, 56, 53, 57, 55

Work condition and career concerns factor is about the work environment within the organization and about the opportunities of career in the long run.

3. Intrinsic Rewards: 60, 59

Intrinsic Rewards factor is about being rewarded within the organization and about intrinsic feelings due to performing the job successfully .

4. Intrapersonal Effects: 58, 51, 47

Intrapersonal effects are about the feelings of employees after self-actualization and after doing a job which is not violating their conscience.

According the the exploratory factor analysis, which is implemented to perceived job satisfaction scale and the job satisfaction scale, the factors have been determined and the further research will be made taking these factors into consideration.

4.9.2.3. Results of Turnover Intention Scale

Corresponding to Turnover Intention items, the Chronbach alfa value, mean and the standart deviation of the Turnover Intention Scale are given below:

Table 7
The Reliability, Mean and Standart Deviatation of the Turnover Intention Scale

	Items	Cronbach α	Mean	Std.
61	If I had chance, I would quit the job.	0,914	4,3733	1,12762
62	Within last one year, I began to think more often to leave my job.		4,333	1,18331
63	I am looking for a new job actively.		4,4833	1,2005
64	I think to leave my job.		4,4567	0,88548

According to the values of the table 7 , it can be concluded that the mean of the answers to the turnover intention scale is high, that means the bank employees do not strongly think of leaving their job.

The distribution of the answers of turnover intention scale is examined. To examine the participation of bank employees to the statement “If I had chance, I would quit the job” % 17 (51 people) of the employees indicate that they never think to leave their job, % 33 (99 people) of the employees indicate that they think to leave their job a little, % 24,7 (74 people) of the employees indicate that they think to leave their job mostly.

% 40 (120 people) of the bank employees indicate that within last one year, they think to leave their job more often from time to time, % 12,7 (29 people) of them indicate that they don’t agree with this statement and they don’t think to leave their job more often within last one year , % 14 (42 people) of them indicate that within last one year they think to leave their job mostly. To examine the participation of bank employees to the statement “I am looking for a new job actively.”, % 60 (120 people) of the participants indicate that they agree very little and they look for a new job actively % 9,7 (29 people) of them indicate that they don’t look for a new job actively.

To examine the thoughts of the employees about the statement “I think to leave my job.”; % 44 (132 people) of bank employees indicate that they think to leave their job little, % 12,7 (38 people) of them indicate that they don’t think to leave their job certainly. To examine according to these thoughts, the majority of bank employees in our sample group indicate that they don’t think to leave their job, they are content with their jobs, but they rarely have thoughts to change their jobs.

4.9.3. The Revised Research Model

The exploratory factor analysis has been applied to the variables, to the perceived corporate reputation and to the job satisfaction. As mentioned before, at the end of the factor analysis , six dimensions of perceived corporate reputation have been found out and four dimensions have been found out for job satisfaction variables. The Dimensions of the variables have been named according to their explanatory area. Further reasearch can be applied through parametric or non-parametric tests in order to give deeper information about the factors of the variables and about their possible differences according to demographic features.

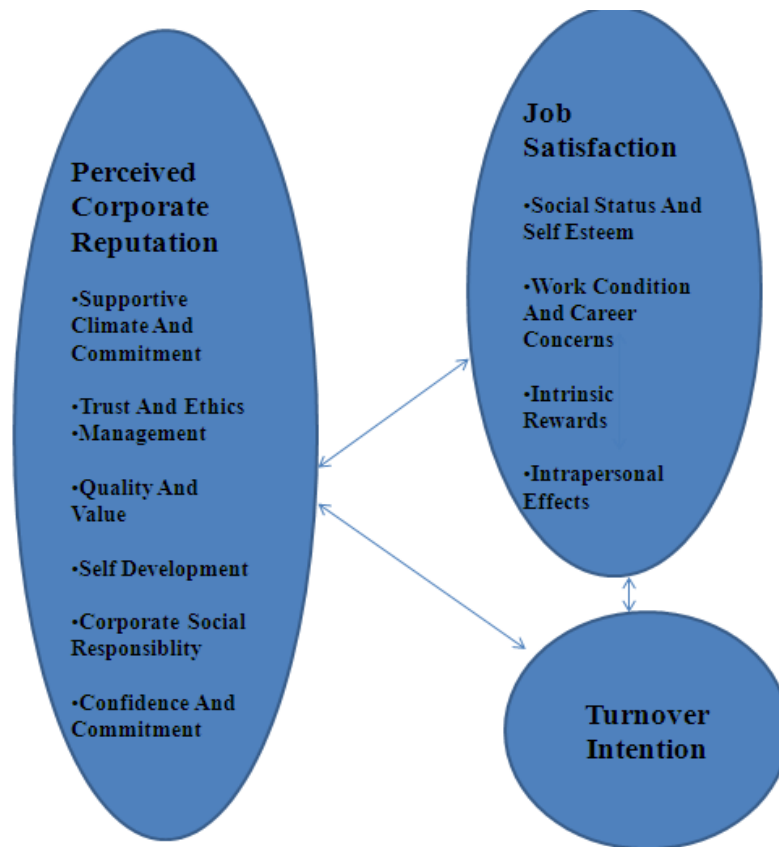


Figure 14: Revised Research Model

4.9.4. Testing the Hypotheses

4.9.4.1. Total Scores of the Correlation Analysis:

To test Hypothesis H₁, H₂, H₃ the Correlation Analysis has been performed. After the application of the Correlation Analysis to reach the total scores for the scales of the three variables, the Correlation Analysis will be used to measure the correlation between the variables taking also the factors of the variables into consideration. That means the relationship of the factors to the opposite variable will be determined clearly through our hypotheses testing.

Table 8
Correlation Analysis Table Related to Scales

Correlation Analysis		PCR	Job Satisfaction	Turnover
PCR	r	1	,591	,504
	p		,000	,000
Job Satisfaction	r		1	,295
	p			,000
Turnover	r			1
	p			
	N	300	300	300

H₁: There is statistically significant relation between perceived corporate reputation and job satisfaction;

It may be seen at the table 8 that there is positive moderate and significant relationship between perceived corporate reputation and job satisfaction;

$$r=0,591$$

Sig.=0,00<0,05 reject H₀

H₂: There is statistically significant relation between perceived corporate reputation and turnover intention;

It may be seen at the table 8 that there is positive moderate and significant relationship between perceived corporate reputation and turnover intention;

$$r=0,504$$

Sig.=0,00<0,05 reject H₀

H₃: There is statistically significant relation between employees' job satisfaction and turnover intention;

It may be seen at the Table 8 that there is positive weak and significant relationship between job satisfaction and turnover intention;

$$r=0,295$$

Sig.=0,00<0,05 reject H₀

In consequence of correlation analysis which has been done with the aim of detecting the relationship among employees' perceived corporate reputation, scaling the job satisfaction and detecting their turnover intention; Pearson correlation parameters related to scales are calculated respectively 0.591, 0.504 and 0.295.

