

**NEAR EAST UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCE  
BUSINESS ADMINISTRATION  
MASTER'S PROGRAMME**

**MASTER'S THESIS**

**EFFECTS OF OCCUPATIONAL COMMITMENT  
ON CORPORATE REPUTATION: AN  
EMPIRICAL TEST FOR A HOSPITAL CASE IN  
NORTH CYPRUS**

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**NICOSIA**

**2015**

## ÖZET

### **Kurumsal İtibar Üzerine Mesleki Bağlılığın Etkileri: Kuzey Kıbrıs'ta Bir Hastane Üzerine Ampirik Bir Test**

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**Temmuz, 2015**

Son zamanlarda, yerli ve yabancı literatür incelendiğinde kurumsal itibarın, kuruma etkileri üzerine hazırlanmış çeşitli çalışmalara rastlamak mümkündür. Rekabetin uluslararası bir alana taşındığı şu günlerde özellikle kurumların sunduğu hizmetler büyük ölçüde benzeşmeye başlamış, bu çerçevede modern yönetim yaklaşımlarından biri olan itibar yönetimine ilişkin araştırmalar önem kazanmıştır. Araştırmalar sonucunda gerek ülkeler, gerekse uluslararası platformda, itibarı yüksek ölçekli kuruluşlar ön plana çıkmıştır. İyi bir itibar için tüm sosyal paydaşların beklentileri dikkate alınmış ve paydaşların beklentileri ile kurumun beklentileri uyumlaştırılmıştır. Bir kurumun tedarikçilerinin, müşterilerinin, halkın ve çalışanlarının nezdinde sahip olduğu itibar, rekabetin yüksek olduğu iş ortamlarında farkındalık yaratarak, ayrıcalıklı ve başarılı olmanın kapılarını açan çok önemli bir etkidir. İtibarı etkileyen sosyal paydaşların başında çalışanlar gelmektedir. Çünkü kurumun hayatını sürdürebilmesinde çalışanlar önemli bir role sahiptir.

Herbir meslek, mesleğe mensup üyelerin tamamı tarafından maddi kazanç elde etme isteğini geride bırakan yüksek bağlılık gerektirir. Ancak, sağlık alanında çalışan bireyler; bilgi hazneleri, eğitimleri, deneyimleri ve benzeri sebeplerden dolayı diğer çalışma alanlarının bir çoğundan daha profesyonel olma önceliğine sahiptirler. Bu da sağlık çalışanlarının kendi mesleklerini bir kariyer alanı olarak görmelerine yol açar. Profesyonel bireylerin mesleklerine duydukları bağlılıkları yaptıkları işin sonuçlarında önemli bir role sahiptir. Çünkü profesyonel bireyler çoğunlukla mesleki beklentileriyle ilerlerler. Bu sebeple sağlık çalışanlarının mesleklerine duydukları bağlılıklarının geliştirilmesi büyük önem taşır.

Bu çalışmanın amacı, sağlık çalışanlarının(doktor, hemşire, paramedik, vb.) “mesleki bağlılıkları” ile “kurumsal itibar” arasındaki ilişkiyi ortaya çıkarmaktır. Özel bir hastane çalışanları üzerinde mesleki bağlılık boyutları incelenip, çalışanların kendi kurumlarına itibar açısından nasıl baktıkları algısı ölçülmeye çalışılmıştır. Mesleki bağlılık boyutlarına ve bu boyutların kurumsal itibar etkenlerine olan etkilerine yer verilmiştir. Çalışmanın sonucunda, mesleki duygusal bağlılığın; ölçümleme sonucunda elde edilerek gruplanan kurumsal itibar unsurlarından sosyal çevre iş ortamı, ürün performans ve vizyon liderliğini büyük ölçüde etkilediği ortaya çıkarılmıştır. Ayrıca kurumsal itibar etkenlerinin farklı başlıklar altına toplanarak azaltılabileceği tespit edilmiş ve etkin bir kurumsal itibar sağlanmasında mesleki bağlılığın sağlanmasına ilişkin öneriler getirilmiştir.

**Anahtar Kelimeler:** Kurumsal İtibar, Mesleki Bağlılık, Duygusal Bağlılık, Devam Bağlılığı, Normatif Bağlılık, Sağlık Çalışanları, Doktor, Hemşire, Paramedik.

## **ABSTRACT**

### **Effects of Occupational Commitment on Corporate Reputation: An Empirical Test for a Hospital Case in North Cyprus**

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**July, 2015**

Recently, when the domestic and foreign literature are examined, several studies on effects of the corporate reputation in the corporation can be found. These days when it moved to an international field of competition, especially in services offered by corporations began largely to resemble each other, one of the modern management approach has gained importance in this context of the research on reputation management. As a result of the study, the corporations with the highest reputation scale came into prominence both in the country and in the international arena. For a good reputation, expectations of all stakeholders are considered and the expectations of stakeholders and corporation are harmonized. The reputation of a corporation in its suppliers', customers', public and employees' eye is a very important factor which open the doors to be privileged and successful by creating awareness in a business environment where the competition is high. The most important social stakeholders which influence reputation is employees who have an important role for the corporation to survive.

Each occupation requires a high commitment by all its members, leaving behind the desire to achieve financial gain. However, individuals working in the health field have a priority according to other fields to be more professional because of the knowledge reservoir, training, experience and similar reasons. This provides the healthcare staff to see their occupation as a career in the field of healthcare. The commitment of the professional staff to their occupation has an important role in the results of their work. Because professional individuals often proceed with their occupational expectations. Therefore, further development of the healthcare staff's commitment to their occupation has a paramount importance.

The purpose of this study is to reveal the relationship between "Occupational Commitment" and "Corporate Reputation" of healthcare staff (doctors, nurses, paramedics, etc.). The dimensions of occupational commitment of a private hospital employees was examined, and what their perception is in terms of their own corporate as employees was measured. Dimensions of occupational commitment and effects of these dimensions on corporate reputation were studied. In conclusion, it was observed that the occupational affective commitment highly affects the social environment of the business environment, product performance and vision leadership, which are one of the factors of the corporate reputation and which were grouped as a result of the measurement. In addition, it was found out that the factors of corporate reputation can be reduced by being collected under different titles, and

recommendations regarding the provision of occupational commitment in ensuring effective corporate reputation has been introduced.

**Keywords:** Corporate Reputation, Occupational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Health Workers, Doctors, Nurses, Paramedic.

## **ACKNOWLEDGEMENT**

First of all, I thank infinitely to the ones who brought me to the world, and who I always saw presence and responsibility; my dear mother and father, I feel the support of the whole family and relatives in this process, thank you cordially.

I studied to determine the subject during my thesis, my preparation, analyze enlightening and I thank to my guiding assistance from start to finish never lent my side and who is always a valued advisor Assoc. Prof. Dr. Mustafa Sağsan and also because of the support I offer my thanks to the Asst. Prof. Dr. Tunç Medeni and Asst. Prof. Dr. Tolga Medeni with my all sincerity.

Due to the understanding and support of my manager Şahin Özgür Çeri who is holding MBA and a PhD. Candidate of Business Administration and sincerely thanks my colleagues for their understanding.

Always sharing her information and effort with me, with the support which motivates me, always with me I feel the presence of valuable Clinical Psychologist. Tuğçe Denizgil and thanks cordially for her help to my friend Havva Topal.

Finally, I thank to the participants who contributed their valuable time for my work.

**Nicosia, July 2015**

**PINAR KURD**

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## **ABBREVIATIONS**

NGOs: Non-Governmental Organizations

US: The United States (of America) ABD

R&D: Research and Development

HRM: Human Resources Management

CEO: Chief Executive Officer

RQ: Reputation Quotient

CSR: Corporate Social Responsibility

SPSS: Statistical Package for the Social Sciences

## **INTRODUCTION**

As the time passes, the importance of the term reputation gains importance for the corporations who try to survive in these present competitive conditions. The corporations who carries an active reputation management are considered with positive perceptions by their customers, suppliers, their employees and in the eye of all the society. This multidimensional habit has influence on forming the corporate reputation and it displays how much it is difficult to gain a reputation and maintain it. When the products and the services have similarities in many ways, their reputation is the most important value for the corporations which provide them to be different and stand out from other corporations. It is seen that the institutions which have strong corporate reputation have advanced skills in surviving, improving and managing the risks in the competition conditions where change is dominated. Reliability has an important place in creating corporate reputation. When the lexical meaning of reputation is analysed, it is seen that it is matched with the words 'reputability and reliability' (Turkish Language Association Grand Turkish Dictionaty, 2014). Reputation is a subject dealt in several disciplines such as psychology, sociology, economy, management and marketing (Walsh and Beatty, 2007, 128). When the letters about management are examined, it is seen that many descriptions have been made by a lot of researchers, experts and academicians. Strong corporate reputation have positive effects on employee productivity and commitment. The employees underlie the reliability of the out-company shareholders on the institution with the feeling of belonging and belief towards the corporation. It is not possible for a corporation to get reliability towards its service and its products without the contribution of the employees. Employees serve as the most important source on behalf of the corporation and in this regard the corporate reputation is always important for the employees (Şatır, Erendag Sumer, 2006, 16). Besides the positive effects of the corporate reputation on the existing employees' productivity and their commitment to their corporation, it also has an attractive effect on attracting qualified staff to the corporation.

According to Charles J. Fombrun, who has made important studies on this subject, corporate reputation is the presentation of the corporation's past experiences and future expectations, and it is the key component the corporation applies when it is compared to its opponents (Yirmibeş, 2010). According to Herbig and Milewicz, corporate reputation is the process of the collection of the judges of various groups which are in contact with the corporation in time (Akmehmet, 2006, 31).

Corporate reputation is created as a result of the assessments of the stakeholders about how they perceive the corporation. Each person or group who is influenced from the actions, decisions, policies or aims, are considered as stakeholders (Şatır and Erendağ Sümer, 2006, 16). It is possible to categorise the stakeholders as 'internal stakeholders' and 'external stakeholders'. Internal stakeholders consist of the founder main owners, stockholders, investors, managers and the employees. On the other hand, external stakeholders consist of society, customers, suppliers and opponents (Akmehmet, 2006, 38). In this regard, it is possible to say that it would increase the success to make some studies in a way that can reach to all the stakeholders of the corporation in the process of reputation management (Uzunoğlu and Öksüz, 2008, 115).

In the measurement about reputation, internal stakeholders were used and it was applied to the profit-oriented corporations, and company scheduling took place in most of these measurements. One of the best known researches, which considers reputation based on internal stakeholders, is the research of Fortune magazine. Since 1983, the Fortune magazine have asked to its managers and analysts questions in accordance with their own sectors, in the categories of the quality of the products and services, innovativeness, long term investment value, financial solidity, improving skills and keeping them in the corporation, social responsibility, the use of the estate and the quality of management. When the results of the research held by the Fortune magazine analysed, it is seen that some findings have been made about the basic benefits of the strong corporate reputation to some corporations.

For instance, a corporation which manages its reputation well, which means the corporation takes place at the top of the schedule, can buy its products or services 7 times easier and more expensive, can buy something in 5 times less, is advised more than 4 times as 'it is a good place to work', and is preferred three times more by the suppliers and subcontractors to do business, when it is compared to a corporation

which takes place at the bottom of the schedule. The most important of these is that it can beg the society off its mistake 1,5 times easier in a crisis situation. It is another important result of the researches that, the 1% increase of the reputation contributes 3% to the marketing value of the corporation and 6% to the preference of its products and services by the consumers (Saydam, 2007, 1). In Turkey, the Capital magazine brought up this subject to the agenda by making the research named ‘Turkey’s Most Admirable Companies’ in 1999 (Yirmibeş, 2010, 40).

Depending on this, it is possible to consider the corporate reputation as ‘internal reputation’ which includes internal stakeholders, and ‘external reputation’ which includes external stakeholders. In this study, the internal reputation was dealt on the employees who are internal stakeholders.

In 1998, a collaborative work was held with the Harris Interactive which is a marketing research company. The aim of this work was to develop a standard a means to measure the stakeholders’ perceptions in the reputation measurements with the proposal of Reputation Institute. In this work, the people were asked the names of the corporations who they love and respect, the names of the corporations they do not love and do not respect, and why they think so. Then, as the conclusion of the work, all the information from different groups and sectors were analyzed, and it was seen that people express their feelings with twenty characteristics which form six main categories (Fombrun, Foss, 2001, 1).

Later, an index was prepared with C. J. Fombrun and the Harris Interactive Company, which makes researches in the field of reputation management, on these twenty variables. The index was named as ‘Reputation Quotient/ Harris-Fombrun Reputation Quotient’, and with that index, it was enabled to set the perceptions of the stakeholders towards the corporation. Under favour of this index, it can be set how the stakeholders consider the reputation of the corporation on the basis of the given characteristics, and it gives the results by transforming them as the information that they can use to improve the reputation of the corporation (Çillioğlu, 2010, 41). The dimensions of the scale are named as ‘Reputation Quotient’, which was mentioned above and created by the Harris Interactive Company and C. J. Fombrun, and the subjects under these dimensions are (Fombrun, Foss, 2001, 1):

- Emotional Appeal, how much the corporation is loved, appreciated and how much it is respected,
- Product and services, the perception of quality, innovation, value and reliability of the products/services of the corporation,
- Financial performance, profitability of the corporation, expectations and risks,
- Vision and leadership, how much the organization created a realist and clear vision,
- Workplace environment, how good the corporation is managed, how its work is, and the quality of its employees,
- Social responsibility, how a good example the corporation is with the society, its employees and the relationship with the other corporations.

