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Employee Perception of HRM in Turkish and Foreign Banks Operating in Turkey

by

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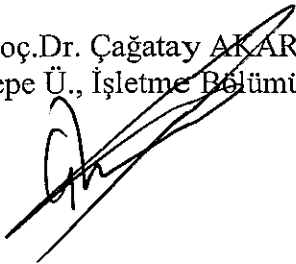
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ABSTRACT

This study examines the application and efficiency of human resources management in local and foreign banks which are operating in Turkey. Data was collected from the sample of 90 employees in the banking sector. A questionnaire consisting of 31 questions was used for data collection, and of the 90 distributed questionnaires, 90 were returned yielding a response rate of 100%. Responses from the questionnaires were statistically analyzed with correlation and multiple regression analyses. As a result of the survey, the responses indicates that the origin of the bank has a directly impact on the management of human resource departments. Foreign banks are more successful about applying human resource management processes and keep employee satisfaction in the long run.

Key words; foreign banks, Turkish banks, employees, human resource management, satisfaction

ÖZET

Bu çalışmada Türkiye’de faaliyet gösteren Türk ve yabancı sermayeli bankaların insan kaynakları yönetimi uygulamalarını ve bu uygulamaların verimliliğini araştırılmaktadır. Datalar 3 ayrı bankada çalışan 90 kişi tarafından toplanmıştır. Data toplamak için rastgele, farklı departmanlardan seçilen bu 90 kişiye 31 sorudan oluşan bir anket uygulanmıştır. %100 geri dönüş elde edilmiştir. Çalışanlardan alınan anket sonuçları korelasyon ve çoklu regraston yöntemi kullanılarak analiz edilmiştir. Araştırmanın sonucunda bankaların menşeinin çalışanların insane kaynakları yönetiminden memnuniyetini direct olarak etkilediği ortaya çıkmıştır. Uzun dönemde yabancı sermayeli bankalarda insana kaynakları uygulamaları çok daha başarılı bir şekilde gerçekleştirilirken Türk sermayeli bankalarda bu memnuniyet seviyesi daha düşük olarak tespit edilmiştir.

Anahtar Kelimeler; Yabancı bankalar, Türk bankalar, çalışanlar, insane kaynakları yönetimi, memnuniyet

Chapter 1.

INTRODUCTION

In today's intensely competitive and global marketplace, maintaining a competitive advantage by becoming a low cost leader or a differentiator puts a heavy premium on having a highly committed or competent workforce. Competitive advantage lies not just in differentiating a product or service or in becoming the low cost leader but in also being able to tap the company's special skills or core competencies and rapidly respond to customer's needs and competitor's moves. In other words competitive advantage lies in management's ability to consolidate corporate-wide technologies and production skills into competencies that empower individual businesses to adapt quickly to changing opportunities.

In a growing number of organizations human resources are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organizational cultures, management processes and systems. This is in contrast to the traditional emphasis on transferable resources such as equipment. Increasingly it is being recognized that competitive advantage can be obtained with a high quality workforce that enables organizations to compete on the basis of market responsiveness, product and service quality, differentiated products and technological innovation.

The main purpose of this study is to analyze the application of the human resource management in banking sector. In today's circumstances, competition in banking sector is high. This is a new potential market for foreign investors; therefore Turkish banks should work hard to compete.

This study examines the effects of human resource management in the banking sector through employee satisfaction and productivity of the corporations.

1.1 PURPOSE OF THE STUDY

The main purpose of this study is to analyze the application of the human resource management in banking sector. In today's circumstances, competition in banking sector is high. This is a new potential market for foreign investors; therefore Turkish banks should work hard to compete. This study examines the effects of human resource management in the banking sector through employee satisfaction and productivity of the corporations

In this research Anadolubank, Denizbank and Citibank are studied. The over riding reason of choosing these banks for this study can be explained like this: Anadolubank is owned and operated by a Turkish company. Denizbank is a Turkish company which is merged with Belgian French financial institute Dexia. On the other hand Citibank is an entirely international bank.

Examining similarities and differences between these 3 banks will give the best result to examine how human resource applications is performed in Turkey.

Chapter 2.

REVIEW OF THE LITERATURE

2.1 HUMAN RESOURCE MANAGEMENT

Human Resource Management is both an academic theory and a business practice which address the theoretical and practical techniques of managing a workforce. The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process. (Carrel, 2000) Human Resource Management is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, Human Resource Management techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall.

The field also encompasses the sometimes arcane details of what is traditionally referred to as personnel management. Personnel management as a term describes those activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. In many locales, these activities can require a considerable amount of regulatory knowledge and effort, and many enterprises can benefit from the recruitment and development of personnel with these specific skills.

2.2 HUMAN RESOURCE MANAGEMENT FUNCTIONS

Human resource management is the utilization of human resources to achieve organizational objectives. Consequently, all managers at every level must concern themselves with human resource management. Basically, managers get things done through the efforts of others; this requires effective human resource management. Today's human resource problems and opportunities are enormous and appear to be expanding. Individuals dealing with human resource matters face a multitude of challenges, ranging from a constantly changing work force to the ever present scores of government regulations and a major technological revolution. Furthermore, global competition has caused organizations both large and small to be more conscious of cost and productivity. Because of the critical nature of human resource issues, these matters are receiving major attention from upper management. (D. Johns & Radebaugh, 2006)

As organizations vary in size, aims, functions, complexity, construction, the physical nature of their product, and appeal as employers, so do the contributions of human resource management. But, in most the ultimate aim of the function is to: "ensure that at all times the business is correctly staffed by the right number of people with the skills relevant to the business needs", that is, neither overstaffed nor understaffed in total or in respect of any one discipline or work grade.

