



**THE EFFECT OF INTERNAL COMMUNICATION ON
THE PERCEPTION OF CORPORATE REPUTATION IN
HEALTH INSTITUTIONS: A STUDY ON PRIVATE
HOSPITAL EMPLOYEES**

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Thesis for the Master's Program in Marketing Communication and Public Relations

Graduate School
Izmir University of Economics

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ETHICAL DECLARATION

I hereby declare that I am the sole author of this thesis and that I have conducted my work in accordance with academic rules and ethical behaviour at every stage from the planning of the thesis to its defence. I confirm that I have cited all ideas, information and findings that are not specific to my study, as required by the code of ethical behaviour, and that all statements not cited are my own.

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ABSTRACT

THE EFFECT OF INTERNAL COMMUNICATION ON THE PERCEPTION OF CORPORATE REPUTATION IN HEALTH INSTITUTIONS: A STUDY ON PRIVATE HOSPITAL EMPLOYEES

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Master's Program in Marketing Communication and Public Relations

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Increasing competition environment with the developing health sector and the rapid proliferation of private health institutions has increased the importance of corporate reputation in health services. It is known that among the factors affecting the perception of corporate reputation, communication satisfaction within the institution has a significant effect. The aim of this research is to examine the relationship between the communication satisfaction of healthcare professionals and their perceived corporate reputation levels. In this research, a literature review of corporate communication efforts and the concept of corporate reputation for both internal and external stakeholders have been made from the past to the present. The effect of corporate communication efforts in health institutions on communication satisfaction on employees and how internal communication satisfaction of employees affect the perception of corporate reputation were investigated. Two different scales were used to investigate this effect. Firstly, the Communication Satisfaction (CSQ)

Scale was used to measure communication satisfaction, and secondly, the Reputation Coefficient (RQ) Scale was used. Data collected from IUE Medical Park (Medical Point) Hospital staffs using the questionnaire method were analyzed using SPSS and Pajek programs. According to the demographic findings, it was seen that communication satisfaction was related to the profession of the employees and doctors are more satisfied with internal communication than other employees. In addition, according to the semantic network analysis findings, the characteristics that will increase communication satisfaction within the organization are defined as "respectful", "understanding", "listening", "fair", "clear", "ideas are valued" and "open-minded". As a result of the research, it has been seen that the perception of corporate reputation of the employees is generally positive and the satisfaction of internal communication is directly related with the perception of corporate reputation. In line with all these findings, recommendations for the corporate communication efforts of healthcare organizations and recommendations for further studies are presented.

Keywords: Communication Satisfaction, Corporate Reputation, Internal Communication, Healthcare, Corporate Communication

ÖZET

SAĞLIK KURUMLARINDA İÇ İLETİŞİMİN KURUMSAL İTİBAR ALGISI ÜZERİNE ETKİSİ: ÖZEL HASTANE ÇALIŞANLARI ÜZERİNDE BİR ARAŞTIRMA

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Gelişen sağlık sektörü ve özel sağlık kurumlarının hızla çoğalması ile artan rekabet ortamı sonucunda sağlık hizmetlerinde kurumsal itibarın önemi artmıştır. Kurumsal itibar algısına etki eden faktörler içerisinde kurum içerisindeki iletişim memnuniyetinin önemli bir etkisinin olduğu bilinmektedir. Bu araştırmanın amacı, sağlık çalışanlarının iletişim doyumları ile algıladıkları kurumsal itibar düzeyleri arasındaki ilişkiyi incelemektir. Bu çalışmada hem iç paydaşlar hem de dış paydaşlara yönelik kurumsal iletişim çabalarının ve kurumsal itibar kavramının geçmişten günümüze literatür taraması yapılmıştır. Sağlık kurumlarında yer alan kurumsal iletişim çabalarının, çalışanlar üzerindeki iletişim memnuniyetine etkisi ve çalışanların iç iletişim memnuniyetlerinin kurumsal itibar algısını nasıl etkilediği araştırılmıştır. Bu etkiyi araştırabilmek için iki farklı ölçek kullanılmıştır. İlk olarak iletişim memnuniyetini ölçmek için İletişim Doyumu (CSQ) Ölçeği, ikinci olarak da İtibar Katsayısı (RQ) Ölçeği kullanılmıştır. İEÜ Medical Park (Medical Point)

Hastanesi çalışanlarına anket yöntemi kullanılarak toplanan veriler, SPSS ve Pajek programları kullanılarak analiz edilmiştir. Araştırmaya katılan çalışanların iletişim memnuniyet oranı ortalamanın üzerinde olduğu sonucuna varılmıştır. Bulgulara göre, iletişim memnuniyetinin çalışanların meslekleri ile ilişkili olduğu görülmüştür ve doktorların diğer çalışanlara göre iletişimden daha memnun olduğu sonucuna varılmıştır. Ayrıca viemantic ağ analizi ile ulaşılan bulgulara göre, çalıştıkları kurum içerisindeki iletişim memnuniyetlerini arttıracak özellikleri çalışanlar, “saygılı”, “anlayışlı”, “dinleyen”, “adaletli”, “açık ve net”, “görüşlere değer verilen” ve “açık görüşlü” olarak tanımlamışlardır. Araştırma sonucu genel olarak çalışanların kurumsal itibar algısının olumlu yönde olduğunu ve kurum içi iletişim memnuniyetinin kurumsal itibar algısı ile ilişkili olduğunu göstermiştir. Tüm bu bulgular doğrultusunda, araştırmanın sonunda kurumsal iletişim çalışmalarının geliştirilmesi yönünde ve gelecek çalışmalar için önerilerde bulunmaktadır.

Anahtar Kelimeler: İletişim Memnuniyeti, Kurumsal İtibar, İç İletişim, Sağlık Hizmetleri, Kurumsal İletişim



Rahmetli Anneannem Saadet'e İthafen (16.04.2022)

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CHAPTER 1: INTRODUCTION

Corporate communication activities in organizations where the communication is strategically managed make a critical contribution to the reputation of the organization, thus its competitiveness and financial performance. Dowling (2006) describes three basic roles of corporate communication as “to create understanding, appreciation and awareness among the main stakeholders, to explain or defend the actions of the institution, and finally to include internal communication as well as external communication in the development of corporate reputation” (p. 83). Strategically managed corporate communication with stakeholder approach aims to maintain a balanced and consistent communication with the internal and external stakeholders. However, one can argue that one of the most important stakeholders of corporate communication consist of the employees.

As an internal stakeholder, it is possible to identify all employees with the corporate brand and to develop loyalty through effective corporate communication activities. Internal communication, which enables the creation and maintenance of the communication processes between employers and employees, is defined as an important component of corporate communication in organizational life (Vercic and Spoljaric, 2020). The organization's consistent focus on organizational communication systems and effective management of internal communication processes contribute to the formation of a positive impression on the external stakeholders about the organization and ultimately to the formation of a positive corporate reputation (Van Reel and Fombrun, 2007). In addition, how employees perceive the reputation of the institution affects their behavior towards the institution (Davies et al., 2004). In an other words, the satisfaction of employees' internal communication builds a strong corporate brand image and reputation by unveiling a domino effect. In its broadest definition, the corporate reputation is the general evaluations made by stakeholders about the institution (Van Reel and Fombrun, 2007, p. 43). These evaluations can be expressed as the total perception formed in the long term, summarizing the viewpoint of all stakeholders, including customers, employees, shareholders, media and civil society, about the institution.

Nowadays, the increasing privatization of health services and the formation of a competitive environment require to have the effective management of corporate communication activities in health institutions. The transformation of health services

from being a public service to a commercial activity increases the need for communication activities aiming to facilitate the corporate reputation management and to increase employee identification with the organization. It is extremely important to ensure the motivation of the employees, to be satisfied with internal communication in order to maintain the quality service, and to perceive the institution they work for as a reputable institution. The aim of this research is to examine the relationship between the communication satisfaction of healthcare professionals and their perceived corporate reputation levels. As a result of the literature review, no research could be found that can be matched with the relationship between internal communication satisfaction in health institutions and corporate reputation. This research also aims to fill this gap in the literature and to bring the relationship between internal communication satisfaction in health institutions and the perception of corporate reputation to the literature. The research consists of five parts. In the first part, literature explanations on corporate communication and reputation management are given. In the second part, corporate communication efforts in health institutions and the importance of reputation management are explained. In the third part, research method; in the fourth part, the findings of the research are interpreted. Finally, the comparison of the research with other examples in the literature was made and suggestions were presented to the institution in line with the research results.

CHAPTER 2: CORPORATE COMMUNICATION AND REPUTATION MANAGEMENT

2.1. Corporate Brand

The concept of 'brand' has become a stereotyped term in many branches of communication and marketing. Pereira-Villazón (2001) argues that the corporate brand is an intangible and strategic asset of great value. Therefore, the branding of institutions has attracted the attention of not only communication but also many disciplines. There are different concepts such as corporate branding, employer brand, employee brand that are always in relation with each other. The most striking features of corporate branding are known as the logo of the institution, corporate identity and culture. Corporate communication departments ensure the awareness of the institution by maintaining these features in a consistent manner. In addition, corporate communication departments strive to create a strong corporate culture, a strong employer and employee brand by ensuring that employees adopt the corporate identity created by internal communication activities.

Corporations focus on creating a positive image that focuses on strengthening their communication with stakeholders and responding to the needs of their stakeholders in order to protect and enhance their reputations. This positive image can be called the corporate identity and corporate brand of the institutions (Cornelissen, 2008). According to Aaker (2004), The corporate brand is defined “primarily by organizational affiliations as the brand that characterizes the organization that will provide and stand behind the service” (p.7). Argenti and Druckenmiller (2004) defines corporate branding as “something that should be taken seriously by businesses” (p.374). Strong corporate identities are valuable assets for businesses, but investors and employees alike are faced with a plethora of options. A strong corporate brand may give cohesion and lend credibility to new goods and endeavors as organizations expand their product lines and sales channels. In addition of these, the corporate brand has a positive contribution to the organization in many different ways. Aaker (2004) summarizes these contributions in his study as follows (p.7). The corporate brand is unique in that it clearly and unmistakably reflects both an organization and a product. The corporate brand will feature a variety of attributes and initiatives that can help promote the brand as a driver or endorser. The corporate brand can help differentiate, create branded energizers, provide credibility, facilitate

brand management, support internal brand-building, provide a foundation for a relationship that complements the product brand, support communication to a wide range of company constituents, and provide the ultimate branded house.

As corporate branding has become widespread, definitions and associated concepts have begun to achieve depth. Along with the depth of these concepts and the competitive environment created, the issue that institutions care most and provides priority in communication activities has been corporate reputation. There is a strong relationship between the corporate branding and the corporate reputation. Corporate reputation is greatly influenced by the corporate brand, and the role of corporate branding is quite large in the path it draws. Argenti and Druckenmiller (2004) explains this relationship as follows: As a way of maintaining corporate reputation, businesses should concentrate on managing their corporate brand. A corporate brand may really influence business decisions that keep a company on track with its strategic objectives if it is well-developed and communicated. Since a corporate brand sets the expectations in consumer side about what the company will give, achieving those expectations creates the image that a company wishes in the consumer side, which boosts the overall reputation.

2.2. Corporate Communication

Corporate communication has been included in the literature with many definitions from the past to the present. There are also theories developed by many researchers on this subject. If we make a literature review of these definitions from general to specific:

Akyürek (2005) defines corporate communication as a tool that covers all communication activities of an institution towards its target audience. This study states that in order to carry out these communication activities, the information should be exchanged from many different aspects.

Frandsen and Johansen (2014) examined corporate communication definitions and determined the following critical aspects.

1. Corporate communication is a function of strategic management.
2. Corporate communication takes a comprehensive approach to communication management.
3. The integration of external and internal communication efforts is intended to create, maintain, modify, and/or repair one or more positive images and/or reputations.

4. Positive image and/or reputation construction, maintenance, change, and/or repair occur inside interactions with the company's external and internal stakeholders. (Customers, investors, suppliers, rivals, the media, the local community, workers, etc.)

In terms of corporate or organizational efficiency, the institution must realize the functions and application areas of core corporate communication ideas and techniques, as well as be able to use conscious strategic communication. In the twenty-first century, communication management has evolved into a strategic asset for both organizations and individuals. Individuals who succeed in managing their communication get a respectable and trustworthy reputation, while organizations that succeed in managing their communication gain a reliable reputation. Also, communication systems that allow for the distribution of news and information inside an organization can continue to operate and exist alongside the communication systems they use with their target audiences and their surroundings between processes. Organizations that must use an open communication system cannot thrive without communication (Ada, 2021).

When the literature research from past to present are examined, seen that there are many basic elements of corporate communication. All these pieces perform distinct functions. Van Riel (1995) states that corporate communication is a complete framework that combines marketing, organizational, and management communications and integrates the entire company message as an example of these aims. He claims that this helps to define a company's image and boosts its overall competitive edge (Reed and Dolphin, 2009). Corporate communication, according to Van Riel and Fombrun (2007; p.14-20), encompasses management communication, marketing communication, and organizational communication.

2.2.1. Purpose and Functions of Corporate Communication

The roles of corporate communication were become prominent as internal and external stakeholders began to demand more information from companies (Cornelissen, 2008). Thus, corporate communication has become a vital emphasis in order to articulate the organization's communication (Van Riel and Fombrun, 2008) in order to interact with and impact all stakeholders.

Communication generally has four main functions. These functions can be valid both within organizations and in interpersonal communication. Yilmazer (2020) summarizes these functions in his research as follows:

- *The function of communication information provision:* In order to carry out activities in order to realize the organization's objectives, employees must know what to do, how to do it, and why. Many different communication methods can be used to provide information within an organization.
- *Persuasion and the influencing role of communication:* Persuasion is the process of altering a person's or group's behavior, ideas, and attitudes in the desired direction. Influencing is described as the endeavor to influence people's attitudes and actions over time.
- *Communicating is both mandatory and instructive:* Managers in businesses interact with their employees not just to provide information, but also to provide guidance or to direct their conduct. In order for the workflow to move correctly and efficiently, the organization must use a very effective and correct communication strategy.
- *Communication's unifying role:* Coordination is another function of communication. Communication allows people who are culturally embedded in a social structure to preserve their mutual relationship and commitment. The consolidation function also improves company loyalty and creates a dependable working environment.

There are several aspects that should be provided from corporate communication and that should compensate for in the case of the lack of it. When these factors are investigated, corporate communication will proceed in a right and consistent manner. Many studies have discussed the functions and aims of corporate communication in the literature.

Corporate communication is a complicated organization with various functions and goals. Corporate communication is a strategic instrument for a business to obtain a competitive edge. Corporate communication is used by organizations to guide, motivate, persuade, and inform employees and the public (Goodman, 2000).

Again, according to Goodman (2000), the followings are the goals and functions of corporate communication (p.69-75):

- Many elements are influenced by corporate communication. A strong corporate culture, a consistent corporate identity, a genuine sense of corporate citizenship, an appropriate and professional relationship with the press, a quick and responsible way to communicate in a crisis or emergency, the

knowledge of communication tools and technologies, and a sophisticated approach to global communication are examples of these elements. As a result, the institutions that do not place a high priority on communication will be unable to maintain themselves in a long term.

- Corporate communication is a fundamental subsystem that connects employees and organizations. Employees and units can operate in harmony and collaboration.
- Corporate communication is the interchange of messages between individuals and organizations working in the institution to achieve the organisation's common goals.
- Corporate communication enables to continue the institutional acts, the settlement of difficulties, and the production of creative power.
- Corporate communication facilitates a healthy interchange of information between the outside world and the institution. Institutions adapt to new situations through corporate communication in the case of rapidly changing environmental and competitive conditions.
- Although corporate communication is one of the most significant instruments of corporate management, a good corporate communication is required to provide planning, coordination, decision making, motivation, and control of the institution.
- Corporate communication is critical for developing healthy connections among small groups of employees inside the organization as well as with broader institution. It ensures the growth of the institution's integrity and the sense of belonging for employees.

Dowling (2006: p.83) states that corporate communication has three basic roles in many institutions.

- Corporate communication is externally directed communication, which is designed to build corporate understanding and appreciation and to raise awareness among key stakeholders.
- Corporate communications should defend or explain corporate behavior.
- Corporate communication includes *internal communication*, which is as important as external communication in building a strong corporate reputation.

In addition of these roles, according to Cornelissen (2008), there are three concepts that form the theoretical basis of corporate communication. These concepts are; stakeholder, corporate identity and reputation. These three concepts provide conceptual tools for understanding and applying corporate communication.

According to Tutar (2003), the objectives that differ according to the type of institution are explained as follows. Through corporate communication, employees are informed about their business policies and preferences through announcements and explanations. Among these information are the working order of the institution, long and short-term goals, wage system, reward and punishment system, promotion opportunities, social rights, annual budget of the institution, incomes, activities, etc. topics are included. In addition, as a result of the activities carried out, they provide the developments to the stakeholders through corporate communication. They contribute to the awareness and awareness of the institution through advertising and promotion activities. On the other hand, institutions provide organizational cooperation and coordination through corporate communication (Gaye et al., 2004).

As stated above, the characteristics and domains of corporate communication are quite wide and comprehensive. However, when examined together with these meanings, the characteristics of corporate communication can be summarized in a single sentence. The most fundamental responsibility of corporate communication is the effort to develop initiatives designed to minimize the dysfunctional differences between the desired identity and the desired image (Van Riel, 1995: p.22). In line with this definition, an institution's communication policy is developed around three basic concepts. These are the company's identity, image and culture. Also, according to Belasen (2007), the functions of corporate communication consist of four main functions and their subcomponents (p.32):

- Marketing communication concentrates on media relations, corporate advertising, public relations and reputation management.
- Financial communication covers investor relations, image management, legal communication, executive communication, strategy communication, external affairs, performance management and crisis management.
- Organizational communication focuses on government relations, administrative communication and integration and compliance communication.

- Management communication centers on employee relations, culture and change communication, human resource management and social identity communication.

As seen in Figure 1, corporate communication assumes different tasks in these functions and ensures communication development in this direction and determines its strategy in line with these purposes.

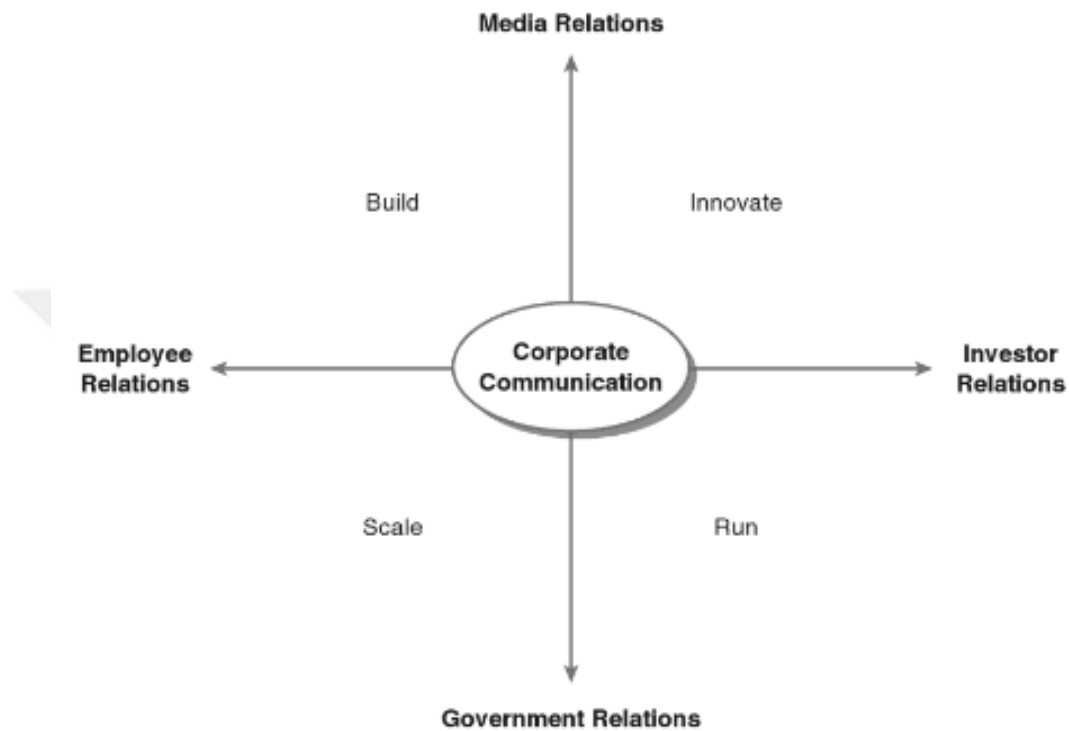


Figure 1. Competing Values Framework for Corporate Communication (Source: Belasen, 2007)

2.2.1.1. Identity, Image, Culture

Argenti (1996) defines the term ‘image’ as a reflection of the reality of organizations. On the other hand, Argenti (1996) defines 'identity' as the virtual incarnation of a company's image as visible in its corporate logo, stationery, uniforms, buildings, brochures, and advertising. Van Riel and Balmer (1997) gathered information on corporate identity from a variety of sources and organized it into three basic paradigms. They consider the visual design paradigm as the most basic foundation for the construction of corporate identity in the literature from the past to the present. With the graphic design paradigm, they establish the company's logo, visual identity, and corporate style. Another component in the establishment of corporate identity is the uniformity of graphic design and all other stakeholders. The integrated communication paradigm was coined by Van Riel and Balmer. The transdisciplinary

paradigm is the final paradigm (marshalling the corporate identity mix). It is critical for institutions to be able to manage the concept of corporate identity and to work toward this goal. These three paradigms must function together and be durable in order to build a successful corporate identity.

Also, organizational culture is defined as the regulation of norms that demonstrates how those in the same organization's attitudes, beliefs, assumptions, and expectations, as well as the activities that affect individual conduct and interpersonal connections, are carried out (Erengul, 1997: p.7). On the other hand, organizational culture enables newcomers to become aware of and adhere to the rules of the institution (Alvesson, 2003: p.3). The fact that the values of the organization coincide with the values of both newcomers and former employees benefits from the organization in many ways. Institutions with strong corporate commitment perform the reputation management more easily and effectively, and also promise a happy working environment to their employees. Corporate communications departments engage research to better understand the requirements and attitudes of various constituencies (i.e., much like marketing research for products and services). They then attempt to improve communications with those constituencies in order to improve their image (Argenti, 1996; p.78).

So, when an organization's identity is addressed, it is considered to refer to the features or attributes that set it apart from others in the perspective of institutions. The institution's culture determines these characteristics (Varol, 1993; p.211).

Organizations and their environments are constantly changing and evolving, so organizations need to reconsider their corporate identity over time to maintain their reputation and sustainability. According to Belasen (2007), effective marketing communications, public relations strategies and media relations help shape an institution's identity and influence its reputation. For this reason, it is best for organizations to determine their effective marketing strategies well and to always be up to date on this issue. However, the constantly changing and developing corporate identity should be integrated into the corporate culture, and the best way of this process is to establish effective relations with the employees.

2.2.1.2. Corporate Advertising and Advocacy

Argenti (1996) argues that the image and identity of an institution is reflected during the corporate advertising processes of that institution. Corporate advertising, which is a sub-function of corporate communication, differs from product advertising and

marketing communication at certain points. In addition, Dolphin and Reed (2009) argue with parallel thinking that corporate advertising should be initiated to present a clear image with a transparent identity for the corporation. The advertising program should form absolute integrity with the overall communication strategy, which is a vital component of the corporate strategy. Professionals in the corporate communications department usually develop strategies for these advertisements and set messages in line with this strategy. On the other hand, advocacy programs, another issue, are a subset of corporate advertising, according to Argenti (2009) and represent an effort to influence an opinion about the business in which the organization is concerned. Public relations and media studies are in some ways parallel to the corporate advocacy principle. Public statements, corporate social responsibility projects, and many messages given through the press include an organization's advocacy principle.

Corporate communication activities have many benefits for these factors. Dolphin and Reed (2009) mention many corporate benefits related to corporate advertising and advocacy in their research. The purpose of corporate advertising is to profit the image of the corporation, instead of its products or services. It involves the employment of media advertising, for the media helps to shape our lives and, even in some cases, our behaviour (2009). Corporate identity and company advertising add respect to one another during this respect. A successful corporate identity shines more with a successful advertising strategy, thus it brings continuity and awareness to the corporation. The impression of the corporation made on the society is ensured by the regular continuation of those strategies.

2.2.1.3. Media Relations

The purpose of media relations is to build a positive reputation and promote the organization's name in the marketplace. The organization aims to strengthen its image among external stakeholders by reflecting the characteristics of the organization to its components (Belasen, 2007). Unlike the paid advertising described above, Argenti (1996) argues that a sub-function of media relations is to allow a company to shape its image through third parties. On the other hand, media advertising can also be used to probe issues and answer specific questions from potential stakeholders of the organization (Dolphin and Reed, 2009). Given the contentious relationship between business and the media, this sub-function is often one of the most important critical functions for senior executives who promise to

present a positive image to critical components of the organization (Argenti, 1996).

2.2.1.4. Financial Communication

Financial communication, generally known as investor or shareholder relations, has emerged as one of the fastest expanding subgroups of the corporate communication function and has been a subject of great interest in all organizations (Argenti, 1996). Financial communication, which is the most fundamental factor that ensures the survival of the institution, is closely related to other functions. Other functions, in the fields in which they are used, ultimately provide a relationship that returns to the institution as a financial resource. Because reputation activities arouse a sense of curiosity in potential investors. For example, when the strong connection of media relations and financial communication is examined, according to Dolphin and Reed (2009), media advertising, which is another function, is used as a great tool to promote the organization to the financial public and strengthen the organization in the eyes of investors and analysts. The strong use of corporate communication channels increases the chance of receiving investment, while showing the institution to potential investors. Investor stakeholders prefer to work with and support institutions with high reputation.

2.2.1.5. Employee Relations

Employee relations is largely concerned with internal communication and identification. Corporate communication in the employee relations role emphasizes the institution's values, strong culture, and effective communication systems in order to improve the institution's reputation and credibility with its internal stakeholders (Belasen, 2007). Internal stakeholders observe a positive company reputation as a result of the corporate identification they have attained through these corporate communication activities, and as a result of this observation, they inevitably communicate this favorable reputation to external stakeholders. Therefore, in order to sustain a satisfied workforce in the presence of shifting values and diverse demographics, corporations inevitably participate in communication, according to Argenti (1996). Corporate communicators must give careful thought to how they engage in internal communication with their employees.

Corporate advertising, which is one of the other functions, is also related to employee relations at some point. Successful corporate advertising can greatly increase employee loyalty to the organization (Dolphin, Reed, 2009). Because individuals who work for organizations with a solid reputation and produce quality work tend to

be more confident. When there is a direct relationship, the institution's external reputation, the value it generates for the employees, and the effectiveness of the established communication lead to a loyal workforce. Employees also behave as the organization's significant external representative. Therefore, the concept of a company's reputation has tangible advantages.

2.2.1.6. Community Relations and Corporate Philanthropy

Within the parameters of their own values, institutions carry out endeavors that will benefit society and the entire planet. Corporate social responsibility efforts are actions that have a direct impact on a company's brand image. Young and Burlingame (1996) suggest that businesses support every issue that arises in the outside world within the confines of their own beliefs, from financial assistance to community involvement initiatives for reasons ranging from self-interest to a personal compassion aspect. These corporate citizenship programs are implemented for moral, public relations, political, and philosophical purposes (Hall, 2006). Corporate communications departments must deal with both of these sub-functions due to the requirement for a higher strategic emphasis and the challenge of handling the difficulties of dealing with increased public concern regarding the role of the corporation (Argenti, 1996).