In consequence of the correlation analysis related to whether there is a relationship between employees' perceived corporate reputation and their job satisfaction; **H₁**: For the hypothesis "There is a meaningful relationship between employees' perceived corporate reputation and their job satisfaction." It has been detected that there is a meaningful positive and moderate ($r=0,591$) relationship between perceived corporate reputation and job satisfaction ($p=0,00<0,05$).

In consequence of the correlation analysis which has been done in order to detect the relationship between employees' institutional reputation perception and their job satisfaction; **H₂**: For the hypothesis "There is a meaningful relationship between employees' perceived corporate reputation and turnover intention." There is a meaningful, moderate ($r=0,504$) and positive relationship between perceived corporate reputation and turnover intention ($p=0,00<0,05$).

All in all, when we look if there is a relationship between job satisfaction and turnover intention, the hypothesis of **H₃** "There is a meaningful relationship between employees' job satisfaction and their turnover intention", there is a positive ($p=0,00<0,05$) but weak ($r=0,295$) relationship between job satisfaction and turnover intention.

4.9.4.2. Correlation Analysis of the Dimensions

4.9.4.2.1. Correlation Analysis between the Perceived Corporate Reputation Factors and Job Satisfaction

Table 9
The Correlation Between The Perceived Corporate Reputation Factors' And Job Satisfaction

Correlation Analysis		Job Satisfaction
Supportive Climate And Commitment	Pearson Correlation	,252*
	Sig. (2-tailed)	,000
Trust And Ethics	Pearson Correlation	,549*
	Sig. (2-tailed)	,000
Management Quality And Value	Pearson Correlation	,542*
	Sig. (2-tailed)	,000
Self Development	Pearson Correlation	,140
	Sig. (2-tailed)	,015
Corporate social responsibility	Pearson Correlation	,566*
	Sig. (2-tailed)	,000
Confidence And Commitment	Pearson Correlation	,148
	Sig. (2-tailed)	,010
	N	300

*p<0,01 significant

We can also see that all of the factors of perceived corporate reputation showed significant correlations with job satisfaction. Six of the factors, Supportive Climate And Commitment, Trust And Ethics, Management Quality And Value, Corporate social responsibility, have shown positive significant correlations with job satisfaction ($p < 0,001$).

- a weak positive correlation ($r=0,252$) between supportive climate and commitment and job satisfaction ($p < 0,001$)
- a moderate positive correlation ($r=0,549$) between trust and ethics and job satisfaction ($p < 0,001$)

- a moderate positive correlation ($r=0,542$) between management quality and value and job satisfaction ($p<0,001$)
- a moderate positive correlation ($r=0,566$) between corporate social responsibility and job satisfaction ($p<0,001$)

In our study, correlation relationship is examined between perceived corporate reputation factors and turnover intention. The analysis results of the correlation between perceived corporate reputation factors and turnover intention are given table 9.

4.9.4.2.2. Correlation Analysis between the Perceived Corporate Reputation Factors and Turnover Intention

Table 10
The Correlation Between The Perceived Corporate Reputation Factors' And Turnover Intention

Correlation Analysis		Turnover Intention
Supportive Climate And Commitment	Pearson Correlation	,089
	Sig. (2-tailed)	,126
Trust And Ethics	Pearson Correlation	,326*
	Sig. (2-tailed)	,000
Management Quality And Value	Pearson Correlation	,483*
	Sig. (2-tailed)	,000
Self Development	Pearson Correlation	,467
	Sig. (2-tailed)	,015
Corporate social responsibility	Pearson Correlation	,408*
	Sig. (2-tailed)	,000
Confidence And Commitment	Pearson Correlation	,024
	Sig. (2-tailed)	,675
	N	300

* $p<0,01$ significant

We can also see that all of the factors of perceived corporate reputation showed significant correlations with turnover intention. Four of the factors, Trust And Ethics, Management Quality And Value, Corporate Social Responsibility have shown positive significant correlations with turnover intention ($p<0,001$). It is defined that there is no significant relationship (due to $p>0,001$) between Supportive Climate, Self

Development and Commitment, Confidence and Commitment factors and turnover intention.

- a weak positive correlation ($r=0,326$) between trust and ethics and turnover intention ($p<0,001$)
- a moderate positive correlation ($r=0,483$) between management quality and value and turnover intention ($p<0,001$)
- a moderate positive correlation ($r=0,408$) between corporate social responsibility and turnover intention ($p<0,001$)

4.9.4.2.3. Correlation Analysis between the Job Satisfaction Factors and Turnover Intention

Table 11
The Correlation Between the Job Satisfaction Factors and Turnover Intention

Correlation Analysis		Turnover Intention
Social Status and Self Esteem	Pearson Correlation	0,338*
	Sig. (2-tailed)	0,00
Work Condition and Career Concerns	Pearson Correlation	0,320*
	Sig. (2-tailed)	0,00
Intrinsic Rewards	Pearson Correlation	-0,253*
	Sig. (2-tailed)	0,00
Intrapersonal Effects	Pearson Correlation	-0,51
	Sig. (2-tailed)	0,383
	N	300

* $p<0,05$ significant

We can realize that all of the factors of job satisfaction showed significant correlations with turnover intention. Four of the factors, Social Status and Self Esteem, Work Condition and have shown positive significant but weak correlations with turnover intention ($p<0,001$). Furthermore, Intrinsic Rewards Factor of job satisfaction has shown negative but weak correlation with turnover intention. It is defined that there is no significant relationship (due to $p>0,001$) between Intrapersonal Effects factor of job satisfaction and turnover intention.

- a weak positive correlation ($r=0,338$) between Social Status and Self Esteem and turnover intention($p<0,001$)
- a weak positive correlation ($r=0,320$) between Work Condition and Career Concerns and turnover intention ($p<0,001$)
- a weak negative correlation ($r=-0,253$) between Intrinsic Rewards and turnover intention ($p<0,001$)

4.9.5. Further Analyses

4.9.5.1. *The Analysis of the Independent Sample T-Test & Anova Tests for the Demographics*

What is aimed in this part is to find out whether the level of bank employees' participation in the study changes according to bank sectors and results related to that are shown in table 12.