These issues motivate a well thought out human resource management strategy, with the precision and detail. Failure in not having a carefully crafted human resources management strategy, can and probably will lead to failures in the business process itself.

These sets of resources are offered to promote thought, stimulate discussion, diagnose the organizational environment and develop a sound human resource management strategy for your organization. We begin by looking at the seven distinguishable function human resource management provide to secure the achievement of the objective defined above

2.2.1 Human Resource Planning

An organization must have qualified individuals in specific jobs at specific places and times to accomplish its goals. Obtaining such people involves human resource planning, recruitment, and selection. Firms must ensure that their workforces are productive both today

and in the foreseeable future. Basically, selecting the most effective human resources will ultimately mean the difference between success and failure.

Human resource planning (HRP) is the process of systematically reviewing human resource requirements to ensure that the required numbers of employees, with the required skills, are available when needed. Job analysis is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization. It is a pervasive human resource technique that basically provides a summary of a job's duties and responsibilities, the job's relationship to other jobs, the knowledge and skills it requires, and the working conditions under which the job is performed. (Ivancevich, 2001)

The penalties for not being correctly staffed are costly.

- Understaffing loses the business economies of scale and specialization, orders, customers and profits.
- Overstaffing is wasteful and expensive, if sustained, and it is costly to eliminate because of modern legislation in respect of redundancy payments, consultation, minimum periods of notice, etc. Very importantly, overstaffing reduces the competitive efficiency of the business.

Planning staff levels requires that an assessment of present and future needs of the organization be compared with present resources and future predicted resources. Appropriate steps then be planned to bring demand and supply into balance.

Thus the first step is to take a 'satellite picture' of the existing workforce profile (numbers, skills, ages, flexibility, gender, experience, forecast capabilities, character, potential, etc. of existing employees) and then to adjust this for 1, 3 and 10 years ahead by amendments for normal turnover, planned staff movements, retirements, etc, in line with the business plan for the corresponding time frames.

The result should be a series of crude supply situations as would be the outcome of present planning if left unmodified. (This, clearly, requires a great deal of information accretion, classification and statistical analysis as a subsidiary aspect of personnel management.)

What future demands will be is only influenced in part by the forecast of the personnel manager, whose main task may well be to scrutinize and modify the crude predictions of other managers. Future staffing needs will derive from:

- Sales and production forecasts
- The effects of technological change on task needs
- Variations in the efficiency, productivity, flexibility of labor as a result of training, work study, organizational change, new motivations, etc.
- Changes in employment practices (e.g. use of subcontractors or agency staffs, hiving-off tasks, buying in, substitution, etc.)
- Variations, which respond to new legislation, e.g. payroll taxes or their abolition, new health and safety requirements
- Changes in Government policies (investment incentives, regional or trade grants, etc.)

What should emerge from this 'blue sky gazing' is a 'thought out' and logical staffing demand schedule for varying dates in the future which can then be compared with the crude supply schedules. The comparisons will then indicate what steps must be taken to achieve a balance.

That, in turn, will involve the further planning of such recruitment, training, retraining, labor reductions (early retirement/redundancy) or changes in workforce utilization as will bring supply and demand into equilibrium, not just as a one-off but as a continuing workforce planning exercise the inputs to which will need constant varying to reflect 'actual' as against predicted experience on the supply side and changes in production actually achieved as against forecast on the demand side. (Charles R. Greer, 2001),

2.2.2 Recruitment, and Selection

Recruitment is the process of attracting qualified individuals and encouraging them to apply for work with the organization. Selection is the process through which the organization chooses, from a group of applicants, those individuals best suited both for open positions and for the company. Recruitment of staff should be preceded by:

An analysis of the job to be done (i.e. an analytical study of the tasks to be performed to determine their essential factors) written into a job description so that the selectors know what physical and mental characteristics applicants must possess, what qualities and attitudes are desirable and what characteristics are a decided disadvantage;

- In the case of replacement staff a critical questioning of the need to recruit at all (replacement should rarely be an automatic process).
- Effectively, selection is 'buying' an employee (the price being the wage or salary multiplied by probable years of service) hence bad buys can be very expensive. For that reason some firms (and some firms for particular jobs) use external expert consultants for recruitment and selection.
- Equally some small organizations exist to 'head hunt', i.e. to attract staff with high reputations from existing employers to the recruiting employer. However, the 'cost' of poor selection is such that, even for the mundane day-to-day jobs, those who recruit and select should be well trained to judge the suitability of applicants.