2.2.1.7. Crisis Communication

One of the functions that is linked to investor relations is crisis communication. A business crisis is defined as a perceived breach of stakeholder expectations that endangers the company and/or its stakeholders (Laskin, 2018). Typical organizational crises pose an operational risk, a potential reputational risk, or both (Coombs, 2015). These crises are characterized by a series of discreditable events that spread via the media or interpersonal communications. Even though corporate communication departments are not a separate activity, they should be prepared for potential crises, plan responses, and ensure that they are followed up on on a regular basis (Argenti, 1996).

2.2.2. Corporate Communication Channels

2.2.2.1. Formal Communication Channels

Formal communication between corporate communication channels can be associated with the hierarchical authority structure in institutions. Issues such as communication between subordinates and forms of address are related to this. "It is a formal communication requirement that employees in a corporation address each

other as ladies and gentlemen." This addressing approach is especially appropriate in structured organizations. Formal communication may appear cold and formal, but it is also required in a company to preserve respect and draw boundaries, and it offers employees an advantage" (Kilincarslan, 2018; p.162). In the formal communication established between the employees and managers in the corporation, information exchange is ensured through many different channels. Formal communication can take different forms depending on the structure of the corporation. In the structure of the corporation, four different types of formal communication may be applied within different employee relations. These types of communication are named as vertical communication, horizontal communication, cross communication and outward communication.

According to Kocabas (2005), within the framework of internal communication efforts, it should be ensured that horizontal, vertical, cross and two-way communication is created impartially, status and participation are ensured for each individual, a healthy work environment and team spirit are created, and creativity is encouraged.

2.2.2.1.1. Vertical Communication

One dimension of formal communication in organizations is vertical communication. Vertical communication is communication that occurs between a subordinate and a superior. Communication between a manager and an employee is similar to communication between the general manager and all employees. This form of communication arising from a status difference is critical for the smooth operation of the company (Kilincarslan, 2018).

- **Top-Down Communication:** "The purpose of this type of communication is to ensure that the employees/staff work reliability, know the organizational goals, and act in line with the desired. Commandments sent from top to bottom can be found in training courses, handbooks, brochures, etc. can be done by means such as written regulations" (Varol, 1993, p.131).
- **Bottom-Up Communication:** "In this communication, unlike the first, the subordinate is the sender while the superior is the receiver. This communication can be accomplished by developing a suggestion system in the organization or by other methods of participation. It can also be done through organizational publications by or for employees, which include employee/staff articles, question-answer columns, and key employee issues"

(Varol, 1993, p.132).

2.2.2.1.2. Horizontal Communication

Horizontal communication is the communication established by those at the same or similar level during their routine activities. In other words, it is the communication established between those of equal status in the institutional hierarchy. (Tutar, Yilmaz and Erdonmez, 2003)

According to Varol (1993), horizontal communication benefits internal communication in many different ways. People at the same level or situation within the organization experience and share the same problems. It should be considered that the communication between them will provide social-emotional support to each of them. It provides the most basic contribution to in-house unity and commitment. Horizontal communication can also help generate new ideas and prevent repeated mistakes.

2.2.2.1.3. Cross Communication

Tutar, Yilmaz, and Erdonmez (2003) define cross communication as the communication that the units of the institution at different levels and locations carry out without using cascading channels. In addition, they state that cross communication is important in corporate processes in terms of eliminating the disadvantages of complex and often long vertical channels and realizing the necessary cooperation in a short time in extraordinary situations. In other words, the communication you have with someone who has a different status in a different department other than your own is cross-talk. Cross communication can be useful to strengthen communication between departments, but this type of communication should be very careful. It is very important that the subject to be contacted and the person he is responsible for match up, otherwise those responsible for the job may feel ignored (Kilincarslan, 2018).

2.2.2.1.4. Outward Communication

In addition to the communication established by institutions within themselves, communication with external sources is also very essential. Corporations have to establish relations with many different stakeholders within their sector. The strength of this communication is also important for the sustainability and reputation of institutions.

2.2.2.1.5. Versatile and Open Communication

It is the free and healthy flow of information and news from top to bottom, bottom to

top, through various channels within the institutional structure. According to Kilincarslan (2018), this form of communication provides many benefits to the organization. Among these benefits include increasing the employee's self-confidence and job, increasing the motivation of the employees in line with the corporate goals, increasing the authority and status of the top management, development of suggestion and problem-solving skills in the institution, increase in the quality and productivity of the employee workforce, and the emergence of a democratic management culture in the institution.

2.2.2.2. Informal Communication Channels

Informal communication is a non-hierarchical communication dimension that develops naturally within the organization. Friendships, rumors and gossip within the institution are included in this form of communication. It is important in terms of motivation and social satisfaction of employees. Informal communication, according to Tutar, is a type of communication that contributes to employees' job satisfaction and productivity (Kilincarslan, 2018). It allows managers to identify prospective sources of work and serves as a source of information. It helps to employee psychological satisfaction by fostering collaboration, teamwork, and social relationships inside the firm, and it inspires employees. As a result, managers should open the door to informal contact, and managers should be able to control informal communication in order to avoid harm.

In addition to these, Yilmazer (2020) states that informal communication has benefits and harms at certain points. The decrease in productivity due to gossip within the organization, the formation of destructive groups, the decrease in trust in the institution and management, and increased conflicts due to misinformation are the harms of informal communication. On the other hand, informal communication also provides benefits to the organization by reducing the stress among the employees, increasing the morale and motivation of the employees, identifying the existing problems within the organization and learning the expectations of the employees.

2.2.3. Corporate Communication Tools

From past to present, there are communication types and tools arising from the needs such as the society being aware of the world and communicating with each other. Communication tools have a historical process. This historical process has been shaped by the technical development of technology, the emergence of social perceptions and the popularity of the tools used. In short, this process can be called

as '*mass media*' and '*communication media*' (Aymaz, 2018).

The most fundamental communication requirements are learning and disseminating information. Communication is required for the knowledge to be helpful to the others in society and used by them as well, that is, for information to be shared with the others and become social (Arklan, 2008). Today, both social and institutional information is disseminated at a rapid pace. Individuals and corporations disseminate and make information available by using their preferred communication techniques. In terms of company reputation and perception management, it is critical to achieve this information dissemination in the most accurate and useful way possible.

There are two types of communication methods as formal communication sources, one-way communication sources and two-way communication sources as communication methods used by institutions.

As previously said, formal communication resources are communication resources in which information is shared horizontally and vertically according to the organizational structure of the institutions. Institutions can conduct this sort of communication in a variety of methods, including e-mail, phone, and face-to-face as defined by the institution. This sort of communication serves to maintain the institution within the scope of regular and auditable communication. Furthermore, formal communication is required to ensure the workflow.

- One-way communication channels are those in which information is transmitted, but no feedback is received. This communication approach is used by the institutions to disseminate the information and news inside the company to both employees and society. Because any feedback is provided, this sort of communication does not contribute to the improvement of the institution. It just allows its subject to notify or publicize the other party. Periodicals, brochures, press releases, banners, notice boards, conferences, seminars, newspapers, videos and internet technologies can be given as examples of these mass media.
- Two-way communication tools allow the individual receiving and delivering the information to communicate with each other and to provide feedback. Receiving feedback from institutions allows the institution to develop and direct its activity in regard to these feedbacks.

Activities such as relationships with employees within the institution, meetings, motivation events, department and unit visits by top

managers, and communication with employee families can be used as examples.

In addition, question-answer areas, suggestion and complaint points, where the society can reach the institution, are also examples of two-way communication. This is how institutions can obtain feedback from the public.

2.2.4. Sub-Categories of Corporate Communication

Individuals within the institutional structure are interrelated. In order to maintain these relationships in a healthy manner, to achieve the set of goals effectively and accurately, and to continue to operate the business comprehensively, it is necessary to communicate internally and externally according to the rules (Tutar, 2003; p.126). Given the diversity of the audience, it is possible to achieve the desired results by using specific communication strategies in an effective and systematic way. According to the target group, corporate communication can be divided into two subcategories: internal communication and external communication.

- *Internal Communication:* Employees are the most fundamental and important stakeholders of a company. The efficiency and success of institutions in both production and service sectors is directly proportional to the importance they attach to internal communication. If the internal communication circulation is correct and effective, the motivation and loyalty of employee will change positively.
- *External Communication:* Institutions need to communicate with the outside in many different ways. They are several types of communication that serve many different purposes such as press, marketing, investor relations. In order for organizations to improve their image and reputation in a positive way, it is important to use this communication effectively, accurately and with the capability of strong crisis management.

2.3. Corporate Reputation

The Turkish Language Association defines the term reputation as being respected by the society and being reliable by the society. On the other hand, the dictionary meaning of reputation is the common opinion or thoughts about a person in the eyes of environment and the general public. This definition can also be considered valid for a corporation (Budd, 1994; p.11).

From the past to the present, many definitions of corporate reputation take place in

the literature. According to Weigelt and Camerer (1988), who made one of the oldest definitions of corporate reputation, corporate reputation is the set of features attributed to an institution and inferred from its past behavior. Some of the other definitions in the literature on corporate reputation are as follows:

“Corporate reputation is the collective description of the consequences of an institution's past actions and its ability to create value-creating impacts on various stakeholders” (Formbrun and Rindova, 1997).

"Corporate reputation is the overall rating that reflects how good or bad an organization looks" (Laufer and Coombs, 2006).

"Corporate reputation is the type of feedback the organization receives from its stakeholders regarding the reliability of identity claims" (Wetten and Mackey, 2002).

According to Nelson and Kalso (2008), the corporate reputation development model is examined in two stages. At these stages it focused on questions such as 'how does the institution present itself' and 'how do the stakeholders perceive the institution' (2008). Institutional mission and corporate identity determination are related to the way that the institutions present themselves. Corporate image and corporate reputation are the components that stakeholders perceive about the institution. “If institutions want to have a strong reputation; they should direct their effective communication efforts towards all their stakeholders, such as relations with employees, relations with investors, corporate social responsibility communication, which are effective in gaining reputation (Gumus and Oksuz, 2010).” Formbrun and Van Riel (2003) explained the effective factors for corporate reputation to become more important today as the increase in globalization, the ease of access to information, the commodification of products, the unlimitedness of the media, and the fact that advertisements surround us positively or negatively. With the development of technology, the fact that the internet is a very common communication tool, and every information is consumed very quickly, institutions have entered into a great competition. This competition makes it difficult to obtain a permanent and stable reputation. For example, institutions gain a good reputation because of a successful advertising campaign or project, they are respected and spoken by the society for a while. However, this process takes a very short place in the memories due to the diversity of information and corporate advertisements in the society, and it becomes more and more difficult to be permanent compared to the old times.

According to the definitions of corporate reputation and academic research, the importance of protecting and improving the reputation of institutions in a positive way has been proven both scientifically and in the past experiences of institutions. For this reason, institutions pay great attention to both external and internal reputation management in order to keep their reputation strong. According to Arguden (2003), the term we call reputation is a power that is hard earned but can be lost in the slightest misbehavior. The source of reputation is “credibility” and “trust”. Credibility can also be expressed as the ability to be influenced, as it is assumed to be a reflection of perceived knowledge or abilities. Trust is a belief in a person's honesty. For this reason, reputation is a common structure in which trust is established and credibility is gained (Budd, 1994:11). Organizations should act with this awareness and should not abandon their reputation management. Because reputation in the eyes of society is a very important concept. Established institutions acquire highly effective powers such as directing, favoring and sustaining the ideas of the society. This situation leads the institution to become a sustainable institution and to become even stronger. However, internal reputation management creates more impact and permanence than external studies. Because employees form the basis of corporate reputation. Quirke (2017) defines the most basic purpose of this internal reputation management as conveying this awareness to employees and ensuring that everyone contributes to their organization in a joint effort. According to Schneider and Bowen (1985), employees form the interface between a brand's internal and external environment. Consumers acquire brand perception by being strongly influenced by the attitudes and behaviors of employees, their clothes and the sentences they use. So, every institution has its own corporate culture, identity and image that it wants to maintain. A number of internal communication activities are carried out in order for the employees to have this awareness and to reflect this awareness to the outside. In addition to contributing to the increase of the reputation of the institution, it is also very important for the employees to see the institution as a reputable institution.

There are many values created by corporate reputation both operationally and financially. These values provide institutions with both prestige and profit margins, making them stronger. Dowling (2006) expressed these operational and financial values by working on a study as follows (p.138); institutions with higher corporate reputation generate more sales revenue, reputation contributes positively to corporate

brand effects, creates an investor base and provides loyal stakeholders.

2.3.1. Perception of Corporate Reputation

Nowadays, the perception area of corporate reputation has been described as the stakeholder approach in many publications. As we explained above, an organization gains absolute credibility from the way it treats its stakeholders (Fombrun, 1996), and this reputation gives it a continuing appeal to both current and future potential stakeholders of the organization (Freeman et al., 2007). According to Harrison and Wicks (2013), the value created by a business extends far beyond financial considerations. The value created by the business can include a wide range of human emotions and behaviors, such as personal development, freedom of thought, happiness, and dignity. The fact that these values can be provided by the institution carries the perspective of the stakeholders and the perception of reputation to the highest level. For example, when examined in terms of employee perception, these values cause feelings such as providing loyalty to the institution and representing the institution positively. The fact that the employee is satisfied with his institution and sees it as a reputable institution also allows the development of reputation by external stakeholders. According to Freeman (2010), a company's strong reputation has a significant secondary effect. Secondary stakeholders, such as the media and special interest groups, become aware of and conduct specific research on how a company treats its stakeholders. This awareness may lead to negative reporting, lobbying for new regulations, boycotting, or other actions that reduce the amount of value produced by the company. A strong positive reputation reduces the likelihood of such behavior. In line with these reasons, institutions should constantly manage and strive for the perception of corporate reputation of both internal and external stakeholders.

2.3.2. Measurement of Corporate Reputation

Since the concept of corporate reputation is abstract and too comprehensive to be reduced to numbers, it is a concept that is very difficult to measure. For this reason, many methods have been developed to measure the concept of reputation in the world. However, first, Walker (2010) expressed what criteria should be taken into account in reputation measurements as follows (p.372):

1. The measurement of corporate reputation should express perceived reputation.
2. Corporate reputation is result-oriented, reflecting the total perception.
3. Corporate reputation provides the opportunity to compare with other companies

due to the nature of competition.

4. Corporate reputation measures can reflect both positive and negative outcomes.

5. Since corporate reputation is a continuous concept, its measurement should also be spread over the long term.

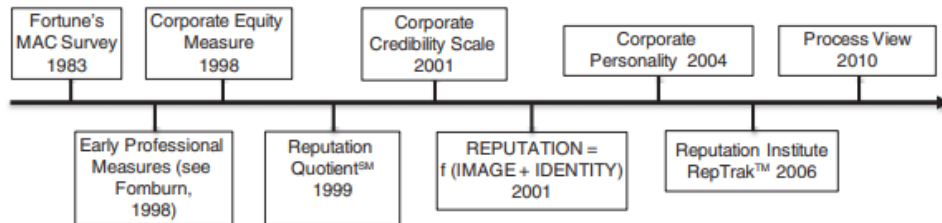


Figure 2. Timeline for the measurement of corporate reputation (Source: Stacks, Dodd and Men, 2013)

From past to present, with the change of conditions and institutional structures, the measurement of corporate reputation has also changed. The historical process of corporate reputation measurement is shown by Stacks (2013) as in Figure 2. As a result of this historical process, the most known and most used scale is the Reputation Quotient (RQ) scale made by the Reputation Institute (Fombrun, 2001). This scale is created to demonstrate how twenty statements and six dimensions of corporate reputation are evaluated by partners, employees, the environment, customers, competitors, financial sources, and suppliers of a corporation. These dimensions include social responsibility, emotional appeal, financial performance, vision and leadership, products and services, and workplace environment. In Figure 3 these six dimensions are illustrated by Chun (2005) along with the content of the Reputation Quotient (RQ).

RQ: 6 factors and 20 items

20 items	6 factors
I have a good feeling about the company I admire and respect the company I trust this company	Emotional appeal
Stands behind its products and services Develops innovative products and services Offers high quality products and services Offers products and services that are good value for money	Product and services
Has excellent leadership Has a clear vision for its future Recognizes and takes advantage of market opportunities	Vision and leadership
Is well managed Looks like a good company to work for Looks like a company that would have good employees	Workplace environment
Supports good causes Is an environmentally responsible company Maintains a high standard in the way it treats people	Social and environmental responsibility
Has a strong record of profitability Looks like a low risk investment Tends to outperform its competitors Looks like a company with strong prospects for future growth	Financial performance

Figure 3. Reputation Quotient (RQ) (Source: Chun, 2005)

2.4. Stakeholder Approach

A stakeholder approach to the strategy emerged in the mid-1980's. One focal point in this movement was the publication of R. Edward Freeman's Strategic Management- A Stakeholder Approach in 1984 (Freeman and McVea, 2001). If internal communication is defined as the strategic management of interactions and relationships among the stakeholders at all organizational levels, these stakeholders should be identified (Welch and Jackson, 2007). Stakeholder approach defines stakeholders as "any group or individual who can affect or is affected by the achievement of the companies' objectives" (Freeman, 2010).

Many diverse interpretations have been stated on the stakeholder approach. Some believe that in order to implement the stakeholder approach, it is essential to concentrate more on human morality while neglecting corporate profitability, and therefore it is not appropriate in terms of corporate sustainability (Vinten, 2000). However, as Jones and Wicks (1999) emphasized, the stakeholder approach aims to reveal the understanding that corporate goals can be achieved in line with all these stakeholders, rather than shifting the focus of institutions away from market and profitability success. So, Freeman (2010) states that the stakeholder perspective is an alternative way of understanding how companies and people create value and trade with each other. As a result, institutions, according to Frederick (1992), should emphasize a win-win strategy while identifying their stakeholders in order to achieve success in line with their goals. Stakeholder analysis, power/interest matrix, and

mapping methodologies should be used to identify key stakeholders and build connections with them to provide mutual benefit.

2.4.1. Stakeholder Types

When institutions and organizations determine their key stakeholders, they evaluate these stakeholders in two separate groups. These groups are called internal and external stakeholders. Internal stakeholders are determined as groups that the institution has within itself or with which it is in constant interaction. Some sources even consider internal stakeholders as primary stakeholders. According to Freeman (2010), the internal stakeholder approach requires us to continually re-evaluate current goals and policies in light of the new demands of the groups we deal with, such as customers, employees and their unions, owners-shareholders and suppliers (p.8). The external stakeholder approach, on the other hand, covers all external factors that affect the managerial process of the institution. These external factors can be summarized in the most general scope as governments, competitors, consumer advocates, environmentalists, special interest groups and media. In addition, in some sources consider external stakeholders as secondary stakeholders.

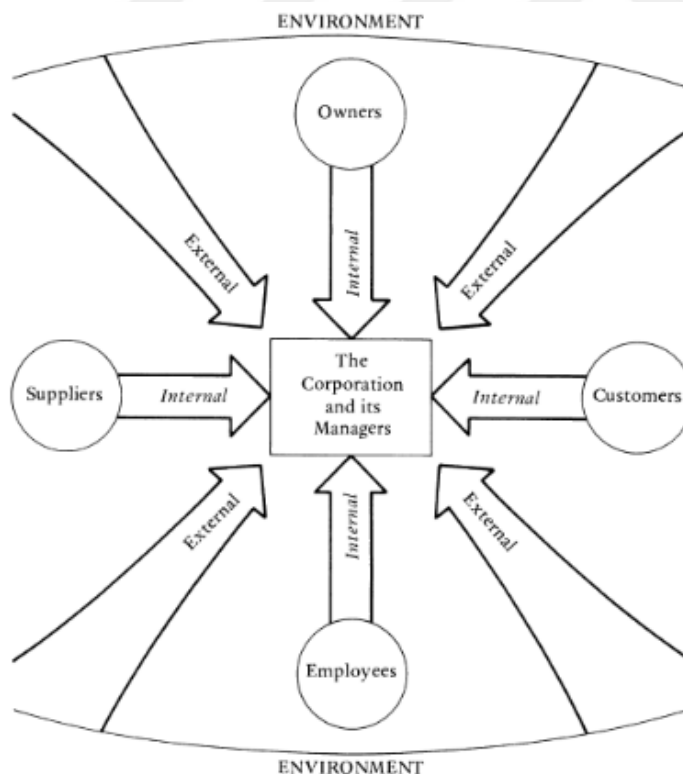


Figure 4. Stakeholder Approach (Source: Freeman, 2010)

2.4.2. Instrumental vs. Normative Stakeholder Approach

The stakeholder method has evolved in two separate ways since Donaldson and Preston's study in 1995. The literature mostly examined two aspects, despite the fact that two writers identified four ideas (descriptive, instrumental, normative, and managerial) at the foundation of stakeholder theory (Kakabadse, Rozuel and Lee-Davies, 2005). It is a sensitive scale that is important for institutions to keep the concepts of profitability and ethics in balance. Normative and instrumental stakeholder approaches have emerged due to the emphasis on these two concepts by their developers. While the normative stakeholder approach is concerned with the ethical dimension of the communication of institutions with both internal and external stakeholders, the instrumental stakeholder approach focuses on the corporate benefit derived from this communication. In addition, even where objective function is implied or even taken for granted, there must be some underlying normative justification (Philips, 2003).

The win-win policy that the normative and instrumental stakeholder approach instills in institutions and stakeholders is not only material. It also has a great contribution to the corporate reputation process.

2.5. Internal Communication

2.5.1. Employee Relations

Bajaj (2013) defines employee relations as the interaction between employees and management that aims to improve employee morale, loyalty, and trust in the organization, as well as to create a conducive work environment that allows them to do their best to achieve organizational goals (Brhane and Zewdie, 2018). Creating and developing a motivated and productive staff is an essential part of a good employee relationship. The successful provision of this motivation benefits the organization in many ways. Employee relations bring success to the organization both financially and morally. Cheney and Christensen's (2001) research in this direction also confirms that many organizations are beginning to view their employees as part of their overall marketing communications, thus becoming part of their preferred self-image and reputation efforts. For this reason, it is necessary to communicate regularly with employees on issues related to components that may affect the external perception of the organization.

Employee relations, on the other hand, are defined by Daniel (2003) as a process of developing strong communication between managers and employees based on

fairness, trust, and mutual respect. It takes a lot of effort and energy to create a working environment in this sequence and balance. This process, which can be costly at times, is one that should be emphasized because the outcome is worth it. Because a positive work environment at this level attracts motivated, loyal, and high-performing employees who are committed to delivering the best results for their organization. Furthermore, Daniel (2003) contends that developing strong employee relations strategies requires communication, trust, ethics, fairness, clear expectations, and conflict resolution. These components basically investigated in depth as follows:

Communication: The communication element is the basis of all other components. Proactively communicating employee thoughts and effective hearing and feedback from managers are the most basic elements of building a strong employee relationship. Interactive communication creates trust between employees and their managers.

Trust: Downward and upward communication factors in the institution's communication hierarchy are most affected by this component. In an organization without a reliable environment, the flow of communication between employees and managers is impaired and sound information exchange is not possible. If employees are not confident in communicating their thoughts to others, it will have a negative impact on the overall performance of the company.

Ethics: It is very important for employees to recognize the organization and its managers as people with good work ethic. Ethical intimacy of the work they do and the people they work with facilitates the establishment of strong relationships. Failure to do so can stress employees and negatively impact overall performance.

Fairness: All employees must be treated uniformly and under the same conditions. Feeling that employees are working in a fair working environment is important in many ways. Employee loyalty, confidence factors, and employee performance are affected by this component.

Clear Expectations: Employees want to recognize now no longer best what to anticipate from their supervisor, however additionally what their supervisor expects of them. No one loves to be amazed through new or conflicting requirements. This reduces the strain of the paintings surroundings and enables personnel attention at the process at hand.

Conflict resolution: Conflicts occur in all organizations, but they are handled

very differently. Addressing problems head-on and resolving disputes fairly and quickly is one of the company's greatest goals. This component is influenced by many of the above components and has a great relationship with all other components. At some point, dispute resolution is planned for them.

Cheney and Christensen (2001) argue that institutions should regularly communicate with internal components on issues such as their relationship with their external stakeholders, the perception they create against them, and market analysis. Because the employees of the institution are a part of the general marketing communication; organizations get help from their employees in communicating their corporate identity and image, and this is a collaborative effort.

2.5.2. Employee Identification

The multiplication of institutions in the same field nowadays creates competition. In order to be sustainable, an institution must win this competition.

Organizational identification can be defined as “perceived unity with an organization and experiencing the success or failure of the organization as if it were one's own experience” (Mael and Ashforth, 1989, p. 21). Every organization, as previously said, has its own culture, identity, and image. It is critical for the institution's long-term visibility that its employees accept these principles and feel a sense of belonging to it. With a shared communication plan, corporate communication professionals and human resources professionals work together to create a peaceful working environment for workers to identify with the organization.

Employees' identification with the organization is influenced by several variables, namely as, internal and external factors. Internal aspects include the institution's value for its employees, good communication, support for employees' social life, and a pleasant and family-like working environment. External aspects include the institution's external reputation. The attractiveness of the organization's perceived external image is a member's impression that other people, whose opinions they care about, regard the organization as a respected, admired, prominent, and well-known institution. Individuals are happy to be a part of a prestigious organization since it allows them to value themselves (Smidts et al., 2001). The coexistence of these two factors makes corporate loyalty permanent, and on this occasion, employees represent their institutions with a more positive perspective towards external resources. These concepts, which act in an interdependent manner, have a direct relationship with corporate reputation.

The opposite of organizational identification is the concept of organizational cynicism (Dean et al., 1998). Organizational cynicism refers to a person's unfavorable attitude about the company where they work, and it has three components. These components are cognitive, emotional, and behavioral cynicism. A lack of organizational integrity is linked to the cognitive element. This feature shows the employee's perception that the company lacks justice, honesty, and integrity, and that coworkers are unstable and untrustworthy. Employees' negative attitudes and ideas, as well as their emotional reactions, are all emotional elements. Employees may feel enraged, agitated, dislike the organization, or be ashamed of it. Employees may act adversely and disparagingly against the organization on a behavioral level. Employees might undervalue the organization and create pessimistic forecasts about the future by spreading numerous myths (Dean et al., 1998). Intensive stress, inconsistencies with the organization's expectations, a lack of organizational support, not having a role in the decision-making process, an unequal allocation of organizational authority, and a lack of communication are all elements that contribute to organizational cynicism (Reichers et al., 1997; p.48). If strong organizational commitment contributes greatly to corporate reputation, on the contrary, the weakness of this concept harms the reputation of the institution. In fact, the harm it causes is greater and more effective than the benefit of the other.

2.5.3. Communication Satisfaction

2.5.3.1. General Organizational Perspective

According to Downs and Hazen (1977), general organizational perspective represents information about the overall functioning of the organization in the overall organizational perspective. Specific categories represent whether or not employees are informed on government actions impacting the firm, changes in the company, financial status, and organizational rules and goals. Employee satisfaction with broad information about the organization, its aims, and successes is questioned. It also inquires about employees' understanding of external events affecting the company, such as a new government policy (Vermeir, 2018). So, the widest type of information regarding the organization as a whole is called corporate information (Clampitt and Downs, 1993; p. 7).

2.5.3.2. Personal Feedback

“Personal feedback is concerned with workers’ need to know how they are being judged and how their performance is being appraised” (Clampitt and Downs 1993;

p.7). It raises concerns regarding supervisors' awareness of job-related issues. It also determines whether employees are aware of how they are reviewed and appraised (Vermeir, 2018).

