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PERCEIVED EXTERNAL PRESTIGE AND PERCEIVED EMPLOYEE AND ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION

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TUNAHAN SARI

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GENEL BİLGİLER

ÖZET

Çalışmanın ana değişkeni algılanan dışsal prestij, çalışanların o örgütün bir üyesi oldukları için o örgütte çalışmayan insanlar tarafından nasıl değerlendirilecekleri hakkındaki düşünceleri olarak tanımlanabilir. Bu çalışma, Sosyal Kimlik, Sosyal Sınıflandırma, Sosyal Karşılaştırma ve Sosyal Mübadele teorilerinden yola çıkarak algılanan dışsal prestijin, algılanan çalışan ve örgüt performansına etkisini incelemeyi amaçlamıştır. Bu ilişkiye ek olarak, örgütsel özdeşleşmenin aracılık rolü de araştırılmıştır. Algılanan çalışan performansı, rol içi performans ve rol dışı performans olarak iki kategori altında değerlendirilmiştir. Araştırmaya farklı endüstrilerden 299 özel sektör çalışanı katılmıştır. Basit doğrusal regresyon analizleri, algılanan dışsal prestijin örgütsel özdeşleşmeye ve çalışan ve örgüt performansına anlamlı ve pozitif katkısı olduğunu göstermiştir. Çoklu regresyon analizleri örgütsel özdeşleşmenin, algılanan dışsal prestij ve algılanan çalışan ve örgüt performansı arasındaki ilişkide kısmi aracı rolü olduğunu göstermiştir. Demografik değişkenler, bağımsız gruplar t-testleri ile test edilmiştir. Bu çalışma örgütsel özdeşleşmenin algılanan dışsal prestij ve algılanan çalışan ve örgüt performansı arasındaki ilişkideki aracı rolünü inceleyerek, algılanan dışsal prestij literatürüne katkı sağlayacaktır.

GENERAL KNOWLEDGE

ABSTRACT

The main variable of this study, perceived external prestige, can be defined as employees' thoughts about how people who do not work for this organization judge them because of their membership to this organization. Based on Social Identity, Social Categorization, Social Comparison, and Social Exchange theories, the current study aimed to examine the effect of perceived external prestige on perceived employee and organizational performance. In addition to this association, the mediating effect of organizational identification was also investigated. Perceived employee performance was evaluated under two categories, which are in-role and extra-role performance. A total of 299 private-sector employees from different industries participated in the study. The simple linear regression analyses showed that perceived external prestige has a significant and positive contribution to organizational identification, perceived employee, and organizational performance. The multiple regression analyses showed that organizational identification had a partially mediator role in the relationship between perceived external prestige and perceived employee and organizational performance. Demographic variables were tested through independent samples t-tests. This study will contribute to perceived external prestige literature by investigating the mediating role of organizational identification on the relationship between perceived external prestige and perceived employee and organizational performance.

ACKNOWLEDGEMENTS

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ABBREVIATIONS

PEP   : Perceived External Prestige

OI   : Organizational Identification

SIT   : Social Identity Theory

SCT   : Social Categorization Theory

1. INTRODUCTION

Albert Camus says, "*The entire history of mankind is, in any case, nothing but a prolonged fight to the death for the conquest of universal prestige and absolute power*." No matter which context you are in, how old you are, and what you do, do we all go after for a prestigious life as social beings? Does the perception of prestige shape our actions and behaviors? Having prestige is a process starting from birth to death. We all want to be a member of prestigious institutions such as schools and workplaces. What are the signs that an organization is considered as prestigious? Employees think that they work for a prestigious organization for several reasons, including the visibility of the organization in the market, how much organization value its employees, how organizations approach the environmental problems, how the organization is reflected in the media, and how the organization is known in the society when it is compared with its competitors.

Another source of perceived prestige comes from employees' assessment of themselves on how outsiders evaluate them because of the membership they have with this organization. Perceived external prestige is defined as the answer to the question of how people who do not work for this organization judge me because of my membership to this organization (Dutton, Dukerich, & Harquail, 1994). The attitudes and behaviors of employees towards organizations may change in accordance with the prestige perception of their current organizations. Therefore, the idea of working for a prestigious organization is beneficial for both employees and organizations. Many scholars defended that when employees who think that they work in a prestigious organization and believe that others have the same opinion with them, their job engagement (Kahn, 1990), organizational identification (Reade, 2001), commitment level (Ojedokun, Idemudia, & Desouza, 2015), and job satisfaction (Tuna, Ghazzawi, Yeşiltaş, Tuna, & Arslan, 2016) are more likely to increase. In contrast, when employees who think they do not work in a prestigious organization and believe that others' opinion is negative towards their membership to this organization, their turnover rates (Mishra, 2013) and absenteeism behaviors (Stobbeleir et al., 2018) will increase.

As stated above, perceived external prestige was found as a significant contributor to the organizational identification level of employees in the literature. Organizational identification is defined by Ashfort and Mael (1989) as "*the perception of oneness or belongingness to the organization*" (p. 21). Why does perceived external prestige play a vital role in employee's identification with the organization? Both perceived external prestige and organizational identification concepts took their roots from the theories of Social Comparison, Social Identity, and Social Categorization. The Social Comparison Theory, developed by Festinger (1954), states that people always have a natural tendency to compare themselves with others. In doing so, they may compare, for example, their organization's external prestige with others. Thus, the sense of betterness may lead them to identify themselves more with their organizations. On the other hand, Social Identity theory, which Tajfel and Turner developed (1979), argues that people tend to constitute their identity regarding the groups they belong to. From this point of view, organizations can change their employee's attitudes and behaviors by modifying their self-identity that derives from the emotional attachment to their organization. Having a positive external prestige might be considered as an example for those organizations to enhance organizational identification of employees. Lastly, Social Categorization Theory, developed by Turner (1999), indicates that people are inclined to categorize themselves into a perceived group. When the employees categorize themselves as a member of the high-prestigious organization, their identification with the organization is more likely to increase. They are proud of being a member of such organizations. These theories promote the assumption that "*an organization with a better external image is likely to foster individuals' sense of organizational membership*" (Mignonac, Herrbach, & Guerro, 2006, p.478).

The common goal of each organization is to make a profit and expand its position in the market at the end of the day. Perceived external prestige and organizational identification are attitudinal concepts that help an organization to reach these goals. The changes in these attitudinal concepts may bring some attitudinal and behavioral outcomes such as organizational commitment, job satisfaction, and performance. Many researchers have studied the outcomes of organizational identification. For instance, organizational identification increases the commitment level of employees (Ghannam and Taamneh,

2017), job satisfaction and organizational citizenship behaviors of the employees (Jiang, 2010). Performance would be considered as a potential outcome of perceived external prestige.

Performance is known as one of the most studied organizational outcomes in the field of Organizational Behavior since it advises on practical implications to the business world. In this thesis, performance will be evaluated in three different ways, which are in-role performance, extra-role performance, and organizational performance. In-role performance refers to the competency of an employee on performing pre-described job tasks. In contrast, extra-role performance refers to behaviors that go beyond the pre-described job tasks that are not rewarded or punished by the organizations even if the employees do not perform them. In addition to these two concepts of performance, the organizational performance was added into the study, which is a parameter that shows if an organization succeeds its objectives successfully or not.

This study aims to evaluate the impact of perceived external prestige on perceived employee and organizational performance. On the other hand, this study will fill the gap in perceived external prestige literature by investigating the mediating role of organizational identification on the relationship between perceived external prestige, and perceived employee and organizational performance.

In our study, first, a literature review will be presented on Perceived External Prestige, Organizational Identification, Perceived Employee Performance, and Perceived Organizational Performance. Then, the hypothesizes and model of the current study will be displayed. Next, the findings of the study will be illustrated. Lastly, results will be discussed, and managerial implications and limitations will be shown.

2. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.1 The Concept of Perceived External Prestige

Researchers have used different names for perceived external prestige. For instance, Dutton, Dukerich, and Harquail (1994) call it as construed external image; however, Carmeli (2005) prefers to name it as organizational prestige, and Sulentic, Znidar, and Pavicic (2017) decide to call it as perceived external prestige. In the current study, it will be named as perceived external prestige. In their study, Dutton and Dukerich (1991) defined perceived external prestige as organization members' assessments about what outsiders think. Thus, this thought helps the employees to see their organizations more meaningful and to motive them to take action against both existing problems and potential problems. Mael and Ashforth (1992) defined perceived external prestige as employee's beliefs about how outsiders evaluate organization entirely.

Smidts, Pryun, and Riel (2001) made another perceived external prestige definition. The researchers described perceived external prestige as how an insider thinks about people who are not working for this company judge his or her organization, so it can refer that the employees believe that others have an idea about them since they are a member of this organization. What are the main sources of these evaluations? The researchers indicated that perceived external prestige might occur from different sources of information such as; the opinions of others working in the company, from mouth to mouth, publicity, external company-controlled information (the website, credo, and brochure of the company), and internal speeches about how outsiders perceive the company. Another significant point mentioned in the study was that the perception of external prestige changed from person to person because the sources of information that people were exposed to are different. Therefore, the employees' perception of external prestige varies. On the other hand, the employees may have similar thoughts about how outsiders view their organization. If employees' ideas about the perception of external prestige are similar, the perception of external prestige can be considered as a group-level variable.

Another type of definition about perceived external prestige contributed to the current literature by Carmeli (2005). In his study, perceived external prestige was explained as what employees' inner voices say about how others, such as competitors, customers, and suppliers, evaluate the prestige and status of the organization. It was also clarified that organization reputation and perceived external prestige are different kinds of concepts in the study. Organizational reputation refers to what others think about organization entirely; whereas, perceived external prestige includes insiders' thoughts about how others think about organization. Carmeli (2005) also stated that perceived external prestige could be divided into two dimensions which were; perceived external social prestige and perceived external economic prestige. Social prestige covers (1) management quality, (2) services or product quality, (3) ability to hire, improve and retain successful employees, (4) environmental and community responsibility, and (5) innovativeness. Economic prestige includes (1) financial solidity, (2) long-term investment value, and (3) usage of the organization's assets. According to the study, based on these criteria, the employees have a mindset of what others can think about their organization.

According to the current literature, March and Simon (1958) were the first researchers who investigated the antecedents of perceived external prestige. In their study, it was found out that the organization's visibility in the market, organization's success in achieving its goals, and the average status level of the organization's employees were the antecedents of the perceived external prestige. Based on March and Simon's (1958) study, Fuller, Marler, Hester, Frey, & Relyea (2006) also examined the antecedents of the perceived external prestige. As distinct from March and Simon's (1958) study, Fuller et al. (2006) added one more antecedent into their study, which was the individual's prestige level. It was derived from their study that all variables, which were the organization's visibility in the market, organization's success in achieving its goals, the average status level of the organization's employees, and the individual's prestige level all predicted the perceived external prestige significantly. It can be concluded that if a company is well-known in the market, is able to succeed its goals, has a good average on the status level of employees, and has competent and qualified individuals; insiders are more likely to think that others will have positive thoughts towards their company.