The main sources of recruitment are:

- Internal promotion and internal introductions (at times desirable for morale purposes)
- Careers officers (and careers masters at schools)
- University appointment boards
- Agencies for the unemployed
- Advertising (often via agents for specialist posts) or the use of other local media (e.g. commercial radio)

Where the organization does its own printed advertising it is useful if it has some identifying logo as its trade mark for rapid attraction and it must take care not to offend the sex, race, etc. antidiscrimination legislation either directly or indirectly. The form on which the applicant is to apply (personal appearance, letter of application, completion of a form) will vary according to the posts vacant and numbers to be recruited.

It is very desirable in many jobs that claim about experience and statements about qualifications are thoroughly checked and that applicants unfailingly complete a health questionnaire (the latter is not necessarily injurious to the applicants chance of being appointed as firms are required to employ a percentage of disabled people).

Before letters of appointment are sent any doubts about medical fitness or capacity (in employments where hygiene considerations are dominant) should be resolved by requiring applicants to attend a medical examination. This is especially so where, as for example in the

case of apprentices, the recruitment is for a contractual period or involves the firm in training costs.

Interviewing can be carried out by individuals (e.g. supervisor or departmental manager), by panels of interviewers or in the form of sequential interviews by different experts and can vary from a five minute 'chat' to a process of several days. Ultimately personal skills in judgment are probably the most important, but techniques to aid judgment include selection testing for:

- Aptitudes (particularly useful for school leavers)
- Attainments
- General intelligence

(All of these need skilled testing and assessment.) In more senior posts other techniques are:

- Leaderless groups
- Command exercises
- Group problem solving

(These are some common techniques - professional selection organizations often use other techniques to aid in selection.)

Training in interviewing and in appraising candidates is clearly essential to good recruitment. Largely the former consists of teaching interviewers how to draw out the interviewee and the latter how to extract the candidates. For consistency (and as an aid to checking that) rating often consists of scoring candidates for experience, knowledge, physical/mental capabilities, intellectual levels, motivation, prospective potential, leadership abilities etc. (according to the needs of the post). Application of the normal curve of distribution to scoring eliminates freak judgments.

2.2.3 Employee Motivation

To retain good staff and to encourage them to give of their best while at work requires attention to the financial and psychological and even physiological rewards offered by the organization as a continuous exercise. (Charles R. Greer, 2001)

Basic financial rewards and conditions of service (e.g. working hours per week) are determined externally (by national bargaining or government minimum wage legislation) in many occupations but as much as 50 per cent of the gross pay of manual workers is often the result of local negotiations and details (e.g. which particular hours shall be worked) of conditions of service are often more important than the basics. Hence there is scope for financial and other motivations to be used at local levels.

As staffing needs will vary with the productivity of the workforce (and the industrial peace achieved) so good personnel policies are desirable. The latter can depend upon other factors (environment, welfare, employee benefits, etc.) but unless the wage packet is accepted as 'fair and just' there will be no motivation.

Hence while the technicalities of payment and other systems may be the concern of others, the outcome of them is a matter of great concern to human resource management.

Increasingly the influences of behavioral science discoveries are becoming important not merely because of the widely-acknowledged limitations of money as a motivator, but because of the changing mix and nature of tasks (e.g. more service and professional jobs and far fewer unskilled and repetitive production jobs).

The former demand better-educated, mobile and multi-skilled employees much more HR to be influenced by things HR job satisfaction, involvement, participation, etc. than the economically dependent employees of yesteryear.

Hence human resource management must act as a source of information about and a source of inspiration for the application of the findings of behavioral science. It may be a matter of drawing the attention of senior managers to what is being achieved elsewhere and the gradual education of middle managers to new points of view on job design, work organization and worker autonomy

2.2.4 Employee Evaluation

An organization needs constantly to take stock of its workforce and to assess its performance in existing jobs for three reasons:

- To improve organizational performance via improving the performance of individual contributors (should be an automatic process in the case of good managers, but (about annually) two key questions should be posed:
 - what has been done to improve the performance of a person last year?
 - and what can be done to improve his or her performance in the year to come?).
- To identify potential, i.e. to recognize existing talent and to use that to fill vacancies higher in the organization or to transfer individuals into jobs where better use can be made of their abilities or developing skills.
- To provide an equitable method of linking payment to performance where there are no numerical criteria (often this salary performance review takes place about three months later and is kept quite separate from 1. and 2. but is based on the same assessment).

On-the-spot managers and supervisors, not HR staffs, carry out evaluations. The personnel role is usually that of:

- Advising top management of the principles and objectives of an evaluation system and designing it for particular organizations and environments.
- Developing systems appropriately in consultation with managers, supervisors and staff representatives. Securing the involvement and cooperation of appraisers and those to be appraised.
- Assistance in the setting of objective standards of evaluation / assessment, for example:
 - Defining targets for achievement;
 - Explaining how to quantify and agree objectives;
 - Introducing self-assessment;
 - Eliminating complexity and duplication.
- Publicizing the purposes of the exercise and explaining to staff how the system will be used.
- Organizing and establishing the necessary training of managers and supervisors who will carry out the actual evaluations/ appraisals. Not only training in principles and procedures but also in the human relations skills necessary. (Lack of confidence in their own ability to handle situations of poor performance is the main weakness of assessors.)

- Monitoring the scheme - ensuring it does not fall into disuse, following up on training/job exchange etc. recommendations, reminding managers of their responsibilities.

