

REACTIONS TO SELECTION METHODS OF WHITE AND BLUE- COLLAR
WORKERS: STATISTICAL ANALYSIS IN TURKEY

BY

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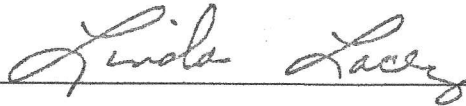
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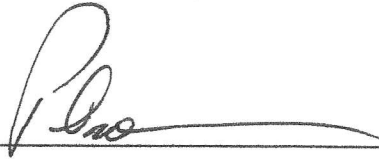
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“Reactions to Selection Methods of White and Blue-Collar Workers: Statistical Analysis in Turkey,” a thesis prepared by Ayşe Gökçen in partial fulfillment of the requirements for the degree Master of Business Administration, has been approved and accepted by the following:



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DEDICATION

I would like to dedicate this thesis to my parents, Mrs. and Mr. Gökçen who have never left me alone on my way to become a person I am today and never failed to give me both financial and emotional support; and to my brother who loved me without any provision. They have been really good to me my whole life. There is no doubt in my mind that without their invaluable help, love, support, and counseling I could not have been encouraged to have all of my experiences.

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ABSTRACT

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This study addresses the reactions of Turkish workers to selection methods which are used in the recruitment process. The main purpose of this research is to review the nature of white and blue collar candidate reactions to recruitment and selection methods from the perspective of perceived procedural fairness of the selection methods, focusing on a sample from Turkey. In today's changing and competitive world, recruiters have a big role to determine the right person for the right position to enhance success. They must show care while choosing the best staff for the organization. Employees are important to have an effective image in an economical world. Selection methods which are used should be reliable, accurate, and also notable.

Many selection methods are available for making decision. In this research the focus is on the use of interviews, resumes, testing methods, personal references, personal contacts, graphology, and ethnicity for personnel selection in Turkey. This study appeals to different categories of employees in Turkey, namely white and blue-collar workers, to measure their reactions to ten selection methods. Surveys were used to determine their thoughts and ideas about recruitment process they had faced. Based on the survey results, statistical analysis was conducted by using SPSS (Statistical Package for the Social Sciences). In the view of such information, fairness perceptions of determined selection methods were analyzed and discussed.

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Chapter 1

INTRODUCTION

1.1. Thesis Objectives

The research described in this thesis focuses on measuring the reactions to selection methods which are used in hiring workers. The objective of this study is to review the reactions of workers (who are categorized as white and blue collar) to recruitment and selection methods in Turkey, and also to consider gender differences in such perceptions. Effectiveness and efficiency of today's business organizations depend on the human element of workers' performance.

As the world becomes global, appropriate human resources are needed for each position in an organization; these positions each require different knowledge, skills and abilities. To optimally select employees, different kinds of selection methods are useful to assess applicant characteristics and thereby determine the right person for each opening. Finding and selecting active and successful employees will help organizations to be effective and efficient. In this study, ten different selection methods are evaluated in terms of perceived fairness in the selection process; these include face to face interactions through the use of the interview, screening of resumes, work-sample testing methods, written ability tests, personality tests, honesty tests, collection of personal references, personal contacts, graphology, and ethnicity. Each of these methods has strengths and weaknesses, and each method can elicit reactions by job applicants. In this research, reactions to these selection methods were investigated among white and

blue collar workers in Turkey. Issues focused on the perceived fairness of each of these selection methods.

This study begins with a review of the relevant literature on this topic, and details the background to the present study. Methods for conducting this research are also discussed, followed by results and discussion of the importance of these findings for future research and practice in this content area.

Chapter 2

LITERATURE REVIEW

Work environments in organizations have changed in recent years, leading to use of varied selection methods in initial screening and selection of workers. Several common techniques can be used for hiring in an organization. This chapter reviews previously published research, and describes the survey used with Turkish employees to assess their reactions for those selection methods which were noted above.

2.1. Scope and Justification of the Study

As mentioned before, ten types of selection methods and employee reactions to those methods were surveyed. Procedural justice or procedural fairness issues were used to frame questions of how employees react to such methods when used by organizations. The data from the survey were then statistically analyzed. Thus, perceptions of employees relating to the procedural fairness of multiple selection methods are investigated by the current research.

In this study, the key streams of research which are relevant to white and blue collar workers are identified. Published academic papers, theses and dissertations, and books are reviewed to determine relevant issues to be addressed in this study of white and blue collar workers.

2.2. Importance of the Study

This study will be a significant effort in examining worker reactions to ten selection methods. It is clear that recruiting and selecting human resources is a

major focus of human resource management (HRM), and procedural fairness also is an important consideration as a topic in HRM. Thus, this research will examine the reactions of employees' fairness perceptions. The two main categories of workers which are called "white- and blue-collar" will be the center of interest for this study, among Turkish workers.

2.3. Definitions of White and Blue Collar Workers

Definitions of white- and blue- collar workers are based on whether the worker performs manual work (Hopp et al., 2009). Shirai said that the term "white collar" is generally used to refer to salaried office workers, whereas "blue collar" is a term used to describe hourly-paid manual workers (as cited in Hopp et al., 2009, p. 2).

According to the online Business Dictionary, "the term white collar used to characterize non-manual workers, but now it refers to employees or professionals whose work is knowledge intensive, non-routine, and unstructured". To understand operational aspects of white-and blue- collar work, a definition that distinguishes white- and blue-collar work should be known in operationally meaningful ways (Hopp et al., 2009). Workers who are characterized as white-collar are typically thought of as requiring their knowledge or creativity for being successful in their work areas.