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In the existing literature, studies related to perceived external perception have used quantitative methods rather than qualitative methods in general. In addition to this, the perceived external perception has been taken into consideration as one dimension mostly. However, Sulentic, Znidar, and Pavicic (2017) used a qualitative approach to see whether perceived external perception was a multi-dimensional concept or not. At the end of the study, the antecedents of the perceived external prestige were grouped into three main categories. Primarily, in line with previous studies aforementioned, the position of the organization in the market played a prominent role in predicting perceived external prestige. Secondly, the social impact on the community was another premise of perceived external prestige since people felt they contributed to the social system as a member of an organization. When they got more feedback from their customers, suppliers, or media, they considered that others evaluated them as more prestigious. Thirdly, the internal organizational climate was another antecedent. If managers behaved well towards their subordinates and communication between the entire organization was healthy, the employees at all levels shared their satisfaction proudly about the organization with others. People around these employees might assume that they are in an excellent place to work in. It seems that employees affect other's opinions about their workplace. They create a prestige perception on others.

Although there have not been many studies in the literature that address the antecedents of perceived external prestige, there have been several studies that focus on the consequences. In their studies, Ojedokun, Idemudia, and Desouza (2015) investigated the relationship between quality of work-life and organizational commitment by taking perceived external prestige as mediator. The results showed that perceived external prestige partially mediated the relationship between quality of work-life and organizational commitment. It is possible to commentate that both improving employee's work-life quality and boosting their perception of external prestige cause an increase in their organizational commitment level.

Gaudencio, Coelho, and Ribeiro (2019) studied the impact of corporate social responsibility perceptions on worker's innovative behavior. They also explored the role

of perceived external prestige. The results of the study released that perceived external prestige had a moderating role in the association between corporate social responsibility and innovative behaviors; therefore, it is crucial to point that managers should invest in the corporate image because corporate social responsibility causes an increase in the perception of external prestige. As a result of increased external prestige, employees have more innovative behaviors that are beneficial to companies.

In his study, Carmeli (2005) examined the relationship between perceived external prestige, affective commitment, and organizational citizenship behaviors. As stated before, Carmeli divided perceived external prestige into two categories, which were perceived external economic prestige and perceived external social prestige. The results enlightened that both forms of perceived external prestige contributed to affective commitment positively. However, it was found out that social prestige was likely to have a larger impact when it is compared with economic prestige. Moreover, it was concluded that perceived external social prestige led the employees to display organizational citizenship behavior.

Mathe and Scott-Halsell (2012) studied the effects of perceived external prestige on psychological capital and psychological empowerment. The results indicated that both psychological capital and psychological empowerment were positively related to perceived external prestige. It is obvious that if an employee gets positive feedback from others to be a part of his or her organization, this employee is likely to have more psychological capital. Furthermore, it is expected that the more positive perceived external prestige the employees have, the more psychological empowerment they are likely to feel.

Not only positive Organizational Behavior concepts have been investigated in the literature, but also negative concepts have been discussed. Tuna et al., (2016) analyzed the effects of the perceived external prestige on employee's deviant workplace behaviors. Job satisfaction was taken into the study as a mediating variable. 401 hotel employees from Turkey participated in the study. At the end of the study, it was observed that perceived external prestige predicted job satisfaction significantly. If employees had a

positive perception of external prestige, they were satisfied with their job. It was also concluded that the more employees had a positive perception of external prestige, the less deviant workplace behaviors they displayed. Last but not least, job satisfaction mediated the relationship between perceived external prestige and deviant workplace behavior significantly.

Based on the literature that has been mentioned above, it could be interpreted that understanding the outcomes of perceived external prestige is crucial for the business world. Since perceived external prestige has key importance on both the attitudes and the behaviors of the employees, it is worth to study the variables related to this concept. The following section focuses on organizational identification, which is a potential outcome of perceived external prestige.

2.2 The Concept of Organizational Identification

In Organizational Behavior literature, the concept of organizational identification is examined in two parts, which are early conceptualization of Organizational Identification and conceptualization of Organizational Identification based on Social Identity Theory. In the present study, the concept of organizational identification will be grounded on Social Identity Theory; however, early conceptualizations of Organizational Identification will also be mentioned briefly.

Identification can be defined as the internalization of and feeling attached to a particular identity or various identities (Foote, 1951). Foote was known as the first person who used the identification term in the organizational context. According to him, the employees got a self-conception understanding by being a member of an organization. His study was based on motivation. Thus, being a member of an organization is considered a trigger for employees to act on behalf of the organization.

Another person who contributed to the concept of identification is undoubtedly Brown (1969). The term organizational identification was designated to identify with the organization in his study. From Brown's perspective, the employees are more likely to

identify themselves under these circumstances; (1) where the organizations create opportunities for personal achievements, (2) where the employees have power in the organizations, and (3) where there is no other rival source that prevents employees from identifying themselves with the organization. To create a beneficial index in organization research, Brown (1969) stated four aspects of involvement that need to be taken into consideration: consistency of individual and organizational goals, attraction to the organization, the reference of self to organizational membership, and loyalty. In the study, four different questions were asked to the participants that were in line with the factors mentioned above. To measure the consistency of individual and organizational goals, two different scenarios were given to them to choose what they think about their organizations if they believe there is a consistency between individual and organizational goals or not. To measure attraction to the organization, participants responded to the question, "If you could begin working over again, but in the same occupation as you're in now, how likely would you be to choose this organization as a place to work?". For loyalty, participants were asked how they felt when they hear or read someone criticizing their organization. Lastly, the reference of self to organizational membership was measured by asking how the employees described themselves when someone asks them to talk about themselves by telling only one thing. Thanks to Brown's (1969) study, it is clear to see why the employees identify themselves with the organizations and to reach a reliable measurement tool.

Lee (1971) was another contributor to the concept of organizational identification. Organizational identification was defined as "the degree of the individual's broad personal identification with the organization" (p. 215). Lee (1971) emphasized three points when it comes to going deeper into organizational identification which were; the sense of belongingness, loyalty, and shared characteristics. Lee (1971) argued that the sense of belongingness occurred when there are common goals shared or when the employee feels what he does is vital in achieving his own needs. Identification as loyalty might be resulting from such behaviors as taking pride in being a member of the organization, defending the organizations against outsiders, and supporting the organization's goals. Lastly, identification as shared characteristics referred to the similarities in terms of quality between the employee and other employees. From all

aspects above, it is evident that Lee (1971) brought a broader comprehension of the concept of organizational identification.

Even though there are differences in the definition and concept of organizational identification, it is easy to say that there are plenty of similar points. Most scholars have paid attention to the linkage between the self and the organization. As mentioned above, the definition and conceptualization of organizational identification used in this study took its roots from Social Identity Theory (SIT), which was emerged by Tajfel and Turner (1979). Hence, the conceptualizations after Social Identity Theory started another point in the literature of organizational identification. Social Identity Theory has been still regarded as one of the most dominant theories that explain organizational identification in the current literature of Organizational Behavior. According to the Social Identity Approach, which is the combination of Social Identity Theory and Social Categorization Theory (SCT), people are inclined to both identify and categorize themselves into a perceived group (Tajfel, 1978; Tajfel and Turner, 1979). People tend to identify themselves with a "self-concept" that is resulted from perceived membership in a relevant social group. SIT argues that people tend to have both personal identity and a couple of social identities to take place in the social environment, such as; father at home, a manager at work, or a student at school. Based upon the assumptions of SIT, SCT argues that people are inclined to categorize themselves after they identify themselves. In turn, the psychological categorization of people into in-group and out-group members is formed. The mentioned identification and categorization processes come up with another process, which is named as "Social Comparison". The Social Comparison theory, developed by Festinger (1954), states that people continuously compare themselves and others to measure their personal development, to motive themselves, and to develop a more positive self-image during the evaluating process.

Ashforth and Mael were known as the first scholars that conceptualized the term of organizational identification by using to great effect of Social Identity Theory (Bartels, 2006). Identification was defined by Ashforth and Mael (1989) as "*the perception of oneness or belongingness to some human aggregate*" (p. 21). This definition has been used as the most common definition in the literature of organizational identification.

According to Ashforth and Mael (1989), the employees' organization might answer the question of who they are. Thus, researchers believed that organizational identification could be seen as a form of social identification. The individual's identity comes from not only their organizations, but also their workgroup, department, lunch group, and so on.

Another contribution made by Ashforth and Mael is that there is considerable confusion between organizational identification and organizational commitment in the literature. The researchers pointed out that identification was considered as organization-specific and commitment might not be. They argued that if an organization provide better conditions to an employee, he or she can leave even if he or she is committed to their organizations; however, if a person feels a powerful identification with the organization, leaving can make him or her suffer psychologically. When it is compared with other scholars, Ashforth and Mael (1989) focused on the antecedents and consequences of organizational identification. The antecedents of the organizational identification could be listed as; the distinctiveness of the group's values and practices with comparable groups, the prestige of the group, and awareness of the out-groups. Furthermore, the consequences of the organizational identification follow; (1) the employees choose the activities that are coherent to their identities and support organizations where they are supported to show their identities, (2) social identification causes a group formation, and (3) the more individuals internalize with the group, the more they will value to the group formation.

In her study, Reade (2001) investigated the antecedents of organizational identification among local managers that work in multinational organizations. In the study, statements were given in two different types. To illustrate, "This Company has a reputation for providing excellent products" and "Company X products enjoy a good reputation worldwide." It was tested that people would perceive the antecedents of the organizational identification differently when it comes to the view of local or global. The results showed that prestige and distinctiveness, support of superiors, and career opportunity were the antecedents of organizational identification in both local identification and global identification.

Katrınlı, Atabay, Günay, & Güneri (2008) also explored the antecedents of organizational identification. The roles of job dimensions, job involvement, and individual characteristics on organizational identification were examined. The results indicated that job dimensions, which were task autonomy and task identity, increased the employee's job involvement, which helped them to increase their organizational identification.

When the existing literature was examined, many variables that were considered to be the antecedents of organizational identification were investigated by scholars under different segments, which were individual factors, organizational factors, and external factors. Organizational prestige (Dutton et al., 1994), organizational reputation, family members, customer evaluation, or public (Morgan et al., 2004) could be the examples of the external factors. As organizational factors, human resource management policy (Wang and Sun, 2011) and perceived organizational culture (Vijayakumar and Padma, 2014) could be taken into consideration. Individual factors appeared to be tenure and age (Edwards, 2009), individual self-concept, and motivation (Cooper and Thatcher, 2010).