Full-scale periodic reviews should be a standard feature of schemes since resistance to evaluation / appraisal schemes is common and the temptation to water down or render schemes ineffectual is ever present (managers resent the time taken if nothing else).

Basically an evaluation / appraisal scheme is a formalization of what is done in a more casual manner anyway (e.g. if there is a vacancy, discussion about internal moves and internal attempts to put square pegs into 'squares holes' are both the results of casual evaluation). Most managers approve merit payment and that too calls for evaluation. Made a standard routine task, it aids the development of talent, warns the inefficient or uncaring and can be an effective form of motivation. (Charles R. Greer, 2001)

2.2.5 Industrial Relations

Good industrial relations, while a recognizable and legitimate objective for an organization, are difficult to define since a good system of industrial relations involves complex relationships between:

- (a) Workers (and their informal and formal groups, i. e. trade union, organizations and their representatives);
- (b) Employers (and their managers and formal organizations HR trade and professional associations);
- (c) The government and legislation and government agencies i and 'independent' agencies HR the Advisory Conciliation and Arbitration Service.

Oversimplified, work is a matter of managers giving instructions and workers following them - but (and even under slavery we recognize that different 'managing' produces very different results) the variety of 'forms' which have evolved to regulate the conduct of parties (i.e. laws, custom and practice, observances, agreements) makes the giving and receipt of instructions far from simple. Two types of 'rule' have evolved:

- 'Substantive', determining basic pay and conditions of service (what rewards workers should receive);
- 'Procedural,' determining how workers should be treated and methods and procedures.

Determining these rules are many common sense matters HR:

- Financial, policy and market constraints on the parties (e.g. some unions do not have the finance to support industrial action, some have policies not to strike, some employers are more vulnerable than others to industrial action, some will not make changes unless worker agreement is made first, and rewards always ultimately reflect what the market will bear);
- The technology of production (the effect of a strike in newspaper production is immediate -it may be months before becoming effective in shipbuilding);
- The distribution of power within the community - that tends to vary over time and with economic conditions workers (or unions) dominating in times of full employment and employers in times of recession.

Broadly in the Western style economies the parties (workers and employers) are free to make their own agreements and rules. This is called 'voluntarism'. But it does not mean there is total noninterference by the government. That is necessary to:

- Protect the weak (hence minimum wage);
- Outlaw discrimination (race or sex);
- Determine minimum standards of safety, health, hygiene and even important conditions of service;
- To try to prevent the abuse of power by either party.

1) HR managers responsibilities

The personnel manager's involvement in the system of industrial relations varies from organization to organization, but normally he or she is required to provide seven identifiable functions, thus:

1. To keep abreast of industrial law (legislation and precedents) and to advise managers about their responsibilities e.g. to observe requirements in respect of employing disabled persons, not to discriminate, not to disclose 'spent' convictions of employees,

to observe codes of practice etc. in relation to discipline and redundancy, and similarly to determine organizational policies (in conjunction with other managers) relevant to legal and moral requirements (see also 4.).

2. To conduct (or assist in the conduct) of either local negotiations (within the plant) or similarly to act as the employer's representative in national negotiations. This could be as a critic or advisor in respect of trade etc. association policies or as a member of a trade association negotiating team. Agreements could be in respect of substantive or procedural matters. Even if not directly involved the personnel manager will advise other managers and administrators of the outcome of negotiations.
3. To ensure that agreements reached are interpreted so as to make sense to those who must operate them at the appropriate level within the organization (this can involve a lot of new learning at supervisory level and new pay procedures and new recording requirements in administration and even the teaching of new employment concepts – like stagger systems of work - at management level).
4. To monitor the observance of agreements and to produce policies that ensure that agreements are followed within the organization. An example would be the policy to be followed on the appointment of a new but experienced recruit in relation to the offered salary where there is a choice of increments to be given for experience, ability or qualification.
5. To correct the situations which go wrong. 'Face' is of some importance in most organizations and operating at a 'remote' staff level personnel managers can correct industrial relations errors made at local level without occasioning any loss of dignity (face) at the working level. 'Human resource management' and the obscurity of its reasoning can be blamed for matters which go wrong at plant level and for unwelcome changes, variations of comfortable 'arrangements' and practices and unpopular interpretation of agreements.
6. To provide the impetus (and often devise the machinery) for the introduction of joint consultation and worker participation in decision-making in the organization. Formal agreement in respect of working conditions and behavior could never cover every situation likely to arise. Moreover the more demanding the task (in terms of the mental contribution by the worker to its completion) the more highly-educated the workers need to be and the more they will want to be consulted about and involved in the details of work life. Matters like the rules for a flexitime system or for determining the correction of absenteeism and the contents of jobs are three examples of the sort of

matters that may be solely decided by management in some organizations but a matter for joint consultation (not negotiation) in others with a more twenty-first-century outlook and philosophy. Human resource management is very involved in promoting and originating ideas in this field.

7. To provide statistics and information about workforce numbers, costs, skills etc. as relevant to negotiations (i.e. the cost of pay rises or compromise proposals, effect on differentials and possible recruitment/retention consequences of this or whether agreement needs to be known instantly); to maintain personnel records of training, experience, achievements, qualifications, awards and possibly pension and other records; to produce data of interest to management in respect of personnel matters like absentee figures and costs, statistics of sickness absence, costs of welfare and other employee services, statements about development in policies by other organizations, ideas for innovations; to advise upon or operate directly, grievance, redundancy, disciplinary and other procedures.