The main policies about managing the reputation are developed by the management, but protecting this reputation is the duty of all the employees. For the employees to consider protecting the corporate reputation as their primary duty, the management should express employees' roles and responsibilities during the reputation process. For this reason, corporations should encourage all the employees to participate in the reputation process (Kadıbeşgil, 2006). According to Wilson (2001), the most important recipient of each corporation is its employees. For this reason, the employees should be more sensitive about creating and practicing communication strategies and the complexity of the values.

The employees' behaviours and attitudes are influenced more than the organizations' formal communications channels. For instance, leadership, business environment and informal socialization processes are an important part. Employees' values and behaviours are changing gradually, they are difficult to manage, and show significant differences from one section to another. This means that internal communication activities should be continuous. Employees are informed about what they should do, and the result of what they have done with the consistent and continuous internal communication activities. In this way, they become aware of their contributions to the reputation process, and their motivation increases. Puchan et al. (1997), when the

employees show participation in the corporation, they work actively, and when they are fully informed, they show active participation. In fact, the employees cannot be expected to love their work without telling them what they are working for and the result of their work. So, during the process of corporate reputation, the employees who work for the internal communication should be informed continuously about both their successes and failures. It should not be forgotten that 'reputation is developed as a result of the clear and fair communication in the corporate culture'(Rubin, 2006).

Corporate reputation is very important for both production organizations and service organizations. However, the good quality hand-held products of production organizations constitute a positive opinion about the organization. However, the reputation of the corporation may contribute to provide a positive opinion for the abstract products of the service organizations. For this reason, in service organizations, corporate reputation management should gain more importance. In this study, health sector was studied which is a very important service corporation.

The healthcare staff whose motivation level is low, has more possibility of making mistakes. In the health corporations, which serve in a very sensitive field such as human life, keeping high the life quality and the level of the motivation of the staff is very important. Motivator factors are very significant for the employees' respect to the corporation, their devoted work, and their love to the corporation.

There are various motivation types such as throwing the employees together by picnic/excursion/ sports games, flexibility, remembering the important days of the employees, being careful about the office/work equipments, providing clean and tidy working environment, working on a promotion or more high level project, extra holiday, rise in salary, course for improving the employees or seminars for improving the skills, organizing cocktails/business dinners periodically, company journal and notice boards, and giving information about the company. Also, another motivation which does not have a substance is participation. The employees' participation in the resolution process is very significant for them to raise their prestige and the feeling of their adoption. Besides the resolution process, the employees' participation to the group works, trainings and seminars, and the support from the managers provides to meet the need of recognition. Giving importance to the training of the employees show the fact that their job is respected, appreciated



and noticed and this would repeat the success of the employees, so that their occupational commitment and the desire to maintenance it would enhance.

Occupation is defined as the working of the employees in a job for a period of time for carrying on their lives and earning money (Lee et al., 2000, 800).

When the studies related to the occupational commitment are examined, it is seen that this concept was first defined by Greenhouse (1971) as ‘the pupils’ giving importance to a work or career’. Morrow named this concept as career commitment based on Greenhouse’s definition in the Model of Occupational Commitment and relates it to the other commitment types (Morrow, 1983, 487; Morrow, 1993, 21).

In the studies in the area of occupational commitment, there is a debate about the usage of the terms career, professional and occupation. Aranya and his friends who have an important place about the subject of occupational commitment use the term “professional commitment”. Authors define the concept as “giving occupational identity prominence, making an effort for the job they are a member of, objective, value, norm and commitment to the ethical principles” (Aranya, Ferris, 1984, 3; Lanchman, Aranya, 1986, 229). On the other hand, Blau prefers the concept “career commitment” and he states that professionalism is a subbranch of the job and criticizes the usage of the concept professional commitment. In this regard, he defines career commitment as the attitude of the pupils towards their occupation or their work (Blau, 1985, 278; 1988, 53; 2001a, 280).

However, Allen, Meyer and Smith (1993) reject the use of the concepts professional and career commitment. According to authors all the pupils who are or who are not professional may experience occupational commitment during their working lives. For this reason, the concept career has a different meaning because it includes pupils’ different jobs during their working lives, occupational preferences, and other activities related to their work. So according to the authors the concept of occupational commitment should be used. In this frame, they define occupational commitment as “the psychological relation pupils develop with their occupations and their emotional reactions towards their occupations”.

As the importance of the occupational commitment in terms of pupils' attitudes and behaviours increase for the pupils, the studies related how to measure the concept in the related area are gaining importance as well. It is observed that occupational commitment literature has been enriched in parallel with the development in the organizational commitment literature and it is also observed that occupational commitment is conceptualised as unidimensional (Morrow, 1983; Blau, 1985; Aranya, Ferris, 1984; Lachman, Aranya, 1986) and multidimensional (Meyer et al., 1993; Blau, 2003). Meyer and his friends point out the inadequacy of the studies on this subject and they suggested a three dimensional conceptualization consisting of affective, normative and continuance dimensions (Meyer et al., 1993, 539).

Each occupation requires a deep commitment by all its members towards their occupation which outweigh the desire of earning money. However, in a sector such as health area which carries a vital importance, the employees have the tendency to be more professional according to other working areas for the reasons such as their training, their scientific knowledge, their experiences they had from long years, and professional organizations.

Some researchers think that pupils' tendency to commit their occupations instead of their organization has increased. According to this, the changes occurred in the organizations' structuring type and working conditions, obscure the employees' career development and pupils develop a negative attitude towards their organization (Morrow, 1993, 33). On the other hand, according to some studies (Carson et al., 1995, 303; Carson, Carson, 1997, 65–67; Blau, 2003, 471-472), pupils invest their occupations which they have a control power on in order to cope with the environmental and organizational ambiguity; this means instead of committing their organizations, they prefer to commit their occupations. Consequently, the question what are the attitudes of the pupils who are faithful to their occupations towards their organizations has gained significance.

In this study, the occupational commitment of all the healthcare staff with white collar workers (the paramedic group such as doctor, nurse, radiologist, psychologist, dietician, physiotherapist and technician) and the effects of the reputation of the corporation in its employees' eye are analysed. When a detailed literature review is

held, it is possible to see that corporate reputation and occupation commitment are analysed separately with different variables. Lots of studies have been made on the healthcare staff, and different results were found out. But studies in which corporation reputation and occupational commitment were put together and which applied to all white collar workers, were not encountered. For this reason it is obvious that this study will contribute significantly to the literature. This study concentrated on the relationship between three dimensions of occupational commitment and six dimensions of corporate reputation. It is obviously said that this relationship could be affected by each other in the context of employees satisfaction and motivation. Quantitative analysis and five-point likert scale was used.

In the first part of the study, the definition of corporate reputation, its significance, its history, its sources, other components related to corporation reputation, components of corporate reputation, the influence of corporate reputation on stakeholders and the dimensions of corporate reputation take place.

The second part includes the definition and importance of occupation commitment, its levels and relations to personality.

In the third part a questionnaire was conducted in a private research hospital taking a universe and the internal stakeholders in this universe as a model. The aim was to measure how the perception of corporate reputation of the hospital is considered by its staff. This part also consists of the methods used in the study, the importance of the study, its aim, its model, hypotheses, examples and the scales used in the study. In the study, Fombrun's scale named as 'Reputation Quotient' was used in Ayşegül Gezmen's thesis named "Corporate Reputation Management and Research Towards the Measurement of Corporate Reputation Perception: Case of the Grand National Assembly of Turkey" as 18 questions (features) and as integrated into Turkish (Gezmen, 2014).

Analyses take place in the fourth part. In this part, firstly, factor analysis was applied in order to bring a lot of related variables to find less but new conceptual meaningful variables (factors, dimensions), factor analysis was applied in order to explore, and as a result of this analysis Fombrun's scale consisted of six dimensions come under three dimensions. These perceptions are named as Vision and Leadership, Workplace

and Social Environment, Product and Performance in accordance with the questions. A reliability analysis was held to measure the consistency of the answers of the questions in the scale. During the reliability analyses, the three factors (Vision and Leadership, Workplace and Social Environment, Product and Performance) found as a result of the factor analyses, analysed separately and their reliability was examined. As a result of this analysis it was observed that when the two questions in the scale of corporate reputation are removed, reliability is higher. So that the two questions were removed from the scale and the analysis went on without these two questions. The reliability analysis was applied separately to the three dimensions (affective, normative and continuance) in the scale of occupational commitment in the same way and it was observed that with the omission of two questions the reliability increases. For this reason this analysis went on without these two questions, as well. A correlation analysis was made in order to define the direction and the strength of the linear relationship among the variables, and as a result of this analysis, it was stated that there is a relationship between Vision and Leadership and affective and normative commitment; Workplace and Social Environment and affective and normative commitment; and lastly Product and Performance with affective, continuance and normative commitment. A regression analysis was made to measure the relationship between the variables which are related to each other which is the result of the correlation analysis. With these analyses, the result of the study was found out. According to this result, affective commitment which is one of the dimensions of occupation commitment is highly influential on the perceptions of the three dimensions of corporate reputation (Vision and Leadership, Workplace and Social Environment, Product and Performance). That means as a result of this study, it was found that in the case of increasing of the affective commitment, the corporation's Vision and Leadership, Workplace and Social Environment, Product and Performance factors would increase highly. In this part, the limitedness of the study was also discussed.

In the fifth part constitutes of the previous studies and shaped discussion section.

In the sixth and the last part, the result of the study and the conclusion part take place which consists of the advices in accordance with the result.

## **CHAPTER 1**

### **CORPORATE REPUTATION**

#### **1.1. The Concept and Importance of Corporate Reputation**

Since the corporate reputation has an impact on the strategy, culture and other values of organizations, it seems that the main factor is to overcome the competition (Cravens, Oliver, 2006, 295). When the used technology, product and service are similar in a market place, respectability and reliability emerge as essential factors. Reliability plays an important role on the information of corporate reputation. Turkish dictionary defined “reputation” as “reliability and reputability” (Turkish Language Association Grand Turkish Dictionary, 2014).

There are different areas which analyze reputation such as psychology, sociology, economy, management and marketing (Walsh, Beatty, 2007, 128). Reputation has many diverse meanings which defined by researchers and lecturers.

Corporate reputation has positive or negative perceptions about the company or a similar corporation of stakeholders such as employees, customers, members of the media, investors, non-governmental organizations (NGOs), suppliers and financial analysts (Weber Shandwick).

Charles J. Fombrun has conducted important researches about that topic, he defined corporate reputation as the past experiences and future expectations of an organization, and all key components that the organization use to consult in the case of competition.

According to Herbig and Milewicz corporate reputation based on the jurisdiction in which the various groups interact with organizations over time emerges as a process that brought together (Akmehmet, 2006, 31). Kadıbeşegil defined the corporate reputation as a stance against the sensitivity of society of the institutions (Kadıbeşegil, 2008, 131).

## 1.2. History of Corporate Reputation

The interest in corporate reputation management is seen in the US, first increased in the 1990s. Reputation management, processed with other research on the website later, and followed by Fortune Magazine has made the 'Most Admired Companies' and the research has begun to attract attention in the global market. Capital magazine has been put forward the Reputation management concept for the first time in 1999 in Turkey, "Turkey's Most Admired Companies" and the research has put this issue on the agenda (Yirmibeş, 2010, 40).

The basic elements of corporate reputation may be ranked as the level of awareness for institutions and products, financial performance, quality of management and employees, product and service quality and leadership(www.kalder.org,2011). Corporate reputation, acquisition and preservation is a value which is quite difficult. Below are the main topics of issues to be considered in structuring an effective corporate reputation management (Kadıbeşegil, 2010, 176-177):

- The internalization of its vision, defining the corporate culture and values, to be measured at regular intervals of how internalization.
- Ethics and accountability in the implementation of the application together with ethics values.
- The adoption of international accounting standards and transparency in management.
- Corporate social responsibility and management.
- The creation of employee satisfaction and employee career development policy.
- Creating customer satisfaction policy and adoption of customer-oriented way of thinking.
- R & D and innovation capability.
- Triple reporting (financial, social and ecological applications) done.

Corporate reputation and organizations of all stakeholders consists of results of how they have done and how they perceive evaluation. The corporation's actions, the decision of each individual or group affected by the policy or objective, are

considered stakeholders (Şatır, Erendağ Sümer, 2006, 16). Stakeholders can be classified as "internal stakeholders" and "external stakeholders". Internal stakeholders compose of founding principal owners, shareholders, investors, managers and employees. External stakeholders compose of the community, customers, suppliers and competitors (Akmehmet, 2006, 38). It says that it is possible to increase the success of the work done to reach all stakeholders in the reputation management process of the corporation in this context (Uzunoğlu, Öksüz, 2008, 115).

### **1.3. Sources of Corporate Reputation**

Corporate reputation showed the impact of marketing and communications as soon as possible. Today, we can see that corporate reputation is synthesized with the human resource management (HRM) and corporate strategy (Barrow, Mosely, 2005; Fombrun, 2005; Fombrun, Shanley, 1990; Friedman, 2009). The reputation of the corporation is transferred by the managers to outside. Mostly corporate reputation is the act deemed to be started from inside out. (Martin, 2009a, 2009b).