Like there are many studies on the antecedents of organizational identification, the consequences have also been studied extensively in the literature. For instance, Ghannam and Taamneh (2017) studied the effect of organizational identification on organizational commitment in Jordan. The study findings released that there was a significant statistical effect of organizational identification on organizational commitment. It could be considered that the more the employees identify themselves with organizations, the more they become committed to their organizations.

Another notable study related to organizational identification was made by Yuan, Jia, and Zhao (2016). In their study, they aimed to see the moderator impact of organizational identification on the relationship between organizational justice and job satisfaction. After implying hierarchical regression analysis, it was found out that organizational identification moderated the relationship between organizational justice and job satisfaction.

Jiang (2010) employed a study to investigate the relationship between organizational identification and organizational outcomes. In the study, organizational outcomes referred to job satisfaction, task performance, and organizational citizenship behaviors. The results indicated that organizational identification had a positive relationship with all organizational outcomes. Hence, it can be stated that the more employees internalize the organization they work for, the more job satisfaction they will have, the more task performance they will display, and the more organizational citizenship behavior they will present.

Based on the existing studies related to the antecedents of Organizational Identification mentioned above, it might be concluded that the manager's attitudes toward the employees, the work environment, individuals factors might impact the employee's attitudes toward their organizations. On the other hand, based on the theories of Social Identity, Social Categorization, and Social Comparison, people constitute a "social identity" by being a member of their organizations. It seems that some people are proud of being a member of those organizations if they consider their organizations as prestigious. In doing so, the categorization process begins in their mindset. They are more likely to exaggerate the benefits of their group, which is the in-group, whereas emphasizing the negative aspects of other groups, which is seen as out-group. Hence, employees reinforce their self-esteem by being part of a prestigious group. Moreover, employees start making comparisons on many different dimensions to protect or enhance their self-enhancement in regard to their organization's prestige. Thus, it might be expected that a positive perceived external prestige might contribute to the employees' identification with the organization. Then, we can hypothesize that:

H1: Perceived external prestige has a positive and significant contribution to organizational identification.

The changes in the perception of external prestige and the employee's identification with the organization might bring along several behavioral consequences. In the next sections, those behavioral consequences which are perceived employee and organizational performance will be discussed.

2.3 The Concept of Perceived Employee Performance

Individual employee performance has received considerable attention by organizations because it seems a determinant of organization's success. On the other hand, individual employee performance has been studied in many settings such as; Organizational Behavior, Work and Organizational Psychology, and Occupational Health. Thus, it is beneficial to state that there are plenty of conceptual frameworks of individual employee performance.

A comprehensive definition of employee performance is made by Campbell (1990). According to Campbell, employee performance included the actions or behaviors that need to meet the objectives of organizations. The first aspect of this definition was that employee performance should be taken into consideration from the point of behavior rather than outcomes. The second aspect emphasized that employee performance was composed of those behaviors that are related to the organization's objectives. The last element of Campbell's definition stated that employee performance was a multi-dimensional concept that had multiple components. In this thesis, employee performance will be investigated in two dimensions, namely in-role performance and extra-role performance.

Employees are involved in two different kinds of performances: in-role performance and extra-role performance. In-role performance can be defined as the required results and behaviors that meet the objectives of the organization. Koopmans et al. (2011) defined in-role performance as the competency of an employee on performing predetermined job tasks. The study also emphasized different names of in-role performance equivalent to task performance, job-specific task proficiency, and technical proficiency in existing index. While most scholars have used the term task performance, Bakker, Demerouti, and Verbeke (2004) have used the term in-role performance in their study.

Depending on Campbell's (1990) study, both job-specific task proficiency and non-job-specific task proficiency constituted the concept of in-role performance. Job-specific task proficiency refers to the success of an employee in performing the core tasks that are deep-rooted in a job. In contrast, non-job-specific task proficiency covers tasks that are not specific for a job description but is expected to be performed by employees. It is a must to highlight at this point that non-job-specific task proficiency and extra-role performance are not the same. Non-job-specific tasks are not given to employees; however, they are expected by managers that are related to other job tasks. Similar to Campbell, Murphy (1989) brought another definition to the concept of in-role performance. According to a chapter written by Murphy (1989), it was indicated that in-role performance covers tasks that are described by organizations for a job to be done. Ones, Viswesvaran, and Schmidt (1993) also explained that the in-role behavior of employees consists of job knowledge, quality, and productivity.

Kirkman and Rosen (1999) argued that employee in-role performance consists of productivity, proactivity, and customer satisfaction. In their study, the determinants of employee in-role performance were based on whether the employees reach the quality standards, perform their duties on time, achieve their goals, and provide solutions quickly when a problem arises.

In the early conceptualization of individual job performance, in-role performance has been the prominent issue that scholars have focused on. Yet, it is thought that this concept alone was not sufficient for evaluating individual performance. Extra-role performance becomes involved in this point. Koopmans et al. (2011) stated that there are many labels used for extra-role performance, such as; contextual performance, non-job-specific task proficiency, and organizational citizenship behavior. Regardless of labels, all concepts advocated the term referring to actions or behaviors that go beyond the prescribed objectives such as orienting newcomers, helping others, taking extra tasks, and so on.

Remarkably, extra-role performance has also been named as organizational citizenship behavior in literature. The origins of organizational citizenship behavior can

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be traced back to Katz's work in 1964. Katz (1964) studied the motivation of employees on why they needed to participate in the system and how they are attached to it. Three groups of employee behavior that are necessary to make organizations more efficient are illustrated below:

(1) First of all, employees need to be attracted by the organizations both to take part in that company and to retain their stay since turnover is a process costing highly.

(2) Employees must be aware of their responsibilities and tasks as this awareness helps the organization to achieve its goals.

(3) In addition to their formal roles, employees must take extra roles. The innovative behavior of employees enables organizations to progress effectively because of the constantly changing business world. For organizations to progress effectively, employees must have cooperative actions, including defending the organization against all potential dangers, self-training of employees for better performance, providing creative ideas to make a difference, and helping to create a more prestigious reputation in the business world.

Smith, Organ, and Near (1983) conducted a study to find out what kind of behaviors are seen as extra-role performance in the perspectives of managers. It is known as the first study that tries to investigate the dimensions of organizational citizenship behavior. The researchers developed a questionnaire involving behaviors that contributed to the organizations. At the same time, these behaviors are not only obligated to perform but also are not rewarded or punished by the organization. The study yielded to two dimensions, which were labeled as altruism and generalized compliance behavior. Smith et al. (1983) specified that altruism covers helping behaviors directed to a particular employee in the organization, including orienting newcomers, helping others who have a heavy workload, and helping an employee to solve a job-related problem. The second dimension of extra-role performance, generalized compliance, referred to the behaviors that are not directed to a particular employee in the organization, but rather is implicitly beneficial to others existing in the system. In other words, generalized compliance is a

more impersonal form of conscientiousness that defines what a good employee ought to do, including punctuality, attending functions not required but that help company image, and not wasting time with personal matters. That is to say, altruism contributes to a specific employee, whereas generalized compliance is an emphasis on the total system rather than a specific employee.

In addition to Smith et al. (1983) 's categorization of altruism and generalized compliance, Organ (1988) developed a five-dimensional concept: (1) Altruism, (2) conscientiousness, (3) civic virtue, (4) sportsmanship, and (5) courtesy.

Organizational citizenship behavior (OCB) is defined as "*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization*" Organ (1988, p.4). Organ (1988) also argued that discretionary behavior referred to the behaviors that are not written in the contracts of employees; however, they are personal choices, and there is no punishment even if employees do not perform these behaviors.

Altruism refers to voluntary behaviors or actions that are performed by an employee to help a specific person in a job related-task or problem. Conscientiousness can be described as discretionary behaviors and actions that are conducted by an employee in the areas taking breaks, attendance, obeying regulations and rules, and so on. Sportsmanship means that the willingness of the employee to avoid complaining by warmly tolerating the circumstances within the organizational settings. Courtesy is defined as voluntary behaviors and actions that have the purpose of taking precautions against potential future problems between colleagues. Lastly, Civic Virtue refers to voluntary employee participation in organizational policies that support administrative functions.

Rhoades and Eisenberger (2002) studied the relationship between perceived organizational support and extra-role performance. The primary motivation of the study was to understand which concept leads to the other. The authors concluded that perceived organizational support was positively associated with changes in extra-role performance.

To put it differently, the study proves that extra-role performance was explained by perceived organizational support.

Wang, Lu, & Siu (2015) studied the mediating role of work engagement on the relationship between job insecurity and in-role performance. From a sample of 140 Chinese employees, the results showed that job insecurity was negatively associated with the in-role performance of employees through work engagement.

Watto, Monium, Ali, & Ijaz (2020) contributed to the literature by investigating the effect of ethical climate and ethical culture on employee in-role performance and extra-role performance while considering organizational support as a mediating variable. The results of the study indicated that both ethical climate and ethical culture have a positive and significant contribution to employees' in-role and extra-role performance. In addition to this, perceived organizational support has a partially mediating role in the relationship between ethical context and employee's in-role and extra-role performance.

2.4 The Relationship between Perceived External Prestige and Employee Performance

The studies investigating the impact of external prestige on in-role and extra-role performance are limited in the literature. Thus, the current study will play a vital role in filling the gap.

In their study, Dhir and Shukla (2019) investigated the effect of perceived external prestige on employee's individual member performance, team member performance, and organizational member performance. Since performance includes different kinds of measurement techniques, the study stated that individual effectiveness in job-related tasks is taken into consideration. The results proved that perceived external prestige has a positive and significant relationship with the individual member performance, the team member performance, and the organizational member performance.

Almeia and Coelho (2019) employed a study to examine the effect of corporate image on individual performance by taking organizational commitment as a mediating variable. In their study, the individual performance consists of both in-role and extra-role performance. The results indicated that corporate image has a positive and significant contribution to organizational commitment, and in turn, this increased organizational commitment leads employees to perform their tasks better.

Most of the studies have focused on job-related antecedents of extra-role behaviors. Nevertheless, a few studies lay stress on perceived external prestige as a possible antecedent of extra-role behaviors. To illustrate, Carmeli and Freund (2002) investigated the associations between work and workplace attitudes and perceived external prestige. In their study, Smith, Organ, and Near's (1983) dimensions of altruism and generalized compliance were used. Carmeli and Freund (2002) defended that generalized compliance was positively related to perceived external prestige. In contrast, altruism was not associated with external prestige since it is directed to a specific person rather than to the whole system. Their results supported both hypotheses.