2.2.6 Provision of Employee Services

Attention to the mental and physical well-being of employees is normal in many organizations as a means of keeping good staff and attracting others.

The forms this welfare can take are many and varied, from loans to the needy to counseling in respect of personal problems.

Among the activities regarded as normal are:

- Schemes for occupational sick pay, extended sick leave and access to the firm's medical adviser;
- Schemes for bereavement or other special leave;
- The rehabilitation of injured/unfit/ disabled employees and temporary or permanent move to lighter work;
- The maintenance of disablement statistics and registers (there are complicated legal requirements in respect of quotas of disabled workers and a need for 'certificates' where quota are not fulfilled and recruitment must take place);
- Provision of financial and other support for sports, social, hobbies, activities of many kinds which are work related;

- Provision of canteens and other catering facilities;
- Possibly assistance with financial and other aid to employees in difficulty (supervision, maybe, of an employee managed benevolent fund or scheme);
- Provision of information handbooks,
- Running of pre-retirement courses and similar fringe activities;
- Care for the welfare aspects of health and safety legislation and provision of first-aid training.

The location of the health and safety function within the organization varies. Commonly a split of responsibilities exists under which 'production' or 'engineering' management cares for the provision of safe systems of work and safe places and machines etc., but Human Resource Management is responsible for administration, training and education in awareness and understanding of the law, and for the alerting of all levels to new requirements.

2.2.7 Employee Education, Training and Development

In general, education is 'mind preparation' and is carried out remote from the actual work area, training is the systematic development of the attitude, knowledge, skill pattern required by a person to perform a given task or job adequately and development is 'the growth of the individual in terms of ability, understanding and awareness'.

Within an organization all three are necessary in order to:

- Develop workers to undertake higher-grade tasks;
- Provide the conventional training of new and young workers (e.g. as apprentices, clerks, etc.);
- Raise efficiency and standards of performance;
- Meet legislative requirements (e.g. health and safety);
- Inform people (induction training, pre-retirement courses, etc.);

From time to time meet special needs arising from technical, legislative, and knowledge need changes. Meeting these needs is achieved via the 'training loop'. The diagnosis of other than conventional needs is complex and often depends upon the intuition or personal experience of managers and needs revealed by deficiencies. Sources of inspiration include:

- Common sense - it is often obvious that new machines, work systems, task requirements and changes in job content will require workers to be prepared;
- Shortcomings revealed by statistics of output per head, performance indices, unit costs, etc. and behavioral failures revealed by absentee figures, lateness, sickness etc. records;
- Recommendations of government and industry training organizations;
- Inspiration and innovations of individual managers and supervisors;
- Forecasts and predictions about staffing needs;
- Inspirations prompted by the technical press, training journals, reports of the experience of others;
- The suggestions made by specialist (e.g. education and training officers, safety engineers, work-study staff and management services personnel).

Designing training is far more than devising courses; it can include activities such as:

- Learning from observation of trained workers;
- Receiving coaching from seniors;
- Discovery as the result of working party, project team membership or attendance at meetings;
- Job swaps within and without the organization;
- Undertaking planned reading, or follow from the use of self-teaching texts and video tapes;
- Learning via involvement in research, report writing and visiting other works or organizations.

So far as group training is concerned in addition to formal courses there are:

- Lectures and talks by senior or specialist managers;
- Discussion group (conference and meeting) activities;
- Briefing by senior staffs;
- Role-playing exercises and simulation of actual conditions;
- Video and computer teaching activities;
- Case studies (and discussion) tests, quizzes, panel 'games', group forums, observation exercises and inspection and reporting techniques.

Evaluation of the effectiveness of training is done to ensure that it is cost effective, to identify needs to modify or extend what is being provided, to reveal new needs and redefine priorities and most of all to ensure that the objectives of the training are being met.

The latter may not be easy to ascertain where results cannot be measured mathematically. In the case of attitude and behavioral changes sought, leadership abilities, drive and ambition fostered, etc., achievement is a matter of the judgment of senior staffs. Exact validation might be impossible but unless on the whole the judgments are favorable the cooperation of managers in identifying needs, releasing personnel and assisting in training ventures will cease.

In making their judgments senior managers will question whether the efforts expended have produced:

- More effective, efficient, flexible employees;
- Faster results in making newcomers knowledgeable and effective than would follow from experience;
- More effective or efficient use of machinery, equipment and work procedures;
- Fewer requirements to implement redundancy (by retraining);
- Fewer accidents both personal and to property;
- Improvements in the qualifications of staff and their ability to take on tougher roles;
- Better employee loyalty to the organization with more willingness to innovate and accept change.

Successful accomplishment of these seven tasks is vital if the organization is to accomplish its mission effectively.