Table 12
The Relationship Between Bank Employees' Sector and Perceived Corporate Reputation Scale Factors

Dimensions		N	Mean Rank	Sum of Ranks	Mann-Whitney U	P
Supportive Climate And Commitment	Public	143	132,97	19014,00	8718,0	,001*
	Private	157	166,47	26136,00		
Trust And Ethics	Public	143	139,98	20017,00	9721,0	,044*
	Private	157	160,08	25133,00		
Management Quality And Value	Public	143	133,04	19024,50	8728,5	,001*
	Private	157	166,40	26125,50		
Self Development	Public	143	135,46	19370,50	9074,5	,004*
	Private	157	164,20	25779,50		
	Private	157	153,28	24065,50		
Total		300				

$p^* < 0,05$ significant

When the table 12 is viewed; we can say that Bank employees' perceived corporate reputation shows statistically meaningful difference according to the sector

they work in. T test which is independent was implemented but since normality assumption was not applied, Mann Whitney-U test which is one of the Non-parametric tests was applied. According to the result of test Mann Whitney-U bank employees' perceived corporate reputation partly differs according to whether they are in public or private sector.

Related to this, it has been detected that perceived corporate reputation scale differs according to whether bank employees are in public sector or in private sector between in terms of factors; of supportive climate and commitment, trust and ethics, management quality and value and self development dimensions ($p < 0.05$). It has been detected as well that the participation level of the ones who are in private sector was higher than the ones who are in public sector. However, it does not differ according to perceptions related to corporate social responsibility and confidence and commitment dimensions.

In the table 13, it has been studied whether bank employees' participation level of factors related to perceived corporate reputation scale differs according to the gender and the results are shown below:

Table 13
The Relationshipship Between Bank Employees' Gender and Factors of Perceived Corporate Reputation Scale Factors

Dimensions		N	Mean Rank	Sum of Ranks	Mann-Whitney U	P
	Man	136	153,25	20841,50		
Corporate Social Responsibility	Woman	164	160,96	26397,00	18753,0	,020*
	Man	136	137,89	18753,00		
Confidence And Commitment	Woman	164	158,69	26025,50	19124,5	,066
	Man	136	140,62	19124,50		
Total	Total	300				

$p < 0,05$ significant

When the table 13 is viewed; we can say that Bank employees' perceived corporate reputation differs meaningfully and statistically according to their gender. T

test which is independent has been implemented but because normality assumption was not applied, Mann Whitney-U test which is one of the Non-parametric tests has been applied. According to the result of test Mann Whitney-U, bank employees' perceived corporate reputation partly differs according to their gender.

Related to this, it has been detected that perceived corporate reputation scale does not differ according to their gender between participation level mean of supportive climate and commitment, trust and ethics, management quality and value and self development dimensions. However; the participation level of perceived corporate social responsibility factor (because $p < 0.05$) differs according to gender. That the female employees are more careful to social responsibility perception can be seen clearly when the means are analyzed.

In the table 14, it has been studied whether bank employees' participation level of factors related to perceived corporate reputation scale differs according to whether they have ever been managers or not.

Table 14
Relationshipship Between Perceived Corporate Reputation Scale Factors and Bank Employees' Administrative Position

Dimensions		N	Mean Rank	Sum of Ranks	Mann-Whitney U	P
Supportive Climate And Commitment	Yes	83	167,61	13912,00	7585,0	,033*
	No	217	143,95	31238,00		
Trust And Ethics	Yes	83	173,44	14395,50	7101,5	,004*
	No	217	141,73	30754,50		
Confidence And Commitment	Yes	83	176,47	14647,00	6850,5	,001*
	No	217	140,57	30503,00		
	Total	300				

$p < 0,05$ significant

When the table 14 is viewed we can conclude that bank employees' perceived corporate reputation differs meaningfully and statistically according to their management experience. T test which is independent was implemented but because normality assumption was not applied, Mann Whitney-U test which is one of the Non-

parametric tests was applied. According to the result of test Mann Whitney-U, bank employees' perceived corporate reputation partly differs according to their management situation.

It has been detected that the mean participation level of perceived corporate reputation factors has been affected by the employees' managerial position (because $p < 0.05$). When the mean ranks are viewed, it is detected that the participation level of the ones who have been managers is high. However, the three factors of perceived corporate responsibility scale, namely, management quality & value, self development and lastly corporate social responsibility do not differ according to administrative position of the employees, if the data analyzed.

In the table 15, it has been studied whether bank employees' participation level of factors related to perceived corporate reputation scale differs according to bank employees' experience in their current bank.

Table 15
Relationship Between Bank Employees' Work Experience in Their Current Bank and Perceived Corporate Reputation Scale Factors

Dimensions	Bank Work experience	N	Mean Rank	Chi-Square	p
Supportive Climate And Commitment	1-3 years	109	129,83	17,829	,000*
	4-7 years	110	148,58		
	8-11 years	64	186,76		
	above 12	17	158,91		
Trust And Ethics	1-3 years	109	131,02	25,817	,000*
	4-7 years	110	139,65		
	8-11 years	64	193,72		
	above 12	17	182,85		
Management Quality And Value	1-3 years	109	146,94	15,482	,001*
	4-7 years	110	134,26		
	8-11 years	64	186,67		
	above 12	17	142,26		
Self Development	1-3 years	109	144,43	8,059	,045
	4-7 years	110	144,86		
	8-11 years	64	176,54		
	above 12	17	127,88		
Corporate Social Responsibility	1-3 years	109	148,83	13,490	,004
	4-7 years	110	134,89		
	8-11 years	64	183,44		
	above 12	17	138,18		
Confidence And Commitment	1-3 years	109	140,13	8,743	,033
	4-7 years	110	143,52		
	8-11 years	64	171,83		
	above 12	17	181,85		
	Total	300			

p* < 0,05 significant

When the table 15 is viewed we can conclude that bank employees' perceived corporate reputation differs meaningfully & statistically according to their experience in this bank . The test ANOVA was implemented but because assumption of variance homogeneity was not applied, the test Kruskal–Wallis which is one of the non-parametric rather than one-way variance analysis was applied(ANOVA). According to te result of

analysis, the level of bank employees' participation to perceived corporate reputation scale differs partly according to their experience in their current bank ($p < 0,05$).