Fombrun (1996) stated that the organization's corporate reputation has been observed that they did a good job in managing the factors highlighted below:

1. Distinctiveness— corporations have an important place in the views of stakeholders.
2. Focus—firms emphasized a core.
3. Consistency—communication of corporations with all stakeholders is consistent.
4. Identity— corporations are seen by stakeholders as original.
5. Transparency— firms are seen open and sincere in their work.

A positive corporate reputation provides important advantages such as, innovation in the industry, creativity, intellectual capital, high level of service to its customers and intangible.

A corporation develops a positive corporate reputation based on internal human resource management(HRM) and develops practices such as presence of sound and well-developed and articulated HRM strategies, initiates to increase employee engagement, and efforts to attract, retain and develop talented employees.

The survey conducted by Weber Shandwick and Reputation Institute has identified six elements in creating a positive corporate reputation. These are:

1. Responsibility—supporting environmental and societal responsibility.
2. Communications—open dialogue and full description with transparency.
3. Products and services—submit high quality, innovative, customer satisfaction, and positive rumour.
4. Talent—rewards employees, retains and attracts talent, promotes diversity.
5. Financial measures—do better than competitors, steady, have a high investment value.
6. Leadership—the CEO and senior team are specify, hard leaders, and apply good management.

Chun (2005) found a variety of opinions on the nature of corporate reputation. Chun draws a distinction among image, identity and required identity. Image refers to “how others see us,” identity is “how we see ourselves,” and desired image is “how we want others to see ourselves.” There are also several corporate reputation measurements. Some of the extensive dimensions of these measurements contain emotional appeal, quality of products and services, vision and leadership, quality of management, social responsibility, workplace environment, financial soundness and long-term investment value.

#### **1.4. Other Related Concepts of Corporate Reputation**

Some of the concepts which are related to corporate reputation or used as a synonym in the related writing and relations with Corporate Reputation were discussed.

##### **1.4.1. Corporate Identity**

Corporate identity can be defined when the member of organization regard themselves as a part of the organization and answering of the questions of ‘who we are?’ “How the members perceive the organization, and organizations in relation to thoughts and feelings, to what extent a concept is related to integrating their own organizations”(Arik Toprak, 2007, 33).



Generally, corporate identity is a message for internal stakeholders. Identity is a concept which is related to the realities of the organization rather than the 'sender' side of communication process but reputation is a concept related to the perception of the message receiver (Eryılmaz, 2008, 157).

#### **1.4.2. Corporate Image**

Corporate image is interested in effect of corporate identity on Employees, target groups (stakeholders) and is the result of public concerns on the organizations with what they do or not (Akmehmet, 2006, 18-19). Image can almost instantly created in today's media-intensive. The corporate reputation, as a historical dimension and as an element that requires a long-term perception of the corporation is seen separately from the corporate image and can not be formed as soon as it is argued (Marangoz ve Biber; 2007, 176).

In other words, identity is a phenomenon related to internal stakeholders and intra-organizational structures. The image is a factor related to external stakeholders and reputation can be considered as the sum of the image and identity (Çiftçioğlu, 2008, 119).

#### **1.4.3. Corporate Culture**

Corporate culture; institutions and organizations which holds together the members of shared philosophies, ideologies, values, beliefs, expectations, defined as a set of attitudes and norms (Lund, 2003, 220).

Corporate culture is a major unifying force that united under the umbrella of an organization from different social cultures, various requests, needs and expectations of people with a common purpose. An organization with a strong corporate culture is a place where a combination of high spirit of team managers and employees who love their work, who have creative sense of commitment and motivation to work. Each institution has its own values, beliefs, norms and institutions of these elements is the most important features that distinguish it from others. The components of the corporate culture significantly affects employees, managers and the sense of belonging to their customers against the organization and it plays a vital role in creating the feeling of being 'we' (Akin Acuner, 2010, 1-11). Innovative, integrative,

collaborative corporate culture that gives value to people and the environment, is an important element in the creation of a strong corporate reputation.

#### **1.4.4. Corporate Social Responsibility**

In the world's rapidly evolving and changing conditions, there are limited resources and to raise living standards requires to improve environmental conditions. This responsibility cannot be expected to be encumbered only on the government, civil society organizations or individual effort (Akıncı, Vural, Coşkun, 2007, 47). Economic sector has an important responsibility to the world and the environment.

Reputation is a concept based on value which includes commercial and social responsibility (Cravens, Oliver, 2006, 295). For organizations to have a good corporate reputation, they must take the responsibility of fulfilling their social activities and community-sensitive. In short, creating the organizations' reputation must put the socially responsible enterprise value to the minds of the stakeholders. Stakeholders in assessing organizations, taking into account their implemented social responsibility activities are valued for social performance related to the society (Çiftçioğlu, 2008, 119).

#### **1.5. Dimensions of Corporate Reputation**

Every social phenomenon and concept emerge as a result of its constituent components. A concept can be defined just explaining social phenomena and concepts which create it. Model of Harris-Fombrun Reputation Quotient/RQ is one of the most important studies which is developed to measure perceptions of many stakeholders related to different institutions in the literature about corporate reputation (Şatır, Sümer, 2006, 53). Corporate reputation management perception study determine how stakeholders perceive the corporate reputation by using the knowledge, behavior, belief and view of stakeholders in six different dimensions and total twenty expression. These six sizes are; emotional perception, products and services, financial performance, vision and leadership, workplace environment and social responsibility.

### **1.5.1. Emotional Perception**

Especially people who are facing the production of goods and services to society, companies, political parties and corporations make associations to create emotional appeal to stick in the mind and faithful representation.

With the owned reputation, employees can be hold down a steady job and customers are able to motivate to spend. Customers can be less sensitive to price of the product or service with created appeal. An emotional relationship consists of between consumers and product and services of Corporation. This relationship covers how value and culture of the corporation make a relationship with stakeholders. Employees, who have an emotional relationship with the corporation are easier to identify themselves with the corporation (Karaköse, 2007, 102). Emotional appeal expresses the dignity, estimating and safety also it is related to have an attraction for and get respect from internal and external stakeholders of corporation.

### **1.5.2. Products and Services**

Product and services of corporation are tangible indicator which provide to reach the corporation to extensive the mass. In other words, experience of consumers aimed at organization's products and services determine their perspectives to corporation. Accordingly, the positive experiences affect corporate reputation positively with product and services which belong to corporation, on the other hand, negative experiences affect negatively the reputation. Also obtained high profits on the sale of high quality products reduce the quality of qualifications. It also provides balance in profit and sales for investment institutions. When consumers believe the product is quality, it may contribute to the corporate reputation (Öksüz, 2008, 46).

### **1.5.3. Financial Performance**

It includes profitability of the corporation, expectations and risks. Satisfaction of employee important for financial performance. Employee satisfaction is an indicator that as an internal stakeholders towards their works, employee satisfaction or dissatisfaction with their own expectations and the need to be answered with their size of satisfaction and it also has an important role in increasing customer satisfaction levels. In other work, customer satisfaction is dependent employee behavior on the satisfaction of working in corporate behavior. Reputation

management, has begun in corporate dimension in the company. Employees represents the corporate's corporate values and their business styles. Therefore, the performance of corporate reputation goes back to working in a positive or a negative way. Usually in everyday life, the answer of this question "What kind of corporate I am working?" is an indicator of what is the case of corporate reputation. Employees description of how their corporation is an indicator that the company's corporation content management situation (Exelect, 2011).

#### **1.5.4. Vision and Leadership**

Nowadays it is possible to define the roles and responsibilities of the leaders of the three main areas. First mission of the leader is to define the vision of the corporations they manage. The second mission is to make the necessary changes for the corporation and to select qualified human power. The third mission is to manage the corporation's reputation (Kadıbeşegil, 2006, 155). All these tasks are the source of power they have when performing the leaders: Formal power of the corporation, the respect of subordinates reward power, the power to punish, specialist power and power based on appreciation (Güney, 2007, 286). Beyond being consistent in behavior to gain reputation, the best reason for the mission of the institution and what to do about each activity must be linked with the vision and values. This behavior increases the expectations of third parties towards the creation of the institution and the institution consistency (Argüden, 2003, 155).

Should they pay attention to corporate reputation of the leaders who want to upgrade are as follows:

The most important factors that make the reputation of a corporation customer satisfaction is high. Therefore the primary step of products and services to gain credibility is continually striving to improve the quality. From inside and outside given promises to return from that, to be perceived as a source of information and advice in the sector also helps to improve reputation. Acknowledging mistakes and finding solutions are approaches needed to gain the trust of the community. Maintaining the mission to bring the excitement to employees and stakeholders has a reputation-enhancing effect. The senior management of internal and external interaction with the environment would benefit the reputation for consistency with the corporate identity and personality. Indeed, institutions that shape the values of the

founding entrepreneurs is often easier in capturing this consistency in the organization because they reflect their own values. The figures used in the communication of messages to a logical framework beyond being consistent, increase the trust factor posited model makes an impact. When leaders perform these tasks and responsibilities properly and successfully, they will be requested to save the reputation of the institution. Besides leaders' benefits to the corporate such as gaining reputation to it, they can also damage the reputation of the institution gained.

#### **1.5.5. Workplace Environment**

If corporations want to have a reputation, as well as a separate capital for certain reputation, infrastructure has to be planned very good. A well-planned working environment is an important step towards reputation. Infrastructure, employees and customers are the first physical space they saw. Employees can lose their loyalty to the corporation because of uncomfortable irregular and imperfect environment. The lack of technological infrastructure, would lead to loss of time and prevent communication within the company (Kostak, 2011). One way to ensure a competitive advantage in nowadays conditions is the corporation of human resources. The same business line may be the same product or service but are owned to different human resources and institutions can go forward with these resources. In this regard, the most important corporations work for capital. Having a good working atmosphere in the corporation for the employee satisfaction is an important criterion in the formation. Employee satisfaction and working environment are effective in gaining the reputation of the corporation and it is shown to correlate with customer satisfaction (Argüden, 2003, 10–11).

#### **1.5.6. Social Responsibility**

The conception of social responsibility is defined as; one's own or authorized account for the behavior of others and accept of the obligation to bear the possible outcomes of such behavior. (Yönet, 2005, 241). Corporation, the concept of corporate social responsibility have implemented yet covered by the helpfulness of such applications before the emergence and school construction, giving scholarships, tree planting, cover the treatment costs, activities such as donations to the soup kitchen, have been discussed within the scope of helpfulness. Practices of responsibility towards society corporations, such as handling, along with the

economic and legal responsibilities; institutions, have started to be carried more systematic and planned. Institutions are also strives to publicize them for their continued efforts to gain credibility through this communication applications (Öztürk, Ayman, 2008, 151). Responsibility and practice-based system increases strength and reputation. The people, systems and ownership of responsibility extend all corporate and fulfilling approach to develop and maintain basic policies and principles in this regard, systems and applications which create fiction, considering the expectations of all stakeholders, must create a culture not by deciding according to the person in the application system. The time of their responsibilities and institutions which fulfill the right way also become a strong position against all stakeholders, Corporate Social Responsibility (CSR) issues which is a serious area where businesses gain brand value and hence the market value increases, attract more qualified staff, motivate and hold values, organizational learning and creativity potential, particularly because there was the possibility of achieving the delicate investors in these matters, should share values rise and fall in both borrowing costs in entering new markets and to obtain significant advantages in ensuring customer loyalty, efficiency and quality improvement, risk management become more efficient society and rulers. It is provided with emphasis on the company's outlook (Argüden, 2002, 11-12).

The 'component' phrase has been used instead dimension in several studies in the literature.

Components which comprise or configure corporate reputation enhances a corporation's ranking in the perceptual mapping of the public largely. Some research has identified ten values that make up corporate reputation. Lloyd, S., and Mortimer, K. (2006) identify performance, identity, image, brand, management and ethical leadership as the six core components of corporate reputation. In addition to this, Schwaiger, M. (2004) in his studying termed Components and Parameters of Corporate Reputation - An Empirical Study" identifies exactly ten components of corporate reputation; while Kim Harrison also identifies ten components that are identical to those of Schwaiger.

These components are:

### **1. Quality of Employees**

The basic high reputation lies in good quality, motivation and ability of employees. These employees are trained and have quality behavior in the workplace of employees to leak out and affect the reputation or in other words will be associated with the corporation.

### **2. Quality of the Management**

The public likes well-conducted corporations with high-quality managers and clear vision.

### **3. Financial Performance**

Corporations which has strong finance has profit expectation and growth prospects.

### **4. Quality of Products and Services**

Corporations increase their reputation by choosing quality products and services. It is a fact that high-quality products and services offered by the corporation can be a good start to a good reputation.

### **5. Market Leadership**

Corporation is a leader than follower corporations and feel admiration to it. This admiration collects in a cluster the intangible assets for this corporation.

### **6. Customer Orientation or Focus**

Corporations belong to their customers and they build a strong commitment to them.

### **7. Attractiveness or Emotional Appeal of the Organization**

When the people are responsible for what they did for a good perception of corporations, they can have corporations emotional appeal. They must constantly renew their strategies of such corporations.