A blue-collar worker is also defined by Scott (2009) as "wage earners who typically perform manual labor and wear work clothes". Johnson and Stern (1969) stated that the blue-collar jobs are more often a skilled artisan or mechanic. (Hopp et al., 2009) stated that blue-collar workers can perform some tasks which are related to white-collar work. For instance, a machinist may improve the yield of

his or her operation by brainstorming methods. Conversely, it can be the same for white-collar workers. A professor who is working at the university can make his or her own photocopies.

Thus, whether a task is classified as white- or blue-collar depends on two dimensions: (1) intellectual/physical, and (2) creative/routine. Any task that is either intellectual or creative can be defined as white-collar. On the other hand, if the task is mainly physical and routine, it is defined as blue-collar (Hopp et al., 2009).

Some work consists of both white- and blue-collar tasks. For example, although driving a lift truck seems to be blue-collar work and mainly physical and routine, the driver must sometimes use his creativity to understand how to load and unload items with uneven shapes (Drucker, 1999). According to Drucker individuals can perform both white- and blue-collar tasks.

2.4. Differences Between White- and Blue-Collar Workers

- Hopp et al. (2009) said that “workers must accumulate more domain knowledge to carry out white-collar tasks than to perform blue-collar tasks” (p. 5).
- According to Drucker (1999), white-collar workers are heavily knowledge-based resources, more so than blue-collar workers.
- Blue-collar workers perform tasks that are much more routine and stable over time than those performed by white-collar workers (Hopp et al. , 2009).
- Once again, Hopp et al. (2009) emphasize that some important outputs of white-collar work are not instantly experienced by customers, so many white-

collar work systems cannot be rationally evaluated in customer satisfaction terms.

- Outputs of blue-collar work are principally physical, but in white-collar work systems, outputs are generally based on knowledge and much more difficult than in blue-collar work. For example, as Hopp et al. (2009) discussed, tasks of cleaning hotel rooms are physical, while writing up an analysis by a consultant is difficult and also has a knowledge component.

2.5. Selection Methods Using in the Hiring Process

We now discuss the selection methods which have an important impact in making employment decisions. The selection process has the purpose of allowing recruiters to match the personal characteristics of applicants and requirements of the job.

Employers usually use a number of methods to find the right person for an open position. Among these, questionnaires, interviews, references, minimum educational requirements, and several forms of written tests are commonly used (Reed et al., 2010). Robbins and Judge (2009) focus on testing to identify and select employees. They also emphasize that interviews can provide an opportunity to evaluate candidates. Interviews can be used to determine whether a candidate's previous experience fits with the position which is being filled.

On the other hand, written descriptions of a job candidate's background, the "resume", describes professional experiences, education, personal information, and so forth, as often used to hire employees. After presenting documents by candidates, the first face-to-face meeting with an employer can be considered as the beginning of the selection process.

2.6. Selection Methods Used to Measure the Fairness Reactions

For this study, to estimate reactions of workers, 10 selection methods were evaluated in regard to fairness as a selection method. These methods have been studied in prior research by Benson (Benson, Scroggins, Cross, & Glaser-Segura, 2005; Scroggins, Benson, Cross, & Gilbreath, 2008), and give an indication of how applicants react to hiring methods used by organizations. Methods which were used are interviews, resumes, formal testing methods (including work-sample, written ability, personality, and honesty tests), personal references, personal contacts, graphology, and ethnicity.

Based on the selection methods listed above, this study considered the reactions of employees to those selection methods. The table below will help to understand each selection method used in this study by giving the definitions of them (Steiner & Gilliland, 1996).

Table 2.6.1

Selection Methods and Descriptions as Presented in the Questionnaire

Selection method	Description
Interviews	Face-to-face interactions in which employers ask you a variety of questions about your background and qualifications.
Resumes	A written description of information on all of your professional experiences, education, etc.
Work-sample tests	Test in which you actually perform a part of the job so that your success in doing that part of the job can be determined.
Written ability tests	Paper-and-pencil tests that evaluate your intelligence on your reasoning, verbal, or mathematical skill.
Personal references	Applicants must request letters of reference or provide the names of their prior employers so that the employer can obtain information about their suitability for the job.
Personality tests	Paper-and-pencil tests that ask you questions about your opinions and past experiences to assess your personality traits.
Honesty tests	Test that asks you about your thoughts on theft and experiences related to your personal honesty.
Personal contacts	Knowing someone influential in the company whose connections can help you get the job.
Graphology	The analysis of aspects of your handwriting, including style and form, to determine personal characteristics.
Ethnicity	Using the nationality or ethnicity and characteristics thought to accompany it to assess personnel fit with the job.

2.7. Fairness of Selection Methods

Selection policies and methods used by organizations create interpersonal interactions with applicants, and these in turn lead to perceptions of procedural justice during the selection process. Gilliland and Steiner (1996) proposed favorability and procedural justice reactions, two overarching constructs that constitute overall justice reactions (as cited in Ispas et al., 2010).

Process favorability reactions describe the reasonableness of used selection methods even when applicants are not chosen for the applied job. On the other hand, procedural justice reactions toward selection methods refer to the perceived job relatedness, privacy and affordable opportunities to show applicants' abilities. Procedural justice reactions also depend on the interpersonal treatment experienced by the applicants. Barry et al. (2006) emphasized fairness and unfairness as a core ethical indicator which is "broad in application, complex in structure, and morally deep in content" (p. 651); the authors also give reasons why fairness should be evaluated for considering ethical requirements.