2.5.3.3. Organizational Integration

Organizational integration centres around individuals' happiness with the information they get about the business and their immediate work environment, according to Downs and Hazen (1977). Getting information about departmental rules and strategies, as well as work requirements and personnel news, are all elements that weigh on this component. The degree to which employees acquire information about their immediate work environment, such as personnel news and departmental goals, is referred to as organizational integration (Clampitt and Downs, 1993; p.7). Assesses employee satisfaction with the amount of information they receive about their immediate surroundings. This dimension contains questions regarding being informed of what is going on in the company, what departments are doing, and employee news (Vermeir, 2018).

2.5.3.4. Relation with Supervisor

According to Downs and Hazen (1977), both upstream and downstream factors of communication become important in relationships with superiors. Three most important features of these factors are how much superiors listen to subordinates, how much attention is given to what is being said, and how much effort they put into solving difficulties. These features are among the components that maximize communication satisfaction in the relationship of subordinates with their superiors. According to Vermeir (2018), this factor significantly measures the listening capacity of superiors as well as their openness towards employees. In addition, the employee's trust in the manager can be measured through this item.

2.5.3.5. Communication Climate

According to Downs and Hazen (1977), this wide environment component represents both corporate and personal communication. On the one hand, it expresses satisfaction with things such as the amount to which organizational communication encourages and excites people to achieve organizational goals, as well as the extent to which communication attitudes are considered to be generally healthy. On the other side, it offers information about how I am being appraised and how well superiors recognize and comprehend the challenges that subordinates encounter. The fact that this element was heavily weighted in the overall measure of satisfaction

with internal communication is particularly significant. This might imply that when workers are asked generic questions concerning communication, they prefer to think about climate. Communication climate, on the other hand, is defined by Clampitt and Downs (1993; p.7) as "the extent to which communication in the organization motivates and stimulates workers to meet organizational goals and estimates of whether or not people's attitudes toward communicating are healthy in the organization. As a result, communication environment is one of the most powerful factors since it reflects what people believe when they hear the phrase "communication satisfaction." Questions in this area assess communication at both the individual and organizational levels. As a result, it is possible to establish if the communication supports employee identification and whether this is a motivating and exciting component inside the company. The amount to which personnel are competent communicators, as well as the extent to which the information aids in the advancement of the task, is investigated (Vermeir, 2018).

2.5.3.6. Horizontal Informal Communication

This component, according to Downs and Hazen (1977), includes variables related to both horizontal and informal communication. An overarching definition of informal communication is employee communication with their colleagues. Within the framework of this component, issues such as the rate of active gossip within the institution, how well horizontal communication is progressing, and how well informal communication is progressing are evaluated. According to Clampitt and Downs (1993), the horizontal communication component raises concerns about the intensity of communication and the accuracy of information obtained through networking (Vermeir, 2018).

2.5.3.7. Media Quality

The degree to which employees believe key types of company media are performing properly is reflected in media quality. The extent to which meetings are properly structured, written directions are well written, organizational publications are useful, and the volume of communication in the organization is about right is of primary interest here (Downs and Hazen, 1977). Assesses the level of satisfaction with various communication resources, such as meetings and textual communication. Furthermore, the level of communication inside the organization is assessed (Vermeir, 2018).

2.5.3.8. Relation with Subordinate

Relation with subordinate focuses on both upward and downward communication with subordinates, according to Downs and Hazen (1977). Items represent factors like how responsive subordinates are to downward communication, how much responsibility they feel for starting upward communication, and how much the boss believes he has a communication overload. As a result, this dimension is limited to managers and assesses workers' willingness to apply bottom-up communication as well as their receptivity to top-down communication. The manager's communication overload is also evaluated (Vermeir, 2018).



CHAPTER 3: CORPORATE COMMUNICATION IN HEALTHCARE

3.1. Health Communication

Rapid changes and developments occur in many fields across all sectors as a result of globalization. The health sector is one of those where rapid changes and developments are a concern. This rapid change and development process has created difficult competition conditions. Under these cruel competition conditions, organizations must make numerous efforts in corporate communication and reputation management in order to achieve their goals, gain a competitive advantage, and even survive (Duzgun, 2022). Due to all of these requirements, the term health communication has gained a lot of importance in today's conditions. In the most basic form, health communication can be defined as the use of all communication strategies to influence individual health-related decisions (Okay, 2016). Health communication, in a broader context, is defined as the art of informing, influencing, and motivating an individual, institution, or target audience about important health issues. Furthermore, health communication includes health services, health policies, health promotion, and disease prevention, as well as a function to improve the quality of life of individuals in society (Wallington, 2014; p.169). Health communication encompasses all from doctor-patient relationships to public relations conflicts between health institutions, health worker-patient relatives relationships to health communication campaigns aimed at informing society, and even communication between health professionals. The common outcome of these communication strategies can be referred to as health institution corporate reputation management.

In addition to competition conditions, when health institutions as an organization are examined, it is seen that health institutions have some distinctive features that distinguish them from other industry and service institutions. Kartal (2019) suggests these features as follows:

1. Outputs are difficult to define and measure.
2. The work done in health institutions is quite complex and variable.
3. Most of the activities carried out in hospitals are of an urgent and non-deferrable nature.
4. The work done is very sensitive to errors and uncertainties and does not show tolerance.

5. The level of specialization in health institutions is very high.
6. Functional dependency is very high in health institutions, so a high level of coordination is required between the activities of different occupational groups.
7. Due to the matrix organizational structure in health institutions, there is a dual authority (doctor and administrators) line, which causes coordination, control and conflict problems.
8. Physicians, who constitute an important part of human resources in health institutions, give importance to professional goals rather than institutional goals.

In line with all these features, health institutions may need to follow different policies in terms of both managerial and communicative aspects compared to other sectors. It should perform its reputation and communication managements with both internal and external stakeholders by considering these features.

3.2. Organizational Behavior and Team Communication in Health Corporations

In health institutions, organizational behavior gains great importance in terms of maintaining its existence and being sustainable due to today's competitive conditions. An effective organization is one that achieves its goals. The achievement of the goals of the organizations depends on the attitudes, behaviors and performances of their employees, who are one of the most valuable elements of the organization (Esatoglu and Tekingunduz, 2020). Recently, a common mission has been assigned to the corporate communication and human resources departments to manage organizational behavior and strengthen team communication due to the difficulties experienced by healthcare professionals and the inability to establish a work-life balance. The issues to be considered in this common mission are as follows, under sub-headings.

3.2.1. Organizational Commitment

Rapid changes and transformations in the health sector have cast doubt on employees' relationships with the organization. Employee engagement is critical for organizations to survive in terms of innovation, quality, continuous improvement, and competitiveness (Tekingunduz, 2020). Although measuring organizational commitment with precise judgments is difficult, Atak (2009) stated that employees who acquire a few of the following five items feel committed to their organization.

- Adopting organizational goals and values.
- Ability to make extraordinary efforts and sacrifices for the organization.
- Strong desire to stay in the organization.

- Identifying with the organization.
- Internalizing organizational goals and values.

According to Allen and Mayer (1990), health workers with strong organizational commitment demonstrate loyalty to their organization through both emotional and normative commitment, and act with the motivation to do what is optimal for the organization. As a result, the concept of organizational commitment contributes to the reputation process of health institutions by significantly influencing employee behavior. Because doctors, nurses, and other employees are the most basic representatives of organizations, both internally and externally.

3.2.2. Organizational Trust

The concept of trust is one of the most important factors affecting the behavior patterns in both the social and organizational life of the society. Individuals prefer to be in relationships that foster a sense of trust in their social life. This sense of trust is included in business life as well as social life. Organizational trust is the effort by one person or persons forming a group to act in good faith in accordance with explicit or imprecise commitments towards the other person or group, the belief, whatever may be, to be honest with predetermined commitments in negotiations and not to take advantage of the other party's situation even when appropriate opportunities exist, or the group's common known as belief (Tekingunduz, 2020). Collaboration of individuals with people they trust, it affects job satisfaction and motivation positively and contributes to the formation of organizational commitment. It is stated that trust is not a concept that emerges spontaneously in organizations. In order to create an environment of trust, the management needs to construct the feeling of trust on all employees of the organization and manage it carefully (Cetinel, 2008). In this context, organizational trust is divided into three as trust among employees, trust towards the organization and trust towards the manager. While instilling a sense of trust, managers should pay special attention to both individual and institutional trust work, and should build trust management in this way. Because the lack of organizational trust in a holistic way creates a negative contribution to both in-work performance loss and corporate reputation.

3.2.3. Job Satisfaction and Motivation

Job satisfaction and motivation affect the organizational behavior of employees in many ways. First of all, the concept of job satisfaction is a highly debated topic in the fields of management, organization and communication in health institutions.

According to Fleury (2018), job satisfaction is the positive or negative emotional reactions of the individual regarding the job he/she does, the working environment, the behaviors he/she is exposed to and the results he/she has achieved at the end of the job (p.401). On the other hand, the concept of motivation is defined as in the most general sense, as people's behavior with their own desires and desires to achieve a certain goal (Kirel, 1996). In line with these two aspects, according to Soyuk (2020), individual and interpersonal interaction should be well known for the organization to cope with factors such as changing business life conditions and intense competition. In the intense tempo and difficult working conditions of health institutions, there are many elements for employees to be satisfied with their job and to work in a motivated way. Communication between the manager and the employee is one of the elements that have the greatest impact in this motivation process. Factors such as the manager's appreciation of his/her employees, following a fair management policy and conveying this to his/her employees in an accurate and transparent manner, and having a democratic communication understanding directly affect the job satisfaction and motivation process of their employees. According to Gumus and Oksuz (2010), the negative results of job satisfaction and motivation efforts directly cause the institution to lose its reputation in the eyes of the employees.

3.2.4. Work Stress

Healthcare is one of the most stressful sectors for employees, both in terms of emotional responsibility and the complexity of the workload. In the literature, work stress factor have been examined under three different headings. These headings are environmental, organizational, and personal. Employees are affected by stressors both outside the job and in the work process, and the fact that the stress sources in the work process do not cause loss of motivation and organizational commitment depends on organizational management and communication efforts. Within the scope of organizational stress management, many recommendations have been made to minimize work stress (Karahan and Tarcan, 2020). These recommendations are, ensuring the participation of employees in decisions, allowing employees to communicate with management, identifying organizational roles and reducing conflicts, providing social support at the organizational level, establishing work and social life balance and developing employee confidence.

3.2.5. Burnout

The feeling of burnout is especially common in business lines that operate for the purpose of providing services such as health and that require working in direct contact with people. According to Maslach's exhaustion model, emotional exhaustion, depersonalization and low personal achievement are considered in three dimensions that are considered to be related to each other in some way. According to Maslach (2012), employees in these three dimensions do not want to come to work due to the emotional exhaustion they experience, and when they do, they become insensitive to their work and people and feel inadequate in their personal success. These three dimensions are the direct cause and effect of each other. In order for health institutions to cope with burnout, it is important to develop an employee-oriented strategy in terms of managerial and communicative aspects. According to Seren (2020), the ways of coping with burnout are determined as follows:

- Employees should be given responsibilities equal to their authority.
- Teamwork should be encouraged through communication channels.
- Participation in decisions should be ensured, especially in matters that affect employees, and a two-way communication policy should be adopted.
- Organizational change should be supported and organizational commitment should be increased.
- Positive feedback should be given and success should be rewarded.

3.2.6. Organizational Team Communication

Barnard (1994) defines an organization as "a system of consciously coordinated activities or forces of two or more individuals" and suggests that an organization arises when there are interacting individuals willing to contribute to action to achieve a common goal (Cankaya, 2020). Along with the concept of organization, there are different teams under different departments within the organization in order to realize these common goals. Team understanding includes different features in health institutions than in other sectors. Health institutions are very large structures that work with the coming together of many different teams in different specialties. For this reason, the communication and working structures of each team differ from each other. In addition, it is important for each team to work in harmony with another team due to the organizational structure. In order to create a strong team communication network, corporate managers should instill the organizational culture

in their employees, develop and protect the team spirit in this direction. In order to create a team spirit, it is important that the communication within the organization resolves the disagreements within the team and increases the motivation. In addition, Frey (1994) emphasizes the importance of team communication with the phrase “communication is the blood in the veins of groups”. An effective team communication has seven basic functions (Kumbasar, 2020):

- Making the most appropriate decision by exchanging ideas.
- Identifying the necessary resources.
- Identification of possible obstacles to be encountered.
- Sequence of steps to follow.
- Determining the necessary rules for interaction.
- Designing appropriate strategies.
- Evaluation of the whole process from the starting point.

3.2.7. Organizational Conflict

There are multiple reasons for conflict within the organization. However, the basis of almost all conflicts is the lack of communication. Subordinate-superior conflict, interdepartmental conflict, and external conflict types are examples of organizational conflict. According to Yordan and Us (2020), it is possible for people to get along with each other within certain limits through communication. The fact that the information flow within the organization is not realized through the formal authority channel and the authority and information are not distributed in a balanced way disrupts the communication system, causes misunderstandings and prepares the appropriate environment for conflict to occur. In health institutions, as mentioned before, there is a multi-layered teamwork. Due to these different types of teams, it can be difficult from time to time to provide regular and clear communication between them. This can increase conflicts and misunderstandings within the organization. The excess of these conflicts can cause disruptions in the workflow and decrease in employee motivation.

3.2.8. Organizational Culture and Climate

Organizational culture expresses a situation specific to each organization. According to Erdem (2020), whatever distinguishes an organization from others can be associated with that organizational culture. When considering organizational culture in terms of health institutions, it can be mentioned about a social structure created by

many variables based on internal and external environmental conditions. Based on the internal structure of health institutions, internal dynamics such as the inclusion of patients and their relatives in the system, health professional groups with different interests and expertise within the institution, health service delivery processes, plans and programs of managers are internal determinants that affect the organizational culture in health institutions.

Organizational climate, on the other hand, can be defined as “a feature of the working environment that is perceived directly or indirectly by the employee and accepted as a great power in influencing the behavior of the employees” (Surenderbabu and Chinnadurai, 2018). The way healthcare professionals perceive the organizational climate can greatly affect the success and reputation of the institution. A negative organizational climate perception can inflict both material and moral losses on health institutions. For example, a nurse who complains about shift times reflects this perception to the patient she/he cares for, and patient dissatisfaction is inevitable.

The main factors affecting the organizational climate in health institutions can be explained with the following items (Erdem, 2020):

- The values adopted by the management affect the formation of the psychological climate perceived by the employees.
- The behavior patterns of patients and their relatives and their attitudes towards the hospital/patient have an impact on the shaping of the perceptions of the employees.
- The size of the health institution affects the adoption process of the organizational climate perceived by its employees.
- Economic conditions affect both the psychological structure of the employees and the organizational climate.
- Leadership style is a factor that shapes both the organizational climate and the behavior of employees.
- The similarity of the personality traits of the employees accelerates the formation of the organizational climate and forms the basis of the organizational culture.

CHAPTER 4: RESEARCH

4.1. Aim of The Research

The aim of this research is to examine the relationship between the communication satisfaction of healthcare professionals and their perceived corporate reputation levels. With this aim, research questions and hypotheses are determined as follows:

RQ 1: What is the shared meaning of an ideal workplace in terms of communication?

RQ 2: What are the semantic attributes that employees make to have an increased communication satisfaction in the workplace?

RQ 3: What is the internal communication satisfaction level of healthcare professionals in the organization?

Under this research question, hypotheses to be tested are:

H₁: There is a significant relationship between internal communication satisfaction and profession of the employees.

H₂: There is a significant relationship between internal communication satisfaction and duration in work life of the employees.

H₃: There is a significant relationship between internal communication satisfaction and duration at the workplace of the employees.

H₄: There is a significant relationship between job satisfaction and internal communication satisfaction of the employees.

RQ 4: How do employees perceive the reputation of their organization?

Under this research question, hypotheses to be tested are:

H₅: There is a significant relationship between perceived reputation and profession of the employees.

H₆: There is a significant relationship between perceived reputation and duration in work life of the employees.

H₇: There is a significant relationship between perceived reputation and duration at the workplace of the employees.

H₈: There is a significant relationship between job satisfaction and perceived reputation of the employees.

RQ 5: Is there a significant relationship between internal communication satisfaction and perceived corporate reputation?

4.2. Research Methodology

This research embraces quantitative method. A survey study was conducted, which includes three sections. The first section included two qualitative questions (semantic network analysis) and the Communication Satisfaction Scale, developed by Downs and Hazen (1977) for understanding employees' satisfaction from their job and from internal communication. Second section consisted of the Reputation Quotient (RQ) scale, developed by Fombrun, Gardberg, and Sever (2000) to evaluate how employees perceive corporate reputation. The model of the research is shown in Table 1. The last part of the survey included personal questionnaire.

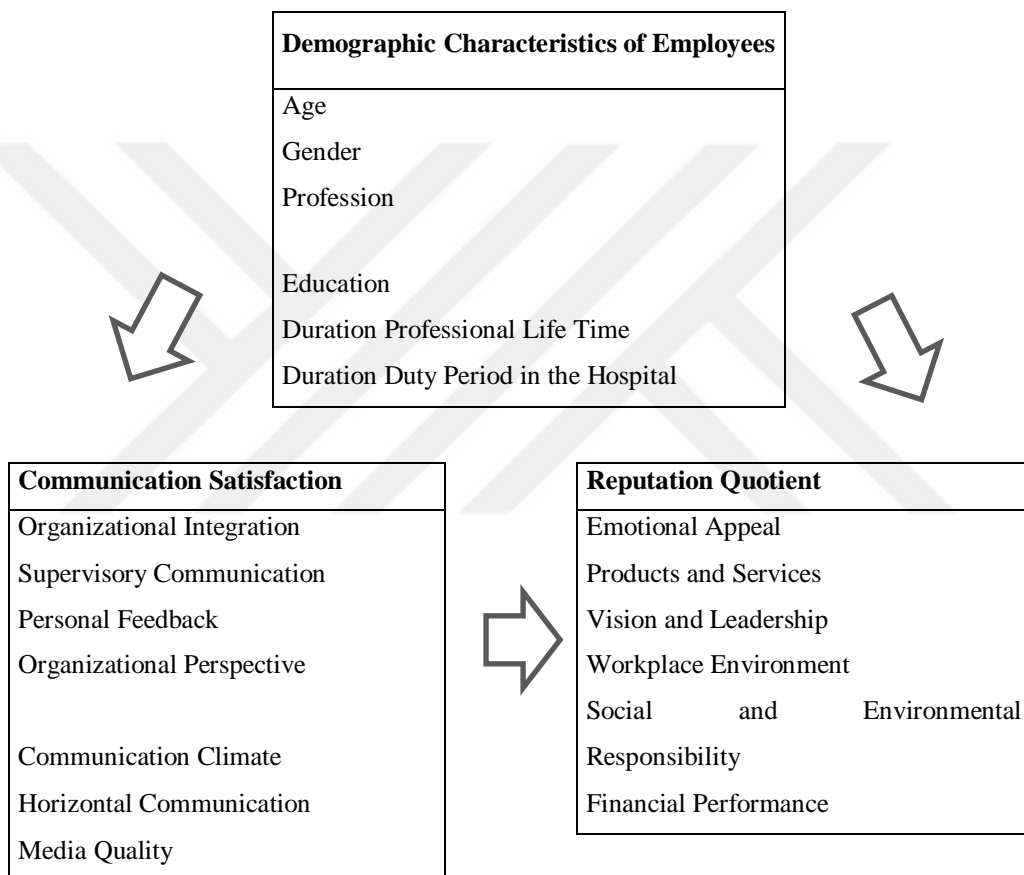


Figure 5. The Model of the Research

4.2.1. Semantic Network Analysis

Semantic network analysis is defined by Doerfel (1998) as a research method that reflects the structure of a meaning-based network. A map depicts the network of common concepts derived from the answers provided. Furthermore, Krippendorff (2004) categorizes semantic network analysis as computational content analysis, stating that "a network is called semantic when its nodes represent concepts or sentences and are connected by some kind of binary relationship" (Wei, 2018). According to Drieger (2013), there are certain basic elements in semantic network

analysis. A network structure consists of nodes and edges. Nodes have a location in the network and can be characterized as global or local hubs. Subgraphs are parts of a network structure. Clusters are subgraphs that contain strongly connected nodes. Based on these elements, the uses of these subgraphs for quantitative and qualitative semantic network analysis are discussed (2013). In contrast to conventional network approaches, Doerfel and Barnett (1999) contend that semantic network analysis focuses on a system structure based on shared meaning rather than links between communication partners. Various applications of semantic network analysis, among other analyses, effectively construct theory, test hypotheses, and find categories and themes, according to Danowski (1993), who claimed that this is the explanation for the difference.

As another approach, according to Drieger (2013), semantic analysis is basically based on the process of human interpretation and understanding of semantic structures for the purpose of exploration or analytical reasoning. This process is supported by domain-specific and common sense knowledge, mainly knowledge about the world of expansion (Helbig, 2006), to discover qualitative aspects from a particular semantic network

In line with these factors, Matthes and Kohring (2008) stated that semantic network analysis may be better than content analysis in increasing reliability and validity. There have been efforts to use semantic network analysis in scientific research in many other fields, including communication, both because of these features and benefits and because of its historically ancient history --in the late 1970s (Hoser et al., 2006) - (Wei, 2018).

Semantic network analysis, according to Hoser, Hotho, Jachke, and Stumme (2006), comprises two functional and structural elements. Both of these elements highlight various research perspectives. The functional approach focuses on how a network's function is influenced by its specific network's structure. What assertions about a specific network are highlighted depends on the structural approach. While all components can be researched independently, some subjects of interest, like organizations, may benefit more from a combined approach (2006). Considering this information, this research utilizes both structural and functional elements of semantic network analysis.

The answers collected from the participants using the Communication Satisfaction Scale were analyzed with the Pajek computer program. Batagelj and Mrvar (1998)

describe Pajek as a computer program that allows researchers to decompose large networks into several small ones, providing them with visualization tools and providing algorithms for analyzing large networks. With the help of Pajek, the relationships within the network were determined and the resulting tables were interpreted. The resulting tables are examined under the headings of "degree analysis, closeness, betweenness, articulation points". The results of these tables are used to identify strong and weak ties in the network and to determine the intensity of interaction in the network.

4.2.2. Communication Satisfaction Scale (CSQ)

The communication satisfaction scale was developed by Downs and Hazen (1977) to measure the perceived communication satisfaction of employees and has been used in many studies (Giriskan, 2015; Deconinck et al., 2008; Pincus, 1986; Vercic et al., 2021; Zwijze-Koning and de Jong., 2007) According to the CSQ, there are eight dimensions of communication satisfaction that have been described in detail before. The communication satisfaction scale consists of 8 sub-dimensions and 40 statements in total. These are organizational integration, supervisory communication, personal feedback, corporate perspective (information), communication climate, horizontal and informal communication, media quality, subordinate communication. Crino and White (1981) stated that the eight-factor questionnaire was reasonable. They also noted that the communication satisfaction questionnaire offers a unique and theoretically sound method for collecting information about organizational communication (1981).

The scale is a 5-point likert-type scale with responses ranging from "Strongly Disagree" and "Strongly Agree" (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree).

The scale was applied to the participants in Turkish. The questionnaire, which was prepared on the basis of Downs and Hazen's studies published in 1977 as "A Factor Analytic Study of Communication Satisfaction", was taken as used in the study of Girişken (Giriskan 2015) (Appendix-1). In many research in Turkey, the Turkish form of this scale has been used and it has been proven to be reliable. For example, in the reliability analysis of Aktas's master's thesis, the effect of communication satisfaction on job satisfaction in the call center sector (2019), Cronbach's alpha value is 0.986. Another example, in the reliability analysis of Basoglu's master's thesis, the effect of communication satisfaction on organizational commitment

(2020), Cronbach's alpha value is 0.954.

Before the subordinate communication questions (items 36-40), the eighth sub-dimension of the scale, the participants were asked to fill in these questions if they were managers in this institution. At this stage, this sub-dimension was excluded from the analysis because insufficient number of people stated that they were managers and answered the questions here.

4.2.3. The Reputation Quotient (RQ) Scale

The Reputation Quotient scale was developed by Fombrun, Gardberg, and Sever (2000) to measure and interpret how the 20 expressions and 6 dimensions of corporate reputation are evaluated by an organization's partners, employees, environment, customers, competitors, financial resources and suppliers. These dimensions are; emotional appeal, product and services, vision and leadership, workplace environment, social and environmental responsibility, financial performance.

The scale is a 7-point likert type scale ranging from "Strongly Disagree" to "Strongly Agree".

The questionnaire was taken from Charles J. Fombrun, Naomi A. Gardberg and Joy M. Sever —The Reputation Quotient: A Multi – Stakeholder Measure of Corporate Reputation, 2000, p.253. It has been used in Turkish by providing its translation. The scale was applied to the participants in Turkish. In many studies, the Turkish form of this scale has been used and it has been proven to be reliable. For example, Cronbach's alpha value is 0.856 in the reliability analysis of Kiyat's phd thesis on the relationship between corporate reputation quotient and brand loyalty (2012).

4.2.4. Population and Sample

The sample of the research consists of private hospital employees. This research was conducted with 307 employees working in different business lines of a in IEU Medical Park Hospital in Izmir. These employees work in different business lines, including physicians, nurses, administrative staff, blue-collar personnel and other health workers.

According to Altunisik, Coskun, Bayraktaroglu, and Yildirim (2005), the acceptable required sample size for certain universes reduces the possibility of error in generalizations. The total number of employees of IEU Medical Park Hospital is 964. The acceptable sample size for this population is determined as minimum 300 respondents (Altunisik et al., 2005, p.127). Stratified sampling technique was

selected in order to ensure the representation of all professional divisions in the sample. Accordingly, minimum number of respondents in each division were determined as shown in Table 1.

Table 1. Population and Sample of the Research

Employee's Duties at the Institution	Number of employee	Percent	Stratified sampling (N=300)
Doctor	137	14,21	43
Nurse	114	11,83	35
Health Technician	168	17,43	52
Health Professional (Psychologist, midwife, dietitian, physiotherapist, audiometrist)	29	3,01	9
Administrative Staff (manager, team leader, medical secretary, accounting, etc.)	307	31,85	96
Support/Technical Services (cleaning, security, etc.)	209	21,68	65
Total	964	100,00	300

4.2.5. Pilot Study

In order to test the clarity and consistency of the questionnaire questions, a pilot study was conducted with a group of health and administrative personnel (n=32) in a medical company.

Pilot study is a necessary procedure to test whether the research questions are understandable, to test whether the research population is suitable for this research, and to calculate the required sample size (Hassan, Schattner, and Mazza, 2006).

As a result of the pilot study, it was seen that the questionnaire questions were understandable and consistent. The data obtained through the questionnaire were analyzed with the SPSS program version 21. The Cronbach's alpha value was measured .969 in Communication Satisfaction Scale and .972 in Reputation Quotient Scale, which demonstrated strong reliability.

CHAPTER 5: FINDINGS OF THE RESEARCH

5.1. Findings on Communication Satisfaction Scale

The data collected from the Communication Satisfaction Scale were analysed on SPSS Package Program version 21. In data analysis, Independent Samples T-test, One-way Anova, Pearson Correlation, Regression tests were performed.

5.1.1. Descriptive Statistics

5.1.1.1. Descriptive Statistics of Demographic Data

a. Age

Of the participants, the mean age of these participants was 33.42 (Table 2).

Table 2. Age

	N	Minimum	Maximum	Mean	Std. Deviation
Age	307	21.00	65.00	33.4	7.9
Valid N	307				

b. Gender

Of the participants, 44.6% were male, 55.4% were female (Table 3).

Table 3. Gender

	Frequency	Percent
male	137	44.6
female	170	55.4
Total	307	100.0

c. Education Level

It has been determined that the high education level of the employees is (48.9%) university and secondly vocational high school (21.2%). The ratios of other education levels are respectively; secondary school (15.3%), phd (6.5%), graduate (5.2%) and primary school (2.9%) (Table 4).