Moreover, Carmeli (2005) made another contribution to the literature by evaluating the relationships between perceived external prestige, affective commitment, and organizational citizenship behaviors. Perceived external prestige was investigated as perceived social and economic external prestige. Carmeli (2005) hypothesized that employees' affective commitment to their organizations mediates the relationship between perceived external prestige (social and economic) and organizational citizenship behaviors (altruistic and compliance). The results showed that employees' affective commitment only mediated the relationship between perceived external social prestige and altruism.

Apart from the above studies, we also developed hypotheses that employees might perform better when they perceive that they are working in a prestigious organization. It is possible to interpret this with the Social Exchange Theory developed by Blau (1964). The Social Exchange Theory argues that behavior is the result of an exchange process. The theory involves the principle that one party does another a favor,

and this association between two parties may bring some future return; however, it is based on voluntary actions of individuals. Employees who perceive that they work in a prestigious organization might feel a responsibility to act on behalf of their organization. Hence, they might perform better in both in-role performance and extra-role performance to repay to their organization, which provides them a chance to be a member of a prestigious institution.

Based on both the studies and our assumptions mentioned above, it might be expected that a positive perceived external prestige may lead employees to show better in-role and extra-role performance. Thus, we hypothesized that:

H2a: Perceived external prestige has a positive and significant contribution to the perceived in-role performance of employees.

H2b: Perceived external prestige has a positive and significant contribution to the perceived extra-role performance of employees.

2.5 The Concept of Perceived Organizational Performance

There have been numerous studies about what organizational performance means in the literature. Since the criteria for measuring the performance differs, the definition of the organizational performance varies from one organization to another.

In business life, organizations need to have a well-determined plan in order to achieve their objectives. Without an organizational strategy, a business will inevitably burn out by costing you both money and time. Based on this point, Hult, Hurley, and Knight (2004) defined organizational performance as both the success of an organization's goals in profitability and market share and the achieving of an organization's strategic objectives. In line with Hult et al. (2004), Lin and Kuo (2007) stated that organizational performance is a parameter that demonstrates if an organization achieves its goals successfully or not. Philips (1996) defined organizational performance as the ability to combine the opportunities and problems that are possible to arise in the

future, while Delenay and Huselid (1996) saw it as the effort to increase all stakeholder's satisfaction.

The dimensions of organizational performance are divergent in literature, as well as its definitions. Boselie, Paauwe, and Jansen (2001) categorized the dimensions of organizational performance as; (1) market value, (2) market share, (3) product and service quality, (4) increase in sales, (5) customer satisfaction, (6) productivity, (7) development of products and services, and (8) future investments.

Eren and Kaplan (2014) divided organizational performance into two parts as qualitative and quantitative. The quantitative organization performance covers;

- the increase in sales,
- the increase in market share,
- the increase in return on assets
- the increase in turnover profitability,
- the increase in return on investment.

The qualitative organizational performance includes;

- the improvement in product and service quality,
- new product development success,
- the increase in organizational commitment level of employees,
- the increase in job satisfaction of employees,
- the increase in customer satisfaction,
- the total performance of the organization.

In her thesis, Kurt (2008) grouped organizational performance under two categories, which are operational outcomes and behavioral outcomes. Operational outcomes consist of;

- labor productivity,
- product quality,
- service quality,
- innovation,

- customer satisfaction.

On the other hand, behavioral outcomes are composed of;

- turnover
- absenteeism.

In this thesis, Kurt's (2008) categorization will be used in measuring organizational performance.

In Organizational Behavior literature, organizational performance is one of the most studied topics that is considered as output. For this reason, the antecedents of organizational performance were studied more than the consequences of it.

As mentioned above, Eren and Kaplan (2014) argued that total organizational performance arose from the combination of quantitative performance and qualitative performance. They studied the effects of learning focus, organizational memory, ethical climate, team spirit, and innovation capability on both quantitative organizational performance and qualitative organizational performance. The results suggested that innovation capability explains quantitative organizational performance, while learning focus, ethical climate, team spirit, and innovation capability predicts qualitative organizational performance. The total organizational performance was predicted by learning focus and innovation capability.

In her thesis, Kurumlu (2019) tried to find the effect of organizational commitment on organizational performance. The author measured organizational performance by using dimensions such as; service quality, the level of achieving goals, how satisfied employees by the organization, productivity, the relationship between management and subordinates. The researcher took organizational commitment as one dimension. The results showed that organizational commitment explained organizational performance not only significantly but also positively.

Kieu (2010) was curious about the relationship between leadership styles and organizational performance. The effects of transformational, transactional, and laissez-faire leadership on organizational performance were examined. The findings of the study showed that there was both a positive and significant relationship between transformational and transactional leadership and organizational performance. In contrast, there was a negative relationship between laissez-faire leadership style and organizational performance.

In her thesis, Aksoy (2012) tried to investigate if organizational performance was explained by ethical leadership and organizational citizenship behavior or not. The sample covered 1040 mid-level managers and subordinates. The results indicated that ethical leadership was the most important contributing variable that affected organizational performance significantly. Another important finding of the study was that organizational citizenship behaviors had a high impact on organizational performance.

In their studies, Kırkbeşoğlu and Özder (2015) investigated the impact of organizational performance on the relationship between perceived organizational support and career satisfaction. The results indicated that career satisfaction was affected by perceived organizational support more in high-performance organizations when it was compared with low-performance organizations.

2.6 The Relationship between Perceived External Prestige and Organizational Performance

Esther, Agu, & Nonyelum (2017) focused on the impact of corporate reputation on the organizational performance in their study. Their study enlighted that corporate reputation is a tool for organizations to attract qualified employees, gain and retain loyal customers, become a good community member, and increase capital effectively.

In his study, Carmeli (2004) examined the relationship between perceived external prestige and organizational culture, organizational communication, industrial

relations, and financial performance. This study took an initial step to the question of what triggers favorable prestige and how it is related to organizational performance. However, only the return on sales was used to measure organizational performance in this study. The results indicated that there is a positive reciprocal relationship between perceived external prestige and financial performance. In other words, the more positive external prestige employees perceive, the more return on sales organization will have. In addition to the return on sales, productivity is another measurement tool in organizational performance. Smidts et al. (2001) proved that organizational identification was fostered by perceived external prestige. It was also stated that employees' productivity increased when they identify themselves with the organization.

Other factors to consider are absenteeism and turnover intention in measuring organizational performance. Absenteeism and turnover intention will also be evaluated as organizational performance determinants in this thesis. In their study, Stobbeleir, Clippeleer, Caniels, Goedertier, Deprez, Vos, and Buyens (2018) studied how organizational absenteeism rates were affected by external perceptions. The scholars found out that the external image was a more important driver of absenteeism than the internal image. It can be interpreted that if an organization's external image is perceived positively by employees, they show up more.

Turnover intention is seen as another determinant in measuring organizational performance. For instance, Mishra (2013) studied the mediating role of organizational identification on the relationship between perceived external prestige and turnover intention. The results revealed that there is a negative relationship between perceived external prestige and turnover intention. The more positive perceived external prestige employees have, the less turnover intention they present. The findings also supported that organizational identification partly mediated the relationship between perceived external prestige and turnover intention.

Mignonac, Herrbach, and Guerrero (2006) conducted another precious study on the impact of perceived external prestige on turnover intentions of employees. In their study, the need for organizational identification was considered as a moderator variable.

In the first part of the study, it was proved that perceived external prestige predicts the turnover intentions of employees both negatively and significantly. The second part of the study indicated that the need for organizational identification moderated the relationship between perceived external prestige and turnover intentions of employees. In addition to Mignonac et al. (2006), Kamasak (2011) also analyzed the relationship between perceived external prestige, job satisfaction, and turnover intentions of employees. The multiple regression analyses remarked that the relationship between perceived external prestige and turnover intentions of employees was partially mediated by job satisfaction.

In our study, the determinants of organizational performance consist of both services provided and behaviors displayed directly by employees such as service quality, product quality, turnover, and absenteeism. Based on the Social Exchange Theory, we hypothesized that employees who perceive a positive external prestige might show better individual job performance. In return, it seems reasonable to expect that their individual job performance might reflect on the organization's performance. In other words, when employees perceive that they work in a prestigious organization, they might have a perception that their organization performs better.

Considering the studies and our assumption mentioned above, it might be expected that a positive perceived external prestige may cause organizations to perform better. Thus, we hypothesized that:

H2c: Perceived external prestige has a positive and significant contribution to the perceived organizational performance.

2.7 The Mediating Role of Organizational Identification on the Relationship between Perceived External Prestige, and Employee and Organizational Performance

In the previous sections, we put emphasis on that perceived external prestige might have a direct effect on both perceived employee and organizational performance.

We asked the question, why might a positive perceived external prestige increase employee and organizational performance? In other words, what is the underlying mechanism between this relationship? Such a question suggests that there might be a mediator that helps to explain this relationship. In our study, we believe that this mediating variable is organizational identification. The current literature has no direct research that was conducted to test the mediating role of organizational identification between perceived external prestige and perceived employee and organizational performance. Thus, our study plays a key role by contributing to the perceived external prestige literature and performance from a holistic perspective.

The theory of social identity suggests that people try to boost their self-esteem and status. A way for an individual to enhance his or her self-esteem and status is to be a member of a prestigious organization (Carmeli, Gilat, & Weisberg, 2006). Witting (2006) states that employees' self-worth increases when employees are proud of working for a prestigious organization. Thus, employees identify more with the organizations that have an attractive public image (Fuller et al., 2006).

In their study, Fullet et al. (2006) approach perceived external prestige from a social-exchange perspective that is developed by Blau (1964). They argued that perceived external prestige is a reward that individuals get indirectly from the organization. Employees learn outsiders' thoughts of the organization through feedback gained from media or interpersonal communication (Gotsi and Wilson, 2001). Based on employees' interpretations of those information sources, employees develop a perception about organization's external prestige. Hence, organizations might fulfill an employee's need for self-esteem and make them feel approved. Fuller et al. (2006) defended that since perceived external prestige meets an employee's need for self-esteem, employees may develop an obligation to repay the organization for this reward. Based upon their perspective, it might be expected that when an employee perceives a positive external prestige and identify himself or herself with the organization, he or she may repay the organization by performing better.

All in all, an employee, who identifies himself/herself with their organization, is expected to bring positive outcomes to the employing organization. As mentioned before, when an individual values his or her organization, he or she will be willing to perform better. In turn, it will reflect the organization's performance. Therefore, the more an employee has positive perceived external prestige, the more he or she will identify with the organization. The more an employee identifies himself or herself with the organization, he or she will be more productive and perform better. Hence, it might be expected that perceived external prestige might increase the perceived employee and organizational performance through organizational identification. Accordingly, the following hypotheses were formed:

H3a: Organizational identification mediates the relationship between perceived external prestige and in-role performance of employees.