In consequence of the test Kruskal–Wallis, it can be seen that there is a difference among statements related to supportive climate and commitment, trust and ethics, management quality and value, self development, corporate social responsibility and confidence and commitment factors. The difference of supportive climate and commitment and trust and ethics dimensions occur between the ones who have worked for 8-11 years and the ones who have worked for 1-3 years.

In management quality and value and corporate social responsibility dimensions, there is a difference between the ones who have worked for 8-11 years and the ones who have worked for 4-7 years as well. In self development factor, the more experience the employees' have, the less perceived corporate reputation they have but in confidence and commitment factor, the more experience, the more perceived corporate reputation. According to this, it can be seen that the participation level of the ones who have worked in this bank for 1-3 years to perceived corporate reputation is low.

In the table 16, it has been studied whether bank employees' participation level of factors related to perceived corporate reputation scale differs according to bank employees' work experience.

Table 16
Relationship Between Bank Employees' Overall Work Experience and Perceived Corporate Reputation Scale Factors

	Work Experience	N	Mean Rank	Chi-Square	P
Supportive Climate And Commitment	1-3 years	61	109,94	32,055	,000*
	4-7 years	102	137,52		
	8-11 years	86	186,29		
	above 12	51	164,62		
	4-7 years	102	165,01		
	8-11 years	86	140,85		
	above 12	51	155,61		
Corporate social responsibility	1-3 years	61	169,76	9,639	,022*
	4-7 years	102	134,19		
	8-11 years	86	163,21		
	above 12	51	138,65		
Confidence And Commitment	1-3 years	61	136,50	18,851	,000*
	4-7 years	102	128,05		
	8-11 years	86	174,27		
	above 12	51	172,06		
	Total	300			

p* < 0,05 significant

When the table 16 is viewed we can conclude that employees' perceived corporate reputation differs meaningfully, statistically according to the employees' overall work experience. The test ANOVA was implemented but because assumption of variance homogeneity was not applied, the test Kruskal –Wallis which is one of the non-parametric rather than one-way variance analysis is implemented (ANOVA). According to the result of analysis, the level of bank employees' participation to perceived corporate reputation scale differs according to their experience (p<0,05). In consequence of the test Kruskal–Wallis, it can be seen that there is a difference among statements related to supportive climate and commitment, corporate social responsibility and confidence and commitment factors.

The difference of supportive climate and commitment occurs between the ones who have worked for 8-11 years and the ones who have worked for 1-3 years, of

corporate social responsibility and confidence and commitment dimensions occurs between the ones who have worked for 4-7 years and between the ones who have worked for 8-11 years. According to this, it can be seen that the participation level of the ones who have worked in this bank for 8-11 years to perceived corporate reputation is high. It has been studied whether participation level of bank employees to job satisfaction scale changes according to bank sector the employees work and the results are shown in table 17.

Table 17
Relationship Between Bank Employees' Sector and Job Satisfaction Scale Factors

	Bank	N	Mean Rank	Sum of Ranks	Mann-Whitney U Value	p
Social Status And Self Esteem	Public	143	173,96	24876,50	7870,5	,000*
	Private	157	129,13	20273,50		
Work Condition And Career Concerns	Public	143	126,38	18072,00	7776,0	,000*
	Private	157	172,47	27078,00		
Intrinsic Reward	Public	143	180,25	25776,00	6971,0	,000*
	Private	157	123,40	19374,00		
	Total	300				

When the table 17 is viewed we can conclude that bank employees' job satisfaction changes statistically and meaningfully according to sector which they work in. T test which is independent has been implemented but because normality assumption was not applied, Mann Whitney-U test which is one of the Non-parametric tests has been applied. According to the result of test Mann Whitney-U, it has been detected that the level of bank employees' participation to the job satisfaction scale changes partly according to the sector which they work in (public or private).

When we look at this, job satisfaction scale changes according to employees' sector between their mean level of participation to social status and self esteem, intrinsic reward and work condition and career concerns dimensions ($p < 0.05$). The participation of the ones who work in private sector is higher than the ones who work in

public sector but when we look at the result of analysis related to working conditions and career concerns the participation level of ones who work in public sector is higher.

In table 18, it has been studied whether participation level of bank employees to factors related to job satisfaction scale changes according to the employees' gender and the results are shown.

Table 18
The Relationship Between Bank Employees' Gender and Job Satisfaction Scale Factors

	Gender	N	Mean Rank	Sum of Ranks	Mann-Whitney U Value	p
Social Status And Self Esteem	Woman	164	164,66	27005,00	8829,000	,002*
	Man	136	133,42	18145,00		
Work Condition And Career Concerns	Woman	164	133,01	21814,00	8284,000	,000*
	Man	136	171,59	23336,00		
Intrinsic Reward	Woman	164	171,53	28131,00	7703,000	,000*
	Man	136	125,14	17019,00		
	Total	300				

According to this aspect, to evaluate the level of involvement in both intrinsic reward and social status and self-development dimensions, female employees approaching more positively in comparison with the male employees, women's job satisfaction is defined high, in the matter of working conditions and career anxiety male employees being more positive than female employees, female employees' dissatisfaction is seen.

In our study, it is examined that in respect of bank employees' genders, their degree of participation in job satisfaction related to the level of intrinsic reward ($p = 0.063 > 0.05$) is not differing.

In table 19, it is examined whether the bank employees' administrative position differs with the levels of bank employees' participation in factors related to job satisfaction scale or not.

Table 19
The Relationship Between Bank Employees' Administrative Position and The
Factors of Job Satisfaction Scale

	Manager Status	N	Mean Rank	Sum of Ranks	Mann-whitney U Rate	p
Social Status And Self Esteem	Yes	83	145,30	12059,50	8573,500	,515
	No	217	152,49	33090,50		
Work Condition And Career Concerns	Yes	83	163,19	13545,00	7952,000	,115
	No	217	145,65	31605,00		
Intrinsic Reward	Yes	83	157,02	13033,00	8464,000	,416
	No	217	148,00	32117,00		
Intrapersonal Effects	Yes	83	163,86	13600,00	7897,000	,088
	No	217	145,39	31550,00		
	Total	300				

p* < 0,05 eloquent

When the table 19 is being examined; T-test is carried out but due to not being able to obtain normality assumption Mann Whitney U, one of the non-parametric tests is applied for. According to the Mann Whitney-U test results, it is defined that the levels of bank employees' participation in factors of job satisfaction scale do not show any difference (due to $p > 0.05$) in respect of their administrative position.