Table 4. Education Level

	Frequency	Percent
primary	9	2.9
secondary	47	15.3
vocational school	65	21.2
undergraduate	150	48.9
masters	16	5.2

Table 4 (continued)

phd	20	6.5
Total	307	100.0

d. Duration in Work Life

The total working life of the employees is mostly 4-7 years with 34.5% and 0-3 years with 21.5% (Table 5).

Table 5. Duration in Work Life

	Frequency	Percent
0-3 years	66	21.5
4-7 years	106	34.5
8-11 years	57	18.6
12-15 years	36	11.7
16 years and more	42	13.7
Total	307	100.0

e. Duration at the Workplace

In addition, 55% of the employees participating in the research are 0-3 years; 33.6% are 4-7 years; 10.1% continue their working life in the hospital where the research has been conducted for 8-11 years (Table 6).

Table 6. Duration at the Workplace

	Frequency	Percent
0-3 years	169	55.0
4-7 years	103	33.6
8-11 years	31	10.1
12-15 years	1	.3
16 years and more	3	1.0
Total	307	100.0

f. Profession

As the last of the demographic characteristics, in the distribution of the fields of specialization of the health personnel participating in the research; 14.3% are doctors, 11.7% nurses, 17.3% health technicians, 4.2% health professionals (physiotherapist, psychologist, dietitian...etc.), 30.9% administrative staff and 21.5% support services (security, cleaning personnel, etc.) personnel (Table 7).

Table 7. Profession

	Frequency	Percent
doctor	44	14.3
nurse	36	11.7
health technician	53	17.3
health professional	13	4.2
administration staff	95	30.9
support staff	66	21.5
Total	307	100.0

5.1.1.2. Descriptive Statistics of Job Satisfaction

a. Job Satisfaction Level of Employees

The first two questions in the survey are about job satisfaction. Participants were first asked to rate their job satisfaction on a scale of 1 to 5. In the second question, it was questioned whether there was a change in their satisfaction since they started working in this workplace. As a result of data analysis, the average satisfaction was found to be 3.75 (Table 8).

Table 8. Job satisfaction level of the employees

	N	Min.	Max.	Mean	Std. Dev.
Satisfaction1	307	1.00	5.00	3.7	0.8
Valid N	307				

b. Change in Employees' Job Satisfaction

In the answers to the second question, it was determined that the satisfaction of 17.3% employees increased over time, the satisfaction of 59% employees did not change and the satisfaction of 23.8% employees decreased over time (Table 9).

Table 9. Change in Employees' Job Satisfaction

	Frequency	Percent
increased	53	17,3
same	181	59
decreased	73	23,8
Total	307	100

5.2. Communication and Job Satisfaction: A Semantic Network Analysis

In this part, semantic network analysis was conducted to understand the relationship between the answers given by the participants to two open ended questions in the questionnaire. In the third question of the questionnaire, what should be the changes that will increase the communication satisfaction of the participants; In the fourth question, it was aimed to learn how to describe the ideal work environment for the participants in three words. With the semantic network analysis, it is aimed to determine the relationship between the answers received from these two questions. With the semantic network analysis method, the findings regarding the answers to the two qualitative questions in the questionnaire were analyzed in terms of k-core, degree, closeness, betweenness and articulation points.

5.2.1. Ideal Workplace for the Healthcare Employees

Semantic network analysis was used to analyze the answers to the question "Imagine an ideal workplace in terms of communication. How would you describe this workplace with 3 items?" in the scale. The analysis examines the answer to the following research question.

RQ 1. What is the shared meaning of an ideal workplace in terms of communication?

5.2.1.1. Semantic Network Analysis of Ideal Workplace Features

Table 10 shows the density and average degree of centralization of the networks as well as the nodes and lines in the networks to communication features of the ideal workplace. The number of vertices in the network, in other words, the number of answers given by the participants is 149. The research was conducted with 307 participants. However, the number of participants who did not give a blank answer to this question is 149. For this reason, it was evaluated based on the answers of 149 participants. The number of lines with value in the network is 354, and the number of lines with more than one value is 108. Network density is defined by Li et al. (2017) as "the ratio of the actual connected number to maximum connected number between the network nodes." The density of the network analysis can be at most one. The density of this mesh is 0.41. For this reason, it can be said that there is not dense network. A lower intensity means higher variation in the responses of respondents. The average degree of centralization is 6.2. This means that an adjective connects other adjectives on average six times in networks.

Table 10. Semantic Network Analysis Metrics of communication features of the ideal workplace

	Communication features of the ideal workplace
Number of vertices	149
Number of lines with value 1	354
Number of lines with value not 1	108
Total number of lines	462
Number of loops	0
Number of multiple lines	0
Density2 (no loops allowed)	0.041
Average Degree	6.20

5.2.1.2. K-Core Analysis

K-Core values, according to Collins and Porras (1996), “are the fundamental and enduring principles of the network. They are significant to those who are involved in the network and have inherent value.” The highest and lowest k-core levels in communication features of the ideal workplace are shown in Table 11. According to the table, the features of the ideal workplace networks are connected with at least 1 and at most 8 lines. In this context, the connected network of the most important ideal workplace communication features is shown in Figure 6.

Table 11. All Core Partition

	Communication features of the ideal workplace
Dimensions	149
The lowest value	1
The highest value	8

Table 12. Frequency Distribution of Cluster Values

Cluster	Freq	Freq%	Cum Freq	CumFreq%	Representative
1	4	2.68	4	2.6846	I am satisfied
2	67	44.97	71	47.6510	Open to communication
3	22	14.76	93	62.4161	Healthcare professionals do not receive minimum wage
4	14	9.40	107	71.8121	Having team spirit
5	7	4.70	114	76.5101	Institutional

Table 12 (continued)

6	16	10.74	130	87.2483	Peaceful
7	9	6.04	139	93.2886	Dynamic
8	10	6.71	149	100.0000	Good-humored
Sum	149	100.0			

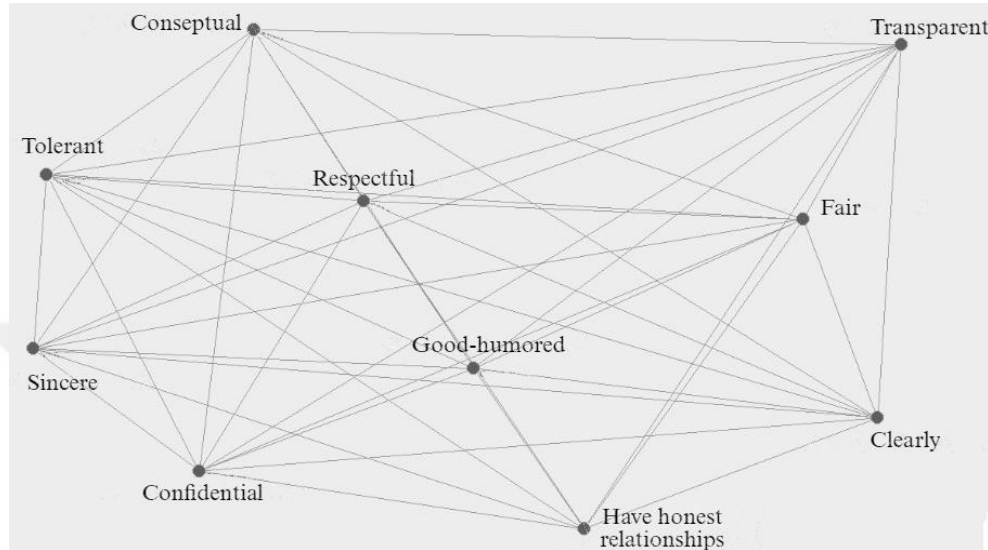


Figure 6. Network Between Communication Features of the Ideal Workplace

5.2.1.3. Degree Analysis

Otte and Rousseau (2002) define degree centrality as the number of ties a node has. According to Wambeke, Liu, and Hsiang (2012), degree analysis helps to identify central nodes by examining and evaluating the distribution of relationships within the network. The "degree centrality" coefficient is an important tool in measuring centrality in semantic network analysis. Degree centrality represents the node in the network that receives the most interaction, — in other words the most central node (İspir and Deniz, 2017). Table 13 shows the degree of centrality of the first 10 important adjectives in communication features of the ideal workplace. According to the answers received from the participants, it was concluded that being respectful and sincere are the most important factors for the ideal working environment.

Table 13. Degree centrality

Rank	Vertex	Value	ID
1	12	1.00	Respectful
2	28	0.63	Sincere
3	17	0.61	Transparent
4	32	0.61	Clearly
5	19	0.59	Confidential
6	2	0.59	Good-humored
7	9	0.49	Fair
8	27	0.43	Conceptual
9	64	0.39	Supportive
10	52	0.37	Tolerant

5.2.1.4. Closeness Analysis

Crossley (2018) defines the basis of closeness as the path lengths that connect each node in the network to all other nodes. In other words, the closeness centrality of a vertex is based on the total distance between all other vertices, where larger distances yield lower closeness centrality scores (De Nooy et al., 2011, p. 146). In line with this information, Table 14 shows the closeness centrality values of the first 10 important adjectives in communication features of the ideal workplace.

Table 14. Closeness

Rank	Vertex	Value	ID
1	12	1.00	Respectful
2	17	0.91	Transparent
3	19	0.90	Confidential
4	32	0.88	Clearly
5	28	0.87	Sincere
6	2	0.87	Good-humored
7	9	0.86	Fair
8	27	0.84	Conceptual
9	64	0.83	Supportive
10	52	0.82	Tolerant

5.2.1.5. Betweenness

According to Perez and Germon (2016), betweenness centrality indicates how many times a node is on the shortest path between two other nodes. Also, according to Zhang and Luo (2017, p.301), “if a node finds the only path for other nodes to pass

through, that node undertakes a ‘mediation’ role in a network, and it is important to the network and very likely the node have a high betweenness centrality”. Betweenness centrality values of the first 10 important adjectives in communication features of the ideal workplace in Table 15.

Table 15. Betweenness

Rank	Vertex	Value	ID
1	12	1.00	Respectful
2	19	0.41	Confidential
3	17	0.41	Transparent
4	32	0.38	Clearly
5	9	0.37	Fair
6	2	0.35	Good-humored
7	28	0.31	Sincere
8	41	0.24	Pleasant
9	16	0.16	Principled
10	33	0.16	Disciplined

5.2.1.6. Articulation Points

Articulation points, according to Canutescu (2003), are vertices that arise in more than one connected component and disconnect the entire network due to its deletion from the network. In line with this information, as seen in the Table 16, removing the "sustainable", "sincere", "hosting a variety of activities", "quality oriented", "empathetic", "employees are also compatible in social life", "feeling like family", "seamless", "pleasant", "fair", "disciplined" and "clearly" corners will cause the networks to separate from each other.

Table 16. Articulation points

Rank	Vertex	Value	ID
1	29	2.00	Sustainable
2	28	2.00	Sincere
3	53	2.00	Hosting a variety of activities
4	24	2.00	Quality oriented
5	23	2.00	Empathetic
6	89	2.00	Employees are also compatible in social life
7	87	2.00	Feeling like family
8	42	2.00	Seamless

Table 16 (continued)

9	41	2.00	Pleasant
10	9	2.00	Fair
11	33	2.00	Disciplined
12	32	2.00	Clearly

5.2.1.7. Total Findings

The qualities that communication features of the ideal workplace were analyzed with 5 dimensions as k-core, articulation point, degree, closeness and betweenness. Table 17 shows the number of repetitions of the attributes in each dimension. In this context, it has been determined that the most important features for the ideal workplace are "good-humored", "sincere", "clearly", "fair" with 4 repetitions.

Table 17. Summary and Total Findings of Semantic Network Analysis

Associations	Number of Repeat	Repeated Dimensions
Good-humored	4	k-core, degree, closeness, betweenness
Sincere	4	degree, closeness, betweenness, articulation points
Clearly	4	degree, closeness, betweenness, articulation points
Fair	4	degree, closeness, betweenness, articulation points
Respectful	3	degree, closeness, betweenness
Confidential	3	degree, closeness, betweenness
Conceptual	2	degree, closeness
Supportive	2	degree, closeness
Tolerant	2	degree, closeness
Pleasant	2	betweenness, articulation points
Disciplined	2	betweenness, articulation points

5.2.2. Increased Communication Satisfaction in the Workplace

Semantic network analysis was used to analyze the answers to the question "If communication in your workplace could be changed to increase your satisfaction, what would you like it to be?" in the scale. The analysis examines the answer to the following research question.

RQ 2. What are the semantic attributes that employees make to have an increased

communication satisfaction in the workplace?

5.2.2.1. Semantic Network Analysis Metrics of Messages to Increased Communication Satisfaction of Employees in the Workplace

Table 18 shows the density and average degree of centralization of the networks as well as the nodes and lines in the networks of communication features aimed at increasing employee satisfaction. The number of vertices in the network, in other words, the number of answers given by the participants is 57. The research was conducted with 307 participants. However, the number of participants who did not give a blank answer to this question is 57. For this reason, it was evaluated based on the answers of 57 participants. The number of lines with value in the network is 47, and the number of lines with more than one value is 4. The density of the network analysis can be at most one. The density of this mesh is 0.31. For this reason, it can be said that there is not a dense network. A lower intensity means higher variation in the responses of respondents. The average degree of centralization is 1.7. This means that an adjective connects other adjectives on about twice in networks.

Table 18. Semantic Network Analysis Metrics of features to increase communication satisfaction of employees

	Features to Increase Communication Satisfaction of Employees
Number of vertices	57
Number of lines with value 1	47
Number of lines with value not 1	4
Total number of lines	51
Number of loops	0
Number of multiple lines	0
Density2 (no loops allowed)	0,31
Average Degree of centralization	1,78

5.2.2.2. K-Core Analysis

The highest and lowest k-core levels in message networks aimed at increasing employee communication satisfaction are shown in Table 19. According to the table, the features of the message networks aimed at increasing the communication satisfaction of the employees are connected with at least 0 and at most 2 lines. In this context, the connected network of the most important features to increase employees’

communication satisfaction is shown in Figure 7.

Table 19. All Core Partition

	Features to Increase Communication Satisfaction of Employees
Dimensions	57
The lowest value	0
The highest value	2

Table 20. Frequency Distribution of Cluster Values

Cluster	Freq	Freq%	CumFreq	CumFreq%	Representative
0	1	1.75	1	1.75	Joint activities are carried out
1	36	63.16	37	64.92	Social people
2	20	35.09	57	100.0	Understanding
Sum	57	100.0			

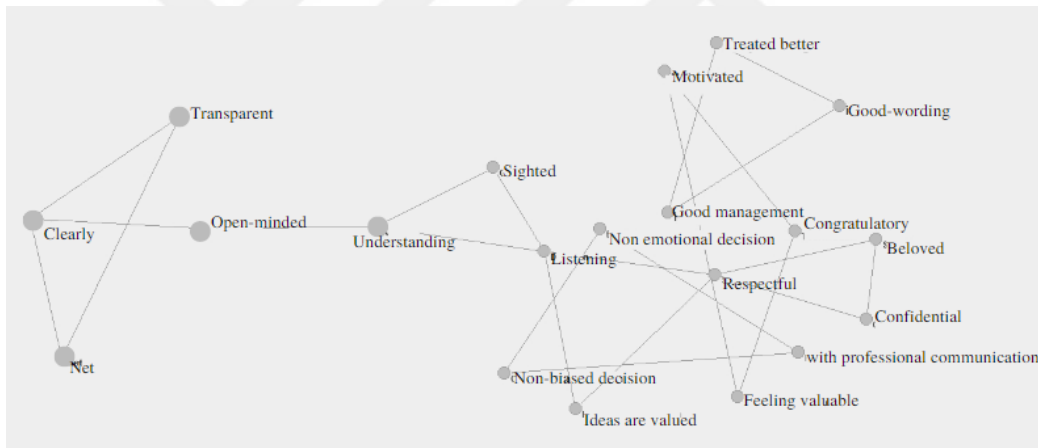


Figure 7. Network Between Communication Satisfaction Features

5.2.2.3. Degree Analysis

Degree centrality, as defined earlier, is the total number of ties a node has. Table 21 shows the degree of centrality of the first 28 important adjectives in messages that will increase employee communication satisfaction. In the degree centrality analysis of the above question, 10 adjectives were accepted as important. However, it is seen that 28 adjectives were accepted in the analysis of this question. This is because, since the value repeats as 0.28 between the 10th adjective and the 28th adjective, 28 adjectives were also considered important.

Table 21. Degree centrality

Rank	Vertex	Value	ID
1	3	1.00	Respectful
2	1	0.86	Understanding
3	31	0.57	Listening
4	10	0.57	Clearly
5	27	0.43	Fair
6	26	0.43	Transparent
7	47	0.43	Trustworthy
8	46	0.43	Ideas are valued
9	19	0.43	Motivating
10	7	0.28	Good-humored
11	15	0.28	Open-minded
12	57	0.28	Good wording
13	56	0.28	Congratulatory
14	55	0.28	Net
15	54	0.28	Non-biased decision
16	53	0.28	Sighted
17	12	0.28	With professional communication
18	24	0.28	Equal
19	5	0.28	The wage policy is regulated
20	21	0.28	A good management
21	43	0.28	Understood
22	42	0.28	Empathetic
23	20	0.28	Honest
24	35	0.28	Treated better
25	34	0.28	Making you feel valuable
26	16	0.28	Face-to-face contact
27	33	0.28	Beloved
28	32	0.28	Non emotional decision

5.2.2.4. Closeness Analysis

We have defined closeness centrality as the analysis of the closeness of a node to all other nodes in the network. So, Table 22 shows the closeness centrality values of the first 10 important adjectives in the messages aimed at increasing the communication satisfaction of the employees.

Table 22. Closeness

Rank	Vertex	Value	ID
1	1	1.00	Understanding
2	31	0.96	Listened
3	15	0.92	Open-minded
4	3	0.86	Respectful
5	53	0.84	Sighted
6	10	0.83	Clearly
7	46	0.80	Ideas are valued
8	28	0.75	More devoted
9	25	0.75	Supportive
10	51	0.75	Socially respected

5.2.2.5. *Betweenness*

Table 23 shows the betweenness centrality values of the first 12 important adjectives in the messages aimed at increasing the communication satisfaction of the employees. Since the value of the 10th adjective and the 11th and 12th adjectives are equal, it is accepted that there are 12 important adjectives.

Table 23. Betweenness

Rank	Vertex	Value	ID
1	1	1.00	Understanding
2	10	0.80	Clear
3	31	0.80	Listened
4	15	0.76	Open-minded
5	3	0.75	Respectful
6	20	0.44	Honest
7	27	0.36	Fair
8	26	0.12	Transparent
9	24	0.12	Equal
10	47	0.12	Confidential
11	46	0.12	Ideas are valued
12	42	0.12	Empathetic

5.2.2.6. *Articulation Points*

“The articulation point refers to a vertex whose removal separates the graph into two or more disconnected subgraphs.” (Turkel, Uzunoglu and Kip, 2020, p. 129) In line with this information, as seen in the Table 24, removing the "respectful" and

"listened" corners will cause the networks to separate from each other.

Table 24. Articulation Points

Rank	Vertex	Value	ID
1	3	2.0000	Respectful
2	31	2.0000	Listened

5.2.2.7. Total Findings

The qualities that will increase the communication satisfaction of the employees were analyzed with 5 dimensions as k-core, articulation point, degree, closeness and betweenness. Table 25 shows the number of repetitions of the attributes in each dimension. In this context, it has been determined that the most important qualities for the satisfaction of the employees are "understanding", "respectful", "listened" with 4 repetitions.

Table 25. Summary and Total Findings of Semantic Network Analysis

Associations	Number of Repeat	Repeated Dimensions
Understanding	4	k-core, degree, closeness, betweenness
Respectful	4	degree, closeness, betweenness, articulation points
Listened	4	degree, closeness, betweenness, articulation points
Clearly	3	degree, closeness, betweenness
Ideas are valued	3	degree, closeness, betweenness
Open-minded	3	degree, closeness, betweenness
Fair	2	degree, betweenness
Transparent	2	degree, betweenness
Sighted	2	degree, closeness
Equal	2	degree, betweenness
Empathetic	2	degree, betweenness
Honest	2	degree, betweenness

5.3. Findings on Communication Satisfaction Scale

The data collected from the Communication Satisfaction Scale were analysed on SPSS Package Program version 21. In data analysis, Independent Samples T-test, One-way Anova, Pearson Correlation and Regression tests were performed.

5.3.1. Reliability of the data

The reliability analysis is used in the research to determine whether the instruments consistently measure the subjects that multiple items aim to measure. Cronbach's alpha of the Communication Satisfaction Scale was found .979 (Table 26), which demonstrated a high reliability. Sub-dimension items and Cronbach's alpha values are shown in Table 28.

Table 26. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.979	.979	35

Table 27. Item descriptive statistics of Communication Satisfaction Scale

	Mean	Std. Deviation
1 Information about my progress in my job.	38.241	1.05
2 Personnel news.	37.296	.88
3 Information about company policies and goals.	38.013	.89
4 Information about how my job compares with others.	35.961	1.Mar
5 Information about how I am being judged.	36.091	.97198
6 Recognition of my efforts.	35.537	101.920
7 Information about departmental policies and goals.	37.883	.92043
8 Information about the requirements of my job.	38.534	.84869
9 Information about government action affecting my company.	36.808	.95438
10 Information about relations with unions.	37.231	.89199
11 Reports on how problems in my job are being handled.	36.221	102.289
12 Information about employee benefits and pay.	33.941	115.937
13 Information about company profit and financial standing.	36.352	101.160
14 Information about accomplishments and/or failures of the company.	38.241	.95401
15 Extent to which my superiors know and understand the problems faced by subordinates.	36.352	108.637

Table 27 (continued)

16 Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.	37.590	.95000
17 Extent to which my supervisor listens and pays attention to me.	37.459	.98714
18 Extent to which the people in my organization have great ability as communicators.	37.134	.95448
19 Extent to which my supervisor offers guidance for solving job related problems.	37.785	.98839
20 Extent to which the company's communication makes me identify with it or feel a vital part of it.	38.371	.93210
21 Extent to which the company's publications are interesting and helpful.	38.469	.87411
22 Extent to which my supervisor trusts me.	38.567	.87763
23 Extent to which I receive on time the information needed to do my job.	37.850	.92498
24 Extent to which conflicts are handled appropriately through proper communication channels.	37.557	.97128
25 Extent to which the grapevine is active in our organization.	33.616	114.741
26 Extent to which my supervisor is open to ideas.	38.274	.91439
27 Extent to which horizontal communication with other employees is accurate and free-flowing.	37.329	.91840
28 Extent to which communication practices are adoptable to emergencies.	38.534	.87895
29 Extent to which my work group is compatible.	39.121	.92642
30 Extent to which our meetings are well organized.	38.176	.94590
31 Extent to which amount of supervision given me is about right.	38.274	.92858
32 Extent to which written directives and reports are clear and concise.	38.730	.87456
33 Extent to which the attitudes toward communication in the company are basically healthy.	38.567	.93182

Table 27 (continued)

34 Extent to which informal communication is active and accurate.	38.078	.90326
35 Extent to which the amount of communication in the company is about right.	37.850	.92144

Table 28. Descriptive statistics and reliability of the Sub-dimensions of Communication Satisfaction

Sub dimension	Item no	Mean	Std. Dev.	Cronbach's alpha
Organizational Integration	1-2-7-12	3.72	.78	.852
Supervisory communication	17-19-22-26-31	3.81	.81	.915
Personal feedback	4-5-6-11-15	3.60	.88	.908
Organizational perspective	3-9-10-13-14	3.73	.80	.904
Communication Climate	16-20-8-24	3.77	.81	.909
Horizontol Communication	25-27-28-29	3.73	.79	.876
Media Quality	21-30-32-33-34	3.84	.81	.932

5.3.2. Normality Distribution

Skewness and Kurtosis values were measured to test the probability of normal distribution of the data. In the literature, values between -2.0 and +2.0 are acceptable for normally distributed data (George and Mallery, 2010). Lei and Lomax (2005) suggest that Skewness ve Kurtosis values less than 1.0 is regarded as slight non-normality; between 1.0 and about 2.3 are regarded as moderate non-normality. Accordingly, when the Skewness and Kurtosis values of the sub-components of the communication satisfaction scale are examined; organizational integration (-0.90;0.76), supervisory communication (-0.87; 0.72), personal feedback (-0.80; 0.19), organizational perspective (-0.91; 0.91), communication climate (-1.10; 1.24), horizontal communication (-0.90; 1.06), media quality (-1.12; 1.48), and overall communication satisfaction (-0.96) ; 1.13) values are normally distributed.

5.3.3. Profession and Communication Satisfaction

ANOVA test was applied to determine the relationship between employees' profession and communication satisfaction scale variables. As a result of the ANOVA test, it was determined that there was a significant difference between the groups ($p < 0.05$). A post-hoc test was performed to find out which groups caused this difference ($p < 0.05$) (Table 31).

H₁: There is a significant relationship between internal communication satisfaction and profession of the employees.