### **8. Social Responsibility**

It is useful to be aware of their social responsibility and support for corporation. These are non-refundable.

## **9. Ethical Behavior**

If a corporation behaves ethically, this is regarded as the epitome of respect and trust. It enhances the reputation of this corporation.

## **10. Reliability**

Corporation stands behind their products and services by providing a consistent service.

In their own study named “Business and Social Reputation: Exploring the Concept and Main Dimensions of Corporate Reputation, Martin de Castro, G., et al.(2006) identified eight components. These components are:

- Managerial Quality
- Financial Strength
- Product and service quality
- Innovation
- Use of Corporate Assets/efficiency
- Capability to gather, develop, and retain talented people
- Social responsibility among the community
- Value of long term investments

The sum of the above components to understand the value of intangible assets and get high performance with high reputation, develop strategies to build well reputation for corporations. But this does not mean that corporations manage their reputation. Indeed, the literature replete with rhetoric corporations can not manage their corporate reputation, it may emerge a question about the importance of enhancing the stature and reputation of corporations, especially in areas that are important for these corporations, the question is; are these corporations only to strengthen its position and reputation in those areas or it is better to work to strengthen its position even in those areas that the institution is not considered within the scope of their priorities? It doesn't only depend on these corporations but also on the stakeholders and the customers who dial towards the corporations as well as the relationship of those concerned corporation. So the manipulation of above components will affect only stakeholders to see the positive attitude of corporation, but that does not absolutely mean that they are activities for a corporation to manage



its reputation because it may happen that after a Corporation has made certain conscious effort to influence positive thoughts towards its reputation and such efforts are not favorably received by stakeholders nothing in the form of higher reputation can arise from such efforts.

### **1.6. The Effects of Corporate Reputation on Stakeholders**

The concept of stakeholders, "All of the organizations affected by the actions and activities that affect the person or institution" is defined. In other words, decisions of the business, policy and practice and that are affected by the same token, the company's decision are defined as group policies and practices affecting (Gültekin, Küçük, 2004, 338). Stakeholder relations have a critical importance for corporate reputation. Indeed, determining the reputation of the institutions are stakeholders. In this case, effective communication efforts for the organization of corporate reputation as the process requires to perform internal and external stakeholders. The stakeholders' classification is done in various ways. Internal stakeholders consist of the organization's founding owners, shareholders, directors and employees. The external stakeholders consist of investors, competitors, society, government, customers, suppliers and media (Fombrun, 1996, 62).

#### **1.6.1. Internal Stakeholders**

Employees are the most important stakeholders in the corporation. Because thanks to the employees; laid out in the capital, the resort entities, established in each enterprise carry on their working life. The 21st Century path to economic development and power, is no longer pass through the body and the raw power of the people, is through the use of the human mind.

People are not being transactor or means in the knowledge economy. The way to calculate the human capital is certainly not a head count. Thinking of transactor as an investor is more useful than thinking as a means (Şamiloğlu, 2002, 87-88). Not only the quality of products or services are important, the quality and talent of its employees are also important in corporations. Personal quality is adopted as a precondition and foundation of corporate quality. So employees are the most important stakeholders and it is important to make them happy in their working environment to make them feel that they belong to the corporation. Otherwise, telling

or behavior of the employees about the organization affects other stakeholders, especially customers. A negative word or behavior may cause irreversible or difficult damage that can be saved (Dörtok, 2004, 65). Owners of capital invest their money to businesses which have minimum risk in today's extremely rapid movements of capital.

### **1.6.2. External Stakeholders**

Competitors, customers, investors, suppliers, media, government, and society elements can be defined as external stakeholders of corporate reputation.

### **1.7. Internal Reputation**

Some researchers make a distinction between internal and external reputation. Internal reputation is also called as business reputation. It includes the perception of stakeholders on different aspects of corporate reputation. These stakeholders involve the corporation's employees, shareholders, managers, customers, allies and suppliers. Their perception about their corporation is seen as internal to the corporation because of the relationship between the corporation and them. They are part of the family and the perception of them merge with corporation to define the reputation, it takes a long time. It is their perception of the level of reputation, they combine with the corporation such communication to the outsiders. So this reputation election is very important for a good relation (Iwu, 2011).

### **1.8. External Reputation**

External reputation also called social reputation, involves understanding and perception of the outside shareholders on the corporation's activities where public are defined as external stakeholders in general. These stakeholders are not as close as internal/business stakeholders to corporation. It is important to the corporations to give little attention to the impressions of clients, these corporations always put policies and plans to achieve the goals and objectives of the overall for which they were established corporation but they may have to put into account the customers feedbacks and also should pay attention to the information and news from the corporation that link customers. Thus, perception of the customer's takes a long time to affect the whole reputation of corporation. But the corporation should seek to

build its rules of procedure which achieve their own goals, which reflects its reputation and status, so it should work on strengthening the strengths and weaknesses in reform within the corporation before opening to the outside perimeter of the Corporation. Effort should be spent for a good image to outside. It is a social complex process that develops over time, including corporation, internal and external reputation of corporation. (Iwu, 2011).

### **1.9. How to Build Reputation**

Corporations and individuals who build corporate reputation need to know some steps, it is possible to reach some of the resources in this regard. Corporate reputation is affected by operational and communication, but more affected from operational activities. But in addition to operational events, there is good communication utilities to improve the relationship with the corporation's stakeholders. Therefore, both of them are very important. Below, which can be used to strengthen the stakeholder relations and corporate reputation has been addressed by Harrison, K. (2009) six steps:

1. First it is to get to know them better by investigating the stakeholders. This research will reveal, how the corporation relationship is, the most valuable thing, their preferences, who they are and so on.
2. The research reveals the strengths and weaknesses of stakeholders. Namely, evaluating strengths and weaknesses can then focus on the gap between the corporation's internal realities and perceptions of the corporation's stakeholders. The aim is to remove, minimize or eliminate this gap.
3. The research, including the basic factors the reputation of the corporation, harmonizes these factors with policies, mission, strategy, systems and programs in all functional areas.
4. To create a plan to exceed stakeholder expectations.
5. CEO should be included in the program as the champion of all aspects of the direct process.
6. Also trying very hard to improve the results obtained, the target should be noted that measuring regularly.

## **CHAPTER 2**

### **OCCUPATIONAL COMMITMENT**

#### **2.1. Definition and Importance of Occupational Commitment**

Occupation is defined as the duration of the study in order to maintain vital activities of individuals and ensure the financial gain. (Lee et al. 2000). It is usually long and requires a high degree of training, which is dealing with its own legal and moral rules and providing one's livelihood (Dormann, Zapf, 2001).

Other frequently encountered types of organizations are also professional affiliations commitment. As for that to earlier studies, occupational commitment refers to a person's believing in and the assent of the values of his or her chosen occupation or line of work, and a alacrity to maintain membership in that occupation (Morrow, Writh, 1989; Sorensen, Sorensen, 1974; Ritzer, Trice, 1969).

Employees may also show varying degrees of occupational commitment. That commitment is also called as a kind of professional commitment. Apparent or loyalty to a particular area is defined as individual (Gouldner, 1957). Another definition occupational commitment is an emotional response related to occupation of individual (Lee et al., 2000, 800). According to Güney It has defined as the identification with the occupation of occupational commitment. (Güney, 2004, 167). Occupational commitment is becoming an increasingly discussed topic. Is replaced by the growing empowerment and employees who report unsafe perception as organizational dynamics and increased the interest in vocational commitment (Cappelli et al., 1997; Hall, Moss, 1998; Nollen, Axel, 1996). Some scientists (Handy, 1994; Meyer, Allen, 1997) employees of attitudes towards the individual commitment of the states in the profession may affect person. Professional or occupational affiliations in other words, individuals have the skills and expertise that results in life is related to the understanding of the importance of the profession. Organization and commitment to the occupation as a career from different

affiliations, individual studies have offender as a result of the occupation to earn the importance of life skills and expertise in a particular branch of the center and how that perception of a place. Morrow has also defined as the commitment of the occupation to become an important figure in the lives of other similar occupation (Morrow, 1983, 489).

Employees who perform occupational high level of commitment, ability and our efforts to improve the properties, waste energy to improve his career working to advance the occupation and the intention occupational turnover are individuals with low (Meyer, Allen, Smith, 1993; Lee et al., 2000).

Blau (1985) occupational commitment; "occupation or the attitude of individuals towards his work" describes as.

Blau (1985), matter how much of an employee's occupational dedication, his work is so strong and will adopt as its own business and argued it would feel. Meyer and Allen (1993), occupational dedication "emotional responses to the psychological relationship between individuals and occupations and occupation have developed" as identified.

## **2.2. History of Occupational Commitment**

Historically, the concept of occupational commitment primarily by Greenhouse(1971) "perceived importance of work and a career" representing "career silence" in the sense discussed. Unlike the approach of Greenhouse, Aranya and Ferris (1984) called the concept as "professional commitment" and defined it as "the relative strength of identification with and involvement in a particular profession, as well as the willingness to exert effort on behalf of the profession and the desire to maintain membership in it" (Aranya, Ferris, 1984, 3). Additionally Blau (1985) used the term of "career commitment" for the concept and defined career commitment as "one's attitude towards one's profession or vocation" (Blau, 1985, 278). As seen in the conceptualization of the term there is a conflict. Therefore, Meyer et al. (1993) offered a different perspective and they chose occupational commitment reverse to professional commitment because they believe that non-professionals can indicate commitment to their chosen occupation. Likewise, it has avoided the term career

commitment because of it can occur in several different jobs rather than a business (Irving et al., 1997, 445).

### **2.3. Dimensions of Occupational Commitment**

For occupational commitment by Meyer, Allen and Smith (1993) was adopted for a three-dimensional view of occupational commitment depends on their three dimensional structure of organizational commitment. They are affective, normative, and continuance dimensions of organizational commitment. In this sense, while affective commitment is a emotional attachment of people to their occupation; normative commitment is a sense of obligation of people to remain in the occupation and continuance commitment involves the individual's evaluation of the costs associated with leaving their occupation (Goswami et al., 2007, 15).

#### **2.3.1. Affective Commitment**

Affective commitment, to like the occupation of an individual, the occupation is an effort to improve the vision in the center of his life and occupation (Meyer, Bobocel, Allen, 1991).

Emotionally connected individuals to the profession, to remain in the occupation they desire in a very strong way. Positive experience in the profession, opportunities, satisfaction grows emotionally connect individuals to the occupation is increasing. These individuals give more importance to their occupational development, they follow occupational publications, are as they follow their attending conferences and scientific work. (Meyer, Allen, 1993; Blau, 2001).

#### **2.3.2. Continuance Commitment**

In the hands of the people to choose a new occupational is not a condition that the appropriate option. In this case, to protect the investments made by individuals to give up the occupation and new business to investigate the emotional cost alternative to leave occupation to minimize (Blau, 2003).

Occupational of the high cost of separation occurs, explains to have invested a lot will not give up the occupation. The cost of leaving the occupation or benefits arising from individuals remain in the occupation is a commitment to taking development into consideration. Due to the individual requirements of occupation there remains (Meyer, Allen, Smith, 1993).

### **2.3.3. Normative Commitment**

Normative occupational commitment is seen as an obligation to remain individuals occupations. Based on the perception of the employee's duties and loyalty to the organization (Meyer, Allen, Smith, 1993).

It describes the feeling about responsibility and obligation to remain in the occupation. Normative feels an obligation to remain at a high occupational commitment to the occupation and individuals tend to remain in the organization (Blau, 2001; Meyer, Allen, Smith, 1993). However, this obligation rather than an element of fiscal origin, family, colleagues, work environment, managers are driven by external factors such as the obligation to respect (Hall, Smith D, Smith, KL, 2005).

When individuals internalize normative pressures relating to adopt a certain behavior and how they develop normative commitment to their occupation when they see benefits from its consequences. Supporting financially or be the same as the person's career development occupations people in the family may lead to the development of normative occupational commitment (Meyer, Allen, Smith, 1993)

Wiener (1982) based approach is based on the moral normative commitment is described as morally obligatory. Umeda comply with organizational goals and interests of individuals is only defined as accurately and behaviors they believe to be moral.

## **2.4. Occupational Commitment Levels**

A person spending long years for the profession, it is increasingly important that the started happening for him, began to internalize the value of the occupation and ideology. In this way the occupation development are dealt with in three lower-level commitment (Morrow, 1983, 489). These levels are:

**2.4.1. General Attitude Towards Work:** includes standard of judgment for work. In this case that is identified with the life and business. For example, "not enjoying the life without not be satisfied of the business or occupation" of development as discourse.

**2.4.2. Occupational Planning Thoughts:** on this level it has certain investments for the future in relation to the occupation. That is developing long-term ideas and plans to educate himself and to advance the occupation. Efforts of this kind of persons by Blau, several publications in occupational and educational institutions and various benefit from the opportunities the occupation can be measured by participation in meetings related with (Blau, 1985, 278).

**2.4.3. The Relative Importance Of Business:** is to demonstrate the choice between business and non-business activities.

Occupational commitment will increase the life satisfaction of individual. Because the business life and occupation of the individual is a part of his life. To be related to the occupation of the individual, it is not thinking of leaving the occupation and the individual is expected to be positively associated with life satisfaction. In this study, occupational commitment have been considered as independent variables.