In table 20, whether the levels of bank employees' participation in factors related to job satisfaction differing according to their working period in their current banks or not, is examined.

Table 20
The Relationship Bank Employees' Working Period In Their Current Banks And
Between Job Satisfaction Scale Factors

Dimensions	Bank Work Experience	N	Mean Rank	Chi-Square	p
Social Status And Self Esteem	1-3 year	109	164,53	9,208	,027*
	4-7 year	110	133,43		
	8-11 year	64	161,24		
	12 and over	17	130,56		
Work Condition And Career Concerns	1-3 year	109	143,06	10,715	,013*
	4-7 year	110	134,96		
	8-11 year	64	185,34		
	12 and over	17	167,56		
Intrinsic Reward	1-3 year	109	170,55	15,137	,002*
	4-7 year	110	135,45		
	8-11 year	64	132,60		
	12 and over	17	186,71		
Intrapersonal Effects	1-3 year	109	130,07	15,516	,001*
	4-7 year	110	158,66		
	8-11 year	64	165,27		
	12 and over	17	173,03		
	Total	300			

p* < 0,05 eloquent

When the table 20 is examined it can be concluded that bank employees' job satisfaction indicates statistically a significant difference in respect to employees' working periods in this bank. ANOVA test is carried out but due to not being able to obtain assumption of homogeneity of variances Kruskal–Wallis, one of the non-parametric tests is applied for alternative to one-way analysis of variance (ANOVA). According to the analysis results, it is defined that the levels of bank employees' participation in factors related to job satisfaction scale shows differences (due to $p < 0,05$) in respect of their working period in their current bank.

According to the Kruskal–Wallis Test results, it is defined that there are differences in respect to their dimensions related to the socials and self-esteem, work condition and career concerns, intrinsic reward and intrapersonal effects. To examine

which groups have differences; the differences are defined in respect of their dimensions related to the socials and self-esteem between those having 1-3 year working period in their current banks and those having 12 years and over. According to this it is defined that the participation of bank employees having 1-3 year working period in their current banks is higher.

There are differences between those having 4-7 years working period in their banks and those working for a period of 12 years and over, related to the factors of their work condition and career concerns and intrapersonal effects. It is defined that bank employees' working for a period of 12 years and over show higher job satisfaction compared to beginner bank employees in respect of work condition and career concerns and intrapersonal effects of job satisfaction.

In respect of their perception of intrinsic reward, it is seen that there are differences between those having 4-7 years working period in their banks and those working for a period of 12 years and over. It is defined that bank employees working for a period of 12 years and over have higher satisfaction compared to bank employees having 4-7 years in respect of their perception of intrinsic reward.

In table 21, it is examined whether the bank employees' overall working periods differ in respect to the levels of bank employees' participation in factors related to job satisfaction scale or not.

Table 21
The Relationship Between Bank Employees' Working Periods and Job Satisfaction Scale Factors

Dimensions	Bank Work Experience	N	Mean Rank	Chi-Square	p
Social Status And Self Esteem	1-3 years	61	196,25	23,767	,000*
	4-7 years	102	146,98		
	8-11 years	86	136,00		
	12 and over	51	127,26		
Intrinsic Reward	1-3 years	61	199,26	25,815	,000*
	4-7 years	102	131,78		
	8-11 years	86	144,94		
	12 and over	51	138,99		
Intrapersonal Effects	1-3 years	61	111,41	23,714	,000*
	4-7 years	102	144,51		
	8-11 years	86	167,94		
	12 and over	51	179,83		
	Total	300			

p* < 0,05 eloquent

When the table 21 is examined it can be concluded that bank employees' job satisfaction indicates statistically an eloquent difference in respect of employees' overall working periods. ANOVA test is carried out but due to not being able to obtain assumption of homogeneity of variances Kruskal–Wallis, one of the non-parametric tests is applied for alternative to one-way analysis of variance (ANOVA). According to the analysis results, it is defined that the levels of bank employees' participation in factors related to job satisfaction scale show partial differences (due to $p < 0,05$) in respect of their working period in their current bank.

According to the Kruskal–Wallis Test results, it is defined that there are differences in respect of the factors of job satisfaction. To examine differences, In respect of their perception of social status and self esteem, it is seen that there are differences between bank employees having 1-3 years working period and those working for a period of 12 years and over.

To examine the differences related to the factor of intrapersonal effects; it is defined that there are differences between bank employees having 4-7 years working period and those working for a period of 12 years and over. Also compared to their intrapersonel effects, the job satisfaction of bank employees working for a period of 12 years and over is higher than the other employees' which have been working less.

In respect to bank employees' participation levels for work condition and career concerns according to their overall working period, it is defined that there isn't any statistical difference.

5. CONCLUSION

Our study is carried out to define the perceived corporate reputation of internal stakeholders in banks (employees) and to evaluate their job satisfaction and turnover intention accordingly.

It is examined what kind of factors affect the perceived corporate reputation which banks are creating on their employees, whether the expectation of the bank employees are fulfilled or not and whether or not there are differences in perceived corporate reputation, job satisfaction and turnover intention according to the demographic features of the employees and according to the sector they work in (private/public). In this respect, 300 people working at private and public banks in İstanbul who are chosen by easy sampling method and the questionnaire is applied by the researcher personally and directly by hand and through e-mail. Furthermore, the data of questionnaire results are evaluated in SPSS 17.0 programme.

Frequency and the percentage distributions relating the answers given to the items in the questionnaire are calculated and these distribution are demonstrated with tables and graphics. Also, descriptive statistics such as mean, standard deviation, mode, median, minimum and maximum values are benefited from. The hypothesis testing is applied through correlation analysis. And the demographic data has been analyzed through Anova and Independent T-Test. The homogeneity of variances assumption was not applied, thus Mann Whitney test was applied instead of One Way Anova, which is the non-parametric alternative of it. Furthermore instead of Independent T test, because the assumption of normality was not applied, the Kruskal Wallis test was applied to test the demographic data relating the factors of the scales.

The scales where the data is obtained from, are tested in terms of the validity and internal consistency. As a result of reliability analysis, Cronbach's Alpha values related to perceived corporate reputation scale and job satisfaction and the scale of turnover intention, are respectively 0.911, 0.860 and 0.937 and this situation shows that the people participated in the questionnaire gave dependable and consistent answers.