2.3 INTERRELATIONSHIPS OF HUMAN RESOURCE MANAGEMENT FUNCTIONS

All Human Resource Management functional areas are highly interrelated. Management must recognize that decisions in one area will affect other areas. For instance, a firm that emphasizes recruiting top quality candidates but neglects to provide satisfactory compensation is wasting time, effort, and money. In addition, a firm's compensation system will be inadequate unless employees are provided a safe and healthy work environment. (H. Lee, 2006)

2.4 HUMAN RESOURCE DEVELOPMENT

Human Resource Development (HRD) helps individuals, groups, and the entire organization become more effective. It is essential because people, technology, jobs, and organizations are always changing. Technology is advancing at a staggering pace. Therefore, it is vital that employees be trained and developed to utilize this, technology so as to attain the highest levels of productivity. (John M., 2001)

Faced with rapid change organizations need to develop a more focused and coherent approach to managing people. In just the same way a business requires a marketing or information technology strategy it also requires a human resource or people strategy.

In developing such a strategy two critical questions must be addressed.

- What kinds of people do you need to manage and run your business to meet your strategic business objectives?
- What people programs and initiatives must be designed and implemented to attract, develop and retain staff to compete effectively?

In order to answer these questions four key dimensions of an organization must be addressed. These are:

- Culture: the beliefs, values, norms and management style of the organization
- Organization: the structure, job roles and reporting lines of the organization
- People: the skill levels, staff potential and management capability

- Human resources systems: the people focused mechanisms which deliver the strategy - employee selection, communications, training, rewards, career development, etc.

Career planning is an also ongoing process in which an individual sets career goals and identifies the means to achieve them. Career development is a formal approach used by the organization to ensure that people with the proper qualifications and experience are available when needed. Individual careers and organizational needs are not separate and distinct. Organizations should assist employees in career planning so the needs of both can be satisfied.

Through performance appraisal, employees and teams are evaluated to determine how well they are performing their assigned tasks. Performance appraisal affords employees the opportunity to capitalize their strengths and overcome identified deficiencies, thereby becoming more satisfied and productive employees.

There are seven steps to developing a human resource strategy and the active involvement of senior line managers should be sought throughout the approach. (Karen, 1995)

2.4.1 Steps in Developing Human Resource Management Strategy

(ii) Step 1: Get the 'big picture'

Understand your business strategy.

- Highlight the key driving forces of your business. What are they? e.g. technology, distribution, competition, the markets.
- What are the implications of the driving forces for the people side of your business?
- What is the fundamental people contribution to bottom line business performance?

(iii) Step 2: Develop a Mission Statement or Statement of Intent

That relates to the people side of the business.

Do not be put off by negative reactions to the words or references to idealistic statements - it is the actual process of thinking through the issues in a formal and explicit manner that is important.

- What do your people contribute?

(iv) Step 3: Conduct a SWOT analysis of the organization

Focus on the internal strengths and weaknesses of the people side of the business.

- Consider the current skill and capability issues.

Vigorously research the external business and market environment. Highlight the opportunities and threats relating to the people side of the business.

- What impact will/ might they have on business performance?
- Consider skill shortages?
- The impact of new technology on staffing levels?

From this analysis you then need to review the capability of your personnel department. Complete a SWOT analysis of the department - consider in detail the department's current areas of operation, the service levels and competences of your personnel staff.

(v) Step 4: Conduct a detailed human resources analysis

Concentrate on the organization's COPS (culture, organization, people, HR systems)

- Consider: Where you are now? Where do you want to be?
- What gaps exist between the reality of where you are now and where you want to be?

Exhaust your analysis of the four dimensions.

(vi) Step 5: Determine critical people issues

Go back to the business strategy and examine it against your SWOT and COPS Analysis

- Identify the critical people issues namely those people issues that you must address. Those which have a key impact on the delivery of your business strategy.

- Prioritize the critical people issues. What will happen if you fail to address them?

Remember you are trying to identify where you should be focusing your efforts and resources.

(vii) Step 6: Develop consequences and solutions

For each critical issue highlight the options for managerial action generate, elaborate and create - don't go for the obvious. This is an important step as frequently people jump for the known rather than challenge existing assumptions about the way things have been done in the past. Think about the consequences of taking various courses of action.

Consider the mix of HR systems needed to address the issues. Do you need to improve communications, training or pay?

What are the implications for the business and the personnel function?

Once you have worked through the process it should then be possible to translate the action plan into broad objectives. These will need to be broken down into the specialist HR Systems areas of:

- employee training and development
- management development
- organization development
- performance appraisal
- employee reward
- employee selection and recruitment
- manpower planning
- communication

Develop your action plan around the critical issues. Set targets and dates for the accomplishment of the key objectives.

(viii) Step 7: Implementation and evaluation of the action plans

The ultimate purpose of developing a human resource strategy is to ensure that the objectives set are mutually supportive so that the reward and payment systems are integrated with employee training and career development plans.

There is very little value or benefit in training people only to then frustrate them through a failure to provide ample career and development opportunities.

2.5 PURPOSE OF HUMAN RESOURCE MANAGEMENT

The purpose of human resource management is to improve the productive contribution of people to the organization in an ethical and socially responsible way. This purpose guides the study and practice of human resource management, also commonly called personnel management. The study of human resource management describes what human resource managers do and what they should do. In practice, this definition demands actions that enhance the contribution of people to the organization's bottom line."