Table 29. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
Organizational Integration	doctor	44	4,10	0,68	0,10	3,90	4,31	1,6	5
	nurse	36	3,61	0,9	0,14	3,30	3,91	1	5
	health technician	53	3,55	0,69	0,09	3,36	3,74	2	4,6
	healthcare professional	13	3,70	0,97	0,26	3,12	4,29	1,2	5
	administrative staff	95	3,72	0,67	0,06	3,58	3,86	1,6	4,8
	support staff	66	3,64	0,87	0,10	3,42	3,85	1	5
	Total	307	3,71	0,78	0,04	3,63	3,80	1	5
Supervisory Communication	doctor	44	4,18	0,68	0,10	3,97	4,38	2	5
	nurse	36	3,70	0,89	0,14	3,40	4,00	1,4	5
	health technician	53	3,63	0,74	0,10	3,42	3,83	2	5
	healthcare professional	13	3,95	1,12	0,31	3,27	4,63	1	5
	administrative staff	95	3,82	0,71	0,07	3,68	3,97	2	5
	support staff	66	3,69	0,91	0,11	3,47	3,91	1	5
	Total	307	3,80	0,81	0,04	3,71	3,89	1	5
Personal Feedback	doctor	44	4,06	0,72	0,10	3,84	4,28	2	5
	nurse	36	3,43	0,99	0,16	3,10	3,77	1	5

Table 29 (continued)

	health technician	53	3,4	0,81	0,11	3,17	3,62	1,2	4,6
	healthcare professional	13	3,81	0,91	0,25	3,26	4,36	1,8	5
	administrative staff	95	3,59	0,83	0,08	3,42	3,76	1	4,8
	support staff	66	3,51	0,93	0,11	3,28	3,74	1	5
	Total	307	3,60	0,88	0,05	3,50	3,70	1	5
Organizational Perspective	doctor	44	4,04	0,69	0,10	3,82	4,25	2	5
	nurse	36	3,57	0,8	0,13	3,3	3,84	1,8	5
	health technician	53	3,54	0,74	0,10	3,34	3,74	2	4,8
	healthcare professional	13	3,89	0,82	0,22	3,39	4,38	2	5
	administrative staff	95	3,75	0,75	0,07	3,60	3,90	1	5
	support staff	66	3,70	0,93	0,11	3,47	3,93	1	5
	Total	307	3,73	0,8	0,04	3,64	3,82	1	5
Communication Climate	doctor	44	4,12	0,71	0,10	3,91	4,34	1,8	5
	nurse	36	3,54	0,96	0,15	3,22	3,86	1,4	5
	health technician	53	3,70	0,67	0,09	3,52	3,89	2	5
	healthcare professional	13	3,72	1,12	0,31	3,04	4,40	1	5
	administrative staff	95	3,72	0,76	0,07	3,57	3,88	1,4	5
	support staff	66	3,77	0,85	0,10	3,56	3,98	1	5
	Total	307	3,77	0,81	0,04	3,67	3,86	1	5
Horizontal Communication	doctor	44	4,04	0,78	0,11	3,80	4,27	1,8	5
	nurse	36	3,56	0,86	0,14	3,27	3,85	1,2	5
	health technician	53	3,68	0,7	0,09	3,49	3,87	2	5
	healthcare professional	13	3,78	1,07	0,29	3,13	4,43	1	5

Table 29 (continued)

	administrative staff	95	3,72	0,69	0,07	3,58	3,86	1,6	5
	support staff	66	3,65	0,85	0,10	3,44	3,86	1,2	5
	Total	307	3,73	0,79	0,04	3,64	3,82	1	5
Media Quality	doctor	44	4,11	0,71	0,10	3,89	4,33	1,8	5
	nurse	36	3,71	0,84	0,13	3,42	3,99	1,4	5
	health technician	53	3,76	0,74	0,10	3,56	3,97	2	5
	healthcare professional	13	3,96	1,1	0,30	3,30	4,63	1	5
	administrative staff	95	3,77	0,72	0,07	3,63	3,92	1,6	5
	support staff	66	3,82	0,93	0,11	3,59	4,05	1	5
	Total	307	3,83	0,81	0,04	3,74	3,92	1	5
Overall Communication Satisfaction	doctor	44	20,48	3,37	0,50	19,45	21,50	9,7	25
	nurse	36	17,96	4,04	0,67	16,59	19,32	7,1	25
	health technician	53	18,06	3,13	0,43	17,20	18,92	10	23,8
	healthcare professional	13	19,17	4,87	1,34	16,23	22,11	6,4	25
	administrative staff	95	18,67	3,16	0,32	18,02	19,31	9,7	24,4
	support staff	66	18,43	4,14	0,50	17,42	19,45	5,1	25
	Total	307	18,71	3,66	0,20	18,30	19,12	5,1	25

Table 30. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Organizational Integration	2,187	5	301	0,056
Supervisory Communication	1,648	5	301	0,147
Personal Feedback	2,112	5	301	0,064

Table 30 (continued)

Organizational Perspective	1,647	5	301	0,147
Communication Climate	1,779	5	301	0,117
Horizontal Communication	1,147	5	301	0,336
Media Quality	0,993	5	301	0,422
Overall Communication Satisfaction	1,318	5	301	0,256

Table 31. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Integration	Between Groups	8,85	5	1,77	3,026	0,011
	Within Groups	176,04	301	0,58		
	Total	184,89	306			
Supervisory Communication	Between Groups	9,38	5	1,87	2,933	0,013
	Within Groups	192,56	301	0,64		
	Total	201,94	306			
Personal Feedback	Between Groups	13,8	5	2,76	3,745	0,003
	Within Groups	221,98	301	0,73		
	Total	235,79	306			
Organizational Perspective	Between Groups	7,362	5	1,472	2,351	0,041
	Within Groups	188,49	301	0,626		
	Total	195,85	306			
Communication Climate	Between Groups	7,85	5	1,571	2,448	0,034
	Within Groups	193,15	301	0,642		
	Total	201,004	306			
Horizontal Communication	Between Groups	5,695	5	1,139	1,875	0,099
	Within Groups	182,86	301	0,608		
	Total	188,56	306			

Table 31 (continued)

Media Quality	Between Groups	4,73	5	0,946	1,464	0,201
	Within Groups	194,51	301	0,646		
	Total	199,24	306			

According to the ANOVA test, it has been determined that communication satisfaction varies between certain occupational groups. Post-Hoc test results were examined in order to determine between which groups this change occurred. According to the Post-Hoc test, the differences in analysis are due to the differences between doctor and health technician, doctor and support staff, doctor and nurse professions ($p < 0.05$) as presented on Table 32.

Considering organizational integration variable, there was a significant differences between doctor and healthcare technician ($p = 0.007$; $p < 0.05$), doctor and support staff ($p = 0.031$; $p < 0.05$). In supervisory communication, there was a significant differences between doctor and healthcare technician ($p = 0.012$; $p < 0.05$), doctor and support staff ($p = 0.028$; $p < 0.05$) In personal feedback, there was a significant differences between doctor and nurse ($p = 0.018$, $p < 0.05$), doctor and healthcare technician ($p = 0.002$; $p < 0.05$), doctor and administrative staff ($p = 0.042$; $p < 0.05$) and, doctor and support staff ($p = 0.015$; $p < 0.05$). In organizational perspective, there was a significant difference between doctor and healthcare technician ($p = 0.036$; $p < 0.05$). In communication climate, there was a significant difference between doctor and nurse ($p = 0.02$; $p < 0.05$) And last of all, in the overall communication satisfaction, there was a significant difference between doctor and healthcare technician ($p = 0.017$; $p < 0.05$) and doctor and nurse ($p = 0.03$; $p < 0.05$)

Table 32. Multiple Comparisons

Hochberg							
Dependent Variable	(I) profession	(J) profession	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
						Organizational Integration	doctor
health technician	.553*	0,15	0,007	0,09	1,01		

Table 32 (continued)

		healthcare professional	0,39	0,24	0,79	-0,31	1,10
		administrative staff	0,37	0,13	0,1	-0,031	0,78
		support staff	.462*	0,14	0,031	0,02	0,90
	nurse	doctor	-0,49	0,17	0,063	-1,001	0,01
		health technician	0,06	0,16	1	-0,42	0,54
		healthcare professional	-0,09	0,24	1	-0,82	0,63
		administrative staff	-0,11	0,14	1	-0,55	0,32
		support staff	-0,03	0,15	1	-0,49	0,43
	health technician	doctor	-.553*	0,15	0,007	-1,01	-0,09
		nurse	-0,06	0,16	1	-0,54	0,42
		healthcare professional	-0,15	0,23	1	-0,85	0,54
		administrative staff	-0,17	0,13	0,948	-0,56	0,21
		support staff	-0,09	0,14	1	-0,50	0,32
	healthcare professional	doctor	-0,39	0,24	0,79	-1,10	0,31
		nurse	0,09	0,24	1	-0,63	0,82
		health technician	0,15	0,23	1	-0,54	0,85
		administrative staff	-0,01	0,22	1	-0,68	0,64
		support staff	0,06	0,23	1	-0,61	0,74
	administrative staff	doctor	-0,37	0,13	0,1	-0,79	0,03
	doctor	nurse	0,11	0,14	1	-0,32	0,55
		health technician	0,17	0,13	0,94	-0,21	0,56
		healthcare professional	0,02	0,22	1	-0,65	0,68
		support staff	0,08	0,12	1	-0,27	0,44
	support staff	doctor	-.462*	0,14	0,031	-0,90	-0,02
		nurse	0,03	0,15	1	-0,43	0,49

Table 32 (continued)

		healthcare professional	-0,06	0,23	1	-0,75	0,61
		health technician	0,09	0,14	1	-0,32	0,50
		administrative staff	-0,08	0,12	1	-0,44	0,27
Supervisory Communication	doctor	nurse	0,47	0,17	0,12	-0,05	1,005
		health technician	.551*	0,16	0,01	0,07	1,03
		healthcare professional	0,22	0,25	0,99	-0,51	0,97
		administrative staff	0,35	0,14	0,21	-0,078	0,78
		support staff	.487*	0,15	0,02	0,02	0,94
	nurse	doctor	-0,47	0,17	0,11	-1,00	0,05
		health technician	0,07	0,17	1	-0,43	0,58
		healthcare professional	-0,24	0,25	0,99	-1,01	0,51
		administrative staff	-0,12	0,15	1	-0,58	0,33
		support staff	0,01	0,16	1	-0,47	0,50
	health technician	doctor	-.551*	0,16	0,01	-1,03	-0,07
		nurse	-0,075	0,17	1	-0,58	0,43
		healthcare professional	-0,32	0,24	0,95	-1,05	0,40
		administrative staff	-0,19	0,13	0,90	-0,60	0,20
		support staff	-0,06	0,14	1	-0,49	0,37
	healthcare professional	doctor	-0,22	0,25	0,99	-0,97	0,51
		nurse	0,24	0,25	0,99	-0,51	1,01
		health technician	0,32	0,24	0,95	-0,40	1,05
		administrative staff	0,12	0,23	1	-0,57	0,82
		support staff	0,25	0,24	0,99	-0,456	0,9759
	administrative staff	doctor	-0,35	0,14	0,21	-0,78	0,07

Table 32 (continued)

		nurse	0,12	0,15	1	-0,33	0,58
		health technician	0,19	0,13	0,90	-0,20	0,60
		healthcare professional	-0,12	0,23	1	-0,82	0,57
		support staff	0,13	0,12	0,99	-0,24	0,51
	support staff	doctor	-.487*	0,15	0,028	-0,94	-0,02
		nurse	-0,01	0,16	1	-0,50	0,47
		health technician	0,06	0,14	1	-0,37	0,49
		healthcare professional	-0,25	0,24	0,99	-0,97	0,45
		administrative staff	-0,13	0,12	0,99	-0,51	0,24
	Personal Feedback	doctor	nurse	.629*	0,193	0,018	0,05
health technician			.66818*	0,1752	0,002	0,1515	1,18
healthcare professional			0,2528	0,2711	0,998	-0,547	1,05
administrative staff			.470*	0,156	0,042	0,008	0,93
support staff			.556*	0,167	0,015	0,063	1,049
nurse		doctor	-.629*	0,193	0,018	-1,19	-0,059
		health technician	0,038	0,18	1	-0,50	0,58
		healthcare professional	-0,37	0,27	0,94	-1,19	0,44
		administrative staff	-0,15	0,16	0,99	-0,65	0,33
		support staff	-0,07	0,17	1	-0,59	0,45
health technician		doctor	-.668*	0,17	0,00	-1,18	-0,15
		nurse	-0,03	0,18	1	-0,58	0,51
		healthcare professional	-0,41	0,26	0,84	-1,2	0,36
		administrative staff	-0,19	0,14	0,94	-0,63	0,23
		support staff	-0,11	0,15	1	-0,57	0,35
healthcare prof		doctor	-0,25	0,27	0,99	-1,05	0,54

Table 32 (continued)

		nurse	0,37	0,27	0,94	-0,44	1,19	
		health technician	0,41	0,26	0,84	-0,36	1,19	
		administrative staff	0,21	0,25	0,99	-0,53	0,96	
		support staff	0,30	0,26	0,98	-0,46	1,07	
	administrative staff	doctor	-.470*	0,15	0,04	-0,93	-0,01	
		nurse	0,16	0,16	0,99	-0,33	0,65	
		health technician	0,19	0,14	0,94	-0,23	0,63	
		healthcare professional	-0,21	0,25	0,99	-0,96	0,53	
		support staff	0,085	0,13	1	-0,32	0,49	
	support staff	doctor	-.556*	0,16	0,01	-1,04	-0,06	
		nurse	0,07	0,17	1	-0,45	0,59	
		health technician	0,11	0,15	1	-0,35	0,57	
		healthcare professional	-0,30	0,26	0,94	-1,07	0,46	
		administrative staff	-0,08	0,13	1	-0,49	0,32	
	Organizational Perspective	doctor	nurse	0,46	0,17	0,12	-0,05	0,99
			health technician	.493*	0,16	0,03	0,017	0,96
healthcare professional			0,14	0,24	1	-0,58	0,88	
administrative staff			0,28	0,144	0,51	-0,13	0,71	
support staff			0,33	0,15	0,35	-0,11	0,79	
nurse		doctor	-0,46	0,17	0,12	-0,99	0,05	
		health technician	0,02	0,17	1	-0,47	0,52	
		healthcare professional	-0,32	0,25	0,97	-1,07	0,43	
		administrative staff	-0,18	0,15	0,98	-0,63	0,27	
		support staff	-0,13	0,16	1	-0,61	0,35	
technician		doctor	-.494*	0,16	0,036	-0,97	-0,01	

Table 32 (continued)

		nurse	-0,02	0,17	1	-0,52	0,47
		healthcare professional	-0,34	0,24	0,92	-1,06	0,37
		administrative staff	-0,20	0,13	0,87	-0,60	0,19
		support staff	-0,15	0,14	0,99	-0,58	0,27
	healthcare professional	doctor	-0,14	0,24	1	-0,88	0,58
		nurse	0,32	0,25	0,97	-0,43	1,07
		health technician	0,34	0,24	0,92	-0,37	1,06
		administrative staff	0,13	0,23	1	-0,55	0,82
		support staff	0,18	0,24	1	-0,51	0,89
	administrative staff	doctor	-0,28	0,14	0,51	-0,71	0,13
		nurse	0,18	0,15	0,98	-0,27	0,63
		health technician	0,20	0,13	0,87	-0,19	0,60
		healthcare professional	-0,13	0,23	1	-0,82	0,55
		support staff	0,050	0,12	1	-0,32	0,42
	support staff	doctor	-0,33	0,15	0,354	-0,79	0,11
		nurse	0,13	0,16	1	-0,35	0,61
		health technician	0,15	0,146	0,993	-0,27	0,58
		healthcare professional	-0,18	0,24	1	-0,89	0,51
		administrative staff	-0,05	0,12	1	-0,42	0,32
	Communication Climate	doctor	nurse	.58283*	0,18	0,02	0,05
health technician			0,41	0,16	0,15	-0,06	0,89
healthcare professional			0,42	0,25	0,82	-0,342	1,15
administrative staff			0,40	0,14	0,09	-0,03	0,83
support staff			0,35	0,15	0,31	-0,11	0,81
nurse		doctor	-.588*	0,18	0,02	-1,11	-0,05
		technician	-0,16	0,17	0,99	-0,67	0,34

Table 32 (continued)

		healthcare professional	-0,17	0,25	1	-0,94	0,58
		administrative staff	-0,18	0,15	0,98	-0,64	0,28
		support staff	-0,23	0,16	0,92	-0,72	0,25
	health technician	doctor	-0,41	0,16	0,15	-0,9	0,06
		nurse	0,16	0,17	0,99	-0,34	0,67
		healthcare professional	-0,013	0,24	1	-0,74	0,71
		administrative staff	-0,016	0,13	1	-0,42	0,38
		support staff	-0,06	0,14	1	-0,50	0,39
	healthcare professional	doctor	-0,40	0,25	0,824	-1,15	0,34
		nurse	0,17	0,25	1	-0,58	0,94
		health technician	0,013	0,24	1	-0,71	0,74
		administrative staff	-0,003	0,23	1	-0,70	0,69
		support staff	-0,052	0,24	1	-0,77	0,66
	administrative staff	doctor	-0,400	0,14	0,09	-0,83	0,03
		nurse	0,181	0,15	0,98	-0,28	0,64
		health technician	0,016	0,13	1	-0,38	0,42
		healthcare professional	0,003	0,23	1	-0,69	0,70
		support staff	-0,04	0,12	1	-0,42	0,32
	support staff	doctor	-0,35	0,15	0,31	-0,81	0,10
		nurse	0,23	0,16	0,92	-0,25	0,72
		health technician	0,06	0,14	1	-0,37	0,50
		healthcare professional	0,05	0,24	1	-0,66	0,76
		administrative staff	0,04	0,12	1	-0,32	0,42
Horizontal Communication	doctor	nurse	0,47	0,17	0,10	-0,043	0,99
		health technician	0,35	0,15	0,33	-0,11	0,82

Table 32 (continued)

		healthcare professional	0,25	0,24	0,99	-0,47	0,98
		administrative staff	0,31	0,14	0,34	-0,10	0,73
		support staff	0,38	0,15	0,16	-0,064	0,83
	nurse	doctor	-0,47	0,17	0,10	-0,99	0,04
		health technician	-0,12	0,16	1	-0,61	0,37
		healthcare professional	-0,21	0,25	0,99	-0,96	0,52
		administrative staff	-0,15	0,15	0,99	-0,61	0,29
		support staff	-0,09	0,16	1	-0,56	0,38
	health technician	doctor	-0,35	0,15	0,33	-0,82	0,11
		nurse	0,12	0,16	1	-0,37	0,61
		healthcare professional	-0,09	0,24	1	-0,81	0,61
		administrative staff	-0,03	0,13	1	-0,43	0,35
		support staff	0,02	0,14	1	-0,39	0,45
	healthcare professional	doctor	-0,25	0,24	0,99	-0,98	0,46
		nurse	0,21	0,25	0,99	-0,52	0,96
		health technician	0,09	0,24	1	-0,61	0,80
		administrative staff	0,05	0,23	1	-0,62	0,73
		support staff	0,12	0,23	1	-0,57	0,82
	administrative staff	doctor	-0,31	0,14	0,34	-0,73	0,10
		nurse	0,15	0,15	0,99	-0,29	0,60
		health technician	0,03	0,13	1	-0,35	0,43
		healthcare professional	-0,05	0,23	1	-0,73	0,62
		support staff	0,06	0,12	1	-0,3	0,43
	support staff	doctor	-0,38	0,15	0,16	-0,83	0,06
		nurse	0,09	0,16	1	-0,38	0,56
		technician	-0,02	0,14	1	-0,45	0,39

Table 32 (continued)

		healthcare professional	-0,12	0,23	1	-0,82	0,57
		administrative staff	-0,06	0,12	1	-0,43	0,29
Media Quality	doctor	nurse	0,40	0,18	0,33	-0,13	0,93
		health technician	0,34	0,16	0,42	-0,14	0,82
		healthcare professional	0,14	0,25	1	-0,60	0,89
		administrative staff	0,33	0,14	0,29	-0,098	0,76
		support staff	0,28	0,15	0,64	-0,17	0,74
	nurse	doctor	-0,40	0,18	0,33	-0,93	0,13
		health technician	-0,05	0,17	1	-0,57	0,45
		healthcare professional	-0,25	0,26	0,99	-1,02	0,50
		administrative staff	-0,06	0,15	1	-0,532	0,39
		support staff	-0,11	0,16	1	-0,60	0,37
	health technician	doctor	-0,34	0,14	0,42	-0,82	0,13
		nurse	0,05	0,17	1	-0,45	0,57
		healthcare professional	-0,19	0,24	1	-0,93	0,53
		administrative staff	-0,009	0,13	1	-0,41	0,39
		support staff	-0,05	0,14	1	-0,49	0,38
	healthcare professional	doctor	-0,14	0,25	1	-0,89	0,60
		nurse	0,25	0,26	0,99	-0,50	1,02
		technician	0,19	0,24	1	-0,53	0,93
		administrative staff	0,19	0,23	1	-0,51	0,89
		support staff	0,14	0,24	1	-0,57	0,86
	administrative staff	doctor	-0,33	0,14	0,29	-0,76	0,09
		nurse	0,06	0,15	1	-0,39	0,53
		health technician	0,009	0,13	1	-0,39	0,41

Table 32 (continued)

		healthcare professional	-0,19	0,23	1	-0,89	0,51
		support staff	-0,04	0,12	1	-0,42	0,33
	support staff	doctor	-0,28	0,15	0,64	-0,74	0,17
		nurse	0,11	0,16	1	-0,37	0,60
		health technician	0,05	0,14	1	-0,38	0,49
		healthcare professional	-0,14	0,24	1	-0,86	0,57
		administrative staff	0,04	0,12	1	-0,33	0,42
Overall Communication Satisfaction	doctor	nurse	2.51*	0,80	0,03	0,13	4,90
		health technician	2.41*	0,73	0,017	0,25	4,58
		healthcare professional	1,30	1,13	0,98	-2,04	4,66
		administrative staff	1,81	0,65	0,08	-0,12	3,75
		support staff	2,04	0,70	0,05	-0,02	4,11
	nurse	doctor	-2.51*	0,80	0,03	-4,90	-0,13
		health technician	-0,10	0,77	1	-2,39	2,19
		healthcare professional	-1,21	1,16	0,99	-4,6	2,22
		administrative staff	-0,70	0,70	0,99	-2,78	1,37
		support staff	-0,47	0,74	1	-2,67	1,72
	health technician	doctor	-2.41*	0,73	0,017	-4,58	-0,25
		nurse	0,10	0,77	1	-2,19	2,39
		healthcare professional	-1,10	1,11	0,99	-4,39	2,17
		administrative staff	-0,60	0,61	0,99	-2,4	1,21
		support staff	-0,36	0,66	1	-2,32	1,58
	healthcare professional	doctor	-1,307	1,13	0,98	-4,66	2,04
		nurse	1,21	1,16	0,99	-2,22	4,64
		technician	1,10	1,11	0,99	-2,17	4,39
		administrative	0,505	1,06	1	-2,63	3,64

Table 32 (continued)

		support staff	0,73	1,09	1	-2,48	3,96
	administrative staff	doctor	-1,81	0,65	0,08	-3,75	0,12
		nurse	0,70	0,70	0,99	-1,37	2,78
		health technician	0,60	0,61	0,99	-1,21	2,42
		healthcare professional	-0,50	1,06	1	-3,64	2,63
		support staff	0,23	0,57	1	-1,46	1,93
	support staff	doctor	-2,04	0,70	0,05	-4,11	0,02
		nurse	0,47	0,74	1	-1,72	2,67
		health technician	0,36	0,66	1	-1,58	2,32
		healthcare professional	-0,73	1,09	1	-3,96	2,48
		administrative staff	-0,23	0,57	1	-1,93	1,46
*. The mean difference is significant at the 0.05 level.							

5.3.4. Duration in Work Life and Communication Satisfaction

ANOVA test was used to analyze the relationship between variables. According to the ANOVA test result, since the duration in work life Sig. values were greater than 0.05, no significant difference was found in the analysis ($p > 0.05$) (Table 35). Therefore, second hypothesis (H_2 : There is a significant relationship between internal communication satisfaction and duration in work life of the employees) was rejected.

Table 33. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organizational Integration	0-3 years	66	3,63	0,69	0,08	3,46	3,80	1,8	4,8
	4-7 years	106	3,79	0,76	0,07	3,64	3,93	1	5
	8-11 years	57	3,73	0,69	0,09	3,55	3,91	2	4,8

Table 33 (continued)

	12-15 years	36	3,67	0,93	0,16	3,36	3,99	1,8	5
	16 years and more	42	3,70	0,94	0,15	3,41	3,99	1	5
	Total	307	3,72	0,78	0,04	3,63	3,81	1	5
Supervisory Communication	0-3 years	66	3,74	0,68	0,08	3,58	3,91	2,4	5
	4-7 years	106	3,83	0,85	0,08	3,67	4,00	1	5
	8-11 years	57	3,77	0,80	0,11	3,56	3,98	2	5
	12-15 years	36	3,79	0,90	0,15	3,49	4,10	1,4	5
	16 years and more	42	3,90	0,87	0,14	3,63	4,18	1	5
	Total	307	3,81	0,81	0,05	3,72	3,90	1	5
Personal Feedback	0-3 years	66	3,45	0,82	0,10	3,25	3,65	1,2	5
	4-7 years	106	3,65	0,94	0,09	3,47	3,83	1	5
	8-11 years	57	3,62	0,76	0,10	3,42	3,82	1,8	5
	12-15 years	36	3,61	0,91	0,15	3,30	3,92	1,6	5
	16 years and more	42	3,69	0,91	0,14	3,41	3,97	1	5
	Total	307	3,60	0,88	0,05	3,50	3,70	1	5
Organizational Perspective	0-3 years	66	3,57	0,74	0,09	3,39	3,75	1,2	5
	4-7 years	106	3,82	0,77	0,08	3,67	3,96	1,2	5
	8-11 years	57	3,76	0,68	0,09	3,58	3,94	2	5

Table 33 (continued)

	12-15 years	36	3,71	1,01	0,17	3,36	4,05	1	5
	16 years and more	42	3,77	0,90	0,14	3,48	4,05	1	5
	Total	307	3,73	0,80	0,05	3,64	3,82	1	5
Communication Climate	0-3 years	66	3,71	0,66	0,08	3,55	3,88	1,8	5
	4-7 years	106	3,76	0,87	0,09	3,59	3,93	1	5
	8-11 years	57	3,83	0,73	0,10	3,64	4,02	2	5
	12-15 years	36	3,78	0,93	0,16	3,46	4,09	1,6	5
	16 years and more	42	3,80	0,88	0,14	3,52	4,07	1	5
	Total	307	3,77	0,81	0,05	3,68	3,86	1	5
Horizontal Communication	0-3 years	66	3,68	0,67	0,08	3,52	3,84	1,8	5
	4-7 years	106	3,79	0,83	0,08	3,63	3,95	1	5
	8-11 years	57	3,74	0,74	0,10	3,54	3,94	1,6	5
	12-15 years	36	3,71	0,85	0,14	3,42	3,99	1,6	5
	16 years and more	42	3,69	0,86	0,13	3,42	3,96	1,2	5
	Total	307	3,73	0,79	0,05	3,65	3,82	1	5
Media Quality	0-3 years	66	3,80	0,72	0,09	3,63	3,98	1,6	5
	4-7 years	106	3,89	0,83	0,08	3,73	4,05	1	5
	8-11 years	57	3,83	0,73	0,10	3,64	4,03	2	5

Table 33 (continued)

	12-15 years	36	3,76	0,96	0,16	3,44	4,09	1,4	5
	16 years and more	42	3,82	0,87	0,13	3,55	4,10	1	5
	Total	307	3,84	0,81	0,05	3,75	3,93	1	5
Overall Communication Satisfaction	0-3 years	66	18,28	3,04	0,37	17,53	19,02	10,43	24
	4-7 years	106	18,95	3,79	0,37	18,22	19,68	6,43	25
	8-11 years	57	18,77	3,21	0,43	17,92	19,63	10	23,71
	12-15 years	36	18,59	4,45	0,74	17,09	20,10	8,29	25
	16 years and more	42	18,84	4,11	0,63	17,56	20,12	5,14	25
	Total	307	18,72	3,66	0,21	18,30	19,13	5,14	25

Table 34. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Organizational Integration	1,85	4	302	0,119
Supervisory Communication	0,63	4	302	0,637
Personal Feedback	0,78	4	302	0,536
Organizational Perspective	1,69	4	302	0,151
Communication Climate	1,22	4	302	0,302
Horizontal Communication	0,41	4	302	0,798
Media Quality	0,79	4	302	0,531

Table 34 (continued)

Overall Communication Satisfaction	1,06	4	302	0,374
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Table 35. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Integration	Between Groups	1,07	4	0,27	0,44	0,78
	Within Groups	184	302	0,61		
	Total	185	306			
Supervisory Communication	Between Groups	0,82	4	0,21	0,307	0,87
	Within Groups	201	302	0,67		
	Total	202	306			
Personal Feedback	Between Groups	2,18	4	0,55	0,705	0,59
	Within Groups	234	302	0,77		
	Total	236	306			
Organizational Perspective	Between Groups	2,6	4	0,65	1,014	0,4
	Within Groups	193	302	0,64		
	Total	196	306			
Communication Climate	Between Groups	0,45	4	0,11	0,169	0,95
	Within Groups	201	302	0,66		
	Total	201	306			
Horizontal Communication	Between Groups	0,65	4	0,16	0,262	0,9
	Within Groups	188	302	0,62		
	Total	189	306			

Table 35 (continued)

Media Quality	Between Groups	0,58	4	0,14	0,219	0,93
	Within Groups	199	302	0,66		
	Total	199	306			
Overall Communication Satisfaction	Between Groups	19,8	4	4,96	0,368	0,83
	Within Groups	4071	302	13,48		
	Total	4091	306			

5.3.5. Duration at the Workplace and Communication Satisfaction

ANOVA test was used to analyze the relationship between variables. According to the ANOVA test result, since the duration at the work place Sig. values were greater than 0.05, no significant difference was found in the analysis ($p > 0.05$) (Table 38). Therefore, third hypothesis (H_3 : There is a significant relationship between internal communication satisfaction and duration at the workplace of the employees) was rejected