## **2.5. Occupational Commitment and Personality**

Personality structure and value orientation affects the decisions of men and women at the work (Naquin, Holton, 2002). Thus, the distribution of occupational commitment on a specific population, and you must examine the different individual behaviors. The appeal to use neo personality inventory is high since the appeal of the neo personality is three-folded. It integrates a wide array of personality constructs, thus facilitating communication among researchers of many different orientations. It is comprehensive, giving a basis for systematic exploration of the relations between personality and other phenomena. It is efficient, providing at least a global description of personality even with few scores.

The five-factor model can be profitably used in most applied settings, as Tupes and Christal (1961) noted long ago and as other practitioners are beginning to realize.



## **CHAPTER 3**

### **METHODOLOGY**

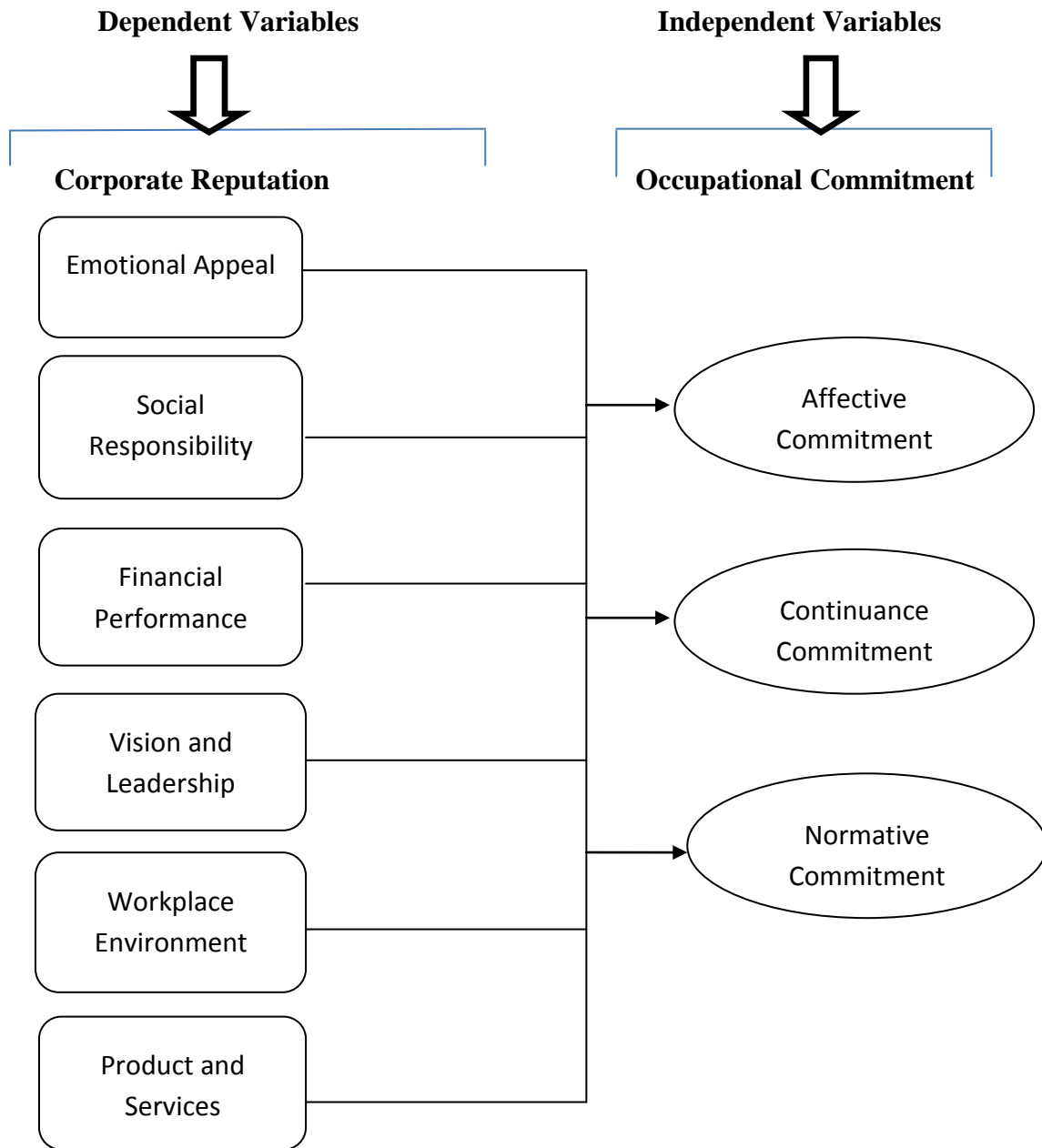
#### **3.1. The Importance of the Study**

Commitment is particularly important in areas such as work can not be easily controlled by third parties, and vital services provided on behalf of and they had to get emergency decision health care recruiting and training for the occupation. Their commitment to the occupation of health care workers also gain an extra importance as it affects our health indirectly. The reputation and prestige are among the sine qua non of an corporation in terms of both continuity. The results of the interaction of these two important factors is not a situation that can be ignored. Therefore, occupational commitment, it is clear the importance of the impact on corporate reputation. When searching the literature related to corporate reputation or occupational commitment alone can achieve a lot of research before. The occupational commitment and corporate reputation as well as the possible connection to access many different variables. In the literature deepening, can be found research about health employees as nurses. But recent literature on these two important issues brought together and health workers sample expanded in shortly there is no one studies were included in the occupational groups such as doctor, nurse, psychologist, audiologist, pharmacist, dietician, paramedics and etc. Therefore, as this study will contribute to the literature, corporate reputation, to see its dependence on occupational commitment and will allow to take necessary measures in this respect.

#### **3.2. The Purpose and the Problem Statements of the Study**

The purpose of this research, the commitment of the professional health workers, with a view to the corporation as they work to reveal the positive and negative effects. Research questions mania “How is occupational commitment effect the reputation of the corporation from the point of view employees?” as may be specified.

### 3.3. Model



**Figure 1: Research Model**

Source: Fombrun's Reputation Quotient

### 3.4. Hypotheses

**Hypothesis 1:** Affective Commitment is been affected by Emotional Appeal of Corporate Reputation.

**Hypothesis 2:** Affective Commitment is been affected by Social Responsibility of Corporate Reputation.

**Hypothesis 3:** Affective Commitment is been affected by Financial Performance of Corporate Reputation.

**Hypothesis 4:** Affective Commitment is been affected by Vision and Leadership of Corporate Reputation.

**Hypothesis 5:** Affective Commitment is been affected by Workplace Environment of Corporate Reputation.

**Hypothesis 6:** Affective Commitment is been affected by Product and Services of Corporate Reputation.

**Hypothesis 7:** Continuance Commitment is been affected by Emotional Appeal of Corporate Reputation.

**Hypothesis 8:** Continuance Commitment is been affected by Social Responsibility of Corporate Reputation.

**Hypothesis 9:** Continuance Commitment is been affected by Financial Performance of Corporate Reputation.

**Hypothesis 10:** Continuance Commitment is been affected by Vision and Leadership of Corporate Reputation.

**Hypothesis 11:** Continuance Commitment is been affected by Workplace Environment of Corporate Reputation.

**Hypothesis 12:** Continuance Commitment is been affected by Product and Services of Corporate Reputation.

**Hypothesis 13:** Normative Commitment is been affected by Emotional Appeal of Corporate Reputation.

**Hypothesis 14:** Normative Commitment is been affected by Social Responsibility of Corporate Reputation.

**Hypothesis 15:** Normative Commitment is been affected by Financial Performance of Corporate Reputation.

**Hypothesis 16:** Normative Commitment is been affected by Vision and Leadership of Corporate Reputation.

**Hypothesis 17:** Normative Commitment is been affected by Workplace Environment of Corporate Reputation.

**Hypothesis 18:** Normative Commitment is been affected by Product and Services of Corporate Reputation.

### **3.5. Sample**

The participants of this study including occupational groups of the health workers such as doctor, nurse, psychologist, dietician, a chemist, audiologists and who is the a private white collar workers of a private research hospital. Working in health corporation designated as the universe is based on 33.3% of the total number of employees specified occupational groups. According to the ratio of the number of participants should have 118, study has been done on 222 health workers. The age range of participants 19-73 roll.

### **3.6. Instruments**

In this study, performing quantitative analysis and used five likert scale. The measure of corporate reputation in this study is extremely comprehensive measurement Reputation Institute Reputation Quotient / RQ model developed by Harris-Fombrun with 20 questions but in the study, Fombrun's scale named as 'Reputation Quotient' was used in Ayşegül Gezmen's thesis named "Corporate Reputation Management and Research Towards the Measurement of Corporate Reputation Perception: Case of the Grand National Assembly of Turkey" as 18 questions (features) and as integrated into Turkish(Gezmen, 2014).

Order to determine the level of occupational commitment used the Occupational Commitment Scale developed by Meyer and friends and the Turkish validity and reliability made by Tak and Çiftçioğlu. In addition, is devoted to the socio-demographic questionnaire composed of 14 questions identified in accordance with the occupation and corporation of the participants.

#### **3.6.1. Socio-Demographic Information Form**

A demographic information form was applied to participants including questions about sex, age, education level, marital status, their respective units, working time in

the occupation, participation in social activities organized by the work of the corporation, unit monitoring the work of the social network, the number of corporation that work before the corporation, position in the corporation, title, working time in the corporation, squad status and form of work. Sosyo-Demografic form shown on Appendix 1. Participation rates by socio demogratik form of participants shown in Appendix 4.

### **3.6.2. Reputation Institute Reputation Quotient/RQ**

RQ model is developed by Harris-Fombrun in 1999. The original measurement proposal in Fombrun et al.'s (1999) article "The Reputation Quotient: A multi-stakeholder measure of corporate reputation". It consists of 20 items and 6 categories.

**The Reputation Quotient<sup>SM</sup>** // (Fombrun et al., 1999)

#### **Emotional Appeal**

- I have a good feeling about the company.
- I admire and respect the company.
- I trust this company.

#### **Products and Services**

- Stands behind its products and services.
- Develops innovative products and services.
- Offers high quality products and services.
- Offers products and services that are a good value for money.

#### **Vision and Leadership**

- Has excellent leadership.
- Has a clear vision for its future.
- Recognizes and takes advantage of market opportunities.

#### **Workplace and Environment**

- Is well managed.
- Looks like a good company to work for.
- Looks like a company that would have good employees.

### **Social and Environmental Responsibility**

- Supports good causes.
- Is an environmentally responsible company.
- Maintains high standards in the way it treats people.

### **Financial Performance**

- Has a strong record on profitability.
- Looks like a low risk investment.
- Tends to outperform its competitors.
- Looks like a company with strong prospects for future growth.

It is a five point likert scale that is to say it has five statements for participant to answering the questions. Statements used in the scale is as follows: 1= Definitely Disagree, 2=Disagree, 3= Not Sure, 4= Agree and 5= Definitely Agree'

However, the scale used in this study in the study, Fombrun's scale named as 'Reputation Quotient' was used in Ayşegül Gezmen's thesis named "Corporate Reputation Management and Research Towards the Measurement of Corporate Reputation Perception: Case of the Grand National Assembly of Turkey" as 18 questions (features) and as integrated into Turkish(Gezmen, 2014). Corporate Reputation Scale shown on Appendix 2.

### **3.6.3. Occupational Commitment Scale**

Measuring of occupational commitment been measured by using 18-item measure of affective commitment, continuance commitment and normative occupational commitment (six items in each scale). Measuring showed that Five items were negatively phrased, and were reversed scored. According to Meyer et al.'s (1993) the items were modified to apply to the actuarial occupation. In this study the researcher took sample items which were written specifically for a sample of nurses, and responses to these items researcher found 7-point scales ranging from 1 (strongly disagree) to 7 (strongly agree).

According to (Meyer et al.'s 1993) study, the coefficient alphas for these scales been ranged from 0.73 to 0.87. In assessment of these scale the coefficient alphas were 0.79, 0.83, and 0.83 for affective commitment, continuance commitment and

normative commitment respectively (Irving et al.'s, 1997). And according to Nunally's study the acceptable range of coefficient alphas were 0.79, 0.85, and 0.82 respectively (Nunally, 1978).

Turkish validity and reliability of occupational Commitment Sacle made by Tak and Çiftçioglu (2008). Using a combination of methodological procedures, this measure was tested by conducting a field study. Data was obtained from 425 nurses in a public university hospital.

Confirmatory factor analysis revealed that the three component measures (affective, continuance and normative) occupational commitment were distinguishable from one another.

In this study, 7-point likert scale of Meyer et al is used is reduced to 5 statement. The statements are 'I disagree with a part' and 'I disagree with a part' not included. Statements used in the scale is as follows: 1= Definitely Disagree, 2=Disagree, 3= Not Sure, 4= Agree and 5= Definitely Agree. The questions of Affective Occupational Commitment are indicated as DB1, DB2, DB3, DB4, DB5, DB6 . The questions of Continuance Occupational Commitment are indicated as MB1, MB2, MB3, MB4, MB5, MB6 . The questions of Normative Occupational Commitment are indicated as NB1, NB2, NB3, NB4, NB5, NB6. DB2, DB4, DB5, MB5 and NB2 items are negatively phrased and are reversed scored. Occupational Commitment Scale shown in Appendix 3.