The question "if I did not get the job based on this selection methods, I would think the procedure is fair" was asked to measure the thoughts of workers on fairness. The overall mean of written-ability tests is the highest one (4.622) overall and this method is most favorable among white-collar male workers based on the comparison of means (4.800). However, graphology is viewed unfavorably for both white- and blue-collar workers. The second favorable selection method is work-sample tests in general, and among white-collar workers for both genders, while personal references were also favorable for blue-collar male workers. On the other hand, mean of honesty test is secondly highest for blue-collar female

workers. There is variable and changeable awareness of the importance of fairness in organizations. Gilliland (1993) argued for the justice-based model to explain the applicants' reactions to selection methods and the factors that influence the reactions (as cited in Walsh et al., 2006). Schatz (n.d.) stated that an effective staffing process focuses on both internal and external candidates.

2.8. Hofstede's Cultural Dimensions

In today's world, people live together even if they are coming from different cultures. Today, it is easy to find yourself working together with someone else from a different culture and different ethnicity.

There are of course differences of cultures in work settings that affect the goals and future of the organization. Cultural differences show themselves mainly in decision-making process, management, motivation, and while working in a team. Sometimes such differences create problems for managers.

Hofstede (1980) identified five cultural dimensions; these are Power Distance (shortly PD), Individualism (IDV), Masculinity (MAS), Uncertainty Avoidance Index (UAI), and Long Term Orientation (LTO) to understand workplace values around the world. All five dimensions will be briefly explained in the following paragraphs. Based on these dimensions, it is possible to analyze people in their workplaces.

Power Distance (PD) expresses the degree of inequality among people, including differences, within society and also differences within organizations. In an organization which has high PD, hierarchies have an important role among workers. As Schwartz (1994) stated, Turkey is a hierarchical culture (as cited in

Nardon & Steers, n.d., p.10) and according to Hofstede (1980) that reflects there is a high PD score in Turkey. There always is leaders' power to direct workers. Teamwork is generally used when the company has low PD. Because power is not always used as a factor of directing people, it is possible to let workers say their opinions in decision making. If there is a high PD score, that means that society, organizations or people accept an unequal distribution and they should be aware and understand their places in the system. On the other hand, power can be shared and distributed among people when there PD is low. People can see themselves as equals.

For discussing social relationships, Hofstede's theory (1980) includes the second dimension of "Individualism". A high score suggest weak connections among people. If any organization has a high IDV score, that means that workers do not have good communication between each other. It is easy to say that high IDV refers the lack of interpersonal connection. People do not share their responsibilities even if they are close friends with someone else. They beware asking for too much personal information. Privacy is protected as well with high score IDV. Conversely, if there is a low IDV score, group work and cohesion play a significant role in the work place or society. Turkey has a low IDV score. Turkish workers focus on group interests and all group members respect each other, and know that everyone should be responsible for each other's well-being. They prefer to work in harmony and respect traditions.

The third dimension expressed by Hofstede was named "Masculinity", which refers to the traditional male and female roles and values. If there is a high score for masculinity, it suggests that there is a strong distinction between men's

and women's work. Men are expected to be strong, to be a director, or to be an arbiter. Women are defined as a feminine. However, men and women can be equal and can do the same job if there is a low MAS score. People treat each other equally. It will be possible to see powerful and successful women while they are working with men equally. Men can be sensitive, while women are working hard. Women play an active role in the economy and it can be clearly said that there is a positive image about women's participation in the workforce (Aycan, 2001).

Uncertainty Avoidance (UAI) suggest the level of worry experienced by people when they are unsure about their situations. Benson et al., (2005) emphasized that uncertainty avoidance is the degree to which predictable things are liked and risks are avoided. If the score is high, that means that there is a preference for formal relationships in the workplace, with directions, rules, and policies. They avoid communication unless it is related to their tasks.

Some Turkish workers have the same characteristics in their workplaces. They are afraid of communicating with each other except about their work, because they generally believe that one day there can be a rumor based on their words. Hofstede (1980) emphasized that Turkey has a high level of uncertainty avoidance, and noted that people in uncertainty avoiding countries are really "emotional, and motivated by inner nervous energy". There are some places or societies which have a low score for UAI. Informal relationships can be seen there. People can speak easily about what they want to say. Rules do not force people, and people know how to be courageous to show their rights and feelings.

To analyze how much society values issues over the long or short term, the fifth dimension was introduced by Hofstede in the 1990s. Long-Term Orientation

(LTO) is associated with thriftiness and persistence. In a Short-Term Orientation, there should be respect to traditions and traditional values. Families are important when Long-Term Orientation is high. People respect the ethics in their workplaces. Workers always avoid loss of face. As in highly masculine societies or organizations, men have more power as well in societies with a long-term orientation. Conversely, individualism has an important place if the score is low. People should behave toward others how they would like to be treated by others.

In conclusion, there is no place or society which includes homogenous people and characteristics. Especially when someone goes to a foreign culture, everything will be different at the beginning but it is not impossible to evaluate traits, behaviors, decisions, actions, and thoughts based on the reactions of that society. In developing hypotheses, cultural differences were used and data on cultural variations were gathered from Geert Hofstede's website. He summarized the characteristics of many countries.

2.9. Globe Dimensions of Culture

GLOBE (originally, *Global Leadership and Organizational Behavior Effectiveness*) focuses on the nine major cultural dimensions such as institutional collectivism, in-group collectivism, power distance as mentioned before by Hofstede, performance orientation, future orientation (like long term orientation as noted by Hofstede), gender egalitarianism, human orientation, assertiveness, and power distance. All cultural characteristics and values for all these nine dimensions should be taken into account together (Luque et al., 2010). As noted before, power distance and uncertainty avoidance were very similar to Hofstede's cultural dimensions.