Table 36. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
Organizational Integration	0-3 years	169	3,72	0,69	0,05	3,61	3,82	1,8	5
	4-7 years	103	3,77	0,81	0,08	3,62	3,93	1	5
	8-11 years	31	3,59	0,98	0,18	3,23	3,95	1	5
	12-15 years	1	1,60	,	,	,	,	1,6	1,6
	16 years and more	3	3,87	1,63	0,94	-0,18	7,91	2	5

Table 36 (continued)

	Total	307	3,72	0,78	0,04	3,63	3,81	1	5
Supervisory Communication	0-3 years	169	3,79	0,76	0,06	3,68	3,91	1	5
	4-7 years	103	3,89	0,80	0,08	3,73	4,04	1	5
	8-11 years	31	3,66	0,99	0,18	3,29	4,02	1	5
	12-15 years	1	2,00	,	,	,	,	2	2
	16 years and more	3	3,93	1,68	0,97	-0,23	8,10	2	5
	Total	307	3,81	0,81	0,05	3,72	3,90	1	5
Personal Feedback	0-3 years	169	3,57	0,86	0,07	3,44	3,71	1	5
	4-7 years	103	3,69	0,84	0,08	3,53	3,86	1	5
	8-11 years	31	3,52	0,99	0,18	3,15	3,88	1	5
	12-15 years	1	2,00	,	,	,	,	2	2
	16 years and more	3	3,67	1,53	0,88	-0,13	7,46	2	5
	Total	307	3,60	0,88	0,05	3,50	3,70	1	5
Organizational Perspective	0-3 years	169	3,70	0,75	0,06	3,59	3,82	1,2	5
	4-7 years	103	3,82	0,77	0,08	3,67	3,97	1,8	5
	8-11 years	31	3,60	1,06	0,19	3,21	3,99	1	5
	12-15 years	1	2,00	,	,	,	,	2	2
	16 years	3	4,27	0,95	0,55	1,92	6,61	3,2	5
	Total	307	3,73	0,80	0,05	3,64	3,82	1	5

Table 36 (continued)

Communication Climate	0-3 years	169	3,76	0,76	0,06	3,65	3,88	1	5
	4-7 years	103	3,82	0,78	0,08	3,67	3,98	1	5
	8-11 years	31	3,68	1,05	0,19	3,30	4,07	1	5
	12-15 years	1	2,00	,	,	,	,	2	2
	16 years and more	3	3,80	1,59	0,92	-0,14	7,74	2	5
	Total	307	3,77	0,81	0,05	3,68	3,86	1	5
Horizontal Communication	0-3 years	169	3,70	0,74	0,06	3,59	3,82	1,2	5
	4-7 years	103	3,81	0,77	0,08	3,66	3,96	1	5
	8-11 y	31	3,68	0,93	0,17	3,34	4,02	1,2	5
	12-15 years	1	2,00	,	,	,	,	2	2
	16 years and more	3	3,80	1,74	1,01	-0,53	8,13	1,8	5
	Total	307	3,73	0,79	0,05	3,65	3,82	1	5
Media Quality	0-3 years	169	3,85	0,77	0,06	3,73	3,96	1,2	5
	4-7 years	103	3,85	0,75	0,07	3,70	4,00	1	5
	8-11 years	31	3,77	1,04	0,19	3,39	4,16	1	5
	12-15 years	1	2,00	,	,	,	,	2	2
	16 years and more	3	3,93	1,68	0,97	-0,23	8,10	2	5
	Total	307	3,84	0,81	0,05	3,75	3,93	1	5

Table 36 (continued)

Overall Communication Satisfaction	0-3 years	169	18,65	3,31	0,26	18,14	19,15	6,71	25
	4-7 years	103	19,04	3,67	0,36	18,33	19,76	6,43	25
	8-11 years	31	18,22	4,65	0,84	16,51	19,92	5,14	25
	12-15 years	1	9,71	,	,	,	,	9,71	9,71
	16 years and more	3	19,48	7,67	4,43	0,41	38,54	10,71	25
	Total	307	18,71	3,66	0,21	18,30	19,13	5,14	25

Table 37. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Organizational Integration	3.726 ^a	3	302	0,012
Supervisory Communication	2.488 ^b	3	302	0,061
Personal Feedback	1.097 ^c	3	302	0,351
Organizational Perspective	1.540 ^d	3	302	0,204
Communication Climate	3.245 ^e	3	302	0,022
Horizontal Communication	2.635 ^f	3	302	0,05
Media Quality	2.608 ^g	3	302	0,052
Overall Communication Satisfaction	2.981 ^h	3	302	0,032

Table 38. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Integration	Between Groups	5,39	4,00	1,35	2,27	0,062
	Within Groups	179,50	302,00	0,59		
	Total	184,89	306,00			
Supervisory Communication	Between Groups	4,69	4,00	1,17	1,80	0,129
	Within Groups	197,25	302,00	0,65		
	Total	201,94	306,00			
Personal Feedback	Between Groups	3,76	4,00	0,94	1,22	0,301
	Within Groups	232,04	302,00	0,77		
	Total	235,80	306,00			
Organizational Perspective	Between Groups	5,40	4,00	1,35	2,14	0,076
	Within Groups	190,46	302,00	0,63		
	Total	195,86	306,00			
Communication Climate	Between Groups	3,67	4,00	0,92	1,40	0,233
	Within Groups	197,34	302,00	0,65		
	Total	201,00	306,00			
Horizontal Communication	Between Groups	3,87	4,00	0,97	1,58	0,179
	Within Groups	184,70	302,00	0,61		
	Total	188,56	306,00			
Media Quality	Between Groups	3,56	4,00	0,89	1,37	0,243
	Within Groups	195,69	302,00	0,65		
	Total	199,25	306,00			

Table 38 (continued)

Overall Communication Satisfaction	Between Groups	102,34	4,00	25,59	1,94	0,104
	Within Groups	3988,30	302,00	13,21		
	Total	4090,70	306,00			

5.3.6. Level of Job Satisfaction and Communication Satisfaction

Participants were asked how their communication satisfaction was between 1 and 5. Regression analysis was used to define the relationship between communication satisfaction and job satisfaction. In this part, an examination was made in line with the following hypothesis.

H₄: There is a significant relationship between job satisfaction and internal communication satisfaction of the employees.

5.3.6.1. Level of Job Satisfaction and Organizational Integration

In the Table 41, it is seen that there is a positive (0.51) relationship between the Organizational Integration value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 11.91$; $p = 0.000$).

Table 39. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	0,318	0,315	0,64

a. Predictors: (Constant), Level of Job Satisfaction

Table 40. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58,74	1	58,74	142	.000 ^b
	Residual	126,14	305	0,41		
	Total	184,89	306			

a. Dependent Variable: MeanOI

b. Predictors: (Constant), Level of Job Satisfaction

Table 41. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,77	0,16		10,63	0
	satisfaction1	0,51	0,04	0,56	11,91	0

a. Dependent Variable: MeanOI

5.3.6.2. Level of Job Satisfaction and Supervisory Communication

In the Table 44, it is seen that there is a positive (0.52) relationship between the Supervisory Communication value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 11.41$; $p = 0.000$).

Table 42. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 ^a	0,29	0,29	0,68

a. Predictors: (Constant), Level of Job Satisfaction

Table 43. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60,41	1	60,41	130,2	.000 ^b
	Residual	141,53	305	0,46		
	Total	201,94	306			

a. Dependent Variable: MeanSVC

b. Predictors: (Constant), Level of Job Satisfaction

Table 44. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,838	0,177		10,39	0
	satisfaction1	0,524	0,046	0,547	11,41	0

a. Dependent Variable: MeanSVC

5.3.6.3. Level of Job Satisfaction and Personal Feedback

In the Table 47, it is seen that there is a positive (0.52) relationship between the Personal Feedback value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 10.31$; $p = 0.000$).

Table 45. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 ^a	0,25	0,25	0,757

a. Predictors: (Constant), Level of Job Satisfaction

Table 46. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60,95	1	60,95	106,32	.000 ^b
	Residual	174,84	305	0,57		
	Total	235,79	306			

a. Dependent Variable: MeanPF

b. Predictors: (Constant), Level of Job Satisfaction

Table 47. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,62	0,19		8,26	0
	satisfaction1	0,52	0,05	0,508	10,31	0

a. Dependent Variable: MeanPF

5.3.6.4. Level of Job Satisfaction and Organizational Perspective

In the Table 50, it is seen that there is a positive (0.48) relationship between the Organizational Perspective value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 10.53$; $p = 0.000$).

Table 48. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 ^a	0,26	0,26	0,68

a. Predictors: (Constant), Level of Job Satisfaction

Table 49. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52,23	1	52,23	110,9	.000 ^b
	Residual	143,62	305	0,47		
	Total	195,85	306			

a. Dependent Variable: MeanOP

b. Predictors: (Constant), Level of Job Satisfaction

Table 50. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,90	0,17		10,67	0
	satisfaction1	0,48	0,04	0,51	10,53	0

a. Dependent Variable: MeanOP

5.3.6.5. Level of Job Satisfaction and Communication Climate

In the Table 53, it is seen that there is a positive (0.46) relationship between the Organizational Perspective value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 9.55$; $p = 0.000$).

Table 51. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 ^a	0,23	0,22	0,71

a. Predictors: (Constant), Level of Job Satisfaction

Table 52. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,31	1	46,38	91,37	.000 ^b
	Residual	154,68	305	0,5		
	Total	201	306			

a. Dependent Variable: MeanCC

b. Predictors: (Constant), Level of Job Satisfaction

Table 53. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,04	0,18		11,06	0
	satisfaction1	0,45	0,04	0,48	9,55	0

a. Dependent Variable: MeanCC

5.3.6.6. Level of Job Satisfaction and Horizontal Communication

In the Table 56, it is seen that there is a positive (0.41) relationship between the Horizontal Communication value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 8.68$; $p = 0.000$).

Table 54. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.445 ^a	0,19	0,19	0,704

a. Predictors: (Constant), Level of Job Satisfaction

Table 55. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37,35	1	37,35	75,33	.000 ^b
	Residual	151,21	305	0,49		
	Total	188,56	306			

a. Dependent Variable: MeanHC

b. Predictors: (Constant), Level of Job Satisfaction

Table 56. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,18	0,18		11,95	0
	satisfaction1	0,41	0,04	0,445	8,68	0

a. Dependent Variable: MeanHC

5.3.6.7. Level of Job Satisfaction and Media Quality

In the Table 59, it is seen that there is a positive (0.46) relationship between the Media Quality value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 9.79$; $p = 0.000$).

Table 57. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	0,24	0,23	0,70

a. Predictors: (Constant), Level of Job Satisfaction

Table 58. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47,67	1	47,67	95,93	.000 ^b
	Residual	151,57	305	0,49		
	Total	199,24	306			

a. Dependent Variable: MeanMQ

b. Predictors: (Constant), Level of Job Satisfaction

Table 59. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	2,08			11,39	0
	satisfaction1	0,46		0,48	9,79	0

a. Dependent Variable: MeanMQ

5.3.6.8. Level of Job Satisfaction and Overall Communication Satisfaction

In the Table 62, it is seen that there is a positive (2.42) relationship between the Overall Communication Satisfaction value and the Level of Job Satisfaction value. In addition, it is seen from the t-value that this relationship is statistically significant ($t = 11.85$; $p = 0.000$).

Table 60. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	0,31	0,31	3,029

a. Predictors: (Constant), Level of Job Satisfaction

Table 61. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1290,52	1	1290,52	140,56	.000 ^b
	Residual	2800,14	305	9,18		
	Total	4090,67	306			

a. Dependent Variable: MeanOverallCS

b. Predictors: (Constant), Level of Job Satisfaction

Table 62. Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t
		B	Beta	
1	(Constant)	9,61		12,21
	satisfaction1	2,42	0,56	11,85

a. Dependent Variable: MeanOverallCS

5.3.7. Changes in Employees' Job Satisfaction and Communication Satisfaction

In this section, a question was asked about how the communication satisfaction levels of the employees have changed over time. There are three options in the question. These options are increased, decreased and same.

According to data analysis, there was a significant difference between the groups according to Changes in Employees' Job Satisfaction (Satisfaction 2) Sig. values. A post-hoc test was performed to find out which groups caused this difference ($p < 0.05$)

(Table 65).

Table 63. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
Organizational Integration	increased	53	4,24	0,51	0,07	4,10	4,38	3	5
	same	181	3,82	0,63	0,05	3,72	3,91	1,2	5
	decreased	73	3,10	0,88	0,10	2,89	3,30	1	4,8
	Total	307	3,72	0,78	0,04	3,63	3,81	1	5
Supervisory Communication	increased	53	4,30	0,58	0,08	4,14	4,46	2,4	5
	same	181	3,91	0,68	0,05	3,81	4,02	1	5
	decreased	73	3,18	0,89	0,11	2,98	3,39	1	5
	Total	307	3,81	0,81	0,05	3,72	3,90	1	5
Personal Feedback	increased	53	4,07	0,71	0,10	3,88	4,27	1,8	5
	same	181	3,74	0,71	0,05	3,63	3,84	1,4	5
	decreased	73	2,93	0,99	0,12	2,70	3,17	1	5
	Total	307	3,60	0,88	0,05	3,50	3,70	1	5
Organizational Perspective	increased	53	4,22	0,57	0,08	4,07	4,38	3	5
	same	181	3,82	0,66	0,05	3,73	3,92	1,4	5
	decreased	73	3,15	0,92	0,11	2,94	3,37	1	5
	Total	307	3,73	0,80	0,05	3,64	3,82	1	5
Communication Climate	increased	53	4,28	0,49	0,07	4,15	4,42	2,8	5
	same	181	3,82	0,68	0,05	3,73	3,92	1	5
	decreased	73	3,26	1,00	0,12	3,03	3,50	1	5
	Total	307	3,77	0,81	0,05	3,68	3,86	1	5
Horizontal Communication	increased	53	4,10	0,70	0,10	3,91	4,29	1,6	5
	same	181	3,83	0,63	0,05	3,74	3,93	1	5
	decreased	73	3,22	0,94	0,11	3,01	3,44	1,2	5
	Total	307	3,73	0,79	0,05	3,65	3,82	1	5
Media Quality	increased	53	4,26	0,62	0,09	4,09	4,43	2	5
	same	181	3,93	0,63	0,05	3,84	4,02	1	5
	decreased	73	3,30	1,03	0,12	3,06	3,54	1	5
	Total	307	3,84	0,81	0,05	3,75	3,93	1	5
Overall Communication Satisfaction	increased	53	21,05	2,44	0,34	20,38	21,73	14,43	25
	same	181	19,20	2,92	0,22	18,77	19,62	6,43	23,86
	decreased	73	15,82	4,26	0,50	14,83	16,82	5,14	24,43
	Total	307	18,71	3,66	0,21	18,30	19,13	5,14	25

Table 64. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Organizational Integration	11,61	2	304	0
Supervisory Communication	6,43	2	304	0,002
Personal Feedback	8,23	2	304	0
Organizational Perspective	8,17	2	304	0
Communication Climate	21,34	2	304	0
Horizontal Communication	12,02	2	304	0
Media Quality	21,75	2	304	0
Overall Communication Satisfaction	11,69	2	304	0

Table 65. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Integration	Between Groups	44,50	2	22,25	48,18	0
	Within Groups	140,39	304	0,46		
	Total	184,89	306			
Supervisory Communication	Between Groups	43,26	2	21,63	41,44	0
	Within Groups	158,68	304	0,52		
	Total	201,94	306			
Personal Feedback	Between Groups	47,49	2	23,74	38,33	0
	Within Groups	188,31	304	0,62		
	Total	235,80	306			

Table 65 (continued)

Organizational Perspective	Between Groups	38,70	2	19,35	37,43	0
	Within Groups	157,16	304	0,52		
	Total	195,86	306			
Communication Climate	Between Groups	33,25	2	16,62	30,12	0
	Within Groups	167,76	304	0,55		
	Total	201,00	306			
Horizontal Communication	Between Groups	27,71	2	13,85	26,18	0
	Within Groups	160,86	304	0,53		
	Total	188,56	306			
Media Quality	Between Groups	32,42	2	16,21	29,53	0
	Within Groups	166,83	304	0,55		
	Total	199,25	306			
Overall Communication Satisfaction	Between Groups	942,91	2	471,45	45,53	0
	Within Groups	3147,77	304	10,35		
	Total	4090,67	306			

According to the Post-Hoc test, the Sig values between all dependent variables and changes in employees' job satisfaction variables are less than 0.05. For this reason, a significant difference was determined between all dependent variables and changes in employees' job satisfaction (Table 66).

Table 66. Multiple Comparisons

<i>Hochberg</i>							
Dependent Variable	(I) satisfaction2	(J) satisfaction2	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Organizational Integration	increased	same	.42604*	0,11	0	0,17	0,68
		decreased	1.14562*	0,12	0	0,85	1,44
	same	increased	-.42604*	0,11	0	-0,68	-0,17
		decreased	.71958*	0,09	0	0,49	0,95
	decreased	increased	-1.14562*	0,12	0	-1,44	-0,85
		same	-.71958*	0,09	0	-0,95	-0,49
Supervisory Communication	increased	same	.38320*	0,11	0,002	0,11	0,65
		decreased	1.11455*	0,13	0	0,80	1,43
	same	increased	-.38320*	0,11	0,002	-0,65	-0,11
		decreased	.73136*	0,10	0	0,49	0,97
	decreased	increased	-1.11455*	0,13	0	-1,43	-0,80
		same	-.73136*	0,10	0	-0,97	-0,49
Personal Feedback	increased	same	.33579*	0,12	0,02	0,04	0,63
		decreased	1.13745*	0,14	0	0,80	1,48
	same	increased	-.33579*	0,12	0,02	-0,63	-0,04
		decreased	.80167*	0,11	0	0,54	1,06
	decreased	increased	-1.13745*	0,14	0	-1,48	-0,80
		same	-.80167*	0,11	0	-1,06	-0,54
Organizational Perspective	increased	same	.39944*	0,11	0,001	0,13	0,67
		decreased	1.06922*	0,13	0	0,76	1,38
	same	increased	-.39944*	0,11	0,001	-0,67	-0,13
		decreased	.66978*	0,10	0	0,43	0,91
	decreased	increased	-1.06922*	0,13	0	-1,38	-0,76
		same	-.66978*	0,10	0	-0,91	-0,43
Communication Climate	increased	same	.45871*	0,12	0	0,18	0,74
		decreased	1.02001*	0,13	0	0,70	1,34
	same	increased	-.45871*	0,12	0	-0,74	-0,18
		decreased	.56130*	0,10	0	0,31	0,81
	decreased	increased	-1.02001*	0,13	0	-1,34	-0,70
		same	-.56130*	0,10	0	-0,81	-0,31
Horizontal Communication	increased	same	0,27	0,11	0,058	-0,01	0,54
		decreased	.87346*	0,13	0	0,56	1,19
	same	increased	-0,27	0,11	0,058	-0,54	0,01

Table 66 (continued)

	same	decreased	.60739*	0,10	0	0,37	0,85
	decreased	increased	-.87346*	0,13	0	-1,19	-0,56
		same	-.60739*	0,10	0	-0,85	-0,37
Media Quality	increased	same	.33110*	0,12	0,013	0,05	0,61
		decreased	.96449*	0,13	0	0,64	1,29
	same	increased	-.33110*	0,12	0,013	-0,61	-0,05
		decreased	.63339*	0,10	0	0,39	0,88
	decreased	increased	-.96449*	0,13	0	-1,29	-0,64
		same	-.63339*	0,10	0	-0,88	-0,39
Overall Communication Satisfaction	increased	same	1.85738*	0,50	0,001	0,65	3,06
		decreased	5.23199*	0,58	0	3,84	6,63
	same	increased	-1.85738*	0,50	0,001	-3,06	-0,65
		decreased	3.37461*	0,45	0	2,30	4,45
	decreased	increased	-5.23199*	0,58	0	-6,63	-3,84
		same	-3.37461*	0,45	0	-4,45	-2,30
*. The mean difference is significant at the 0.05 level.							

5.4. Perceived Corporate Reputation of the Healthcare Employees

The data collected from the Communication Satisfaction Scale were analysed on SPSS Package Program version 21. In data analysis, Independent Samples T-test, One-way Anova, Pearson Correlation and Regression tests were performed. In the results, the answer of research question 5 was sought.

RQ 5. How do employees perceive the reputation of their organization?

5.4.1. Reliability of the Data

The Reputation Quotient (RQ) scale is the second scale used in the research. The reliability rate of the corporate reputation scale, which has 7 items, was found .989 (Table 67). In order for the scales and sub-dimensions in the studies to be evaluated as reliable, the Cronbach Alpha reliability coefficient value should be 0.7 and above (Varol 2010). This means that the study is fairly consistent. Also the items of sub-dimensions and Cronbach's alpha values are shown in Table 69.

Table 67. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.989	.990	20

Table 68. Item Statistics

	Mean	Std. Deviation	N
1 I have a good feeling about the company.	51.726	1.57	307
2 I admire and respect the company.	51.824	1.46	307
3 I trust this company.	51.401	1.45	307
4 Stands behind its products and services.	53.192	1.44	307
5 Develops innovative products and services.	52.410	1.49	307
6 Offers high quality products and services.	53.518	1.41	307
7 Offers products and services that are a good value for the money.	54.235	1.38	307
8 Has excellent leadership.	51.531	1.50	307
9 Has a clear vision for its future.	54.039	1.44	307
10 Recognises and takes advantage of market opportunities.	53.225	1.43	307
11 Is well-managed.	51.954	1.48	307
12 Looks like a good company to work for.	52.834	1.54	307
13 Looks like a company that would have good employees.	52.704	1.52	307
14 Maintains high standards in the way it treats people.	52.508	1.53	307
15 Is an environmentally responsible company.	54.039	1.45	307

Table 68 (continued)

16 Supports good causes.	53.779	1.44	307
17 Has a strong record of profitability.	54.039	1.46	307
18 Looks like a company with strong prospects for future growth.	53.941	1.42	307
19 Tends to outperform its competitors.	54.560	1.44	307
20 Looks like a low risk investment.	53.909	1.55	307

Table 69. Descriptive statistics and Reliability of the sub dimensions of the RQ

Sub dimension	Item no	Mean	Std. Deviation	Cronbach's alpha
Emotional Appeal	1-2-3	5.16	1.43	.956
Products and Services	4-5-6-7	5.33	1.36	.965
Vision and Leadership	8-9-10	5.29	1.37	.939
Workplace Environment	11-12-13	5.25	1.44	.953
Social and Environmental Responsibility	14-15-16	5.34	1.40	.944
Financial Performance	17-18-19-20	5.41	1.40	.967

5.4.2. Normality Distribution

In the corporate reputation scale, Skewness and Kurtosis values were measured to test the probability of normal distribution of the research data. As mentioned previously, (p.67-68), values between -2.0 and +2.0 are acceptable for normally distributed data (George and Mallery, 2010); and as Lei and Lomax (2005) suggests values less than 1.0 is regarded as slight nonnormality; between 1.0 and about 2.3 are regarded as moderate non-normality. Accordingly, when the skewness and kurtosis values of the sub-components of the Reputation Quotient Scale are examined; emotional appeal (-1.23;1.09), products and services (-1.38; 1.81), vision and leadership (-1.41; 1.82), workplace environment (-1.33; 1.45), social and environmental responsibility (-1.34; 1.56), financial performance (-1.56; 2.18), and reputation quotient (-1.44; 1.79) values are normally distributed.

5.4.3. Profession and Perceived Reputation

It was determined that there was a significant difference between the groups according to the profession in the sub dimensions of emotional appeal and product and services (Table 72). However, it could not be confirmed by the post-hoc tests. Therefore, a significant difference is not accepted in profession variable.

H₅: There is a significant relationship between perceived reputation and profession of the employees.

Table 70. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
MeanEA	doctor	44	5.65	1.17	.17	5.29	6.00	1.67	7.00
	nurse	36	5.03	1.65	.27	4.47	5.59	1.00	7.00
	health technician	53	5.17	1.02	.14	4.89	5.45	2.00	7.00
	healthcare professional	13	4.43	2.11	.58	3.15	5.71	1.00	7.00
	administrative staff	95	5.27	1.29	.13	5.00	5.53	1.00	7.00
	support staff	66	4.88	1.67	.20	4.47	5.30	1.00	7.00
	Total	307	5.16	1.43	.08	5.00	5.32	1.00	7.00
MeanPS	doctor	44	5.75	1.16	.17	5.39	6.10	2.00	7.00
	nurse	36	5.31	1.39	.23	4.84	5.79	1.00	7.00
	health technician	53	5.25	.89	.12	5.01	5.50	2.25	7.00
	healthcare professional	13	4.53	2.24	.62	3.17	5.89	1.00	7.00
	administrative staff	95	5.46	1.15	.11	5.23	5.70	1.00	7.00
	support staff	66	5.08	1.70	.21	4.66	5.50	1.00	7.00
	Total	307	5.33	1.36	.07	5.18	5.48	1.00	7.00
MeanVL	doctor	44	5.68	1.20	.18	5.32	6.05	1.67	7.00
	nurse	36	5.22	1.43	.23	4.73	5.70	1.00	7.00
	health technician	53	5.25	1.01	.13	4.97	5.53	2.00	7.00

Table 70 (continued)

	healthcare professional	13	4.61	2.26	.62	3.24	5.98	1.00	7.00
	administrative staff	95	5.41	1.15	.11	5.18	5.65	1.00	7.00
	support staff	66	5.05	1.68	.20	4.64	5.47	1.00	7.00
	Total	307	5.29	1.37	.07	5.13	5.44	1.00	7.00
MeanWE	doctor	44	5.71	1.10	.16	5.37	6.04	2.00	7.00
	nurse	36	5.25	1.65	.27	4.69	5.81	1.00	7.00
	health technician	53	5.15	1.07	.14	4.85	5.44	1.67	7.00
	healthcare professional	13	4.61	2.31	.64	3.21	6.01	1.00	7.00
	administrative staff	95	5.33	1.23	.12	5.08	5.58	1.00	7.00
	support staff	66	5.02	1.76	.21	4.59	5.45	1.00	7.00
	Total	307	5.24	1.44	.08	5.08	5.41	1.00	7.00
MeanSER	doctor	44	5.69	1.20	.18	5.33	6.06	1.33	7.00
	nurse	36	5.44	1.49	.24	4.93	5.94	1.00	7.00
	health technician	53	5.21	1.02	.14	4.93	5.49	2.00	6.67
	healthcare professional	13	4.74	2.11	.58	3.46	6.02	1.00	7.00
	administrative staff	95	5.42	1.21	.12	5.17	5.66	1.00	7.00
	support staff	66	5.16	1.74	.21	4.73	5.59	1.00	7.00
	Total	307	5.34	1.39	.07	5.18	5.50	1.00	7.00
MeanFP	doctor	44	5.75	1.06	.16	5.42	6.07	2.00	7.00
	nurse	36	5.37	1.47	.24	4.87	5.87	1.00	7.00
	health technician	53	5.41	.95	.13	5.15	5.67	2.00	7.00
	healthcare professional	13	4.82	2.31	.64	3.42	6.22	1.00	7.00
	administrative staff	95	5.53	1.19	.12	5.29	5.77	1.00	7.00
	support staff	66	5.14	1.82	.22	4.69	5.58	1.00	7.00
	Total	307	5.41	1.40	.08	5.25	5.56	1.00	7.00
MeanRQ	doctor	44	19.04	3.71	.55	17.93	20.17	6.17	23.33
	nurse	36	17.60	4.76	.79	15.99	19.21	3.33	23.33

Table 70 (continued)

health technician	53	17.51	3.00	.41	16.68	18.34	7.33	22.33
healthcare professional	13	15.44	7.35	2.04	11.00	19.89	3.33	22.67
administrative staff	95	18.05	3.83	.39	17.27	18.83	3.33	23.33
support staff	66	16.88	5.59	.68	15.51	18.26	3.33	23.33
Total	307	17.68	4.47	.25	17.18	18.19	3.33	23.33

Table 71. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
MeanEA	6.24	5	301	.000
MeanPS	8.20	5	301	.000
MeanVL	6.38	5	301	.000
MeanWE	6.87	5	301	.000
MeanSER	5.98	5	301	.000
MeanFP	9.71	5	301	.000
MeanRQ	8.59	5	301	.000

Table 72. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
MeanEA	Between Groups	24.07	5	4.81	2.39	.037
	Within Groups	604.67	301	2.00		
	Total	628.74	306			
MeanPS	Between Groups	21.88	5	4.37	2.42	.036
	Within Groups	544.14	301	1.80		
	Total	566.02	306			
MeanVL	Between Groups	18.34	5	3.67	1.97	.083
	Within Groups	560.82	301	1.86		
	Total	579.17	306			
MeanWE	Between Groups	19.14	5	3.82	1.85	.102
	Within Groups	620.37	301	2.06		
	Total	639.52	306			
MeanSER	Between Groups	14.06	5	2.81	1.44	.207
	Within Groups	585.45	301	1.94		
	Total	599.51	306			
MeanFP	Between Groups	15.82	5	3.16	1.62	.153

Table 72 (continued)

	Within Groups	586.44	301	1.94		
	Total	602.26	306			
MeanRQ	Between Groups	203.09	5	40.61	2.06	.070
	Within Groups	5926.19	301	19.68		
	Total	6129.28	306			

5.4.4. Duration in Work Life and Perceived Reputation

Since the duration work life sig values were greater than 0.05, no significant difference was found in the analysis ($p > 0.05$) (Table 75).