## CHAPTER 4

### DATA ANALYSIS

Data of the research was investigated by using KMO and Bartlett's Test(Chi-Square), Factor, Reability, Correlation analysis method and Regression analysis were applied for his research. Provided findings were utilized as meaningful at  $p \leq 0.05$  level. All obtained data in this research process utilized by using 21th version of the Statistically for Social Sciences (SPSS).

#### 4.1. Factor Analysis

In this study, understanding of the relationships between variables and to facilitate the interpretation and fewer to reduce the base size or summarize factor analysis were conducted. Factor analysis, including relationships with most of the basic factors of a data set consisting of variable (the structure of the relationship) relations between concepts in data sets by researchers discovered and were more easily understood.

##### 4.1.1. KMO and Bartlett's Test

**Table 1: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,922
Bartlett's Test of Sphericity	Approx. Chi-Square	2156,214
	df	120
	Sig.	0,000



In this table it is sufficient that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is bigger than 0.06 and Sig. is smaller than 0.05 this means it is significant.

#### 4.1.2. Communalities

**Table 2: Extraction Method: Principal Component Analysis.**

	<b>Initial</b>	<b>Extraction</b>
Itibar2	1,000	,641
Itibar3	1,000	,698
Itibar5	1,000	,672
Itibar6	1,000	,703
Itibar7	1,000	,696
Itibar11	1,000	,721
Itibar12	1,000	,688
Itibar13	1,000	,808
Itibar14	1,000	,541
Itibar16	1,000	,625
Itibar17	1,000	,856
Itibar18	1,000	,836
Itibar4	1,000	,619
Itibar8	1,000	,560
Itibar9	1,000	,564
Itibar10	1,000	,628

Communities show the strength value of the quality of items. Extraction must be bigger than 0.04 in this table. So all of items of this study which are shown in table are suitable.

### 4.1.3. Total Variance Explained

**Table 3: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	8,305	51,903	51,903	8,305	51,903
2	1,504	9,403	61,306	1,504	9,403
3	1,047	6,544	67,850	1,047	6,544
4	,785	4,904	72,755		
5	,603	3,771	76,526		
6	,592	3,698	80,224		
7	,526	3,285	83,508		
8	,442	2,765	86,273		
9	,423	2,644	88,918		
10	,357	2,234	91,152		
11	,307	1,921	93,072		
12	,282	1,764	94,836		
13	,268	1,678	96,514		
14	,219	1,371	97,885		
15	,193	1,205	99,090		
16	,146	,910	100,000		

In this table the total Initial Eigenvalues must be bigger than 1 so we can collect our items under three factors which are values of 8.305, 1.504 and 1.047. This means if three factors used value of its cumulative % will be 67,850.

**Table 4: Extraction Method: Principal Component Analysis**

Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
	Cumulative %	Total	% of Variance	Cumulative%
1	51,903	4,631	28,947	28,947
2	61,306	3,157	19,729	48,676
3	67,850	3,068	19,175	67,850
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				

#### 4.1.4. Component Matrix<sup>a</sup>

**Table 5: Extraction Method: Principal Component Analysis.<sup>a</sup>**

	<b>Component</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
Itibar2	,527		,591
Itibar3	,722	-0,419	
Itibar5	,779		
Itibar6	,739		,339
Itibar7	,794		
Itibar11	,803		
Itibar12	,739		
Itibar13	,705	-0,397	-0,391
Itibar14	,728		
Itibar16	,677	,403	
Itibar17	,637	,613	
Itibar18	,668	,516	-0,352
Itibar4	,702		
Itibar8	,736		
Itibar9	,736		
Itibar10	,787		

a. 3 components extracted.

Component matrix shows the desired psychological structures to be measured. Line shows the typical behavior, columns psychological structures. If the value is 0.22 this means it is weak, 0.40 means it is middle.

With the removal of question 1<sup>st</sup> and 15<sup>th</sup>, it is observed that it increased communality so we are going to work by removing the first and 15<sup>th</sup> questions.

RQ model which is developed by Harris-Fombrun, has 6 factors in it which are Emotional Appeal, Products and Services, Vision and Leadership, Workplace and Environment, Social and Environmental Responsibility, Financial Performance. In the study, Fombrun's scale named as 'Reputation Quotient' was used in Ayşegül Gezmen's thesis named "Corporate Reputation Management and Research Towards the Measurement of Corporate Reputation Perception: Case of the Grand National Assembly of Turkey" as 18 questions (features) and as integrated into Turkish(Gezmen, 2014).

But after the factor analysis in this study, it has been concluded that corporate reputation factors grouped under three dimensions. These dimensions are:

**Vision and Leadership:** It includes the 3<sup>th</sup>, 7<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup> and 14<sup>th</sup> questions.

**Workplace and Social Environment:** It includes the 8<sup>th</sup>, 10<sup>th</sup>, 16<sup>th</sup>, 17<sup>th</sup> and 18<sup>th</sup> questions.

**Product and Performance:** It includes the 2<sup>nd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup> and 9<sup>th</sup> questions.

Factors were named in accordance with the question set.

## 4.2. Result Model

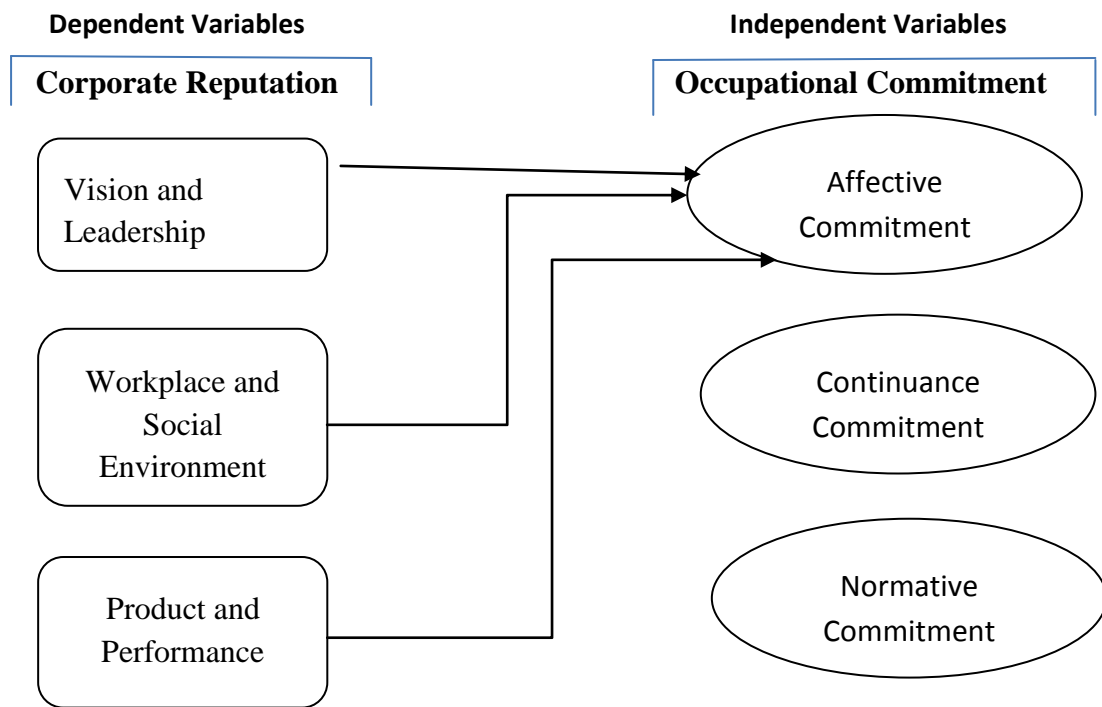


Figure 2: Model of Result

### 4.3. Reliability

With the reliability analysis, all the factors of reliability examined separately.

#### 4.3.1. Reliability Statistics on Vision and Leadership

**Table 6: Reliability Statistics of Vision and Leadership**

Cronbach's Alpha	N of Items
,898	6

It is showing the reliability statistics of Vision and Leadership. According to the Table 6, Cronbach's Alpha is 89,6% which is highly trustable.

#### 4.3.2. Reliability Statistics on Workplace and Social Environment

**Table 7 : Reliability Statistics of Workplace and Social Environment**

Cronbach's Alpha	N of Items
,859	5

It is showing the reliability statistics of Workplace and Social Environment. According to the Table 7, Cronbach's Alpha is 85,9% which is highly trustable.

#### 4.3.3. Reliability Statistics on Product and Performance

**Table 8 : Reliability Statistics of Product and Performance**

Cronbach's Alpha	N of Items
,829	5

It is showing the reliability statistics of Product and Performance. According to the Table 8, Cronbach's Alpha is 82,9% which is highly trustable.

#### 4.3.4. Reliability Statistics on Affective Commitment

**Table 9 : Reliability Statistics of Affective Commitment**

Cronbach's Alpha	N of Items
,754	6

It is showing the reliability statistics of Affective Commitment. According to the Table 9, Cronbach's Alpha is 75,4% which is highly trustable.

#### 4.3.5. Reliability Statistics on Continuance Commitment

**Table 10 : Reliability Statistics of Continuance Commitment(Before the removing question MB5).**

Cronbach's Alpha	N of Items
,583	6

It is showing the reliability statistics of Continuance Commitment.(Before the removing question MB5). According to the Table 10, Cronbach's Alpha is 58,3% which is low trustable.

#### 4.3.6. Reliability Statistics on Continuance Commitment

**Table 11 : Reliability Statistics of Continuance Commitment.(After the Removing Question MB5)**

Cronbach's Alpha	N of Items
,736	5

It is showing the reliability statistics of Continuance Commitment.(After the removing question MB5). According to the Table 11, Cronbach's Alpha is 73,6% which is highly trustable so it shows that Table 11 more trustable than Table 10.

So, question MB5 was removed because reliability is more powerful when we remove it.



#### 4.3.7. Reliability Statistics on Normative Commitment

**Table 12 : Reliability Statistics of Normative Occupational Commitment(Before the Removing Question NB2)**

Cronbach's Alpha	N of Items
,772	6

It is showing the reliability statistics of Normative Occupational Commitment.(Before the removing question NB2). According to the Table 12, Cronbach's Alpha is 77,2% which is highly trustable.

#### 4.3.8. Reliability Statistics on Normative Commitment

**Table 13 : Reliability Statistics of Normative Commitment(After the Removing Question NB2)**

Cronbach's Alpha	N of Items
,817	5

It is showing the reliability statistics of Normative Occupational Commitment.(After the removing question NB2). According to the Table 13, Cronbach's Alpha is 81,7% which is highly trustable so it shows that Table 13 more trustable than Table 12.

So, question NB2 was removed because reliability is more powerful when we remove it.

#### 4.4. Correlations

**Table 14: Correlations Table**

		Vision Leader ship	WorkplaceSoc ial Environment	Product Performan ce	AffectiveCo m	Continuan ce Com	Normati ve Com
Vision Leadership	Pearson Correlation	1	,677**	,732**	,326**	,099	,213**
	Sig. (2- tailed)		,000	,000	,000	,155	,002
	N	214	209	209	209	209	207
WorkplaceSocial Environment	Pearson Correlation	,677**	1	,720**	,335**	,118	,191**
	Sig. (2- tailed)	,000		,000	,000	,090	,006
	N	209	213	209	208	208	206
ProductPerforma nce	Pearson Correlation	,732**	,720**	1	,448**	,147*	,179**
	Sig. (2- tailed)	,000	,000		,000	,034	,010
	N	209	209	214	208	209	207
AffectiveCom	Pearson Correlation	,326**	,335**	,448**	1	,239**	,294**
	Sig. (2- tailed)	,000	,000	,000		,000	,000
	N	209	208	208	215	209	206
ContinuanceCom	Pearson Correlation	,099	,118	,147*	,239**	1	,393**
	Sig. (2- tailed)	,155	,090	,034	,000		,000
	N	209	208	209	209	214	207
NormativeCo m	Pearson Correlation	,213**	,191**	,179**	,294**	,393**	1
	Sig. (2- tailed)	,002	,006	,010	,000	,000	
	N	207	206	207	206	207	211

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

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

The findings obtained from the correlation analysis are as follows:

- There is a relationship between vision and leadership and affective commitment .326 percent.
- There is a relationship between vision and leadership and normative commitment .213 percent.
- There is a relationship between workplace and social environment and affective commitment .335 percent.
- There is a relationship between workplace and social environment and normative commitment .191 percent.
- There is a relationship between product and performance and affective commitment .448 percent.
- There is a relationship between product and performance and continuance commitment .147 percent.
- There is a relationship between product and performance and normative commitment .179 percent.

The correlation table was observed and it was seen that the Workplace and Social Environment has a significant relationship with Normative and Affective commitment, the Product and Performance has a significant relationship with Normative, Affective and Continuance Commitment and also Vision and Leadership has a significant relationship with normative and Affective commitment.

#### 4.5. Regression

**Table 15: Regression Table**

Models	Dependent Variable	Independent Variables	Level of significance in ANOVA Table	Adjusted R Square	Coefficients	Standartized Coefficient (Beta)
<b>Model1</b>	<b>Workplace and Social Environmental</b>	Affective Normative	.000 <sup>b</sup>	.129	(1) Affective (.000)	.335
<b>Model2</b>	<b>Product and Performance</b>	Continuance Affective Normative	.000 <sup>b</sup>	.209	(1) Affective (.000)	.448
<b>Model3</b>	<b>Vision and Leadership</b>	Normative Affective	.000 <sup>b</sup>	.131	(1) Affective (.000)	.323

We approach the independent variables which are meaningful in correlation table of the regression table.