Conversely, GLOBE emphasizes that Turkey has high power distance, low uncertainty avoidance, low human orientation, moderate institutional collectivism, high in-group collectivism, high assertiveness, low and moderate gender egalitarianism, low future orientation, and both low and moderate performance orientation. These nine dimensions mentioned above can be easily seen on the table below with their definitions.

Table 2.9.1

Definitions of the nine cultural dimensions of societies

Cultural dimensions	Definitions
1. Institutional collectivism	The degree to which organizational and societal Institutional practices encourage and reward the collective distribution of resources and collective action
2. In-group collectivism	The degree to which Individuals express pride, loyalty and cohesiveness in their organizations or families
3. Power distance	The degree to which members of a society expect and agree that power should be stratified and concentrated at higher levels of an organization or government
4. Performance orientation	The degree to which an organization or society encourages and rewards members for performance improvement and excellence
5. Gender egalitarianism	The degree to which a society minimizes gender role differences while promoting gender equality
6. Future orientation	The degree to which individuals in organizations or societies engage in future orientated behaviors such as planning, investing in the future, and delaying individual or collective gratification
7. Human orientation	The degree to which members of a society encourage and reward individuals for being fair, altruistic, friendly, generous, caring and kind to others
8. Assertiveness	The degree to which members of a society are assertive, confrontational or aggressive in social relationships
9. Uncertainty avoidance	The extent to which members of a society seek certainty in their environment by relying on established social norms, rituals and bureaucratic practices

Nine core dimensions of culture (Luque et al., 2010).

In the light of this information, Turkish society is divided into social classes. Informal interactions take part in these classes with informal norms and beliefs among members. People pay attention to their self-interests and self-pleasures. Long-term relationships are important for Turkish people, either in their

social groups or in organizations. They are hardworking people and believe that success results from hard work. They are assertive and persevere for their purposes. Turkish organizations generally have a bureaucratic and inflexible structure.

2.10. Culture of Turkey

There are multiple definitions of culture but, in general, culture is defined as a number of common processes which are shared by groups of people (Pasa et al., 2001). Culture is also defined by Hofstede (1980) as “the collective mental programming of the people in an environment” (as cited in Pasa et al., 2001).

Turkey includes a varied and heterogeneous cultural structure, which resulted from the Ottoman Empire and contains both Eastern and Western traditions. “Turkey is geographically and culturally a blend of East and West” (Aycan, 2004, p. 454). Turkey is a bridge between Europe and Asia. That’s why it is called a transcontinental country in different sources. It can be easily said that there are 98 percent Turks who are Muslim in Turkey. After the wars and the Ottoman Empire, Turkey was founded and modernized by Mustafa Kemal Atatürk. He is the founder of Turkey and provided important steps to create a cultural identity without ignoring traditional, historical, and religious values.

Turkish people hail from mid Asia. Thus, the culture of Turkey features aspects that are both migrant and permanent. Turkish people have never accepted servility. They were independent and could unite different nations with different languages under one flag. They were camping out and riding horses in middle Asia and today these symbols are protected, such as handmade rugs and carpets. They have a rich and various cultural heritage.

Childbirth is an important step for family continuation, and like everywhere it is happily celebrated among people in Turkey. Each new born child is accepted as a new and rising generation for not only its family, but also for everyone. Relatives first celebrate the young mom and dad before they give presents to the baby. Gold is the most famous gift for a new baby.

Another important cultural feature can be seen in weddings. Weddings are called as a new family and new coupling like everywhere. Different wedding costumes were used from the past but the famous one is a white special dress for women as a bride. Grooms generally wear black suits but today the color is changing to white, grey or beige-color as they wish. White is a symbol of pureness for brides. Newly created marriages are rewarded by relatives and friends with either money or gold coins, or a bracelet as a sign of their support for new couple. A few days before the marriage ceremony, henna night is celebrated among ladies who are relatives, friends of the bride, and neighbors. Henna is applied to the bride's hands. That night, brides generally wear red dresses or bridals. It is a tradition from the Ottoman times.

Both national and religious celebrations are important for Turks. Victory Day, Independence Day, and October 29 Republic Day are the most famous ones. Religious holidays which are called as "bayram" in Turkish or "bairam" in Arabic are celebrated two times in a year in Turkey. Mosques are the most holy places to pray. The first day of the Bayram, men meet early in the morning and perform prayer together in the mosque. After prayer, they exchange the greetings. When older men come home after prayer, the young ones kiss the elder's hand. Kissing hands is the symbol of respect of elder's.

Turkish folk dances with different figures have an important role in wedding or engagement ceremonies, soldier sending, special meetings and other ceremonies and celebrations. Drums and flutes also play roles as much as folk dances during the wedding entertainment.

In Turkish culture women have a fortunate position today. Ataturk believed in the importance of modern reforms, and decided that some rights should be given to women for the future of society. He defended that women should have some responsibilities and rights equal to men in a modern environment for each area. Because the Ottoman Empire was really theocratic and women were not arbiter in any social areas, today, it is possible to see women as a part of each position such as in military, politics, aircraft industry, government, schools, and universities. Research by Aycan (2004) supports that Turkish women effectively take part in almost all working areas and they are really active in making decisions. They have active roles today to make significant and valuable contributions to society. On the other hand, besides all explanations about Turkish women above, inequality can still generate a potential barrier for women to improve their career in Turkey. Aycan (2004) noted that traditional beliefs emphasize women's family care responsibilities. Women should be home and care for the family, including the husband, children, and also parents and in-laws (Aycan, 2004, p.458) but modern society still encourages women to be a part of all working areas.