H₆: There is a significant relationship between perceived reputation and duration in work life of the employees.

Table 73. Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
MeanEA	0-3 years	66	5.12	1.36	.167	4.78	5.45	1.00	7.00
	4-7 years	106	5.16	1.29	.126	4.91	5.41	1.00	7.00
	8-11 years	57	5.31	1.22	.161	4.99	5.64	1.67	7.00
	12-15 years	36	4.87	1.75	.292	4.27	5.46	1.00	7.00
	16 years and more	42	5.27	1.81	.279	4.71	5.84	1.00	7.00
	Total	307	5.16	1.43	.081	5.00	5.32	1.00	7.00
MeanPS	0-3 years	66	5.29	1.23	.151	4.98	5.59	1.00	7.00
	4-7 years	106	5.38	1.19	.115	5.15	5.61	1.00	7.00
	8-11 years	57	5.47	1.07	.142	5.19	5.76	2.25	7.00
	12-15 years	36	4.99	1.85	.309	4.36	5.62	1.00	7.00

Table 73 (continued)

	16 years and more	42	5.36	1.76	.271	4.82	5.91	1.00	7.00
	Total	307	5.33	1.36	.077	5.18	5.48	1.00	7.00
MeanVL	0-3 years	66	5.30	1.22	.150	5.00	5.60	1.00	7.00
	4-7 years	106	5.26	1.25	.121	5.01	5.50	1.00	7.00
	8-11 years	57	5.48	1.06	.141	5.20	5.76	2.00	7.00
	12-15 years	36	4.95	1.87	.312	4.32	5.58	1.00	7.00
	16 years and more	42	5.38	1.73	.268	4.83	5.92	1.00	7.00
	Total	307	5.29	1.37	.078	5.13	5.44	1.00	7.00
MeanWE	0-3 years	66	5.31	1.14	.140	5.03	5.59	2.00	7.00
	4-7 years	106	5.23	1.39	.135	4.97	5.50	1.00	7.00
	8-11 years	57	5.40	1.22	.162	5.07	5.72	1.67	7.00
	12-15 years	36	4.87	1.80	.301	4.26	5.49	1.00	7.00
	16 years and more	42	5.27	1.88	.290	4.69	5.86	1.00	7.00
	Total	307	5.24	1.44	.082	5.08	5.41	1.00	7.00
MeanSER	0-3 years	66	5.40	1.10	.136	5.13	5.68	2.00	7.00
	4-7 years	106	5.35	1.15	.112	5.13	5.57	1.00	7.00
	8-11 years	57	5.48	1.32	.175	5.13	5.8	1.67	7.00
	12-15 years	36	5.00	1.84	.306	4.37	5.62	1.00	7.00

Table 73 (continued)

	16 years and more	42	5.31	1.95	.300	4.70	5.92	1.00	7.00
	Total	307	5.34	1.39	.079	5.18	5.50	1.00	7.00
MeanFP	0-3 years	66	5.44	1.06	.131	5.18	5.70	2.00	7.00
	4-7 years	106	5.44	1.33	.129	5.19	5.70	1.00	7.00
	8-11 years	57	5.63	1.11	.148	5.33	5.93	2.00	7.00
	12-15 years	36	4.96	1.86	.311	4.33	5.59	1.00	7.00
	16 years and more	42	5.33	1.83	.283	4.76	5.91	1.00	7.00
	Total	307	5.41	1.40	.080	5.25	5.56	1.00	7.00
MeanRQ	0-3 years	66	17.74	3.74	.461	16.81	18.65	5.83	23.33
	4-7 years	106	17.73	4.01	.390	16.95	18.50	3.33	23.33
	8-11 years	57	18.25	3.58	.474	17.30	19.20	7.33	23.33
	12-15 years	36	16.49	6.05	1.00	14.44	18.53	3.33	23.33
	16 years and more	42	17.76	5.94	.917	15.91	19.61	3.33	23.33
	Total	307	17.68	4.47	.255	17.18	18.19	3.33	23.33

Table 74. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
MeanEA	3.24	4	302	.013
MeanPS	7.03	4	302	.000
MeanVL	6.08	4	302	.000
MeanWE	4.78	4	302	.001
MeanSER	8.02	4	302	.000
MeanFP	6.47	4	302	.000
MeanRQ	6.89	4	302	.000

Table 75. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
MeanEA	Between Groups	5.02	4	1.27	.615	.652
	Within Groups	623.66	302	2.06		
	Total	628.74	306			
MeanPS	Between Groups	5.80	4	1.45	.783	.537
	Within Groups	560.22	302	1.85		
	Total	566.02	306			
MeanVL	Between Groups	6.70	4	1.67	.884	.474
	Within Groups	572.46	302	1.89		
	Total	579.17	306			
MeanWE	Between Groups	6.63	4	1.65	.791	.532
	Within Groups	632.88	302	2.09		
	Total	639.52	306			
MeanSER	Between Groups	5.72	4	1.43	.728	.574
	Within Groups	593.79	302	1.96		
	Total	599.51	306			
MeanFP	Between Groups	10.48	4	2.62	1.338	.256
	Within Groups	591.78	302	1.96		
	Total	602.26	306			
MeanRQ	Between Groups	70.51	4	17.62	.879	.477
	Within Groups	6058.76	302	20.06		
	Total	6129.28	306			

5.4.5. Duration at the Workplace and Perceived Reputation

It was determined that there was a significant difference between the groups according to the duration in the workplace (Table 78). A post-hoc test is performed to find out which groups this difference is due to. However, since there is only one

person in the 12-15 years group, post-hoc analysis cannot be performed.

H7: There is a significant relationship between perceived reputation and duration at the workplace of the employees.

Table 76. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
MeanEA	0-3 years	169	5.24	1.24	.09	5.05	5.43	1.00	7.00
	4-7 years	103	5.24	1.40	.13	4.97	5.52	1.00	7.00
	8-11 years	31	4.82	2.01	.36	4.09	5.56	1.00	7.00
	12-15 years	1	5.00					5.00	5.00
	16 years and more	3	1.44	.38	.22	.48	2.40	1.00	1.67
	Total	307	5.16	1.43	.08	5.00	5.32	1.00	7.00
MeanPS	0-3 years	169	5.47	1.09	.08	5.30	5.63	1.00	7.00
	4-7 years	103	5.33	1.36	.13	5.06	5.60	1.00	7.00
	8-11 years	31	4.99	2.01	.36	4.25	5.72	1.00	7.00
	12-15 years	1	4.50					4.50	4.50
	16 years and more	3	1.50	.50	.28	.25	2.74	1.00	2.00
	Total	307	5.33	1.36	.07	5.18	5.48	1.00	7.00
MeanVL	0-3 years	169	5.42	1.15	.08	5.25	5.60	1.00	7.00
	4-7 years	103	5.30	1.31	.12	5.05	5.56	1.00	7.00
	8-11 years	31	4.87	2.10	.37	4.09	5.64	1.00	7.00
	12-15 years	1	4.00					4.00	4.00
	16 years and more	3	2.00	1.00	.57	-.48	4.48	1.00	3.00
	Total	307	5.29	1.37	.07	5.13	5.44	1.00	7.00
MeanWE	0-3 years	169	5.39	1.25	.09	5.20	5.58	1.00	7.00
	4-7 years	103	5.26	1.35	.13	5.00	5.53	1.00	7.00
	8-11 years	31	4.65	2.19	.39	3.85	5.45	1.00	7.00
	12-15 years	1	5.00					5.00	5.00
	16 years and more	3	2.44	1.71	.98	-1.80	6.69	1.00	4.33
	Total	307	5.24	1.44	.08	5.08	5.41	1.00	7.00

Table 76 (continued)

MeanSER	0-3 years	169	5.52	1.12	.08	5.35	5.69	1.67	7.00
	4-7 years	103	5.33	1.35	.13	5.06	5.59	1.00	7.00
	8-11 years	31	4.74	2.20	.39	3.93	5.54	1.00	7.00
	12-15 years	1	4.00					4.00	4.00
	16 years and more	3	2.00	1.00	.57	-.48	4.48	1.00	3.00
	Total	307	5.34	1.39	.07	5.18	5.50	1.00	7.00
MeanFP	0-3 years	169	5.58	1.12	.08	5.41	5.75	1.00	7.00
	4-7 years	103	5.39	1.34	.13	5.12	5.65	1.00	7.00
	8-11 years	31	4.90	2.19	.39	4.09	5.70	1.00	7.00
	12-15 years	1	6.00					6.00	6.00
	16 years and more	3	1.41	.52	.30	.12	2.70	1.00	2.00
	Total	307	5.41	1.40	.08	5.25	5.56	1.00	7.00
MeanRQ	0-3 years	169	18.16	3.60	.27	17.62	18.71	5.83	23.33
	4-7 years	103	17.72	4.41	.43	16.86	18.58	3.33	23.33
	8-11 years	31	16.14	6.86	1.23	13.62	18.66	3.33	23.33
	12-15 years	1	16.00					16.00	16.00
	16 years and more	3	5.88	2.31	1.33	.14	11.63	3.33	7.83
	Total	307	17.68	4.47	.25	17.18	18.19	3.33	23.33

Table 77. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
MeanEA	6.830 ^a	3	302	.000
MeanPS	8.412 ^b	3	302	.000
MeanVL	9.053 ^c	3	302	.000
MeanWE	9.159 ^d	3	302	.000
MeanSER	13.791 ^e	3	302	.000
MeanFP	12.422 ^f	3	302	.000
MeanRQ	11.062 ^g	3	302	.000

Table 78. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
MeanEA	Between Groups	46.82	4	11.70	6.07	.000
	Within Groups	581.92	302	1.92		
	Total	628.74	306			
MeanPS	Between Groups	51.56	4	12.89	7.56	.000
	Within Groups	514.46	302	1.70		
	Total	566.02	306			
MeanVL	Between Groups	42.82	4	10.70	6.02	.000
	Within Groups	536.34	302	1.77		
	Total	579.17	306			
MeanWE	Between Groups	38.37	4	9.59	4.82	.001
	Within Groups	601.14	302	1.99		
	Total	639.52	306			
MeanSER	Between Groups	52.36	4	13.09	7.22	.000
	Within Groups	547.15	302	1.81		
	Total	599.51	306			
MeanFP	Between Groups	61.32	4	15.33	8.55	.000
	Within Groups	540.94	302	1.79		
	Total	602.26	306			
MeanRQ	Between Groups	533.65	4	133.41	7.20	.000
	Within Groups	5595.63	302	18.52		
	Total	6129.28	306			

5.4.6. Job Satisfaction and Perceived Reputation

Participants were asked how their communication satisfaction was between 1 and 5, as explained before. Regression analysis was used to define the relationship between perceived reputation and job satisfaction. In this part, an examination was made in line with the following hypothesis.

H₈: There is a significant relationship between job satisfaction and perceived reputation of the employees.

Table 79. Descriptives

	Mean	Std. Deviation	N
satisfaction1	3.75	.84	307
MeanEA	5.16	1.43	307
MeanPS	5.33	1.36	307
MeanVL	5.29	1.37	307
MeanWE	5.24	1.44	307

Table 79 (continued)

MeanSER	5.34	1.39	307
MeanFP	5.41	1.40	307
MeanRQ	17.68	4.47	307

Table 80. Correlations

		satisfactio n1	MeanE A	MeanP S	MeanV L	MeanW E	MeanSE R	MeanF P	MeanR Q
satisfactio n1	Pearson Correlati on	1	.521**	.524**	.525**	.528**	.531**	.482**	.539**
	Sig. (2- tailed)		.000	.000	.000	.000	.000	.000	.000
	N	307	307	307	307	307	307	307	307
MeanEA	Pearson Correlati on	.521**	1	.914**	.903**	.857**	.861**	.840**	.933**
	Sig. (2- tailed)	.000		.000	.000	.000	.000	.000	.000
	N	307	307	307	307	307	307	307	307
MeanPS	Pearson Correlati on	.524**	.914**	1	.941**	.884**	.902**	.898**	.965**
	Sig. (2- tailed)	.000	.000		.000	.000	.000	.000	.000
	N	307	307	307	307	307	307	307	307
MeanVL	Pearson Correlati on	.525**	.903**	.941**	1	.930**	.924**	.906**	.973**
	Sig. (2- tailed)	.000	.000	.000		.000	.000	.000	.000
	N	307	307	307	307	307	307	307	307
MeanWE	Pearson Correlati on	.528**	.857**	.884**	.930**	1	.943**	.914**	.959**
	Sig. (2- tailed)	.000	.000	.000	.000		.000	.000	.000
	N	307	307	307	307	307	307	307	307

Table 80 (continued)

MeanSER	Pearson Correlation	.531**	.861**	.902**	.924**	.943**	1	.923**	.964**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	307	307	307	307	307	307	307	307
MeanFP	Pearson Correlation	.482**	.840**	.898**	.906**	.914**	.923**	1	.956**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	307	307	307	307	307	307	307	307
MeanRQ	Pearson Correlation	.539**	.933**	.965**	.973**	.959**	.964**	.956**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	307	307	307	307	307	307	307	307
**. Correlation is significant at the 0.01 level (2-tailed).									

5.4.6.1. Level of Job Satisfaction and Emotional Appeal

In the Table 83, it is seen that emotional appeal in the workplace positively (2.64) affects job satisfaction. In addition, it is seen from the t-value that this effect is statistically significant ($t = 10.66$; $p = 0.000$).

Table 81. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	0,27	0,26	3,67

a. Predictors: (Constant), job satisfaction

Table 82. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1536,6	1	1536,6	113,69	.000 ^b
	Residual	4122,13	305	13,51		
	Total	5658,74	306			

a. Dependent Variable: TotalEA

b. Predictors: (Constant), job satisfaction

Table 83. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,56	0,95		5,82	0
	satisfaction1	2,64	0,24	0,52	10,66	0

a. Dependent Variable: TotalEA

5.4.6.2. Level of Job Satisfaction and Vision and Leadership

In Table 86, it is seen that vision and leadership in the workplace positively (2.55) affects job satisfaction. In addition, it is seen from the t-value that this effect is statistically significant ($t = 10.76$; $p = 0.000$).

Table 84. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 ^a	0,27	0,27	3,52

a. Predictors: (Constant), job satisfaction

Table 85. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1435,01	1	1435,0	115,86	.000 ^b
	Residual	3777,53	305	12,38		
	Total	5212,54	306			

a. Dependent Variable: TotalVL

b. Predictors: (Constant), job satisfaction

Table 86. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,28	0,91		6,87	0
	satisfaction1	2,55	0,23	0,525	10,76	0

a. Dependent Variable: TotalVL

5.4.6.3. Level of Job Satisfaction and Workplace Environment

In the Table 89, it is seen that workplace environment in the workplace positively (2.70) affects job satisfaction. In addition, it is seen from the t-value that this effect is statistically significant ($t = 10.86$; $p = 0.000$).

Table 87. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 ^a	0,27	0,27	3,69

a. Predictors: (Constant), job satisfaction

Table 88. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1604,98	1	1604,98	117,93	.000 ^b
	Residual	4150,7	305	13,61		
	Total	5755,68	306			

a. Dependent Variable: TotalWE

b. Predictors: (Constant), job satisfaction

Table 89. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,6	0,96		5,84	0
	satisfaction1	2,7	0,25	0,53	10,86	0

a. Dependent Variable: TotalWE

5.4.6.4. Level of Job Satisfaction and Social and Environmental Responsibility

In the Table 92, it is seen that social and environmental responsibility in the workplace positively (2.62) affects job satisfaction. In addition, it is seen from the t-value that this effect is statistically significant ($t = 10.93$; $p = 0.000$).

Table 90. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 ^a	0,28	0,27	3,56

a. Predictors: (Constant), job satisfaction

Table 91. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1519,59	1	1519,59	119,57	.000 ^b
	Residual	3876,07	305	12,70		
	Total	5395,67	306			

a. Dependent Variable: TotalSER

b. Predictors: (Constant), job satisfaction

Table 92. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,15	0,92		6,65	0
	satisfaction1	2,62	0,24	0,531	10,93	0

a. Dependent Variable: TotalSER

5.4.6.5. Level of Job Satisfaction and Financial Performance

In the Table 95, it is seen that financial performance in the workplace positively (3.18) affects job satisfaction. In addition, it is seen from the t-value that this effect is statistically significant ($t = 9.60$; $p = 0.000$).

Table 93. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	0,23	0,23	4,92

a. Predictors: (Constant), job satisfaction

Table 94. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2236,61	1	2236,61	92,18	.000 ^b
	Residual	7399,68	305	24,26		
	Total	9636,3	306			

a. Dependent Variable: TotalFP

b. Predictors: (Constant), job satisfaction

Table 95. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,66	1,28		7,55	0
	satisfaction1	3,18	0,33	0,48	9,60	0

a. Dependent Variable: TotalFP

5.4.6.6. Level of Job Satisfaction and Overall Reputation Quotient

In the Table 98, it is seen that overall reputation quotient in the workplace positively (17.07) affects job satisfaction. In addition, it is seen from the t-value that this effect is statistically significant ($t = 11.18$; $p = 0.000$).

Table 96. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539 ^a	0,29	0,28	22,65

a. Predictors: (Constant), job satisfaction

Table 97. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64150,21	1	64150,21	125,02	.000 ^b
	Residual	156504,04	305	513,12		
	Total	220654,25	306			

a. Dependent Variable: OverallRQ

b. Predictors: (Constant), job satisfaction

Table 98. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,97	5,88		7,13	0
	satisfaction1	17,07	1,52	0,54	11,18	0

a. Dependent Variable: OverallRQ

5.4.7. Changes in Employees' Job Satisfaction and Perceived Reputation

In this section, a question was asked about how the communication satisfaction levels of the employees have changed over time. There are three options in the question. These options are increased, decreased and same. According to given answers,

It was determined that there was a significant difference between the groups according to Satisfaction 2 Sig. values. A post-hoc test was performed to find out which groups caused this difference ($p < 0.05$) (Table 101).

Table 99. Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
Emotional Appeal	increased	53	17,32	3,68	0,51	16,31	18,34	3	21
	same	181	15,96	3,63	0,27	15,43	16,49	3	21
	decreased	73	13,01	5,16	0,60	11,81	14,22	3	21
	Total	307	15,50	4,30	0,25	15,01	15,98	3	21
Product and Services	increased	53	23,45	4,85	0,67	22,11	24,79	4	28
	same	181	21,98	4,57	0,34	21,31	22,65	4	28
	decreased	73	18,19	6,49	0,76	16,68	19,71	4	28
	Total	307	21,34	5,44	0,31	20,72	21,95	4	28
Vision and Leadership	increased	53	17,70	3,37	0,46	16,77	18,63	3	21
	same	181	16,38	3,43	0,26	15,87	16,88	3	21
	decreased	73	13,33	5,01	0,59	12,16	14,50	3	21
	Total	307	15,88	4,13	0,24	15,42	16,34	3	21
Workplace Environment	increased	53	17,96	3,37	0,46	17,03	18,89	3	21
	same	181	16,21	3,67	0,27	15,67	16,75	3	21
	decreased	73	13,00	5,12	0,60	11,81	14,19	3	21
	Total	307	15,75	4,34	0,25	15,26	16,24	3	21
Social Responsibility	increased	53	17,94	3,58	0,49	16,96	18,93	3	21
	same	181	16,44	3,55	0,26	15,92	16,96	4	21
	decreased	73	13,63	5,01	0,59	12,46	14,80	3	21
	Total	307	16,03	4,20	0,24	15,56	16,50	3	21
Financial Performance	increased	53	23,70	5,03	0,69	22,31	25,09	4	28
	same	181	22,26	4,69	0,35	21,57	22,95	5	28
	decreased	73	18,63	6,87	0,80	17,03	20,23	4	27
	Total	307	21,65	5,61	0,32	21,01	22,28	4	28
Overall Reputation Quotient	increased	53	118,08	22,94	3,15	111,75	124,40	20	140
	same	181	109,23	22,28	1,66	105,96	112,50	27	140
	decreased	73	89,79	32,31	3,78	82,26	97,33	20	134
	Total	307	106,14	26,85	1,53	103,12	109,15	20	140

Table 100. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Emotional Appeal	11,13	2	304	0
Product and Services	8,56	2	304	0
Vision and Leadership	12,80	2	304	0
Workplace Environment	11,99	2	304	0
Social Responsibility	10,08	2	304	0
Financial Performance	10,21	2	304	0
Overall Reputation Quotient	11,39	2	304	0

Table 101. ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Emotional Appeal	Between Groups	665,48	2	332,74	20	0
	Within Groups	4993,26	304	16,42		
	Total	5658,74	306			
Product and Services	Between Groups	1035,04	2	517,52	20	0
	Within Groups	8021,39	304	26,38		
	Total	9056,44	306			
Vision and Leadership	Between Groups	694,80	2	347,4	23	0
	Within Groups	4517,73	304	14,86		
	Total	5212,54	306			
Workplace Environment	Between Groups	849,74	2	424,87	26	0
	Within Groups	4905,94	304	16,13		
	Total	5755,68	306			
Social Responsibility	Between Groups	645,18	2	322,6	21	0
	Within Groups	4750,48	304	15,62		
	Total	5395,67	306			

Table 101 (continued)

Financial Performance	Between Groups	955,32	2	477,66	17	0
	Within Groups	8680,97	304	28,55		
	Total	9636,3	306			
Overall Reputation Quotient	Between Groups	28784,38	2	14392	23	0
	Within Groups	191869,8	304	631,15		
	Total	220654,25	306			

According to the Post-Hoc test, the differences in analysis are due to the differences between increased and decreased and same and decreased ($p < 0.05$). These differences as follows (Table 102):

In all sub-components of the Reputation Quotient scale (emotional appeal, products and services, workplace environment, social and environmental responsibility, financial performance), it has been determined that there is a difference between the change in employee satisfaction over time and the perception of reputation ($p = 0.000$; $p < 0.005$).

Table 102. Multiple Comparisons

Hochberg							
Dependent Variable	(I) satisfaction2	(J) satisfaction2	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Emotional Appeal	increased	same	1,36	0,63	0,1	-0,16	2,88
		decreased	4.30706*	0,73	0	2,55	6,06
	same	increased	-1,36	0,63	0,1	-2,88	0,16
		decreased	2.94763*	0,56	0	1,60	4,30
	decreased	increased	-4.30706*	0,73	0	-6,06	-2,55
		same	-2.94763*	0,56	0	-4,30	-1,60
Product and Services	increased	same	1,47	0,80	0,2	-0,46	3,40

Table 102 (continued)

		decreased	5.26105*	0,93	0	3,04	7,49
	same	increased	-1,47	0,80	0,2	-3,40	0,46
		decreased	3.79164*	0,71	0	2,08	5,50
	decreased	increased	-5.26105*	0,93	0	-7,49	-3,04
		same	-3.79164*	0,71	0	-5,50	-2,08
Vision and Leadership	increased	same	1,32	0,60	0,1	-0,12	2,77
		decreased	4.36935*	0,70	0	2,70	6,04
	same	increased	-1,32	0,60	0,1	-2,77	0,12
		decreased	3.04692*	0,53	0	1,76	4,33
	decreased	increased	-4.36935*	0,70	0	-6,04	-2,70
		same	-3.04692*	0,53	0	-4,33	-1,76
Workplace Environment	increased	same	1.75232*	0,63	0	0,25	3,26
		decreased	4.96226*	0,73	0	3,22	6,70
	same	increased	-1.75232*	0,63	0	-3,26	-0,25
		decreased	3.20994*	0,56	0	1,87	4,55
	decreased	increased	-4.96226*	0,73	0	-6,70	-3,22
		same	-3.20994*	0,56	0	-4,55	-1,87
Social Responsibility	increased	same	1.50141*	0,62	0	0,02	2,98
		decreased	4.31326*	0,71	0	2,60	6,03
	same	increased	-1.50141*	0,62	0	-2,98	-0,02
		decreased	2.81185*	0,55	0	1,50	4,13
	decreased	increased	-4.31326*	0,71	0	-6,03	-2,60
		same	-2.81185*	0,55	0	-4,13	-1,50
Financial Performance	increased	same	1,44	0,83	0,2	-0,57	3,44
		decreased	5.06798*	0,96	0	2,75	7,38
	same	increased	-1,44	0,83	0,2	-3,44	0,57
		decreased	3.62953*	0,74	0	1,85	5,41
	decreased	increased	-5.06798*	0,96	0	-7,38	-2,75
		same	-3.62953*	0,74	0	-5,41	-1,85

Table 102 (continued)

Overall Reputation Quotient	increased	same	8,84	3,92	0,1	-0,58	18,26
		decreased	28.28095*	4,53	0	17,40	39,16
	same	increased	-8,84	3,92	0,1	-18,26	0,58
		decreased	19.43752*	3,48	0	11,08	27,80
	decreased	increased	-28.28095*	4,53	0	-39,16	-17,40
		same	-19.43752*	3,48	0	-27,80	-11,08
*. The mean difference is significant at the 0.05 level.							

5.5. Communication Satisfaction and Perceived Corporate Reputation

Correlation analysis between the two scale variables was used to determine the relationship between communication satisfaction and perceived corporate reputation.

RQ 5. Is there a significant relationship between internal communication satisfaction and perceived corporate reputation?

According to the correlation analysis result, the sig (2-tailed) value of the two scale subcomponents is .000 (Table 104). Therefore, it was determined that there was a significant relationship between all variables ($p < 0.01$). In other words, communication satisfaction of employees affects their perceptions of corporate reputation. And if an employee's communication satisfaction increases, the rate of perceiving the organization as reputable increases linearly.