The findings obtained from the regression analysis are as follows:

- If the Affective Commitment of employees increased 1 unit, Workplace and Social Environment is affected 0.335 percent.
- If the Affective Commitment of employees increased 1 unit, Product and Performance is affected 0.448 percent.
- If the Affective Commitment of employees increased 1 unit, Vision and Leadership is affected 0.323 percent.

#### **4.5. Results of The Study**

- Workplace and social environment has a relationship with affective and normative commitment but it just has an interaction with affective commitment but it does not have any interaction with normative commitment.
- Product and Performance have a relationship with affective, continuance and normative commitment but it just has an interaction with affective commitment but it does not have any interaction with normative and continuance commitment.
- Vision and Leadership has a relationship with affective and normative commitment but it just has an interaction with affective commitment but it does not have any interaction with normative commitment.

#### **4.6. Limitation of The Study**

Using a working unit for every unit, a sufficient number of participants in an assessment could be made. For example, hematology doctors are likely to have one. Although reaching more than necessary, more than the number of participants to permit the summer period due to the greater number of participants has not been reached. Because of the concern of losing business of employees, answering questions of corporate reputation abstained updates has affected the outcome.

## **CHAPTER 5**

### **DISCUSSION**

Corporate reputation and occupational commitment to the literature, it is observed that examination of a variety of factors-member relations. However, it is not possible to keep these two important values used to come across one that works. Therefore, this study is unquestionable contribution to the literature.

To increased emotional commitment of employees is analyzed it is the size that can not be ignored the impact on corporate reputation, to make efforts to increase the emotional professional dedication of the employees of the corporation, towards increasing the reputation will make a major contribution. In another study, a determination of issues affecting the people of the profession which will be connected to the system administrator can the benefits of these influencing factors. Because emotional professional commitment, corporate reputation and social factors such as work environment, products, and performance, vision and leadership reached the conclusion that the study result made effective. Its commitment to the profession of pleasures within the corporation they work in case of employees within the group as to how work affects more dedicated to the organization of the employees are more efficient and more willing to work determined expected achievable. Because one of the biggest factors that promote the organization's external stakeholders are also employees. Adopt the organization of employees, would be a great gain ownership of the institution will provide the satisfaction of external stakeholders. Therefore, an organization must first be happy with their internal employees. Connecting dry running in it, motivating alternatives should be produced. To see to it knows that valued employees, will allow the institution itself and embrace the vision of the business as a member.

Although it is a subject that interests academics, usually as a one-dimensional issue examined, the relationship with the occupational commitment of the employees and different dimensions of corporate reputation has not been studied. Therefore, in this study corporate reputation are examined as a multi-dimensional structure and affects are evaluated the different dimensions of corporate reputation with occupational commitment.

The importance of reputation to corporations that are in the struggle for existence in today's competitive conditions is increasing day by day. The implementation of an effective reputation management corporations are evaluated with a positive perception in mind of customers, suppliers, employees and the entire society.

As stated in the literature section, dimensions of corporate reputation was evaluated in different ways by many researchers.

Model of Harris-Fombrun Reputation Quotient/RQ is one of the most important studies which is developed to measure perceptions of many stakeholders related to different institutions in the literature about corporate reputation (Şatır, Sümer, 2006, 53). Corporate reputation management perception study determine how stakeholders perceive the corporate reputation by using the knowledge, behavior, belief and view of stakeholders in six different dimensions and total twenty expression. These six sizes are;

1. Emotional Perception
2. Products and Services
3. Financial Performance
4. Vision and Leadership
5. Workplace Environment
6. Social Responsibility

Lloyd, S., and Mortimer, K. (2006) identify six core components of corporate reputation as:

1. Performance
2. Identity
3. Image
4. Brand
5. Management
6. Ethical Leadership

In addition to this, Schwaiger, M. (2004) in his studying termed Components and Parameters of Corporate Reputation - An Empirical Study” identifies exactly ten components of corporate reputation; while Kim Harrison also identifies ten components that are identical to those of Schwaiger.

These components are:

1. Quality of Employees
2. Quality of the Management
3. Financial Performance
4. Quality of Products and Services
5. Market Leadership
6. Customer Orientation or Focus
7. Attractiveness or Emotional Appeal of the Organization
8. Social Responsibility
9. Ethical Behavior
10. Reliability

In their own study named “Business and Social Reputation: Exploring the Concept and Main Dimensions of Corporate Reputation, Martin de Castro, G., et al.(2006) identified eight components. These components are:



1. Managerial Quality
2. Financial Strength
3. Product and service quality
4. Innovation
5. Use of Corporate Assets/efficiency
6. Capability to gather, develop, and retain talented people
7. Social responsibility among the community
8. Value of long term investments.

Addition of all these studies, in this study as a result of factors analysis corporate reputation were collected under three dimensions. These dimensions are:

1. Vision and Leadership
2. Workplace and Social Environment
3. Product and Performance

There is no empirical evidence which indicate the relationships between affective commitment and corporate reputation in the literature.

#### **According to Model 1;**

Although there is strong relationship between workplace and social environment and affective / normative commitment, only affective commitment has an effect (.335) on workplace and social environment.

#### **According to Model 2;**

Although there is strong relationship between product and performance and affective / continuance / normative commitment, only affective commitment has an effect (.448) on workplace and social environment.

#### **According to Model 3;**

Although there is strong relationship between vision and leadership and affective / normative commitment, only affective commitment has an effect (.323) on workplace and social environment.

As is seen, it is obvious that contribute to the literature of this study.

## **CHAPTER 6**

### **CONCLUSION**

The result of the study shows that affective commitment, which is one of the dimensions of occupation commitment, plays a very important role in increasing corporation reputation. Because in the study, it was found out that affective commitment is highly influential in the three dimensions (Vision and Leadership, Workplace and Social Environment, Product and Performance) of corporate reputation.

At the beginning of the study, the hypotheses which ones including six dimensions of corporate reputation proceeded differently with the corporate reputation reducing to three dimensions with the factor analysis. For this reason, it is not impossible to analyse the hypotheses separately. However, the result that the most efficient result came from affective commitment among the three dimensions when they were analysed separately is very important.

In order to hire a new employee in the hospital, it is required to measure of the candidate's affective commitment during the interview process.

In this sense, some employees who may benefit the corporate can be given priority by asking them questions related to measuring their affective commitment or making measurements during the process of recruitment.

In another study in the future, the distribution of the occupational commitment on age groups can be defined and this factor can be considered during the process of recruitment. This also can be varied with the relation of occupation commitment with the sociodemographic information such as gender, the duration of work in the occupation, and marital status. As a result of this type study, criteria can be defined

by considering the results of the process in new working environments, and the election between the candidates can be easier.

It should be noticed by the corporations if the motivation types have influence on occupation commitment, and if it has, which type of motivation is more influential on the employees. For this reason, carrying these types of studies on would benefit for the corporations. The corporation reputation might be increased to a large extent by enhancing the affective commitment of the existing employees with the result of a study of this type.

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## APPENDIX

### Appendix 1: Socio Demographic Survey

Değerli Katılımcı,

Bu anket formu beyaz yakalı çalışanların mesleklerine duydukları bağlılığın çalıştıkları kurumların itibarına olan etkisini ölçmek amacıyla tasarlanmıştır. Anketi doldurmak için 3-5 dakika yeterlidir. Değerli zamanınızı ayırdığınız için teşekkür eder, saygılarımı sunarım.

Yakın Doğu Üniversitesi  
İşletme Anabilim Dalı  
Yüksek Lisans Öğrencisi  
Pınar KURD

1. Cinsiyetiniz: ☐ Kadın ☐ Erkek ☐ Diğer
2. Yaşınız: .....
3. Eğitim durumunuz: ☐ Lise  
☐ Ön lisans  
☐ Lisans  
☐ Yüksek Lisans  
☐ Doktora  
☐ Tıp Mezunu  
☐ Tıpta Uzmanlık
4. Medeni durumunuz: ☐ Evli ☐ Bekar
5. Çalıştığınız birim: .....
6. Meslekte çalışma süreniz (yıl olarak): .....
7. Çalıştığınız kurumun düzenlediği sosyal faaliyetlere katılıyor musunuz? ☐ Evet ☐ Hayır ☐ Kısmen
8. Sosyal ağlardan çalıştığınız kurumu takip ediyor musunuz? ☐ Evet ☐ Hayır ☐ Kısmen
9. Bu kurumdan önce çalıştığınız kurum sayısı: ☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ve üzeri
10. Kurumdaki pozisyonunuz: ☐ Doktor  
☐ Hemşire  
☐ Fizyoterapist  
☐ Odyolog  
☐ Psikolog  
☐ Diyetisyen  
☐ Tıbbi sekreter  
☐ Teknisyen  
☐ Tekniker  
☐ Diğer (Belirtiniz: .....)
11. Ünvanınız: .....
12. Bu kurumda çalışma süreniz (yıl olarak): .....
13. Kadro durumunuz: ☐ Sözleşmeli ☐ Kadrolu ☐ Diğer (Belirtiniz: .....)
14. Çalışma şekliniz: ☐ Tam zamanlı/Vardiyasız ☐ Tam zamanlı/Vardiyalı  
☐ Yarı zamanlı(Part time) ☐ Diğer (Belirtiniz: .....)

## Appendix 2: Corporate Reputation Scale

	(1) Kesinlikle Katılmıyorum	(2) Katılmıyorum	(3) Kararsızım	(4) Katılıyorum	(5) Kesinlikle Katılıyorum
1. Çalıştığım kurumun personel üzerindeki itibarı yüksektir.					
2. Çalıştığım kurumdaki işimi severek yapıyorum.					
3. Çalıştığım kurum, çalışanlarına önem vermektedir.					
4. Çalıştığım kurum, yaptığı çalışmaların arkasında durur.					
5. Çalıştığım kurum yüksek kalitede hizmet vermektedir.					
6. Çalıştığım kurum yenilikçi hizmetler sunmaktadır.					
7. Çalıştığım kurumun aldığı kararlar, belli bir plan doğrultusunda alınmakta ve uygulanmaktadır.					
8. Çalıştığım kurum diğer kamu kurum ve kuruluşlarına öncülük eden adımlar atmaktadır.					
9. Çalıştığım kurumun verdiği hizmetler tatmin edicidir.					
10. Çalıştığım kurum gelecek hakkında net bir vizyona sahiptir.					
11. Çalıştığım kurum misyon ve vizyonu doğrultusunda iyi bir şekilde yönetilmektedir.					
12. Çalıştığım kurum başarıyı, dürüstlüğü ve etik davranışları ödüllendiren bir yönetim anlayışı vardır.					
13. Çalıştığım kurum çağın gereklerine uygun, tüm personelin katılımının sağlandığı bir yönetim biçimini benimsemiştir.					
14. Çalıştığım kurumun yönetimi ve personeli bir aile, kendimi de bu ailenin bir ferdi olarak görüyorum.					
15. Çalıştığım kurumun personeli birbirine karşı açık, samimi ve saygılıdır.					
16. Çalıştığım kurum çevreye karşı duyarlı ve sorumludur.					
17. Çalıştığım kurum sosyal sorumluluk projelerine destek vermektedir.					
18. Çalıştığım kurum sosyal sorumluluk projelerinde yüksek standart oluşturur ve uygular.					

### Appendix 3: Occupational Commitment Scale

	(1) Kesinlikle Katılmıyorum	(2) Katılmıyorum	(3) Kararsızım	(4) Katılıyorum	(5) Kesinlikle Katılıyorum
DB1. Mesleğim kişisel imajım açısından önem taşımaktadır.					
DB2. Bu mesleğe girdiğim için pişmanım.					
DB3. Bu meslekten olduğum için gurur duyuyorum.					
DB4. Bu meslekte olmaktan hoşlanmıyorum.					
DB5. Bu meslek ile kendimi özdeşleştiremiyorum.					
DB6. Bu mesleği heyecan verici bir meslek olarak görüyorum.					
MB1. Bu mesleğe, şimdi değiştirmeyi düşünmeyecek kadar çok şey verdim.					
MB2. Benim için mesleğimi değiştirmek şu anda çok zor olur.					
MB3. Eğer mesleğimi değiştirsem hayatım büyük ölçüde altüst olur.					
MB4. Şu anda mesleğimi değiştirmem bana çok pahalıya patlar.					
MB5. Beni bu mesleği değiştirmekten alıkoyacak herhangi bir neden yoktur.					
MB6. Şu anda mesleğimi değiştirmem için kişisel olarak çok önemli fedakarlıklara katlanmam gerekir.					
NB1. Belirli bir mesleğin eğitimini almış kişilerin o mesleği makul bir süre yapma sorumluluğu taşımaları gerektiğine inanıyorum.					
NB2. Bu meslekte kalmak için herhangi bir yükümlülük hissetmiyorum.					
NB3. Bu mesleğe devam etmeyi yerine getirmem gereken bir sorumluluk olarak görüyorum.					
NB4. Bana avantaj sağlayacak olsa bile, bu mesleği bırakmaya hakkım olmadığını düşünüyorum.					
NB5. Bu mesleği bırakırsam kendimi suçlu hissederim.					
NB6. Mesleğime duyduğum sadakatten dolayı bu mesleği yapmaya devam ediyorum.					