In conclusion, cultures are the symbols of life styles and are transferred among generations. There is no doubt that no one can deny the importance of

culture which “plays an important role in affecting motivation and behavior at work” (Elci et al., 2007, p. 286).

2.11. Values and Characteristics of Turks

Values are special and meaningful beliefs or ideas which guide people such as a reflection of a person’s behavior of right and wrong or what should be (Posner, n.d.). Historically, different values and characteristics such as hospitality, having close family relations, pureness, honesty, harmony, human-centered, leadership, historical symbols, trustworthiness, sensitivity, helpfulness, amulet and so on which are adopted by Turks were emphasized.

Turks are generally recognized for their hospitality among different societies. This is one of the keystones of Turkish way of life. When someone goes to Turkey from another country, Turks give a warm welcome with a smiling face. Guests are really important in Turkish culture and Turks want to serve their guests whatever they have in their house. Houses always are open for every guest. It is believed that it does not matter who you are or where you came from; you are the guest from God, you are “God’s Guest”, and what is important for Turks is to make guests comfortable. Turkish coffee is the foremost gift that is served to guests in Turkey. It is usually made with stainless or copper coffee pots and served with little special coffee cups. Special Turkish hot black tea also has an important place in Turkish culture and can be considered a part of Turkish hospitality. Like coffee, Turkish tea is also made in a special two-piece tea pots.

Turkish family structure is very close, and relationships are sincere. Respecting elders is the primary attitude among Turks. They support each other both financially and emotionally. Mothers and fathers are the most important

supporters for children; they do care and worry about their children. It is a kind of investment for their old age, when they get sick or need help. Children care much about their elders both financially and emotionally as well. On the other hand, children do not leave home when they reach eighteen or so. If there is no specific reason to live separated from their family, they generally live at home until they get married.

Turkish people pay close attention to cleanliness and hygiene. They always welcome their guests with their clean houses. Turkish baths which are known as “Hamam” in Turkish are the most famous and familiar places for cleanliness. These baths are protected both historically and architecturally since medieval times, because they are very healthy and are used by women as well as men. The newborn’s fortieth day is celebrated in there among ladies. The baby is washed, accompanied by live music. On the other hand, Turkish baths are used for the “bridal bath” as well. It is a special folkway of Turkish custom and occurs just before the wedding ceremony between bride and a group of women, while the men meet before they go into the army.

Besides all values and characteristics mentioned above, human-centered, harmony, honesty, leadership, and trustworthiness are other considerable values of Turks. Their leadership skills and recovered victories are known throughout history. The aim of the GLOBE (Global Leadership and Organizational Behavior Effectiveness) research program is known to seek the effectiveness of leadership styles in different cultural circumstances (Luque et al., 2010). Leadership and harmony among workers are really important in organizations. Workers who are working together should be harmonious to be successful. Turkish organizations

first pay attention to human rights during recruitment. Leaders try to provide harmony while they are creating teams to get the best solutions. They trust their workers and leave them free to execute their tasks while they were responsible for the results. Different leadership styles are associated with different cultural features (House et al., n.d.). Honesty is really important in an organization as well. Employers should be honest to do the tasks and defend their rights. And the foremost, they do not forget to celebrate success to encourage workers for the next step.

On the other hand, historical symbols such as the flag and anthem are most important time-honored values. The red flag is a reputed value for Turks and should always be on the top. It is a respected symbol. During the wars, lots of Turkish people have lost their lives, and it is explained for younger generations that the blood had spread and the star and moon had reflected on that. Thus, the red color is accepted as a symbol of blood and the flag with star and moon which symbolize independence, which is protected with laws and rules. In addition to this, after the wars, the anthem (the Independence March) was admitted by the committee in 1921 from among 724 poems. Later, this poem was arranged as a national musical composition and has taken an important place among Turkish best and respected values. It is used for each national ceremony by standing straight and Turkish people respect the anthem, as well as the other values. Wherever and whenever Turks hear this music they stop walking and stand straight to show their respect (“Turkish flag and anthem,” n.d.).

Besides all emphasized above, Turkish people are known for their helpfulness. They like helping others, even non-Turks, besides helping each other.

Neighbors or friends or everyone can call each other without hesitation whenever they need help, even at midnight. Turks use every means available to help someone.

Last but not least, another typical value of Turks is the amulet (which means the “evil eye bead” or “nazar boncugu”). According to Turkish belief, it is actually the blue color of the stone which absorbs the negative energy. It is used as a symbol for protection against evil eyes, which is ascribed to “nazar” and is also known in Jewish, Islamic, Hindu, Buddhist, and Christian cultures as well (“Turkish evil eye pendant,” n.d.). The force of the evil eye is a complication factor in Turkish life. It is believed that the evil eye can cause bad things which can result in death. There is an often told scenario that a woman gives birth to a very nice baby with pink cheeks. All friends and neighbors come to see the baby. They love the baby, with compliments and smiles about on how healthy and well rounded the baby is. They pay so much attention to the baby and weeks later the newborn is found dead in bed. There is not an explanation which can be found but this event has been described as “nazar” for years (“Custom and traditions,” n.d.). It can be perceived as a superstition, but people believe the bad effects of evil eyes. Based on that story, pinning a small blue bead on the child’s clothes is a tradition and another important value for Turks. Besides a newborn child, this blue bead is used in houses, offices and is hung on animal necks, or even on machinery and cars. That’s why people generally in Mediterranean nations believe the power of the blue bead and the blue color. By the way, it is easy to see the houses which have the blue color front doors in Mediterranean countries. Today, the blue bead is used as a necklace, keychain, bracelet, and souvenir.