As a result of our study, to examine the demographic features of the bank employees in sample group, it is defined that % 45 of the people are male employees, % 55 of people are female employees, to examine the age ranges %37 of people are between 26 and 33, % 29 of the people are between 34 and 39, % 23 of the people are between 21 and 25, % 11 of the people are 40 and over. It is seen that with regard to marital status, %46 of the people are married, % 53 of the people are single, % 56 of the people have no kids, % 40 of the people have 1-2 kids, % 4 of the person have 3 and more kids. To examine people's educational levels, it is defined that % 79 of the people are university graduates, % 17 of them have got a master's degree, % 4 of them are high school graduates.

In addition, there are also results relating the business life of the employees. In our study, it is acquired that % 48 of the sample work in public banks, % 52 of the people work in private sector banks, % 28 of the people have administrative positions. To examine the working period in their current banks; it is indicated by them that % 37 of them work for 4-7 years, % 36 of them for 1-3 years, % 21 of them for 8-11 years and % 6 of them work for a period of 12 years and more. To examine their overall working time, it is indicated by the employees that % 34 of them have an overall working time of 4-7 years, % 29 of them have 8-11 years, % 20 of them have 1-3 years and % 17 of them exist for a period of 12 years and more in business life.

Correlation analysis is carried out to test the hypotheses of our model, to identify the people's perceived corporate reputation, to evaluate job satisfaction and to identify whether there is relationship between their turnover intention or not. According to this, it is concluded that there is a positive, moderate and significant relationship between people's perceived corporate reputation, job satisfaction and turnover intention and the more their perceived corporate reputation increases, the more their job satisfaction increases in a positive way; similarly the more their perceived corporate reputation increases, the more their turnover intention changes. It is reached to the conclusion that there is a positive, significant but poor relationship between people's job satisfaction and their turnover intention, the more employees' reputation and job

satisfaction increase, the more their turnover intention changes in the same way but it is a poor effect.

In consequence of correlation analysis which has been done with the aim of detecting the relationship among employees' perceived corporate reputation, scaling the job satisfaction and detecting their turnover intention; Pearson correlation parameters related to the scales are calculated respectively 0.591, 0.504 and 0.295.

Herman and Hulin (1972, as cited in Kamaşak & Bulutlar, 2008) argue that job satisfaction is strongly influenced by organizational characteristics and corporate reputation based on employees, which means that perceived corporate reputation is supposed to have an effect on job satisfaction. (as cited in Kamaşak & Bulutlar, 2008; (Herman and Hulin, 1972).

In consequence of the correlation analysis related to whether there is a relationship between employees' perceived corporate reputation and their job satisfaction; **H₁**: For the hypothesis "There is a meaningful relationship between employees' perceived corporate reputation and their job satisfaction." It has been detected that there is a meaningful positive and moderate ($r = 0,591$) relationship between perceived corporate reputation and job satisfaction ($p = 0,00 < 0,05$).

Caminiti (1992: 49), Dowling (1986: 112), Eidson/Master (2000: 17), Preece et al. (1995: 88), Nakra (2000: 35). (as cited in Scwaiger, 2004) state that strong reputation fosters employee retention. This statement underlines that strong corporate reputation which is perceived by employees influences the employees' attitude towards the organization. They get more committed to it and they get away from the idea of quitting their job and company.

However, although the relationship is expected to be negative basing on the previous literature review, in consequence of the correlation analysis which has been done in order to detect the relationship between employees' institutional reputation perception and their job satisfaction; **H₂**: For the hypothesis "There is a meaningful relationship between employees' perceived corporate reputation and turnover

intention.” There is a meaningful, moderate ($r=0,504$) and positive relationship between perceived corporate reputation and turnover intention ($p =0,00<0,05$).

As Mosadeghrad asserts ‘job satisfaction is strongly correlated with turnover intention, greater the employees’ job satisfaction, the lesser would be their turnover intention. Supporting this Tet and Meyer (2010) argue ‘employees with low job satisfaction with their jobs are more probable to quit their jobs (as cited in Shahzad, Hayat, Abbas, Bashir and Rehman, 2011: 111).

All in all, when we look if there is a relationship between job satisfaction and turnover intention, the hypothesis of H_3 “There is a meaningful relationship between employees’ job satisfaction and their turnover intention”, there is a positive ($p=0,00<0,05$) but weak ($r= 0,295$) relationship between job satisfaction and turnover intention. It is again different from many literature results which claim that employees job satisfaction is negatively correlated with turnover intentions, thus the study clarifies that the bank employees being more satisfied end in a slightly increased rate of turnover intention.

Supporting the three Hypotheses the Correlation Analysis is also applied to the revised research model which also includes the dimensions of the variables. The Correlation analysis between Perceived corporate Reputation factors and job satisfaction shows that there is a weak positive correlation ($r=0,252$) between supportive climate and commitment and job satisfaction ($p<0,005$), a moderate positive correlation ($r=0,549$) between trust and ethics and job satisfaction ($p<0,005$), a moderate positive correlation ($r=0,542$) between management quality and value and job satisfaction ($p<0,005$), a very weak positive correlation ($r=0,140$) between self development and job satisfaction ($p<0,005$), a moderate positive correlation ($r=-0,566$) between corporate social responsibility and job satisfaction ($p<0,005$), a very weak positive correlation ($r=0,148$) between confidence and commitment and job satisfaction ($p<0,005$).

The Correlation Analysis between Perceived Corporate Reputation factors and Turnover Intention shows a weak positive correlation ($r=0,326$) between trust and ethics and turnover intention ($p<0,005$), a moderate positive correlation ($r=0,483$) between

management quality and value and turnover intention ($p < 0,005$), a moderate positive correlation ($r = 0,467$) between self development and turnover intention ($p < 0,005$), a moderate positive correlation ($r = 0,408$) between corporate social responsibility and turnover intention ($p < 0,005$).

The Correlation Analysis between Job Satisfaction factors and Turnover Intention shows a weak positive correlation ($r = 0,338$) between Social Status and Self Esteem and turnover intention ($p < 0,005$), a weak positive correlation ($r = 0,320$) between Work Condition and Career Concerns and turnover intention ($p < 0,005$), a weak negative correlation ($r = -0,253$) between Intrinsic Rewards and turnover intention ($p < 0,005$). The Analysis also shows that there is no significant relationship between Intrapersonal Effects and Turnover Intention.

The turnover intention of bank employees is also examined and it is found out that people time to time think of leaving their job but they are generally satisfied with their current job.