**Appendix 4: Frequency Table**

<b>Cinsiyet</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	Kadin	160	72,1	72,1	72,1
	Erkek	61	27,5	27,5	99,5
	Diger	1	,5	,5	100,0
	Total	222	100,0	100,0	

<b>Medeni_Durum</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	Evli	98	44,1	46,9	46,9
	Bekar	109	49,1	52,2	99,0
	4	1	,5	,5	99,5
	5	1	,5	,5	100,0
	Total	209	94,1	100,0	
Missing	System	13	5,9		
Total		222	100,0		

<b>Egitim_Durumu</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	Lise	22	9,9	10,0	10,0
	Ön lisans	35	15,8	15,9	25,9
	Lisans	91	41,0	41,4	67,3
	Yüksek Lisans	19	8,6	8,6	75,9
	Doktora	1	,5	,5	76,4
	Tıp mezunu	5	2,3	2,3	78,6
	Tıpta Uzmanlık	47	21,2	21,4	100,0
	Total	220	99,1	100,0	
Missing	System	2	,9		
Total		222	100,0		

Yas					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	6	2.7	2.7	2.7
	55	6	2.7	2.7	5.5
	39	2	0.9	0.9	6.4
	27	10	4.5	4.5	10.9
	32	9	4.1	4.1	15
	25	19	8.6	8.6	23.6
	31	4	1.8	1.8	25.5
	24	15	6.8	6.8	32.3
	23	13	5.9	5.9	38.2
	48	5	2.3	2.3	40.5
	50	9	4.1	4.1	44.5
	29	10	4.5	4.5	49.1
	38	4	1.8	1.8	50.9
	26	16	7.2	7.3	58.2
	30	7	3.2	3.2	61.4
	22	5	2.3	2.3	63.6
	28	11	5	5	68.6
	34	5	2.3	2.3	70.9
	44	4	1.8	1.8	72.7
	37	5	2.3	2.3	75
	35	5	2.3	2.3	77.3
	45	7	3.2	3.2	80.5
	43	2	0.9	0.9	81.4
	19	1	0.5	0.5	81.8
	47	3	1.4	1.4	83.2
	26	5	2.3	2.3	85.5
	27	3	1.4	1.4	86.8
	65	2	0.9	0.9	87.7
	49	7	3.2	3.2	90.9
	21	2	0.9	0.9	91.8
	73	1	0.5	0.5	92.3
	36	1	0.5	0.5	92.7
	41	2	0.9	0.9	93.6
	20	1	0.5	0.5	94.1
	40	1	0.5	0.5	94.5
	58	2	0.9	0.9	95.5
	59	2	0.9	0.9	96.4
	51	3	1.4	1.4	97.7
	54	1	0.5	0.5	98.2
	60	1	0.5	0.5	98.6
	42	2	0.9	0.9	99.5
	64	1	0.5	0.5	100
	Total	220	99.1	100	
Missing	System	2	0.9		
Total		222	100.0		

Calistigi_Birim					
		Frequency	Percent	Valid Percent	Cum ulativ e Perce nt
Valid	Kalp Merkezi	7	3.2	3.6	3.6
	İç Hastalıkları	7	3.2	3.6	7.3
	Yoğun bakım	20	9.0	10.4	17.7
	Radyoloji	18	8.1	9.4	27.1
	Yataklı servis	30	13.5	15.6	42.7
	Kadın doğum	5	2.3	2.6	45.3
	Pediatric	3	1.4	1.6	46.9
	Noroloji	4	1.8	2.1	49.0
	Acil servis	11	5.0	5.7	54.7
	Nükleer tıp	3	1.4	1.6	56.3
	Check up	2	.9	1.0	57.3
	Numune	3	1.4	1.6	58.9
	Gastro	2	.9	1.0	59.9
	Gogus hst	2	.9	1.0	60.9
	Genel cerrahi	3	1.4	1.6	62.5
	İnfeksiyon hst	3	1.4	1.6	64.1
	Psikiyatri	4	1.8	2.1	66.1
	Estetik	1	.5	.5	66.7
	Anestezi	2	.9	1.0	67.7
	Ameliyathane	10	4.5	5.2	72.9
	Plastik	1	.5	.5	73.4
	Hematoloji	2	.9	1.0	74.5
	Nefroloji	1	.5	.5	75.0
	Göz	4	1.8	2.1	77.1
	Ortopedi	4	1.8	2.1	79.2
	Kan Bankası	2	.9	1.0	80.2
	Radyoterapi	3	1.4	1.6	81.8
	Labaratuvar	15	6.8	7.8	89.6
	Tüp Bebek	1	.5	.5	90.1
	Sterilizasyon	1	.5	.5	90.6
	Dermatoloji	1	.5	.5	91.1
	Beslenme Diyetetik	3	1.4	1.6	92.7
	Kemoterapi	1	.5	.5	93.2
	KBB	3	1.4	1.6	94.8
	Spor Hekimliği	1	.5	.5	95.3
	Fizik Tedavi	4	1.8	2.1	97.4



	Üroloji	2	.9	1.0	98.4
	Eczane	1	.5	.5	99.0
	Patoloji	2	.9	1.0	100.0
	Total	192	86.5	100.0	
Missing	System	30	13.5		
Total		222	100.0		

Meslekte_Calisma_Suresi					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 yıl	8	3,6	3,8	3,8
	28	6	2,7	2,9	6,7
	12	3	1,4	1,4	8,1
	10	7	3,2	3,3	11,4
	2	12	5,4	5,7	17,1
	11	5	2,3	2,4	19,5
	1	20	9,0	9,5	29,0
	5	25	11,3	11,9	41,0
	30	12	5,4	5,7	46,7
	17	6	2,7	2,9	49,5
	4	16	7,2	7,6	57,1
	1.5	4	1,8	1,9	59,0
	3.5	3	1,4	1,4	60,5
	19	5	2,3	2,4	62,9
	10 ay	1	,5	,5	63,3
	8	8	3,6	3,8	67,1
	9	3	1,4	1,4	68,6
	21	3	1,4	1,4	70,0
	7	2	,9	1,0	71,0
	20	7	3,2	3,3	74,3
	1 ay	4	1,8	1,9	76,2
	34	2	,9	1,0	77,1
	25	2	,9	1,0	78,1
	24	2	,9	1,0	79,0
	36	2	,9	1,0	80,0
	42	1	,5	,5	80,5
	22	2	,9	1,0	81,4
	3 ay	2	,9	1,0	82,4
	27	3	1,4	1,4	83,8
	4 ay	1	,5	,5	84,3
	14	1	,5	,5	84,8
	50	1	,5	,5	85,2
	6	5	2,3	2,4	87,6
	15	3	1,4	1,4	89,0
	13	1	,5	,5	89,5
	16	1	,5	,5	90,0
	32	2	,9	1,0	91,0
	2.5	1	,5	,5	91,4
	2 ay	4	1,8	1,9	93,3
	33	3	1,4	1,4	94,8
	35	3	1,4	1,4	96,2
	23	1	,5	,5	96,7
	26	3	1,4	1,4	98,1
	9 ay	2	,9	1,0	99,0
	7.5	1	,5	,5	99,5
	31	1	,5	,5	100,0
	Total	210	94,6	100,0	
Missing	System	12	5,4		
Total		222	100,0		

Sosyal_Faaliyet_Katilim					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Evet	48	21,6	22,9	22,9
	Hayır	64	28,8	30,5	53,3
	Kısmen	98	44,1	46,7	100,0
	Total	210	94,6	100,0	
Missing	System	12	5,4		
Total		222	100,0		

Sosyal_Ag_Kurum_Takip					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Evet	114	51,4	53,8	53,8
	Hayır	31	14,0	14,6	68,4
	Kısmen	66	29,7	31,1	99,5
	4	1	,5	,5	100,0
	Total	212	95,5	100,0	
Missing	System	10	4,5		
Total		222	100,0		

Onceki_Kurum_Sayisi					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	55	24,8	25,5	25,5
	1	60	27,0	27,8	53,2
	2	46	20,7	21,3	74,5
	3	26	11,7	12,0	86,6
	4 ve üzeri	29	13,1	13,4	100,0
	Total	216	97,3	100,0	
Missing	System	6	2,7		
Total		222	100,0		

Kadro_Durumu					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sozlesmeli	128	57,7	66,0	66,0
	Kadrolu	36	16,2	18,6	84,5
	Diger	30	13,5	15,5	100,0
	Total	194	87,4	100,0	
Missing	System	28	12,6		
Total		222	100,0		

Kurumdaki_Pozisyon					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doktor	51	23,0	23,5	23,5
	Hemsire	107	48,2	49,3	72,8
	Fizyoterapist	4	1,8	1,8	74,7
	Odyolog	1	,5	,5	75,1
	Psikolog	1	,5	,5	75,6
	Diyetisten	4	1,8	1,8	77,4
	Tıbbi Sekreter	5	2,3	2,3	79,7
	Teknisyen	21	9,5	9,7	89,4
	Tekniker	10	4,5	4,6	94,0
	Diger	13	5,9	6,0	100,0
	Total	217	97,7	100,0	
Missing	System	5	2,3		
Total		222	100,0		

Unvan					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uzman	19	8,6	31,1	31,1
	Sorumlu	8	3,6	13,1	44,3
	Dr	7	3,2	11,5	55,7
	Yard.doç.dr	12	5,4	19,7	75,4
	Doc.dr	6	2,7	9,8	85,2
	Prof.dr	9	4,1	14,8	100,0
	Total	61	27,5	100,0	
Missing	System	161	72,5		
Total		222	100,0		

Calisma_Sekli					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vardiyasiz	123	55,4	58,0	58,0
	Vardiyali	83	37,4	39,2	97,2
	Yarı zamanlı	4	1,8	1,9	99,1
	Diger	2	,9	,9	100,0
	Total	212	95,5	100,0	
Missing	System	10	4,5		
Total		222	100,0		

Kurumda_Calisma_Suresi					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 yıl	30	13,5	14,7	14,7
	3	18	8,1	8,8	23,5
	2	24	10,8	11,8	35,3
	4	22	9,9	10,8	46,1
	5	63	28,4	30,9	77,0
	1.5	13	5,9	6,4	83,3
	3.5 yıl	6	2,7	2,9	86,3
	10 ay	1	,5	,5	86,8
	4 ay	2	,9	1,0	87,7
	3 gun	1	,5	,5	88,2
	1 ay	5	2,3	2,5	90,7
	6	2	,9	1,0	91,7
	2.5	2	,9	1,0	92,6
	7 ay	2	,9	1,0	93,6
	4.5	2	,9	1,0	94,6
	2 ay	6	2,7	2,9	97,5
	3 ay	1	,5	,5	98,0
	9 ay	3	1,4	1,5	99,5
	5.5	1	,5	,5	100,0
	Total	204	91,9	100,0	
Missing	System	18	8,1		
Total		222	100,0		

## **BACKGROUND**

### **PERSONAL INFORMATION**

Name-Surname: PINAR KURD

Date of Birth: 06/22/1985

Birth Place: Gaziantep

Nationality: Turkey / North Cyprus

Marital status: Single

Address Information: Nicosia / TRNC

Email: pnrkurd@gmail.com

### **EDUCATION**

#### **University (Master) / 02.2012- 2015**

Near East University

Faculty of Economics and Administrative

Sciences Business – English

#### **University (BA) / 08.2004-06.2009**

Near East University

Faculty of Engineering, Computer Engineering – English

#### **High School / 06.2000-06.2004**

Bulent Ecevit High School

Science

### **FOREIGN LANGUAGE**

	<b>Reading</b>	<b>Writing</b>	<b>Speaking</b>
<b>English</b>	Advanced	Advanced	Advanced
<b>German</b>	Basic	Basic	Basic

## **WORK EXPERIENCES**

### **04.2010-present**

Near East University Hospital, Nicosia - TRNC, Computer Engineer

### **09.2008 - 10.2008**

Creditwestbank Co Ltd., Nicosia - TRNC, Information Technology Assistant

### **08.2008 - 09.2008**

Creditwestbank Co Ltd., Nicosia - TRNC, Information Technology Intern

### **09.2007 - 10.2007**

Near East University, Nicosia – TRNC, Information Technology Assistant

### **08.2007 - 09.2007**

Near East University, Nicosia – TRNC, Information Technology Intern

## **CAPABILITIES**

**Computer Information:** Oracle, C, C++, Pascal, Delphi, Windows XP, Windows 7, Word, Excel, Frontpage, Adobe Flash, Adobe Photoshop.

### **Certificate/Seminar information:**

- **Informatics - CCNA - Cisco Certified Networking Associate Certificate of CCNA Exploration: Network Fundamentals (Cisco Certification schemes)**

Near East University - 25.05.2009

- **Information and Career Seminar**

Near East University - April 1, 2010

- **First Aid Certificate**

Near East University - 10/05/2010

- **Patient Counseling and Clinical Assistant Personnel Training Certification**

Near East University - 10/05/2010

## **PROJECTS**

- **Real Estate Software (Graduation Project)**

Near East University - 2009