On the other hand, gender roles and characteristics play an arbiter role between men and women. Heilman et al., (2004) and Schein (2001) noted that women generally have agreement qualities like kindness, supportiveness, connectedness and so on while men have more agentic qualities such as independence, aggressiveness, courage and so forth. These are some stereotypes to show the characteristics of both men and women in general (as cited in Gupta et al., 2005, p. 2).

As a conclusion, it can be said that some values and characteristics are about human psychology, because they cannot be touched or shown. As Posner (n.d.) noted, values are described not only for people, but also for organizations and companies in today's working environment. Businesses are evaluated based on their values and key factors to success. Values represent organizational power and energy and this will be reflected to individuals in the company during interactions with customers. Besides workers and customers, products and services will also be associated with values of the company.

Chapter 3

METHODOLOGY

3.1. Survey Method and Questionnaire Design

The reactions and feelings of both blue- and white-collar Turkish workers to the fairness and effectiveness of selection methods were examined in this study. Questionnaires were used to collect data. The questionnaire was first translated to Turkish by a bilingual native Turkish speaker. It was then back-translated into English, and the two English language forms were compared and determined to be reasonably equivalent.

Ten selection methods (interviews, resumes, work sample tests, written ability tests, references, personality tests, honesty tests, personal contacts, graphology, and ethnicity) were evaluated using a Likert-type response scale from 1 to 7, along nine bases or characteristics.

The questionnaire was based on one used by Benson et al. (2006) in a study of Irish people. All statements and selection methods were evaluated on a one-page questionnaire. Because not all Turkish subjects would necessarily be fluent in English, the questionnaire was translated into Turkish; the adequacy of the translation was evaluated by back translation of the Turkish version into English, and it was determined that the two English forms were essentially equivalent. See Brislin (1980) for a description of the issues involved in translation of research materials. All responses were rated from 1 to 7, indicating responses of “strongly disagree (1)” to “strongly agree (7)”. A copy of the questionnaire in English is found in Appendix A.

3.2. Hypotheses

Based on cultural differences, especially as outlined in the data of Hofstede and the GLOBE study, the following hypotheses were stated:

In Turkey, males have a dominant or favored role in society. Thus, males should be more inclined to favor methods that give an advantage to males over females in the hiring process. Because there is no reason to assume that males are more qualified than females, subjective selection methods give more possibility of bias in favor of males in the selection process. For this reason, subjective methods will be favored by males, and objective methods will be less valued or favored by males.

Hypothesis 1: Turkish cultural values are high in masculinity; the four GLOBE dimensions that were derived from Hofstede's dimension of masculinity indicate a masculine culture. Thus, male subjects will be more favorable toward those selection methods which show advantages to dominant male employees and applicants; specifically, references and personal contacts, where one's male advantages can be easily used in hiring will be evaluated more favorably by males than by females.

Turkish people value interpersonal relations, and thus will generally value interpersonal components in hiring. However, men will be in a stronger social situation to take advantage of these characteristics, especially due to the subjective nature of such screening and selection methods. Thus, the methods that show strong attention to social aspects of work, and which are subjective in nature, will be more highly valued by males. Objective methods of selection are more likely

to function counter to such biases, however, and thus Turkish males will be less favorably inclined toward the value of such methods.

Hypothesis 1A: Turkish men will less value objective measures of interpersonal skills and relationships, such as formal personality tests and graphology.

Objective measures of personality give scores that are not easily impacted by one's favored status as a male. Thus, men should be less favorable than women toward graphology and objective personality tests.

Hypothesis 2: Blue-collar subjects from Turkey may be more likely to favor work-sample tests while they may perceive less favorably the selection methods that rely heavily on interpersonal contact, such as interviews and personal contacts.

Blue-collar workers perform jobs with clear and identifiable skills, and these are best assessed through measures such as work sample tests. Subjective measures, and measures that focus more on interpersonal skills than on tangible work skills, will be evaluated less favorably. Because work-sample results can be highly perceived as job related, they will be preferred by blue-collar workers (Benson et al., 2008).

Hypothesis 3: Selection methods in general will be more accepted by blue-collar workers, because of the high power distance scores for Turkey. When authority is widely accepted, those who are lower in the hierarchy (blue collar workers) will be more accepting of the right of management to manage, and thus all methods will be generally more accepted by blue collar workers than by white collar workers.

Power distance is much like authoritarian thinking, wherein people assume that authority structures are correct and best followed. Blue collar workers are low in the organizational hierarchy, and white collar workers are at higher levels in the hierarchy. Thus, white collar workers will feel a greater sense of privilege and thus be willing to challenge techniques of selection in general.

Hypothesis 4: There will be sex-related differences in perceived fairness. In Turkey, the high degree of masculinity will result in women being generally less likely to feel fairly treated in the staffing process, and thus will generally have lower perceptions of the staffing methods under investigation here.

Women will generally dislike the use of standards in hiring. However, objective standards that cannot be used in making arbitrary decisions will be seen as more favorable, and this will show up in the significant methods by gender interaction term. Women will be most favorable to objective ability tests, resumes, and work sample tests as staffing methods.