As it is also considered at the beginning of our study the perceived corporate reputation level of employees are determined and also the effect of perceived corporate reputation on job satisfaction and on turnover intention of employees is also analyzed through our study. Furthermore, according to our study the fact is reached that perceived corporate reputation has an effect on turnover intention and job satisfaction, and that these variables are related with each other. It is also realized that the sector of the bank, gender, working time at the current bank, managerial position of the employee and lastly the overall working life play important role in perceptions of these variables. The different factors of perceived corporate reputation and job satisfaction are also defined with a factor analysis and there are changes in the perceptions of the employees related with these different factors of the variables.

To sum up, there are factors which cause changes in the perceptions of employees. These factors are first for the perceived corporate reputation; supportive climate and commitment, trust and ethics, management quality and value, self development, corporate social responsibility, confidence and commitment. Furthermore,

in terms of job satisfaction these factors are important, namely the social status and self esteem, work condition and career concerns, intrinsic rewards and lastly the intrapersonal effects. All these factors have an effect on corporate reputation and job satisfaction perceptions and they also have a role in turnover intention accordingly.

6. DISCUSSION

The relationship between perceived corporate reputation of internal stakeholders, (the employees), their job satisfaction and their turnover intention is a different and rarely met combination of these concepts looking at the literature.

There are many studies applied by Management Scholars about corporate reputation of organizations which aim to illustrate better understanding of marketing and to analyze the customer attracting parameters. However, there are only a few studies handling the perception of corporate reputation by the employees in organizations which is also an important issue in HRM . This psychological aspect of corporate reputation which doesn't directly involves the customers and organizational profit, seems important to manage organization-employee relations, their motivation, their satisfaction and their willingness to stay. That is the reason why I chose this combination of variables to study and some findings are unexpected and different than the common literatures' point of view and some of them are supporting the general literature's findings. The correlation analyses indicate that there is a meaningful positive and moderate ($r= 0,591$) relationship between perceived corporate reputation and job satisfaction (Thus, it can be seen that the perceived corporate reputation has an important role in job satisfaction of employees. The finding, revealing that there is a meaningful, moderate ($r=0,504$) and positive relationship between perceived corporate reputation and turnover intention can be discussed and can be concluded that perceived corporate reputation level of employees are important in turnover intention of employees. Thus employees thinking that they work in a highly reputable company, tend to leave their company. This can stem from the self consciousness of the employees, who are sure that they will be able to find another job easily, whenever they think of quitting their job. The last correlation analysis finding showing that there is a positive but weak ($r= 0,295$) relationship between job satisfaction and turnover intention, indicates that job satisfaction in employees does not negatively influence the turnover intention of employees, being different from the common literature findings.

Still, the relationship is very weak. The employees who are satisfied with their current job, continue to think to leave their job.

In sum, depending on these findings , other variables, like self-confidence , and self-ego can be recommended to be studied further, to clarify the influence of increasing self-confidence level, in cases where employees perceive their organization reputable, to further illustrate the relationship of perceived corporate reputation with other variables.

ATTACHMENTS

Saygıdeğer Katılımcı,

Bu araştırmanın amacı; bankalardaki iç paydaşların (çalışanların), kurumsal itibara ilişkin algılamalarının tespit edilmesi, iş tatminlerinin ölçülmesi ve işten çıkma eğilimlerinin belirlenmesidir. Araştırmanın sonuçlarının, bankaların çalışanlar üzerinde yarattığı itibarının neleri etkilediğinin ortaya konmasında yardımcı olması ümit edilmektedir. Bulguların sağlıklı olması anket sorularına verilen cevapların titizliğine bağlıdır.

Anket üç bölümden oluşmaktadır. Birinci bölümde çalışanlardaki kurumsal itibar algısını ölçmeye yönelik sorular, ikinci bölümde iş tatminini ve üçüncü bölümde işten çıkma eğilimini belirlemeye yönelik sorular yer almaktadır. **Önemli olan ifadelerin samimiyetle cevaplanması ve cevapların boş bırakılmamasıdır.** Araştırmamız için kimliğinizin belirlenmesi önem taşımadığından, anket formlarına isim ve soyadı yazılması gerekli değildir. Araştırmacı dışında cevaplarınızı hiç kimse görmeyecek, değerlendiremeyecektir. Araştırmadan alınacak sonuçların, bizleri çalışanların is hayatına dair önemli bulgulara ulaştıracağını umuyoruz.

Bu seçeneklerden düşünce ve gözlemlerinize uygun olanını işaretlemeniz gerekmektedir. Gösterdiğiniz ilgi için şimdiden teşekkür eder meslek hayatınızda başarılar dilerim.

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İşletme Anabilim Dalı

Yönetim ve Organizasyon Bilim Dalı (İng)

Yüksek Lisans Öğrencisi

BÖLÜM 1

1. Yaşınız: ____
2. Cinsiyetiniz: () Kadın () Erkek
3. Doğum yeriniz: _____
4. Medeni durumunuz: () Bekar () Evli
5. Çocuklarınız varsa, sayısı: () Çocuğum yok () 1- 2 () 3 veya daha fazla
6. Öğrenim Durumunuz: () İlköğretim () Lise () Üniversite () Yüksek Lisans-Doktora
7. Yöneticilik göreviniz var mı? () Evet () Hayır
8. Kaç yıldır bu bankada çalışıyorsunuz? ____
9. Kaç yıldır çalışma hayatı içindesiniz? ____

Lütfen aşağıdaki ifadeleri; is hayatınızı dikkate alarak cevaplayınız. Sağda bulunan cevap seçeneklerinden size uygun olanı işaretleyiniz.

BÖLÜM 2

NO	MADDELER	KESİNLİKLE KATILMIYORUM	ÇOK AZ KATILYORUM	BİRAZ KATILYORUM	OLDUKÇA KATILYORUM	ÇOĞUNLUKLA KATILYORUM	TAMAMEN KATILYORUM
1	Bilgi birikimimi ve niteliklerimi sürekli olarak geliştirmeye çalışırlar.						
2	Alanımda yeterli olduğumu düşünüyorum.						
3	Kurum çalışanlarının alanında yeterli ve nitelikli olması kurumun itibarını olumlu yönde etkiler.						
4	Kurumda verilen hizmetlerin kalitesi yeterlidir.						
5	İletişim becerilerimin (konuşma yazı ve beden dili) yeterli olduğumu düşünüyorum.						
6	Bilimsel ve sektörle ilgili gelişmeleri yakından izlerim.						
7	Kurumun hizmetlerini iyileştirme ,düzeltme çalışmalarında çalışanların da fikir ve düşüncelerinden yararlanılır.						
8	Kurumda tüm paydaşlarla (müşteriler, çalışanlar, diğer özel bankalar, kamu kurumları) sürekli işbirliği yapılır ve iyi ilişkiler kurulur.						