H3b: Organizational identification mediates the relationship between perceived external prestige and extra-role performance of employees.

H3c: Organizational identification mediates the relationship between perceived external prestige and organizational performance.

The pre-assumed conceptual framework of the study is shown in Figure 1 below.

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┌─────────────────────────────────────────────────────────────────────┐
│                                                    ┌──────────────┐    │
│                                                    │  Perceived   │    │
│                                                    │   in-role    │    │
│                                                    │ performance  │    │
│                                                    └──────────────┘    │
│   ┌──────────────┐      ┌──────────────┐           ┌──────────────┐    │
│   │  Perceived   │      │Organizational│           │  Perceived   │    │
│   │  External    │ ───► │Identification│ ────────► │  extra-role  │    │
│   │  Prestige    │      │              │           │ performance  │    │
│   └──────────────┘      └──────────────┘           └──────────────┘    │
│                                                    ┌──────────────┐    │
│                                                    │  Perceived   │    │
│                                                    │organizational│    │
│                                                    │ performance  │    │
│                                                    └──────────────┘    │
└─────────────────────────────────────────────────────────────────────┘
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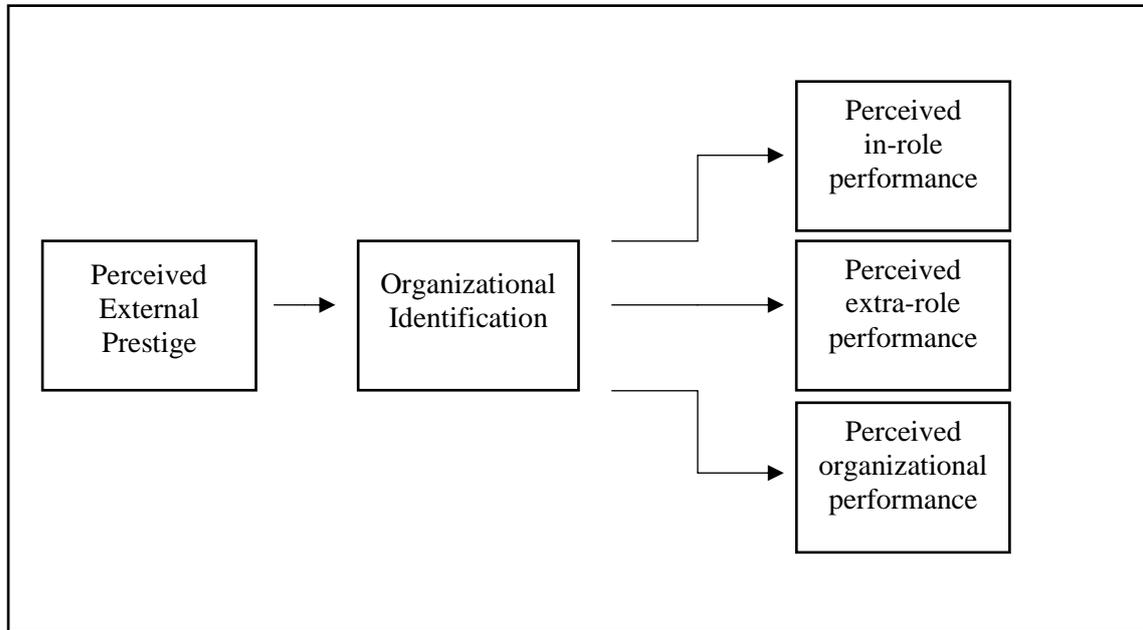
Figure 1: Pre-assumed Conceptual Framework of the Study

3. METHODOLOGY

3.1 Sample

The current study involves a cross-sectional study design. The convenience sampling method was chosen for the study, and 299 employees working in the private sector responded to the questionnaire. 29 participants were excluded from the current study since these employees could not meet the requirements, so the response rate is 90,3%. The sample consists of 138 males (51.1%), 132 females (48.9%). The ages of the participants were ranged between 19 and 64, with a mean of 32.1. There were 174 single (64.4%) and 96 (35.6%) married participants. 108 (40%) of the participants work as a manager, whereas 162 (60%) of participants do not have a managerial role. The participants were from different sectors, including finance, tourism, education, health, technology, food, advertising/media, textile, automotive, logistics, and so on. Further details about demographic variables are seen in Table 1.

Table 1 : Demographic Characteristics of the Sample

Variables		Frequency	Percent
Gender	Female	132	48,9
	Male	138	51,1
Education Level	Elementary School	3	1,1
	High School	28	10,4
	Bachelor Degree	184	68,1
	Master Degree	51	18,9
	Doctoral Degree	4	1,5
Marital Status	Single	174	64,4
	Married	96	35,6
Job Status	Manager	108	40
	Non-Manager	162	60
Tenure	1-5	194	71,8
	6-10	35	12,9
	10+	41	15,1

3.2 Survey Instruments

Five scales were used in the current study to examine the relationships between perceived external prestige, organizational identification, perceived in-role performance, perceived extra-role performance, and perceived organizational performance. In addition to the scales, demographic questions were added to the survey to compare different groups included in the study.

Perceived External Prestige Scale

Perceived external prestige was measured with the scale developed by Mael and Ashforth (1992). The scale was developed as a single-factor scale consisting of 8 items in their study. The reliability coefficient of the scale was .77. The Turkish version of the scale was translated by Güleryüz (2010). Perceived external prestige items were rated from 1 (strongly disagree) to 6 (strongly agree) by using a six-point scale (See Appendix A – Section 1).

Organizational Identification Scale

In the current study, identification with the organization was measured with Mael and Ashforth's (1992) 6-item Organizational Identification Scale. The scale was developed as a single-factor scale consisting of 6 items in the original study with a reliability coefficient of .81. The original scale was translated into Turkish by Melikoğlu (2009). The 6-point itemized rating scale was used in the study, which rated from 1 (strongly disagree) to 6 (strongly agree) (See Appendix A – Section 2).

Perceived In-role Performance Scale

The in-role performance was measured with 4-item and a single factor questionnaire developed by Kirkman and Rosen (1999). The reliability coefficient of the scale in the original study was .82. The Turkish translation of the scale was done by Çöl

(2008). Perceived in-role performance items were rated from 1 (strongly disagree) to 6 (strongly agree) by using a six-point scale (See Appendix A – Section 3).

Perceived Extra-role Performance Scale

The extra-role performance was measured with a 7-item questionnaire developed by Smith, Organ, and Near (1983) which is composed of altruism and generalized compliance. The Cronbach Alpha values for factors were .88 and .85, respectively. The Turkish translations of the items were taken from Basım and Şeşen's (2006) study. Perceived extra-role performance items were rated from 1 (strongly disagree) to 6 (strongly agree) by using a six-point scale (See Appendix A – Section 4).

Perceived Organizational Performance Scale

To measure perceived organizational performance, Kurt's (2008) instrument was used in the current study. Kurt's (2008) measurement instrument covers two dimensions, which are operational outcomes and behavioral outcomes. Operational outcomes consist of labor productivity, product quality, service quality, innovation, and customer satisfaction. On the other hand, behavioral outcomes are composed of turnover and absenteeism. Kurt (2008) translated to the scale into Turkish. Perceived organizational performance items were rated from 1 (very bad) to 6 (very good) by using a six-point scale (See Appendix A – Section 5).

3.3 Procedure

The questionnaire started with a paragraph to ensure that participants were given information about the details. The time expected to complete the questionnaire was 10 minutes on average. In the current study, the internet-based survey was distributed to participants by e-mail. Participants were guaranteed that the outcomes of the study could only be used for scientific purposes. To get accurate results, participants were asked to respond to the questions freeheartedly.

4. RESULTS

4.1 Factor and Reliability Analyses of the Scales

4.1.1 Perceived External Prestige

The original scale of perceived external prestige developed by Mael and Ashfort (1992) has only one factor. According to the result of factor analysis, the perceived external prestige scale was found to have two factors. The first factor covered six items, whereas the second factor involves two items. There were two reverse items (number 4 and 7; See Appendix A - Section 1).The KMO measure of sampling adequacy was found as .865, and Bartlett's test indicated a value of 1179,636 with a significance level (p< .01). The Cronbach Alpha values for factors were found .910 and .642, respectively. The total variance of the sample that is explained by scale was found 71.405%. The factor analysis results of perceived external prestige are shown in Table 2 below.

Table 2 : Factor and Reliability Analyses Results of Perceived External Prestige

ITEMS	LOADINGS
Positive Reputation	
This organization has a good reputation in my community.	0.898
It is considered prestigious in the community to be an alumnus of this organization.	0.877
This organization is considered one of the best organizations.	0.870
People in my community think highly of this organization.	0.867
Alumni of all organizations would be proud to have their children attend this organization.	0.779
When other organizations are recruiting new students, they would want employees from this organization.	0.698
Variance Explained: 52.214, Cronbach Alpha value: 0.910	
Negative Reputation	
People from other organizations look down at this organization.	0.854
A person seeking to advance his career in the market should downplay his association with this organization.	0.843
Variance Explained: 19.191, Cronbach Alpha value: 0.642	

4.1.2 Organizational Identification

After applying factor analysis, only one dimension appeared in the organizational identification scale. The original scale of the Organizational Identification scale developed by Mael and Aschforth (1992) also has one dimension. The factor includes six items. For the one-factor solution, results showed that KMO: 0.872; Bartlett's Test $\chi 2$: 1219.484; df: 15, and p: 0.000. The Cronbach Alpha value for the factor was .912. The factor of scale explained 70.075% of the total variance. The factor analysis results of organizational identification are shown in Table 3 below.

Table 3 : Factor and Reliability Analyses Results of Organizational Identification

ITEMS	LOADINGS
Organizational Identification	
This organization's successes are my successes.	0.916
When someone praises this organization, it feels like a personal compliment.	0.905
When I talk about this organization, I usually say "we" rather than "they".	0.888
I am very interested in what others think about this organization.	0.804
When someone criticizes this organization, it feels like a personal insult.	0.771
If a story in the media criticized the organization, I would feel embarrassed.	0.720
Cronbach Alpha value: 0.912	

4.1.3 Perceived In-Role Performance

After completed the factor analysis for perceived in-role performance, The KMO measure of sampling adequacy was found as .844, and Bartlett's Test of Sphericity was revealed as 868,231 with a significance level (p<.01). Kirkman and Rosen's (1999) scale has only one dimension. Also, one factor was yielded in the current study. The Cronbach Alpha value for factor was found .929, and 82.503% of the total variance was explained

by the factor of the scale. The factor analysis results of perceived in-role performance are shown in Table 4 below.