3.3. Participants

Data were collected from Turkey, and both white- and blue-collar Turkish workers were used for this research. Two hundred thirty four working Turkish people (N=234) participated in this study. Approximately fifty two percent of this sample were white-collar workers (n=121) and forty eight percent were (n=113) blue-collar workers, to generate this total sample.

Fifty nine percent of white-collar worker samples were female (71), while forty one percent were male (50). On the other hand, blue-collar samples consisted of sixty seven percent female (76) and thirty three percent male (37) samples.

In total, 234 questionnaire were collected which consist of 87 females (37%) and 147 males (63%). Sample distributions can be clearly seen on the table below.

Table 3.3.1
Sample Distributions by Gender

total white-collar workers	121		
male	71		
female	50		
		total participants	234
		male	147
		female	87
total blue-collar workers	113		
male	76		
female	37		

3.4. Measures

The specific selection methods which were included in the questionnaire were interviews, resumes, work sample tests, written ability tests, references, personality tests, honesty tests, personal contacts, graphology, and ethnicity. Each of these ten methods can be used in the hiring process. Nine evaluations were made for each of the selection methods in the questionnaire to score these selection methods. Both male and female Turkish white- and blue-collar workers were part of the target group in this research.

Chapter 4

DATA ANALYSIS

Multivariate analysis of variance (MANOVA) was used to test hypotheses and provided a statistical test of group means. It is a generalized form of Analysis of Variance or ANOVA and used if there are two or more variables. The experimental data used to test hypotheses is based on the difference in reactions between 234 white- and blue-collar Turkish workers. In experimental data, MANOVA is useful and SPSS offers some adjustments for unequal sample sizes (French et al., n.d.). To determine the differences among average values of the dependent variables between the different levels of the independent variable, MANOVA is often used (Creech, 2011).

The survey was designed to compare easily across a number of categories. The scaling can be seen on the questionnaire to combine with nine statements. t-tests are also generalized to help comparing the significant differences in each group of samples. The reactions were evaluated across a variety of selection methods which were ranked based on the same scale for each statement.

Means of the favorability of each selection method for both white- and blue-collar samples were considered (as can be seen from the table below) to show which selection methods are viewed more or less favorably.

Table 4.1

Means of the favorability of each selection method

selection methods	overall means	means of white-collar workers		means of blue-collar workers	
		male	female	male	female
interviews	4.082	4.279	4.331	3.598	4.360
resumes	4.032	4.235	4.322	3.500	4.342
work sample tests	4.228	4.346	4.349	4.050	4.204
written ability tests	4.622	4.800	4.667	4.417	4.640
personal references	3.960	3.631	3.887	4.171	4.258
personality tests	4.158	4.031	4.336	4.050	4.381
honesty tests	4.151	4.044	4.098	4.135	4.459
personal contacts	3.569	3.252	3.500	3.702	3.991
graphology	2.479	2.505	2.667	2.325	2.492

Chapter 5

RESULTS and DISCUSSIONS

5.1. Results

A 2 x 2 x 10 (Job Type x Gender x Selection Method) mixed design MANOVA was conducted to test the hypotheses. The overall test was significant for selection methods and resulted in an F value of 164.21 (df 2070, 9; $p < .0001$). The F for the white/blue collar by selection method interaction analysis had a value of 7.11 (df 2070, 9; $p < .0001$). The interaction term for gender by selection method gave an F of 2.67 (df 2070, 9; $p = .004$). Finally, the three-way interaction of white/blue collar by gender by selection methods gave an F of 2.62 (df 2070, 9; $p = .005$). Thus, all main effects and interactions are significant.

A series of univariate analyses were done to test the hypotheses. H1 suggested that references and personal contacts would be viewed more favorably by males than by females. The obtained F for the analysis of personal references was 1.517, $p = .219$, so the hypothesis was not supported. The obtained F for the analysis of personal contacts was 3.819. $p = .064$, a bit short of statistical significance. However, means were in a direction opposite that predicted (mean for males = 3.49, mean for women = 3.71).

H1a suggested that gender differences would also be found for the ratings of personality tests and graphology. For personality tests, the obtained value of F was 5.709 ($p = .018$), supporting a significant difference on this selection method for men and women. Women were more favorable in their ratings, however,

counter to the hypothesis (mean for males = 4.0408, females = 4.3550). For graphology, the value of F was 1.513, $p = .220$, not significant).

Hypothesis 2 suggested differences in blue/white collar workers on evaluations of work-sample tests, interviews and personal contacts. For work-sample tests, $F = 2.494$, $p = .116$, not significant. The mean for white collar workers was 4.3471 while the mean for blue-collar workers was 4.1003. For interviews, $F = 5.807$, $p = .017$, significant. The mean for white collar workers was 4.3003, and for blue collar workers was 3.8476. Again, although significant, the direction of the relationship is opposite of what had been hypothesized.

For personal contacts, $F = 3.469$, $p = .064$, marginally significant. The means for the two groups were 3.3572 for white-collar workers and 3.7965 for blue-collar workers, consistent with the hypothesis.

Hypothesis 3 suggests that blue collar workers would be likely to be more favorable in their evaluations of selection methods in general, when compared to white-collar workers. To test this hypothesis, all evaluations of each respondent were added and the average rating given by each group was computed. These means were then compared in independent t-tests. The mean for blue-collar workers was 3.8876, and the mean for white-collar workers was 3.8351; the resulting test gave a value for F of 1.165, $df = 232$, $p = .282$, not significant. The hypothesis was not supported.