Improving the contribution of human resources is so ambitious and important that all but the smallest firms create a specialized personnel or human resource department. It is ambitious because although the human resource department does not control many of the factors that shape the employee's contribution, such as the capital, materials, and procedures, it is responsible for managing people in such a way that these factors are most productively used. The department decides neither strategy nor the supervisor's treatment of employees, although it strongly influences both. Human resource management is important because without gains in employee productivity organizations eventually stagnate and fail. . However, to guide its many activities, a human resource department must have objectives. (John M., 2001)

2.5.1 The Objectives of Human Resource Management

In practice, human resource management achieves its purpose by meeting objectives. Objectives are benchmarks against which actions are evaluated. Sometimes these objectives are carefully thought out and expressed in writing. More often, objectives are not formally stated. In either case, objectives guide the human resources function in practice. To do this, objectives must recognize and balance the challenges presented by society, the organization, the human resource function, and the people who are affected. Failure to address these challenges can harm the firm's performance, its profits, and even its survival. These challenges are identified in four objectives that are common to human resource management: (Karen, 1995)

2.5.1.1 Societal Objective. To be ethically and socially responsible to the needs and challenges of society while minimizing the negative impact of such demands upon the organization. The failure of organizations to use their resources for society's benefit in ethical ways may result in restrictions.' For example, society may limit human resource decisions through laws that address discrimination, safety, or other areas of societal concern.

2.5.1.2 Organizational Objective. To recognize that human resource management exists to contribute to organizational effectiveness. Human resource management is not an end in itself; it is only a means to assist the organization with its primary objectives. Simply stated, the department exists to serve the rest of the organization.

2.5.1.3 Functional Objective. To maintain the department's contribution at a level appropriate to the organization's needs. Resources are wasted when human resource management is more or less sophisticated than the organization demands. The department's level of service must be tailored to the organization it serves. '

2.5.1.4 Personal Objective. To assist employees in achieving their personal goals, at least insofar as these goals enhance the individual's contribution to the organization. Personal objectives of employees must be met if workers are to be maintained, retained, and motivated. Otherwise, employee performance and satisfaction may decline, and employees may leave the organization.

2.6 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR; BANKING

Many managers and analysts believe that human resource management can substantially improve corporate performance. But, despite case studies and theoretical analyses of the optimal ways to organize workplaces and manage labor, there is little systematic evidence on the actual impact of these practices on performance. Empirical research on human resource management that does exist tends to focus on blue collar workers in manufacturing despite the fact that most employees work in white collar occupations and service sector industries.

Productivity studies on the service sector are particularly rare, partly because of the problems in measuring output in this sector.

This study analyzes the relationship between the human resource management and establishment performance to the service sector? In the branch operations of Turkish and foreign banks operating in Turkey.

The literature on productivity in the banking industry tries to answer the question of how to define a bank's output. There are three alternative methods of defining bank output: the asset, user cost, and value-added approaches. Under the asset approach (also called the intermediation approach), banks are considered as financial intermediaries between liability holders and those who receive bank funds. Loans and other assets are considered to be bank outputs while deposits and other liabilities are treated as inputs.

Banks do more than purchase their funds - they provide services to depositors such as the ability to write checks and the ability to withdraw cash, but these services are not counted as output in the asset or intermediation approach.

The user cost approach determines whether a financial product is an input or an output on the basis of its net contribution to bank revenue.

The third approach, the value-added or production approach, views banks as "producing" demand deposits, time and savings deposits, commercial loans, real estate loans, and installment loans, using capital, labor and materials to do so. It has been argued that this approach is appropriate for studying the cost efficiency of banks since it is concerned with just the operating costs of banking, while the intermediation approach is concerned with the overall costs of banking.

As to studying the performance of branches, there have been a number of analyses focusing on branch performance within a single banking firm using either parametric methods or nonparametric methods. These methods compare each branch with all of the other branches in the observation set and identifies the relatively more efficient (best practice) subset of branches and the subset of branches that are relatively inefficient. They assume that there is no random error; all variation not in the inputs is treated as reflecting inefficiency. Output is measured as the number of transactions (e.g. new accounts, closed accounts, loan applications, checks cashed, travelers checks sold) processed by the branch and inputs are number of employees, office space, and supplies. The main findings of the studies that use parametric methods is the existence of scale economies at the branch level. The findings of scale economies is consistent with the idea that a profit maximizing bank would have branches below cost-efficient scale in order to provide more customer convenience and earn higher revenues.

The bank as a whole makes the asset and liability decisions, and branches primarily operate to raise the funds by producing services for depositors.

Since branch managers have little control over interest expenses, revenues, or number of transactions required per dollar of deposit, and largely focus on operating expenses, this would argue for using the production approach rather than the intermediation approach for studies of branch efficiency.

In addition to all these approaches in measuring efficiencies of the banks; branches or as a whole; there are several variables that are increasing in according to technological and social changes which affects the managerial of banks and make them to change their operation strategies, plannings etc. Besides these adaptation efforts there is an undeniable fact that the performance of the bank is dependent on the performance of employees. Human resource management ;which is believed to increase the efficiency of employees, varies from company to company. In this paper, data gathered from bank managers and bank employees in several Turkish banks and foreign banks operating in Turkey, will be examined to compare their human resorce management applications.