Table 4 : Factor and Reliability Analyses Results of Perceived In-role Performance

ITEMS	LOADINGS
In-Role Performance	
I make sure that products meet or exceed quality standards.	0.924
I complete my tasks on time.	0.918
I meet or exceed my goals.	0.900
I respond quickly when problems come up.	0.891
Cronbach Alpha value: 0.929	

4.1.4 Perceived Extra-Role Performance

According to the result of factor analysis, the perceived extra-role performance scale was found to have only one factor. Item 7 was excluded from the analysis according to the rule that one item cannot stay alone under a factor. Altruism and Generalized Compliance dimensions of the Extra-role Performance Scale appeared in Smith, Organ, and Near's (1983) study as two separate factors; however, these two dimensions yielded to only one factor in the current study. For the one-factor solution, results indicated that KMO: 0.807; Bartlett's Test $\chi 2$: 915.626; df: 15, and p: 0.000. The Cronbach Alpha value for the factor was .865. The factor of the scale explained 61.632% of the total variance. The factor analysis results perceived extra-role performance are shown in Table 5 below.

Table 5 : Factor and Reliability Analyses Results of Perceived Extra-role Performance

ITEMS	LOADINGS
Extra-role Performance	
I willingly give my time to help others who have work-related problems.	0.861
I orient new people even though it is not required.	0.859
I help others who have heavy workloads.	0.809
I spent a great deal of time with work-related issues.	0.789
I attend all functions that help the company image.	0.764
I help others who have been absent.	0.597
Cronbach Alpha value: 0.865	

4.1.5 Perceived Organizational Performance

After applying factor analysis, two factors showed up in the perceived organizational performance scale in the current study. Kurt's (2008) measurement instrument also covers two dimensions. The first factor covered five items, whereas the second factor includes two items. The KMO measure of sampling adequacy was found as .860, and Bartlett's test indicated a value of 1195,496 with a significance level (p< .01). The total variance of the sample that is explained by scale was found 78.213%. The Cronbach Alpha values for factors were found .925 and .733, respectively. The factor analysis results of perceived organizational performance are shown in Table 6 below.

Table 6 : Factor and Reliability Analysis Results of Perceived Organizational Performance

ITEMS	LOADINGS
Operational Organizational Performance	
Service quality	0.928
Customer satisfaction	0.895
Product quality	0.889
Innovation	0.840
Labor productivity	0.822
Variance Explained: 57.341, Cronbach Alpha value: 0.925	
Behavioral Organizational Performance	
Turnover	0.888
Absenteeism	0.876
Variance Explained: 20.872, Cronbach Alpha value: 0.733	

4.2 Correlations Between Study Variables

Pearson Correlation test was used to find out the relations between the main variables of the current study. The means, standard deviations, and correlations of the study variables are below in Table 7.

Table 7: Descriptive Statistics and Correlations among Variables

	Variables	Mean	Std. Dev.	1	2	3	4	5
1	Perceived External Prestige	4.30	0.934					
2	Organizational Identification	3.98	1.289	.512 **				
3	Perceived In-role Performance	5.02	0.970	.395**	.337**			
4	Perceived Extra-role Performance	4.68	0.962	.396**	.418**	.753**		
5	Perceived Organizational Performance	4.33	0.900	.430**	.367**	.180**	.266**	

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

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

After conducting the analysis, all the correlations were found significant at the 0.1 level (2-tailed) for N=270. The result of the correlation analyses showed that perceived external prestige was positively related to organizational identification (r= .51, p< 0.01), perceived in-role (r= .39, p< 0.01) and extra-role performance (r= .40, p< 0.01), and perceived organizational performance (r= .43, p< 0.01). It was also found that organizational identification was positively related to perceived in-role (r= .34, p< 0.01), extra-role performance (r= .42, p< 0.01) , and perceived organizational performance (r= .37, p< 0.01, respectively).

4.3 Regression Analysis Findings

4.3.1 Simple Linear Regression Analyses Findings

Simple linear regression analyses were utilized to analyze H1, H2a, H2b, and H2c. The simple linear regression analyses revealed that perceived external prestige has a significant and positive contribution to organizational identification (ß=0,512, p<0.00). Thus, H1 was accepted. Perceived external prestige also has a significant and positive contribution to both perceived in-role performance and extra-role performance (ß=0,395, p< 0.00 and ß=0,396, p< 0.00 respectively). Therefore, H2a and H2b were also accepted. Lastly, it was found that perceived external prestige has a significant and positive

contribution to perceived organizational performance (ß=0,430, p< 0.00). Hence, H2c was also accepted. The results are illustrated below in Table 8.

Table 8: Simple Linear Regression Analyses Results

Dependent Variable= Organizational Identification				
H1	ß	R^2	T Value	P Value
Perceived External Prestige	0,512	0,262	9,746	,000***

Dependent Variable= Perceived In-Role Performance				
H2a	ß	R^2	T Value	P Value
Perceived External Prestige	0,395	0,156	7,034	,000***

Dependent Variable= Perceived Extra-Role Performance				
H2b	ß	R^2	T Value	P Value
Perceived External Prestige	0,396	0,157	7,070	,000***

Dependent Variable= Perceived Organizational Performance				
H2c	ß	R^2	T Value	P Value
Perceived External Prestige	0,430	0,185	7,801	,000***

***p<.001

4.3.2 Multiple Regression Analysis Findings

In the analyses of mediation findings, multiple regression analyses were used to test the mediating role of organizational identification on the relationship between perceived external prestige and perceived employee performance, and perceived organizational performance. To examine the mediating role of organizational identification, Baron and Kenny's (1986) three-step regression technique was utilized.

To test hypothesis H3a, three steps were followed. In step 1, perceived external prestige has a significant and positive contribution to organizational identification (ß=0,512, p< 0.001). In step 2, perceived external prestige also has a significant and positive contribution to perceived in-role performance (ß=0.395, p< 0.001). When organizational identification was added to the analysis in step 3, the model was still significant; however, the contribution of perceived external prestige on perceived in-role performance decreased. The results of the analysis showed that "organizational identification" partially mediated the relationship between perceived external prestige and perceived in-role performance. Hence, H3a was partially supported. The results indicated in the following (see Table 9).

Table 9: The mediating role of organizational identification on the relationship between perceived external prestige and perceived in-role performance

Dependent Variable= Organizational Identification				
	ß	R^2	T Value	P Value
Perceived External Prestige	0,512	0,262	9,746	,000***

Dependent Variable= Perceived In-Role Performance				
	ß	R^2	T Value	P Value
Perceived External Prestige	**0,395**	0,156	7,034	,000***

Dependent Variable= Perceived In-Role Performance				
H3a	ß	R^2	T Value	P Value
Perceived External Prestige	**0,301**		4,672	,000***
		0,181		
Organizational Identification	0.183		2,836	,005**

**p<.005
***p<.001

To test hypothesis H3b, another regression analysis was carried out. In step 1, perceived external prestige has a significant and positive contribution to organizational identification (ß=0,512, p< 0.001). In step 2, perceived external prestige also has a significant and positive contribution to perceived extra-role performance (ß=0.396, p< 0.001). In the third step, both perceived external prestige and organizational identification (mediating variable) were added into the analysis. After adding organizational identification into the model as an independent variable, it was concluded that the model was still significant, but the contribution of perceived external prestige on perceived extra-role performance declined. The results of the analysis revealed that "organizational identification" partially mediated the relationship between perceived external prestige and extra-role performance. Thus, H3b was partially supported. The results are illustrated below (see Table 10).

Table 10: The mediating role of organizational identification on the relationship between perceived external prestige and perceived extra-role performance

Dependent Variable= Organizational Identification				
	ß	R^2	T Value	P Value
Perceived External Prestige	0,512	0,262	9,746	,000***

Dependent Variable= Perceived Extra-Role Performance				
	ß	R^2	T Value	P Value
Perceived External Prestige	**0,396**	0,157	7,070	,000***

Dependent Variable= Perceived Extra-Role Performance				
H3b	ß	R^2	T Value	P Value
Organizational Identification	0,291		4,623	,000***
		0.220		
Perceived External Prestige	**0,248**		3,936	,000***

***p<.001

To further test H3c, we performed another multiple regression analyses. In the first step, perceived external prestige has a significant and positive contribution to organizational identification ($ß=0,512$, $p< 0.001$). In the second step, perceived external prestige also has a significant and positive contribution to perceived organizational performance ($ß=0.430$, $p< 0.001$). In the third step, organizational identification was added to the analysis. The results figured out that the model was still significant; however, the contribution of perceived external prestige on perceived organizational performance decreased. Hence, H3c was partially supported. The results of the analyses can be seen below (see Table 11).

Table 11: The mediating role of organizational identification on the relationship between perceived external prestige and perceived organizational performance

Dependent Variable= Organizational Identification				
	ß	R^2	T Value	P Value
Perceived External Prestige	0,512	0,262	9,746	,000***
Dependent Variable= Perceived Organizational Performance				
	ß	R^2	T Value	P Value
Perceived External Prestige	**0,430**	0,185	7,801	,000***
Dependent Variable= Perceived Organizational Performance				
H3c	ß	R^2	T Value	P Value
Perceived External Prestige	**0,328**		5,202	,000***
		0.214		
Organizational Identification	0,199		3,150	,000***

***$p<.001$

4.4 Independent Sample T-Test

In this section, independent sample T-tests are conducted to see the differences of perceived external prestige, organizational identification, perceived in-role performance, perceived extra-role performance, and perceived organizational performance in terms of demographic variables. Levene's tests were employed to see variances of groups' equalities before t-test were implemented.

Firstly, perceived external prestige, organizational identification, perceived in-role performance, perceived extra-role performance, and perceived organizational performance scores were compared to see if they differ according to gender or not. The results below in table 12.

Table 12 : Independent Sample t-test Results of Gender for Study Variables

Research Variables	Gender						95% CI for Mean Difference	t	p	df
	Male			Female						
	M	SD	n	M	SD	n				
Perceived Organizational Performance	4.47	0.904	132	4.19	0.878	138	.065.493	2.574	0.011	268

Female and Male groups differed only in perceived organizational performance scores t(268)=2.574, p= .011. Male employees (M=4.47, SD= .878) perceived their organization's performance significantly higher than female employees (M= 4.19, SD= .904).

Another independent sample t-test was performed to see if the main variables of the current study differ according to marital status or not. The results below in Table 13.