Hypothesis 4 suggests that male workers would be more favorable in their evaluations of selection methods in general, when compared to female workers. This hypothesis was tested in the same manner as used for hypothesis 3. The mean

for male workers was 3.8351, and the mean for female workers was 4.0633; the resulting test gave a value for F of 0.025, $df = 232$, $p = .875$, not significant. The hypothesis was not supported. All these results based on the hypotheses can be summarized on the table below:

Table 5.1.1

Summary of the Results

HYPOTHESES	RESULTS
H1: References and personal contacts would be viewed more favorably by males than by females.	not supported.
H1A: Gender differences would be found for the ratings of personality tests and graphology.	supported.
H2: Blue-collar workers may be more likely to favor work-sample tests while they may perceive less favorably the interviews and personal contacts.	not supported.
H3: Selection methods in general will be more accepted by blue-collar workers.	not supported.
H4: Male workers would be more favorable in their evaluations of selection methods in general, when compared to female workers.	not supported.

5.2. Applicant Reactions to Selection Methods in Turkey: Comparison of White- and Blue-Collar Workers

The selection process can be thought of as a bridge between candidates and recruiters. Applicants are chosen by the employers, but at the same time applicants are ensuring that they want to work in this organization. So, applicant reactions should be taken into consideration, because they can be significant impact on the effectiveness of selection methods used. Steiner and Gilliland (1996) stated that the popularity of worker selection procedures vary among different countries, according to the extent to which these procedures are deemed acceptable by job candidates.

As the name suggests, white-collar workers are those who are educated and generally wear more formal attire (white shirts or uniforms), while blue-collar are less educated and wear “work” clothes. Conducting the survey with white-collar worker and explaining its purpose were easier than conducting the survey with blue-collar workers. There was no need to give a deep explanation about this study.

On the other hand, blue-collar workers were generally working in their own business in Turkey and some of them had not previously used selection methods for their jobs. Because of that, they were less concerned regarding use of these selection methods. Blue-collar workers, who have low status jobs, are not as educated as are white-collar workers. Blue-collar workers commonly mentioned that ability and individual performance are much more important than knowledge and conformity to the job.

It was understood that interviews were the most common selection method among white-collar workers. It was more favorably rated by white-collar than by blue-collar participants. In addition, resumes and references had an important place for hiring among white-collar participants. Based on white-collar workers responses during the survey, resumes are an important way to show their past experiences. Work sample and ability tests are used among the blue-collar workers to show their talents and interests in the job.

In addition, personality and honesty tests were significant for both white- and blue-collar employers when recruiting an employee. Most blue-collar employers said that honesty and personality were the most important issues to be assessed, rather than interviews and resumes. As Gilliland (1993) emphasized, "honesty is a distinct and important component of applicant's reactions" (p. 707). Personal contacts are also important among both types of workers. Blue-collar recruiters were using this selection method to learn the personality traits of workers and to support their personality test results, while personal contacts are used to correct the references among the white-collar workers. Graphology was not that much of interest in both white- and blue-collar staffing, but were rated higher by white-collar than blue-collar workers. On the other hand, it is worthy of attention that both types of workers generally rated ethnicity as an issue of personal privacy.

In conclusion, it was shown that both worker groups had an awareness about the significance of these selection methods even if some employers do not use some of them.

5.3. Discussions

The present study adds to the results of previous research. From the results of the research project it is evident that sex-related differences in perceived fairness can be found.

Most of the specific hypotheses of this study were not supported. However, complex interactions were not examined here, even though the MANOVA suggests there may be significant interactions present. Further analyses would be useful.

This study relies entirely on survey data using self-reports, such designs can be challenged, but it seems results are still suggestive of differences in perceptions of fairness in the staffing process.

As a conclusion, the area of fairness can be differently perceived. There is no doubt that what is fair in one context may be seen as unfair in another (Scroggins et al., 2008), and cultural values, dimensions and work experiences play an important role to investigate perceived fairness among workers.

APPENDIX

APPENDIX A. QUESTIONNAIRE

Please identify the title of your job in the space below.

My job title is: _____

Consider each of the following selection methods. For the job title you've identified above, indicate your feeling on the effectiveness of the method for hiring people in the job you identified, and also indicate whether you'd be unhappy if you were turned down for the job on the basis of that selection information. Circle a number from 1 to 7.

Interviews: Face-to-face interactions in which employers ask you a variety of questions about your background and qualifications.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Resumés: A written description of information on all of your professional experiences, your education, etc.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Work-sample tests: Tests in which you actually perform a part of the job so that your success in doing that part of the job can be determined.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Written ability tests: Paper-and-pencil tests that evaluate your intelligence or your reasoning, verbal or mathematical skill.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Personal references: With this method, you must request letters of reference or provide the names of your prior employers so that the employer can obtain information about your suitability for the job.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Personality tests: Paper-and-pencil tests that ask you questions about your opinions and past experiences to assess your personality traits.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Honesty tests: Tests that ask you about your thoughts on theft and experiences related to your personal honesty.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Personal contacts: Knowing someone influential in the company whose connections can help you get the job.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Graphology: The analysis of aspects of your handwriting, including style and form, to determine your personal characteristics.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Ethnicity: Using your nationality or ethnicity and characteristics thought to accompany it to assess your fit with the job.

This method is effective for identifying qualified people for the job identified above.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If I did not get the job based on this selection method, I would think the procedure is fair.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is based on solid scientific research.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is a logical one for identifying qualified candidates for the job in question.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method will detect important qualities of the individual that differentiate them from others.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is impersonal and cold.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Employers have the right to obtain information using this method.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method invades personal privacy.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

This method is widely used.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Finally, please indicate your gender.

____ Male _____ Female

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