NO	MADDELER	KESİNLİKLE KATILMIYORUM	ÇOK AZ KATILYORUM	BİRAZ KATILYORUM	OLDUKÇA KATILYORUM	ÇOĞUNLUKLA KATILYORUM	TAMAMEN KATILYORUM
9	Kurumda çalışanların başarıları takdir edilir.						
10	Çalışanlar eleştiri ve cezalandırılma korkusu duymaksızın öneri ve düşüncelerini özgürce ifade edebilirler.						
11	Tüm paydaşlardan (müşteriler, çalışanlar, diğer özel bankalar, kamu kurumları) gelen yenilikçi fikirleri değerlendirir						
12	Kurum araç,gereç ve donanım yönünden yeterlidir.						
13	Kurum ulaşım yönünden iyi bir konuma sahiptir.						
14	Kurum finansal yapısıyla bana güven verir.						
15	Kurumumuzdaki çalışanlar arasında güvene dayalı bir işbirliği vardır.						
16	Çalışmalarında meslektaşlarımla bilgi ve birikimlerinden faydalanmaya özen gösteririm.						
17	Kurumumuzda çalışanlara ücret dışı bir takım hizmetler sağlanır (kreş,servis,gezi,vs.)						
18	Kurumdaki herkesin kişilik haklarına saygı gösterilir						
19	Kurumda kişisel gelişim olanakları mevcuttur						
20	Kurumda çalışanların kişisel sorunlarına da çözüm aranır.						
21	Kurumun başarı öyküleri sürekli vurgulanır.						
22	Kurumdaki çalışma ortamını yeterli buluyorum.						
23	Çalışanlar kurumun tarihi ortamını öğrenmek için teşvik edilir.						
24	Sunulan hizmet hakkında müşteriler sürekli olarak bilgilendirilir.						
25	Kurumda doğal ortamın korunmasına yönelik çalışmalar yapılır(çevreye karşı duyarlılık).						
26	Kurumumuzun sunduğu bankacılık hizmetlerinin toplumun finansal refahını geliştirici bir rol oynadığını düşünüyorum.						

NO	MADDELER	KESİNLİKLE KATILMIYORUM	ÇOK AZ KATILYORUM	BİRAZ KATILYORUM	OLDUKÇA KATILYORUM	ÇOĞUNLUKLA KATILYORUM	TAMAMEN KATILYORUM
27	Kurumda insan yaşamına ve sağlığına yönelik tehditler belirlenir ve önlem alınır (İş kazası, doğal afetler, bulaşıcı hastalıklar...)						
28	Kurumumla gurur duyuyorum.						
29	Kurum çalışanları kuruma yeterince güvenmektedir.						
30	Kurumumuz çevrede önemli bir saygınlığa sahiptir(takdir edilir).						
31	Kurumumu başkalarına çalışmak için iyi bir yer olarak tavsiye ederim.						
32	Kurumun çevrede iyi bir itibara sahip olması çalışanların motivasyonunu ve iş doyumunu olumlu yönde etkiler.						
33	Kurumumuza başvuran müşterilerin mahremiyetlerine özen gösteririm.						
34	Kurumun olanaklarından herkesin adil bir biçimde yararlandığı kanısındayım.						
35	Kurumda paydaşlara (çalışan,müşteri, diğer kurumlar...)verilen sözler çoğunlukla tutulmaktadır.						
36	Bu kurumdaki çalışanlar yolsuzluk yapmazlar.						
37	Kurumda ödüllendirme ve cezalandırmada herkeşe adil davranıldığını düşünüyorum.						
38	Kurumun uygulamalarında etik değerlerin ön planda tutulması kurumsal itibarı yükseltir.						
39	Çalışanlar birbirlerini kırabilecek söz ve davranışlardan kaçınırlar.						
40	Tutum ve davranışlarımla toplumda iyi bir örnek teşkil ettiğimi düşünüyorum.						

BÖLÜM 3

NO	MADDELER İşyerim, aşağıda yer alan olanaklar açısından beni tatmin etmektedir:	KESİNLİKLE KATILMIYORUM	ÇOK AZ KATILYORUM	BİRAZ KATILYORUM	OLDUKÇA KATILYORUM	ÇOĞUNLUKLA KATILYORUM	TAMAMEN KATILYORUM
41	Beni her zaman meşgul etmesi bakımından						
42	Tek başıma çalışma olanağının olması bakımından						
43	Ara sıra değişik şeyler yapabilme şansının olması bakımından						
44	Toplumda saygın bir kişi olma şansını bana vermesi açısından						
45	Kişilerin idare ediliş tarzı açısından						
46	Amirimin karar vermedeki yeteneği açısından						
47	Vicdanıma aykırı olan şeyleri yapma durumunda kalmamam bakımından						
48	Bana sabit bir iş sağlaması açısından						
49	Başkaları için bir şeyler yapabilme olanağına sahip olmam bakımından						
50	Kişilere ne yapacaklarını söyleme şansına sahip olmam bakımından						
51	Kendi yeteneklerimi kullanarak bir şeyler yapabilme şansının olması açısından						
52	İşletme politikalarının uygulamaya konması bakımından						
53	Yaptığım iş karşılığında aldığım ücret açısından						
54	Terfi olanağı açısından						
55	Kendi kararımı uygulama serbestliğini bana vermesi bakımından						
56	İşimi yaparken kendi yöntemlerimi kullanabilme şansını bana sağlaması bakımından						
57	Çalışma şartları bakımından						
58	Çalışma arkadaşlarımla birbirleri ile anlaşmaları açısından						
59	Yaptığım iyi bir iş karşılığında takdir edilmem açısından						
60	Yaptığım iş karşılığında duyduğum başarı hissinden						

BÖLÜM 4

NO	MADDELER	KESİNLİKLE KATILMIYORUM	ÇOK AZ KATILYORUM	BİRAZ KATILYORUM	OLDUKÇA KATILYORUM	ÇOĞUNLUKLA KATILYORUM	TAMAMEN KATILYORUM
61	Eğer imkanım olsaydı işimden ayrılırdım						
62	Son bir yıl içinde işimden ayrılmayı daha sık düşünmeye başladım						
63	Aktif olarak yeni bir iş arıyorum						
64	İşimden ayrılmayı düşünüyorum						

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