Table 13 : Independent Sample t-test Results of Marital Status for Study Variables

Research Variables	Marital Status						95% CI for Mean Difference	t	p	df
	Single			Married						
	M	SD	n	M	SD	n				
Perceived In-role Performance	4.90	1.06	174	5.25	.719	96	-.588 -.109	-2.868	.004	268
Perceived Extra-role Performance	4.58	1.01	174	4.85	.845	96	-.516 -.037	-2.281	.023	268
Perceived Organizational Performance	4.25	.902	174	4.48	.883	96	-.450 -.001	-1.984	.048	268

Single and Married groups differed in perceived in-role performance scores t(268)=-2.868, p= .004, perceived extra-role performance scores t(268)=-2.281, p= .023, and perceived organizational performance scores t(268)=-1.984, p= .048. Firstly, married employees (M=5.25, SD=.719) perceived their in-role performance significantly higher than single employees (M=4.90, SD= 1.06). Secondly, married employees (M=4.85, SD= .845) perceived their extra-role performance significantly higher than single employees (M=4.58, SD= 1.01). Finally, yet importantly, married employees (M=4.48, SD= .883) perceived their organization's performance significantly higher than single employees (M=4.25, SD= .902).

Lastly, another independent sample t-test was performed to see if the main variables of the current study differ according to the job position or not. The results below in Table 14.

Table 14 : Independent Samples t-test Results of Job Positions for Study Variables

Research Variables	Job Positions						95% CI for Mean Difference	t	p	df
	Non-manager			Manager						
	M	SD	n	M	SD	n				
Perceived External Prestige	4.20	.840	162	4.45	1.04	108	.028 .482	2.220	.027	268
Perceived Organizational Performance	4.14	.878	162	4.62	.858	108	.271 .697	4.476	.000	268

Non-manager and manager groups differed in perceived external prestige scores t(268)=2.220, p= .027 and perceived organizational performance scores t(268)=4.476, p= .000. To begin with perceived external prestige, employees holding managerial job positions (M=4.45, SD= 1.04) perceived external prestige significantly higher than employees with non-managerial job positions (M=4.20, SD= .840). Furthermore, employees holding managerial job positions (M=4.62, SD= .858) perceived their organization's performance significantly higher than employees with non-managerial positions (M=4.14, SD= 878).

No statistically significant differences were found among other demographic variables.

5. DISCUSSION AND CONCLUSION

5.1 Summary of main findings

All the hypotheses related to the current study were either partially or fully supported. The results of the hypotheses can be seen in table 15.

Table 15: The results of the hypotheses

	The Current Studies' Hypotheses	Findings
H1	Perceived external prestige has a positive and significant contribution to organizational identification.	Supported
H2a	Perceived external prestige has a positive and significant contribution to the perceived in-role performance of employees.	Supported
H2b	Perceived external prestige has a positive and significant contribution to the perceived extra-role performance of employees.	Supported
H2c	Perceived external prestige has a positive and significant contribution to the perceived organizational performance.	Supported
H3a	Organizational identification mediates the relationship between perceived external prestige and in-role performance of employees.	Partially Supported
H3b	Organizational identification mediates the relationship between perceived external prestige and extra-role performance of employees.	Partially Supported
H3c	Organizational identification mediates the relationship between perceived external prestige and organizational performance.	Partially Supported

5.2 Discussion

This section of the current study covers a discussion that is based on the empirical findings and includes inferences and managerial implications for organizations.

The main goal of this study was to analyze the effect of perceived external prestige on perceived employee and organizational performance. While exploring this association, the mediating effect of organizational identification was also investigated.

The original scale of perceived external prestige yielded to only one dimension; however, two dimensions appeared in our study, namely positive reputation and negative reputation. The reason for this finding might take its source from cultural difference since the original scale was developed for other culture.

The first hypothesis which predicted that perceived external prestige has a significant and positive contribution to organizational identification was supported (ß=0,512, p<0.00). Our findings proved that the more positive external prestige employees perceive, the more they start identifying themselves with the organization. Researchers took benefit from the Social Identity Theory while exploring the impact of perceived external prestige on organizational identification. Based on the Social Identity theory, it is reasonable to conclude that employee's self-esteem is enhanced when they perceive that their organization is considered as prestigious. Therefore, they might start identifying themselves with the organization. On the other hand, this association might be explained by the Social Exchange Theory. Blau (1964) stated that people are in need of not only material goods but also social goods such as approval, respect, and prestige. Hence, it is understandable that if employees perceive that outsiders consider their organization as prestigious, they might be proud of their organization. The sense of pride might lead to organizational identification. The results are in line with the previous empirical findings that perceived external prestige leads to organizational identification (Bergami & Bagozzi, 2000 and Carmeli, 2005).

The hypothesis H2a which investigated if perceived external prestige has a significant and positive contribution to perceived in-role performance was also supported (ß=0,395, p<0.00). It can be interpreted that the more positive external prestige employees perceive, the more they might have a perception that they show better in-role performance. In other words, when employees think outsiders evaluate their organization positively, they perceive that they complete their jobs on time, and they meet or exceed their goals at work. The Social Exchange Theory might support this finding. When employees' organization is considered as prestigious, they start feeling a responsibility to act for the sake of their organization. Therefore, employees are keen on performing their job-related tasks better. This finding is crucial since there is no direct study that tested this relationship with the Turkish sample. The results were consistent with the previous research conducted by Dhir and Shukla (2019).

The hypothesis H2b which defended that perceived external prestige has a significant and positive contribution to perceived extra-role performance was also supported (ß=0,396, p<0.00). It means when employees perceive more positive external prestige, they perform better in tasks that they are not obligated to perform, contributing to others at the workplace or to the entire system, such as orienting new people and attending meetings or activities that help organizations to have a better image. This finding might also be grounded on the Social Exchange Theory. Since employees comprehend that others think they work for a prestigious organization, they might feel a responsibility to perform better not only in-role tasks but also extra-role tasks that are not compulsory for them. Performing better in extra-role tasks might be seen as a way to show their gratitude. Our results are in line with the previous study that is conducted by Aydoğan and Deniz (2018).

The hypothesis H2c which predicted that perceived external prestige has a significant and positive contribution to perceived organizational performance was also supported (ß=0,430, p< 0.00). In other words, the more positive external prestige employees perceive, the better they consider their organization performs in terms of service quality, innovation, customer satisfaction, and so on. Our study revealed that employees perform better in both in-role tasks and extra-role tasks when they perceive

they are a part of a prestigious organization. Hence, it might be rational to infer that employees believe their organization performs better since their performance in both in-role and extra-role tasks generate organizational performance. The results are remarkable because there is no direct study that tested the relationship between perceived external prestige and perceived organizational performance with the Turkish sample.

The hypothesis H3a which investigated the mediating role of organizational identification on the relationship between perceived external prestige and perceived in-role performance was partially supported. When organizational identification was added into the model, the model was still significant; however, the beta coefficient decreased from 0.395 to 0.301. We might conclude that when employees perceive more positive external prestige, they identify themselves with the organization more. This identification leads them to have a perception that they perform better in tasks that are related to their job description directly. It might be conceivable that employees identify themselves with the organization more since others see their organization as prestigious. This might make them feel they should perform better in in-role tasks. This finding plays a key role since there is no direct study that tested the mediating effect of organizational identification on this relationship.

The hypothesis H3b which explored the mediating role of organizational identification on the relationship between perceived external prestige and perceived extra-role performance was also partially supported. After adding organizational identification to the model, the model was still significant; however, the beta coefficient decreased from 0.396 to 0.248. It seems that when the employees perceive positive external prestige, they have a perception that they perform better in extra-role tasks through organizational identification. As stated in the Social Identity Theory, people are in need of boosting their self-esteem and self-enhancement. When employees perceive that they work in prestigious organizations that provide them self-esteem and self-enhancement thanks to its reputation, they might identify themselves with their organizations. In this situation, it is reasonable to think that identification with the organization might bring a responsibility on them to perform better in extra-role tasks to make themselves relieved by thinking they remunerate for being a member of a prestigious organization.

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The hypothesis H3c which examined the mediating role of organizational identification on the relationship between perceived external prestige and perceived organizational performance was also partially supported. When organizational identification was added into the equation, the model was still significant; however, the beta coefficient declined from 0.430 to 0.328. It can be interpreted that when employees perceive more positive external prestige, they have a perception that their organization performs better through identification with the organization. It might be understandable that when employees start identifying themselves with the organization, they might consider their organization's performance reflects their own performance. Thus, the more they perceive positive external prestige and identify themselves with organization, they might consider their organization performs well.

The results of the first independent t-test showed a statistically significant difference between the organizational performance perceptions of male and female employees. Male employees perceived their organization's performance significantly higher than female employees (M_{male}= 4.47, M_{female}= 4.19). The reason underlying this finding might be that power is a concept associated with men in almost every culture. Thus, it might be the case that male employees perceived their organization's performance higher than female employees.

The results of the second independent t-test showed a statistically significant difference between the organizational performance perceptions of married and single employees. Married employees perceived their in-role performance, extra-role performance, and organization's performance significantly higher than single employees ($M_{married}$= 5.25, M_{single}= 4.90; $M_{married}$= 4.85, M_{single}= 4.58; $M_{married}$= 4.48, M_{single}= 4.25, respectively). The reason behind this finding might be that since marriage is a structure that brings a sense of responsibility together, married employees might tend to take more responsibility than single employees. Thus, married employees might perceive that they perform better in both in-role tasks and extra-role tasks. It is comprehensible that married employees perceived their organization's performance higher than single employees

because they also perceived their in-role and extra-role performances higher. In their study, Kılınç and Paksoy (2017) also defended that married employees have better working performance than single employees.

The last independent t-test analysis was conducted to examine the differences between employees with and without a managerial position. The results showed that perceived external prestige and perceived organizational performance differed statistically in terms of having or not having a managerial position. Firstly, employees holding managerial job positions perceived external prestige significantly higher than employees with non-managerial job positions ($M_{managers}$= 4.45, $M_{non-managers}$= 4.20). Secondly, employees holding managerial job positions perceived their organization's performance significantly higher than employees with non-managerial positions ($M_{managers}$= 4.62, $M_{non-managers}$= 4.14). The reason underlying both findings might be that employees with managerial positions feel responsible themselves for their organization's prestige and performance directly. Thus, they might feel they score their contribution to the organization's prestige and performance.

5.3 Managerial Implications

The results of the current study seem to highlight many points that organizations should consider. In this section, some managerial implications are discussed on how to have a better perception of external prestige.

It is a well-known fact that external prestige is not only important for an organization's position in the market but also has an importance on both current and potential employees. Employees prefer working in organizations that are considered as prestigious by others. On the other hand, our study revealed that the perception of external prestige leads current employees to develop positive attitudinal and behavioral outcomes. Hence, it is crucial to provide employers with some recommendations in order to attract potential qualified employees and retain current employees in the organization.