Table 103. Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Integration	3.71	.77	307
Supervisory Communication	3.80	.81	307
Personal Feedback	3.60	.87	307
Organizational Perspective	3.73	.80	307

Table 103 (continued)

Communication Climate	3.77	.81	307
Media Quality	3.83	.80	307
Overall Communication Satisfaction	18.71	3.65	307
Emotional Appeal	5.15	1.43	307
Product and Services	5.33	1.36	307
Vision and Leadership	5.29	1.37	307
Workplace Environment	5.24	1.44	307
Social and Environmental Responsibility	5.34	1.39	307
Financial Performance	5.41	1.40	307
Reputation Quotient	17.68	4.47	307

Table 104. Correlations

		OI	SVC	PF	OP	CC	MQ	CS	EA	PS	VL	WE	SER	FP	RQ
OI	Pearson Correlation	1	.73	.85	.87	.78	.74	.91	.66	.61	.63	.63	.60	.60	.65
	Sig. (2-tailed)		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
SVC	Pearson Correlation	.73	1	.73	.67	.80	.80	.88	.52	.50	.54	.59	.57	.53	.56
	Sig. (2-tailed)	.00		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
PF	Pearson Correlation	.85	.73	1	.81	.76	.67	.88	.56	.47	.52	.55	.49	.49	.53
	Sig. (2-tailed)	.00	.00		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307

Table 104 (continued)

OP	Pearson Correlation	.87	.67	.81	1	.77	.75	.89	.63	.57	.60	.58	.56	.56	.61
	Sig. (2-tailed)	.00	.00	.00		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
CC	Pearson Correlation	.78	.80	.76	.78	1	.85	.92	.60	.54	.60	.62	.59	.57	.61
	Sig. (2-tailed)	.00	.00	.00	.00		.00	.00	.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
MQ	Pearson Correlation	.74	.80	.67	.75	.86	1	.90	.55	.57	.58	.57	.56	.55	.59
	Sig. (2-tailed)	.00	.00	.00	.00	.00		.00	.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
CS	Pearson Correlation	.90	.88	.88	.89	.92	.90	1	.64	.59	.64	.65	.61	.60	.65
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
EA	Pearson Correlation	.66	.52	.55	.63	.60	.55	.64	1	.91	.90	.85	.86	.84	.93
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
PS	Pearson Correlation	.62	.50	.47	.57	.54	.57	.59	.91	1	.94	.88	.90	.89	.96
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
VL	Pearson Correlation	.63	.54	.52	.60	.60	.58	.64	.90	.94	1	.93	.92	.90	.97
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
WE	Pearson Correlation	.63	.59	.55	.58	.62	.57	.65	.85	.88	.93	1	.94	.91	.96
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307

Table 104 (continued)

SER	Pearson Correlation	.60	.57	.49	.55	.59	.56	.61	.86	.90	.92	.94	1	.92	.96
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
FP	Pearson Correlation	.60	.53	.49	.56	.57	.55	.60	.84	.90	.90	.91	.92	1	.95
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
RQ	Pearson Correlation	.65	.56	.53	.61	.61	.59	.65	.93	.96	.97	.96	.96	.95	1
	Sig. (2-tailed)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	
	N	307	307	307	307	307	307	307	307	307	307	307	307	307	307
**. Correlation is significant at the 0.01 level (2-tailed).															

CHAPTER 6: CONCLUSION AND DISCUSSION

The developing health sector and the existence of increasing institutions in the health market have increased the importance of corporate reputation in the health services market. People evaluate and choose private or public hospitals in line with factors such as the best doctor, hospital, and physical conditions. At this point, corporate reputation comes into question and the perception of trust created on people gains importance. Corporate reputation can be regarded as an abstract concept, thus it is difficult to measure and evaluate. The concept of corporate reputation is divided into two as the perception of both internal and external stakeholders. How employees, see their institutions in terms of reputation, has gained great importance in terms of managerial and communicative aspects in recent years. Internal communication and the employees' acquirements from this communication affect institutions in many ways. Corporate communication and human resources departments of private hospitals have started to focus on internal communication for healthcare workers who have recently been emotionally and physically worn out due to the pandemic. Due to reasons such as work stress, difficulties in adjusting work and life balance, long working hours, it has become very important to ensure the corporate loyalty of employees.

According to Helm (2011), there is a relationship between the job satisfaction of the employees and the corporate commitment, thus formed and the perception of corporate reputation. Helm (2011) stated that, employees who are committed to the institution and are satisfied with communication see the institution they work with as valuable, and they directly intend to show the institution to external stakeholders. On the other hand, the perspective of employees towards corporate reputation is indirectly shaped by communication satisfaction. In this study, the effect of internal communication satisfaction of employees at IUE Medical Park (Medical Point) Hospital on the perception of corporate reputation was investigated. In this research, in which two different scales were used, the following results were obtained by including the demographic characteristics of the participants.

According to the answers given by 307 people who participated in the research, the average communication satisfaction rate of the employees was determined as 3.75 out of 5. When asked about the changes in the satisfaction of the employees since the day they started working; It was determined that the satisfaction of 59% people

remained constant, the satisfaction of 17.2% people increased, and the satisfaction of 23.8% people decreased over time. In the continuation of the research, the variables that cause the satisfaction balance to change were determined.

The first research question was “What is the shared meaning of an ideal workplace in terms of communication?”. Semantic network analysis was used to reach the answer to this question. By determining how many times it is repeated in the sub-analysis components in the semantic network analysis, it has been determined that the most repetitive adjectives are the most important features. Most of the employees defined the ideal communication as “good-humored”, “sincere”, “clearly”, “fair”, “respectful” and “confidential” communication. In addition, the second research question was “What are the semantic attributes that employees make to have an increased communication satisfaction in the workplace?”. The features that will increase communication satisfaction within the institution they work for are similarly determined by means of semantic network analysis, such as "respectful", "understanding", "listening", "fair", "clear", "ideas are valued" and "open-minded". In the literature review, no research was found in which the communication satisfaction of employees was analyzed by semantic network analysis. Based on the results of this research, it can be concluded that the factor that the most affects the communication satisfaction of the employees is the communication climate within the organization. The way employees communicate with each other plays a major role in the communication climate. According to the answers of the participants, it is of great importance for the employees to be respectful, sincere, good-humored, and understanding with each other in order for the communication climate to be positive. Also, the adjectives mentioned are the features that have a positive effect on each component of communication satisfaction within the organization.

Considering the relationship between demographic characteristics and communication satisfaction; it was determined that education, duration professional life time and duration duty period at the hospital were not related to communication satisfaction. However, the professions of the employees in the hospital have a direct relationship with communication satisfaction. According to the findings, it has been determined that doctors are more satisfied than health technicians, support personnel and nurses on organizational integration, supervisory communication, personal feedback, organizational perspective and communication climate, which are the sub-components of communication satisfaction. Doctors are in a position of executive

decision-making authority in hospitals. This situation can be associated with the working conditions in the hospital and the communication processes between the top and bottom. In line with these results, “H₁: There is a significant relationship between internal communication satisfaction and profession of the employees” was accepted. Also, in line with these results, H₂ (There is a significant relationship between internal communication satisfaction and duration in work life of the employees.) and H₃ (There is a significant relationship between internal communication satisfaction and duration at the workplace of the employees.) were rejected. For example, in another research, there is a significant relationship between the positions of employees and their communication satisfaction. In this research, it was found that senior managers have higher satisfaction than middle managers and other employees (Basoglu, 2020). In this respect, this research is supportive by showing similarities with our research. On the other hand, in Basoglu's research, it was found that there is a relationship between the working time of the employees in the institution and their satisfaction. It can be accepted that this difference between the two studies is due to the sectoral difference of the research universe. In addition, as another example, Eroglu and Ozkan (2009) conducted a study with 68 administrative personnel to determine the relationship between the demographic characteristics of managers and employees and their perceived organizational culture and communication satisfaction levels. A significant relationship was found between position/task field and communication satisfaction.

In regards to the fourth hypothesis (There is a significant relationship between job satisfaction and internal communication satisfaction of the employees.), the research results show that there is a significant relationship between all sub-components of the communication satisfaction and the job satisfaction of the employees. In a research by Pincus, Knipp, and Rayfield (1990), it was concluded that the relationship between internal communication and job satisfaction is generally positive. And it has been seen that the factor that most affects job satisfaction is the communication climate at a high rate. Another study by Borovec and Balgac (2016) showed that internal communication satisfaction dimensions had a statistically positive effect on job satisfaction dimensions. In the evaluation made among the eight sub-components, the importance of all components was emphasized and it was concluded that all of them had a positive effect.

For the fourth question of the research, “How do employees perceive the reputation

of their organization?”, the Reputation Quotient scale was evaluated together with the demographic characteristics of the employees. Results revealed no relationship between profession, duration in worklife, duration at the workplace and perceived corporate reputation. On the other hand, data analysis demonstrated a significant relationship between job satisfaction and perceived reputation. In a research by Gross, Ingerfurth, and Willems (2021), a finding similar to the result of this study was encountered. This research shows that there are different perceptions of reputation for different groups such as nurses, doctors or those working in the administrative field. This research differs in this aspect and provides a different perspective. On the other hand, in the study of Gross, Ingerfurth, and Willems (2021), it was concluded that there is a positive relationship between job satisfaction and perceived reputation.

The main question of the research was whether, “There is a significant relationship between internal communication satisfaction and perceived corporate reputation.”. In line with the correlation analysis, it was concluded that there is a strong relationship between the communication satisfaction of the employees and their perceptions of corporate reputation.

As a result of the literature review, the relationship between communication satisfaction and perception of corporate reputation in health institutions within all scales has not been examined before. The most important feature of this research is that the effect of communication satisfaction on the perception of corporate reputation, has not been covered in previous studies. The importance of the study reveals from its originality. For this reason, its reflections in research in which Reputation Quotient and Communication Satisfaction Scales are separately associated are mentioned.

Oksuz and Gumuş (2010), in research on the relationship between internal communication and corporate reputation, concluded that "internal communication plays a fundamental role in ensuring the participation of employees in the corporate reputation process" (p.119). Because, with internal communication efforts, employees are informed, and it can be conveyed to them that they are a fundamental part of corporate reputation integrity. In addition, through internal communication, employees become aware of the institution's reputation and a conscious organizational integration is ensured. Gumus and Oksuz's (2010) research provides a supportive quality to this research by showing similarities with its main idea and

conclusion.

According to Icil's (2008) research, a significant relationship was found between Akdeniz University academics' perception of corporate reputation and established communication. As a result, in the significant relationship between corporate reputation and communication, corporate reputation in academic organizations is affected by the transparent, reliable, visible and distinctiveness of the communication of the institution with its stakeholders. Icil's (2008) research provides a supportive quality by showing similarities to this research in line with the keywords and findings.

This research has some limitations that should be considered when interpreting the findings. Primary, as with numerous research, this research is cross-sectional, which limits the causality of its findings.

Secondly in this research, which was carried out in a private hospital, the number of employees working in managerial positions among the employees participating in the research is quite low. This situation reveals the biggest limitation of the research. The fact that managers were very few among the participants caused that managers' communication satisfaction and corporate reputation approaches could not be fully included in the quantitative research. For this reason, the "subordinate communication" component in the communication satisfaction scale was excluded from the research. For future studies, in order to evaluate all sub-components of the communication satisfaction scale, a separate number of participants can be determined for managers rather than including administrative personnel in the sample, since there are questions that only managers need to answer in the scale.

Recommendations

According to the results of the research, it has been determined that the communication satisfaction of the employees of IUE Medical Park (Medical Point) Hospital is at an average level and they see the institution they work as a reputable institution. It has also been found that the concept of communication satisfaction and corporate reputation are directly proportional to each other from the eyes of the employees. For this reason, maximizing the communication satisfaction of the employees will directly increase the corporate reputation.

In order to increase communication satisfaction, it would be beneficial for managers to be trained to lead in a more understanding, supportive and educational way, based on the answers given by the employees.

Factors such as increasing transparent information to employees in line with corporate communication efforts, providing two-way communication between managers and employees, including employees in managerial decisions, advancing the interests of the company and the interests of the employees in parallel will also help to increase the internal communication satisfaction of the employees to a higher level. The biggest request of the employees for information was determined as asking their opinions while creating the wage policy, listening to their opinions in this direction and including them in the process before taking action. Supporting studies in this direction can both maximize internal communication satisfaction and have a direct effect on corporate reputation in the perceptions of employees.



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APPENDIX 1 – Survey Questions (Turkish)

Değerli katılımcı,

İzmir Ekonomi Üniversitesi Lisansüstü Enstitüsü Pazarlama İletişimi ve Halkla İlişkiler Yüksek Lisans Programında Doç. Dr. Zeynep Aksoy'un danışmanlığında yürütmekte olduğum “Kurum İçi İletişim Çalışmalarının İtibar Algısı Üzerindeki Etkisi” başlıklı yüksek lisans tezimde sağlık kurumu çalışanlarının iç iletişim memnuniyetleri ile kurumsal itibar algısı arasındaki ilişkinin araştırılması amaçlanmaktadır.

Bu anket formundan elde edilen bilgiler yüksek lisans tezimin araştırma kısmında kullanılacaktır. Elde edilen bilgiler kişi bazında değil, yığın olarak değerlendirilecek, tez çalışması ve akademik makale dışında hiçbir yerde kullanılmayacaktır. Verdiğiniz bilgiler kişisel bazda gizli kalacak ve hiçbir kişi/kurum ile paylaşılmayacaktır.

Bu araştırmaya katılarak çalışmaya destek verdiğiniz için teşekkür ederim.

Nisa Tümer

İzmir Ekonomi Üniversitesi Lisansüstü Enstitüsü

Pazarlama İletişimi ve Halkla İlişkiler Yüksek Lisans Öğrencisi

Bölüm I. İletişim Memnuniyeti

Lütfen, çalıştığınız kurumun koşullarını düşünerek, aşağıdaki ifadelere olan memnuniyet düzeyinizi belirtiniz. Doğru ya da yanlış cevap yoktur. Memnuniyet düzeyiniz için size en yakın gelen seçeneği 1 ile 5 arasında bir puan vererek değerlendiriniz.

(1=hiç memnun değilim; 2= memnun değilim; 3=kararsızım; 4=memnunum; 5=çok memnunum)

Lütfen yalnızca bir seçeneği işaretleyiniz ve hiçbir soruyu cevapsız bırakmayınız.

1. İşinizden ne kadar memnunsunuz?

5.....4.....3.....2.....1

2. Son 6 ay içindeki memnuniyet düzeyiniz ile ilgili durumunuzu belirten ifadeyi işaretleyiniz.

İşim ile ilgili memnuniyet düzeyim arttı.

İşimle ilgili memnuniyet düzeyim değişmedi.

İşim ile ilgili memnuniyet düzeyim azaldı.

3. Eğer işiniz ile ilgili iletişim sizin memnuniyetinizi artıracak şekilde değiştirilebilseydi, bunun nasıl olmasını isterdiniz?

.....
.....
.....

4. İletişim açısından ideal bir işyerini hayal edin. Bu işyerini 3 madde ile nasıl tanımlarsınız?

.....
.....
.....

A- Bir kişinin işi ile ilgili çeşitli bilgiler aşağıda listelenmiştir. Lütfen her bir bilgi türünün miktarı ve/veya kalitesi ile ilgili memnuniyet düzeyinizi işaretleyiniz.	1	2	3	4	5
	Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	İşimdeki ilerlemem hakkındaki bilgilendirme				
2	Personel hakkındaki haberler				
3	Kurumun politikaları ve hedefleri ile ilgili bilgi				
4	Yaptığım işin, diğer çalışanların yaptığı iş ile nasıl karşılaştırıldığı hakkında bilgi				
5	Nasıl değerlendirildiğim hakkındaki bilgi				
6	Gösterdiğim çabanın tanınması/fark edilmesi				
7	Bölüm politikaları ve amaçları hakkındaki bilgi				
8	İşimin gereklilikleri				

	hakkındaki bilgi					
9	Kurumumu etkileyen hükümet faaliyetleri hakkındaki bilgi					
10	Kurumumdaki değişiklikler hakkındaki bilgi					
11	İşimde karşılaştığım sorunların nasıl ele alındığı hakkındaki raporlar					
12	Çalışan hakları ve ücretleri hakkındaki bilgi					
13	Kurumun kârlılığı ve mali durumu hakkındaki bilgi					
14	Kurumun başarı ve/veya başarısızlıkları hakkındaki bilgi					
B- Lütfen aşağıdaki ifadeler ile ilgili ne derece memnun olduğunuzu belirtiniz.		1	2	3	4	5
		Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
15	Üstlerin, astların karşılaştığı sorunları bilme ve anlama derecesi					
16	Kurumsal iletişimin, kurumun hedeflerine ulaşması yönünde motive ve teşvik etme derecesi					
17	Üstlerimin beni dinleme ve dikkate alma derecesi					
18	Kurumumdaki insanların çok iyi iletişim yeteneklerinin olma derecesi					

19	Yöneticimin iş ile ilgili problemlerimi çözmemde rehberlik etme derecesi					
20	Kurumsal iletişimin, kendimi kurumla özdeşleştirmemi ve kurumun önemli bir parçası gibi hissetmemi sağlama derecesi					
21	Kurumun yayınlarının ilgi çekici ve yardımcı olma derecesi					
22	Yöneticimin bana güvenme düzeyi					
23	İşimi yapmam için gerekli olan bilginin zamanında bana ulaşma derecesi					
24	Kurumdaki çatışmaların uygun iletişim kanalları aracılığıyla uygun şekilde ele alınma derecesi					
25	Dedikodunun kurumumuzda etkin olma derecesi					
26	Yöneticimin fikirlere açık olma derecesi					
27	Kurumdaki diğer çalışanlarla yatay iletişimin (eş düzey) doğru ve akıcı olma derecesi					
28	İletişim uygulamalarının acil durumlara uyarlanabilir olma derecesi					
29	Çalışma grubumun uyumlu olma derecesi					

30	Toplantılarımızın iyi organize edilme derecesi					
31	Denetlenme düzeyimin doğru olma derecesi					
32	Yazılı talimat ve raporların açık ve anlaşılır olma derecesi					
33	Kurumdaki iletişime yönelik tutumların temelde sağlıklı olma derecesi					
34	İnformel (gayri-resmi) iletişimin aktif ve doğru olma derecesi					
35	Kurumdaki iletişim miktarının doğru olma derecesi					

Bu kurumda yönetici misiniz?

Evet

Hayır

Yöneticiyseniz, lütfen aşağıdaki ifadeler için memnuniyet düzeyinizi belirtiniz.

Lütfen aşağıdaki ifadeler ile ilgili ne derece memnun olduğunuzu belirtiniz.		1	2	3	4	5
		Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	Astlarımın aşağı yönlü yönlendirici iletişime açık olmasından					
2	Astlarımın ihtiyacım olan bilgileri tahmin edebilmesinden					
3	Aşırı iletişim yükümün <u>olmamasından</u>					
4	Astlarımın değerlendirme, öneri ve eleştirilere açık					

	olmalarından					
5	Astlarımın yukarı yönlü iletişimi başlatmak için sorumluluk hissetmelerinden					

Bölüm II. Kurumsal İtibar Algısı

Lütfen çalıştığınız kurumu düşünerek aşağıdaki ifadelerin sizin için uygunluk derecesini değerlendiriniz. Doğru ya da yanlış cevap yoktur. Size en yakın gelen seçeneği 1 ile 7 arasında bir puan vererek belirtiniz.

(1=kesinlikle katılmıyorum; 2= genellikle katılmıyorum; 3= bazen katılmıyorum; 4= Ne katılıyorum ne katılmıyorum; 5= bazen katılıyorum; 6= çoğunlukla katılıyorum; 7=kesinlikle katılıyorum)

Lütfen yalnızca bir seçeneği işaretleyiniz ve hiçbir soruyu cevapsız bırakmayınız.

		Kesinlikle katılmıyorum	Genellikle katılmıyorum	Bazen katılmıyorum	Ne katılıyorum ne katılmıyorum	Bazen katılıyorum	Çoğunlukla katılıyorum	Kesinlikle katılıyorum
		1	2	3	4	5	6	7
1	Kurumumuz hakkında iyi duygularım var.							
2	Kurumumuz za hayranlık ve saygı duyarım.							
3	Kurumumu za güvenirim.							

4	Kurumumu z yüksek kaliteli ürün ve hizmetler sunar.							
5	Kurumumu z ödenen paranın karşılığını veren ürün ve hizmetler sunar.							
6	Kurumumu z ürün ve hizmetlerin in arkasında durur.							
7	Kurumumu z yenilikçi ürün ve hizmetler sunar.							
8	Kurumumu zda mükemmel bir liderlik vardır.							
9	Kurumumu zun gelecek için açık bir vizyonu vardır.							
10	Kurumumu z pazar fırsatlarını fark edip							

	avantajları ndan faydalanır.							
1 1	Kurumumu z iyi yönetilmek tedir.							
1 2	Kurumumu z çalışılacak iyi bir şirket olarak görünür.							
1 3	Kurumumu z iyi çalışanlara sahip bir kurum olarak görünür.							
1 4	Kurumumu z insanlara davranışlar ında yüksek standartlar a sahiptir.							
1 5	Kurumumu z çevreye karşı sorumlu bir şirkettir.							
1 6	Kurumumu z iyi amaçları destekler.							
1 7	Kurumumu z güçlü bir							

	kârlılığa sahiptir.							
18	Kurumumuzun gelecekteki büyüme için güçlü beklentileri vardır.							
19	Kurumumuzdaki rakiplerinden daha iyi bir performans gösterme eğilimindedir.							
20	Kurumumuz yatırımcılar için düşük riskli görünür.							

Kişisel Bilgi Formu

1. Yaşınız:
2. Cinsiyetiniz: () Erkek () Kadın
3. Eğitim durumunuz (son mezun olduğunuz okul)

() İlkokul	() Lise	() Yüksekokul
() Lisans	() Yüksek Lisans	() Doktora
4. Çalışma hayatındaki toplam süreniz.

() 0-3 yıl	() 4-7 yıl	() 8-11 yıl
() 12-15 yıl	() 16 yıl ve üzeri	
5. Bu iş yerindeki çalışma süreniz.

() 0-3 yıl	() 4-7 yıl	() 8-11 yıl
() 12-15 yıl	() 16 yıl ve üzeri	
6. Mesleğiniz:

7. Bu kurumdaki göreviniz:



APPENDIX 2 – Survey Questions (English)

PART 1: Communication Satisfaction Scale (CSQ)

1. How satisfied are you with your job?

5.....4.....3.....2.....1

2. In the past 6 months, what has happened to your level of satisfaction?

1. Stayed the same 2. Gone up 3. Gone down

3. If the communication associated with your job could be changed in any way to make you more satisfied, please tell how.

.....

4. Imagine an ideal workplace in terms of communication. How would you describe this workplace with 3 items?

.....

A- Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.		1	2	3	4	5
		Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied
1	Information about my progress in my job.					
2	Personnel news.					
3	Information about company policies and goals.					

4	Information about how my job compares with others.					
5	Information about how I am being judged.					
6	Recognition of my efforts.					
7	Information about departmental policies and goals.					
8	Information about the requirements of my job.					
9	Information about government action affecting my company.					
10	Information about relations with unions.					
11	Reports on how problems in my job are being handled.					
12	Information about employee benefits and pay.					

13	Information about company profit and financial standing.					
14	Information about accomplishments and/or failures of the company.					
B- Please indicate how satisfied you are with the following.		1	2	3	4	5
		Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied
15	Extent to which my superiors know and understand the problems faced by subordinates.					
16	Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.					
17	Extent to which my supervisor listens and pays attention to me.					
18	Extent to which the people in my organization have great ability as communicators.					
19	Extent to which my supervisor offers guidance for solving job related problems.					

20	Extent to which the company's communication makes me identify with it or feel a vital part of it.					
21	Extent to which the company's publications are interesting and helpful.					
22	Extent to which my supervisor trusts me.					
23	Extent to which I receive on time the information needed to do my job.					
24	Extent to which conflicts are handled approps lately through proper communication channels.					
25	Extent to which the grapevine is active in our organization.					

26	Extent to which my supervisor is open to ideas.					
27	Extent to which horizontal communication with other employees is accurate and free-flowing.					
28	Extent to which communication practices are adoptable to emergencies.					
29	Extent to which my work group is compatible.					
30	Extent to which our meetings are well organized.					
31	Extent to which amount of supervision given me is about right.					
32	Extent to which written directives and reports are clear and concise.					

33	Extent to which the attitudes toward communication in the company are basically healthy.					
34	Extent to which informal communication is active and accurate.					
35	Extent to which the amount of communication in the company is about right.					

Are you an administrator in this institution?

Yes No

If you are a Manager or Supervisor, please indicate your level of satisfaction for the statements below.

D. Answer the following only if you are a manager or supervisor. Then indicate your satisfaction with the following.		1	2	3	4	5
		Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied
1	Extent to which my subordinates are responsive to downward directive communication.					
2	Extent to which my subordinates anticipate my needs for information.					

3	Extent to which I do not have a communication overload.						
4	Extent to which my subordinates are receptive to evaluation, suggestions and criticisms.						
5	Extent to which my subordinates feel responsible for initiating accurate upward communication.						

PART 2: Reputation Quotient (RQ) Scale

		I strongly disagree	I usually disagree	Sometimes I disagree	I neither agree nor disagree	Sometimes I agree	I mostly agree	Absolutely I agree
		1	2	3	4	5	6	7
1	I have a good feeling about the company.							
2	I admire and respect the company.							
3	I trust this company.							
4	Stands behind its products and services.							
5	Develops innovative products and services.							

6	Offers high quality products and services.							
7	Offers products and services that are a good value for the money.							
8	Has excellent leadership.							
9	Has a clear vision for its future.							
10	Recognises and takes advantage of market opportunities.							
11	Is well-managed.							
12	Looks like a good company to work for.							
13	Looks like a company that would have good employees.							
14	Maintains high standards in the way it treats people.							
15	Is an environmentally responsible company.							
16	Supports good causes.							
17	Has a strong record of profitability.							

18	Looks like a company with strong prospects for future growth.							
19	Tends to outperform its competitors.							
20	Looks like a low risk investment .							

Personal Information Form

1. Age:
2. Gender: Male Female
3. Education
 Primary School High School Vocational School
 Bachelor's Master's Phd
4. Your total time in working life.
 0-3 years 4-7 years 8-11 years
 12-15 years 16 years or more
5. Your working time at this workplace.
 0-3 years 4-7 years 8-11 years
 12-15 years 16 years or more
6. Profession:
7. Your duty in the institution:

SAYI : B.30.2.İEÜ.0.05.05-020-205

31.03.2022

KONU : Etik Kurul Kararı hk.

Sayın Doç. Dr. Zeynep Aksoy ve Nisa Tümer,

“Sağlık Kurumlarında İç İletişimin Kurumsal İtibarı Algısı Üzerindeki Etkisi: Özel Hastane Çalışanları Üzerine Bir Araştırma” başlıklı projenizin etik uygunluğu konusundaki başvurunuz sonuçlanmıştır.

Etik Kurulumuz 31.03.2022 tarihinde sizin başvurunuzun da içinde bulunduğu bir gündemle toplanmış ve Etik Kurul üyeleri projeleri incelemiştir. Başvurunuzla ilişkin yapılan değerlendirmede, çalışmadan elde edilen verilerin hastanenin tanıtımı amacıyla kullanılmaması ve anket sorularından “Bu kurumda yönetici misiniz? Cevabınız Evet ise; Size bağlı kaç kişi çalışmakta” sorusunun, anonimliğin sağlanabilmesi amacıyla değiştirilmesi önerilmiştir”

Sonuçta 31.03.2022 tarihinde “Sağlık Kurumlarında İç İletişimin Kurumsal İtibarı Algısı Üzerindeki Etkisi: Özel Hastane Çalışanları Üzerine Bir Araştırma” konulu projenizin etik açıdan uygun olduğuna oy birliğiyle karar verilmiştir.

Gereği için bilgilerinize sunarım.

Saygılarımla,

Prof. Dr. Murat Bengisu
Etik Kurul Başkanı