At this point, the recommendations that might be given to the organizations are composed of all actions that are likely to increase the perceived external prestige such as developing corporate social responsibility projects, providing an ethical climate at the workplace, assuring employees that they are supported by their organizations, providing better working conditions to their employees, assuring high-quality service to its customers, providing organizational justice where employees have fairness perception, establishing healthy relationships with the media, encouraging employees to participate in activities that help to increase the corporate image and so on. Top managers should also seek for other ways of contributing to the organizational prestige. By doing so, employers might make their employees feel they are proud of working in this organization and motivate them to perform better. As stated before, the main objective of all organizations is to make a profit at the end of the day. Hence, it is obvious that employers should make their employees happy at first to make a profit by providing them a chance to work in a prestigious organization. In return, employees might feel they are in the right place to work and perform better to show their gratefulness for their organizations.

5.4 Limitations and Suggestions for Future Research

The results of the study must be evaluated based on the limitations of the study.

The main limitation of the study was that self-report surveys were used. Since social desirability is high in social sciences, data collection method might be extended for future studies. In addition to employees rating themselves, their managers' appraisal might be added in order to eliminate potential social desirability bias.

Another limitation of the current study was that we did not focus on a specific sector. We aimed to generalize the study results by gathering data from different sectors. Sector-specific studies can be employed to get more detail on a specific sector. On the other hand, data were derived from employees working in the private sector. How important is perceived external prestige for those working in the public sector? Future studies might focus on the impact of perceived external prestige on employee's and organization's performance in the public sector.

Furthermore, the sample was limited in our study. To get more generalized results, future research might be conducted with a larger sample.

Additionally, in the present study we investigated the mediating role of organizational identification. Other moderating and mediating variables, such as employee engagement, organizational-based self-esteem, organizational culture, and organizational climate can be added in our study model.

Lastly, a cross-sectional design was conducted for the study. All employees completed surveys at once. Since organizations always interact with their environment, employee's attitudes and behaviors toward their organizations may change in time. Hence, longitudinal design can be selected in future research to see the impacts of perceived external prestige and organizational identification on perceived employee and organization performance.

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7. APPENDICES

APPENDIX A: Survey

Değerli Katılımcı,

Aşağıdaki anket formu Marmara Üniversitesi İngilizce İşletme Ana Bilim Dalı, Örgütsel Davranış Bilim Dalı kapsamında yürütülen bir tez çalışması için hazırlanmıştır. Çalışmaya katılacak olan kişilerden herhangi kişisel bir bilgi (isim vb.) istenmeyecektir ve çalışmanın sonuçları sadece bilimsel amaçlar için kullanılacaktır. Anket içerisinde yer alan tüm ifadeleri eksiksiz cevaplamanız araştırmamız açısından önemlidir. Kendinizi en yakın hissettiğiniz ifadeyi seçerek, çalışmanın gerçek sonuçlara ulaşmasına katkıda bulunabilirsiniz.

Değerli zamanınızı ayırarak bilimsel bir çalışmaya sağladığınız katkı için teşekkür ederiz.

Araştırmacılar:

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Marmara Üniversitesi İşletme Fakültesi
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Öğretim Üyesi

Tunahan Sarı

Marmara Üniversitesi, Yüksek Lisans öğrencisi

 Lütfen kendinizden bahseder misiniz?

1. Yaşınız   ....

2. Cinsiyetiniz :   ( ) Kadın   ( ) Erkek

3. Öğrenim durumunuz (En son aldığınız diploma):

( ) İlk öğretim   ( ) Lise   ( ) Lisans   ( )Yüksek lisans   ( ) Doktora

4. Medeni durumunuz:　　　( ) Evli　　　( ) Bekar

5. Çalıştığınız bölüm : …………………………………….

6. Çalıştığınız sektör : …………………………………..

7. Kaç yıldır bu kurumda çalışmaktasınız? …………………………….

8. Yöneticilik pozisyonunuz var mı?　　　( ) Evet　　　( ) Hayır

BÖLÜM I

☐ **Çalıştığınız kurumla ilgili ne düşünüyorsunuz?**

Lütfen, aşağıdaki ifadeleri çalışmakta olduğunuz kurumu düşünerek cevaplayınız. Her bir ifadeyi okuduktan sonra bu ifadelerin kurumunuzu ne derece tanımladığını, 1=Hiç Katılmıyorum' dan 6=Tamamen Katılıyorum'a uzanan ölçeği kullanarak belirtiniz).

Kesinlikle katılmıyorum (1)	Katılmıyorum (2)	Pek katılmıyorum (3)	Biraz Katılıyorum (4)	Katılıyorum (5)	Tamamen Katılıyorum (6)

	Çalıştığım kurum…..						
1	İnsanlar kurumum hakkında oldukça iyi izlenimlere sahiptirler.	**1**	**2**	**3**	**4**	**5**	**6**
2	Çalıştığım kurumun bir çalışanı olarak anılmak, toplumda prestij (saygınlık) anlamına gelmektedir.	**1**	**2**	**3**	**4**	**5**	**6**
3	Kurumum, sektörün en iyilerinden bir olarak anılmaktadır	**1**	**2**	**3**	**4**	**5**	**6**
4	Sektördeki diğer kurumların çalışanları, kurumumu hor görmekte ve küçümsemektedirler.	**1**	**2**	**3**	**4**	**5**	**6**
5	Sektördeki diğer tüm çalışanlar için, kendi çocuklarının kurumumda çalışması gurur verici bir olaydır.	**1**	**2**	**3**	**4**	**5**	**6**
6	Kurumumun toplum içerisinde iyi bir itibarı vardır.	**1**	**2**	**3**	**4**	**5**	**6**
7	Sektörde yükselmek isteyen birisi, kurumumla olan bağını gizlemelidir.	**1**	**2**	**3**	**4**	**5**	**6**
8	Sektördeki diğer kurumlar işe alımlarında, evvelce bu kurumda çalışmış olanları tercih etmektedirler.	**1**	**2**	**3**	**4**	**5**	**6**

BÖLÜM II

☐ **Çalıştığınız kurumla ilgili ne düşünüyorsunuz?**

Lütfen, aşağıdaki ifadeleri çalışmakta olduğunuz kurumu düşünerek cevaplayınız. Her bir ifadeyi okuduktan sonra bu ifadelerin kurumunuzu ne derece tanımladığını, 1=Hiç Katılmıyorum' dan 6=Tamamen Katılıyorum'a uzanan ölçeği kullanarak belirtiniz).

Kesinlikle katılmıyorum (1)	Katılmıyorum (2)	Pek katılmıyorum (3)	Biraz Katılıyorum (4)	Katılıyorum (5)	Tamamen Katılıyorum (6)

1	Herhangi bir kişi çalıştığım kurumu eleştirdiğinde, bunu kendime yapılmış bir aşağılama olarak görürüm.	1	2	3	4	5	6
2	Başkalarının çalıştığım kurum hakkındaki düşünceleri benim için önemlidir.	1	2	3	4	5	6
3	Çalıştığım kurum ile ilgili konuşurken, "onlar" değil, "biz" diye konuşurum.	1	2	3	4	5	6
4	Çalıştığım kurumun başarısını kendi başarım gibi görürüm.	1	2	3	4	5	6
5	Herhangi bir kişi çalıştığım kurumu övdüğünde, bunu kendime yapılmış bir övgü gibi hissederim.	1	2	3	4	5	6
6	Medyada çalıştığım kurumla ilgili kötü bir haber çıksa, bundan utanç duyarım.	1	2	3	4	5	6

BÖLÜM III

☐ **İşinizle ilgili ne düşünüyorsunuz?**

Lütfen, aşağıdaki ifadeleri yaptığınız işi düşünerek cevaplayınız. Her bir ifadeyi okuduktan sonra bu ifadelerin işinizle ilgili düşüncelerinizi ne derece tanımladığını, 1=Hiç Katılmıyorum' dan 6=Tamamen Katılıyorum'a uzanan ölçeği kullanarak belirtiniz).

Kesinlikle katılmıyorum (1)	Katılmıyorum (2)	Pek katılmıyorum (3)	Biraz Katılıyorum (4)	Katılıyorum (5)	Tamamen Katılıyorum (6)

1	Görevlerimi tam zamanında tamamlarım.	1	2	3	4	5	6
2	İş hedeflerime fazlasıyla ulaşırım.	1	2	3	4	5	6
3	Sunduğum hizmet kalitesinde standartlara fazlasıyla ulaştığımdan eminim.	1	2	3	4	5	6
4	Bir sorun gündeme geldiğinde en hızlı şekilde çözüm üretirim.	1	2	3	4	5	6

BÖLÜM IV

☐ **İşinizle ilgili ne düşünüyorsunuz?**

Lütfen, aşağıdaki ifadeleri yaptığınız işi düşünerek cevaplayınız. Her bir ifadeyi okuduktan sonra bu ifadelerin işinizle ilgili düşüncelerinizi ne derece tanımladığını, 1=Hiç Katılmıyorum' dan 6=Tamamen Katılıyorum'a uzanan ölçeği kullanarak belirtiniz).

Kesinlikle katılmıyorum (1)	Katılmıyorum (2)	Pek katılmıyorum (3)	Biraz Katılıyorum (4)	Katılıyorum (5)	Tamamen Katılıyorum (6)

1	Günlük izin alan bir çalışanın o günkü işlerini ben yaparım.	1	2	3	4	5	6
2	Aşırı iş yükü ile uğraşan bir şirket çalışanına yardım ederim.	1	2	3	4	5	6
3	Yeni işe başlayan birisinin işi öğrenmesine yardımcı olurum.	1	2	3	4	5	6
4	İş esnasında sorunla karşılaşan kişilere yardım etmek için gerekli zamanı ayırırım.	1	2	3	4	5	6
5	Zamanımın çoğunu işimle ilgili faaliyetlerle geçiririm.	1	2	3	4	5	6
6	Şirketim için olumlu imaj yaratacak tüm faaliyetlere katılırım.	1	2	3	4	5	6
7	Mesai içerisinde kişisel işlerim için zaman harcarım.	1	2	3	4	5	6

BÖLÜM V

	Aşağıdaki ifadeleri verilen ölçütleri göz önünde bulundurduğunuzda, Faaliyet yaptığınız sektördeki firmalar ile kendinizi karşılaştırdığınızda iş yerinizi nasıl değerlendiriyorsunuz?	Çok kötü	Kötü	Biraz kötü	Biraz iyi	İyi	Çok iyi
1	İşgücü verimliliği	1	2	3	4	5	6
2	Ürün kalitesi	1	2	3	4	5	6
3	Hizmet kalitesi	1	2	3	4	5	6
4	Yenilikçilik	1	2	3	4	5	6
5	Müşteri Memnuniyeti	1	2	3	4	5	6
6	Çalışanın işten ayrılma hızı	1	2	3	4	5	6
7	İşe devamsızlık	1	2	3	4	5	6

ANKETİMİZİ YANITLAMAK ÜZERE AYIRDIĞINIZ ZAMAN İÇİN ÇOK TEŞEKKÜR EDERİZ.