2.7 KEY FACTS ABOUT TURKISH MARKET

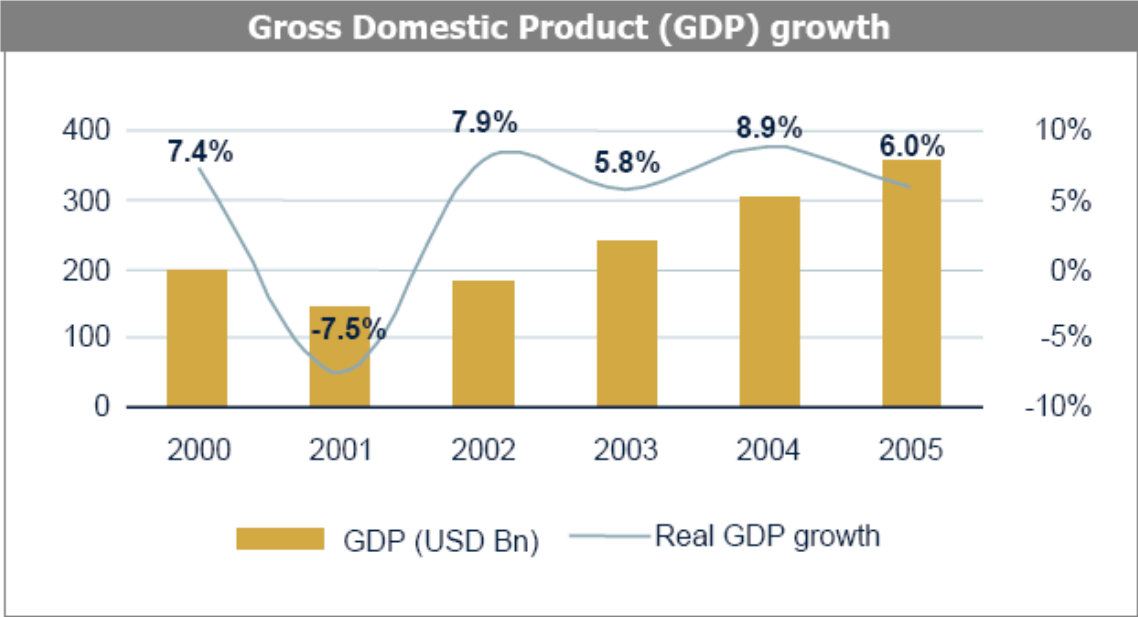
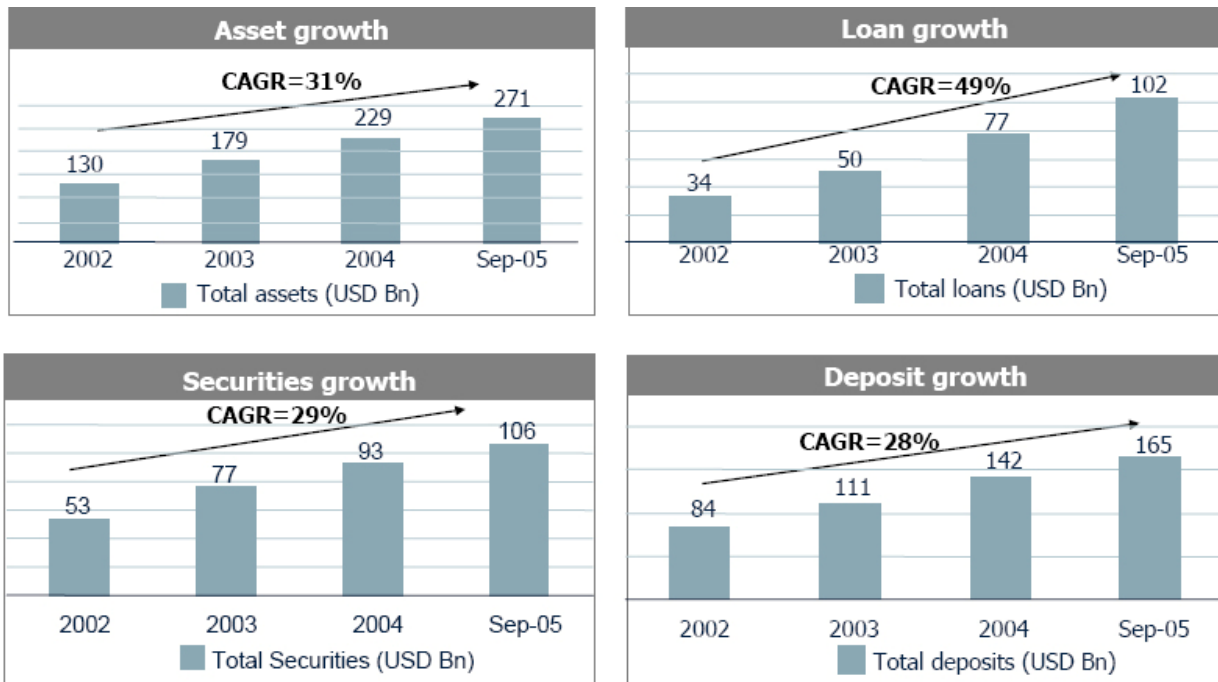
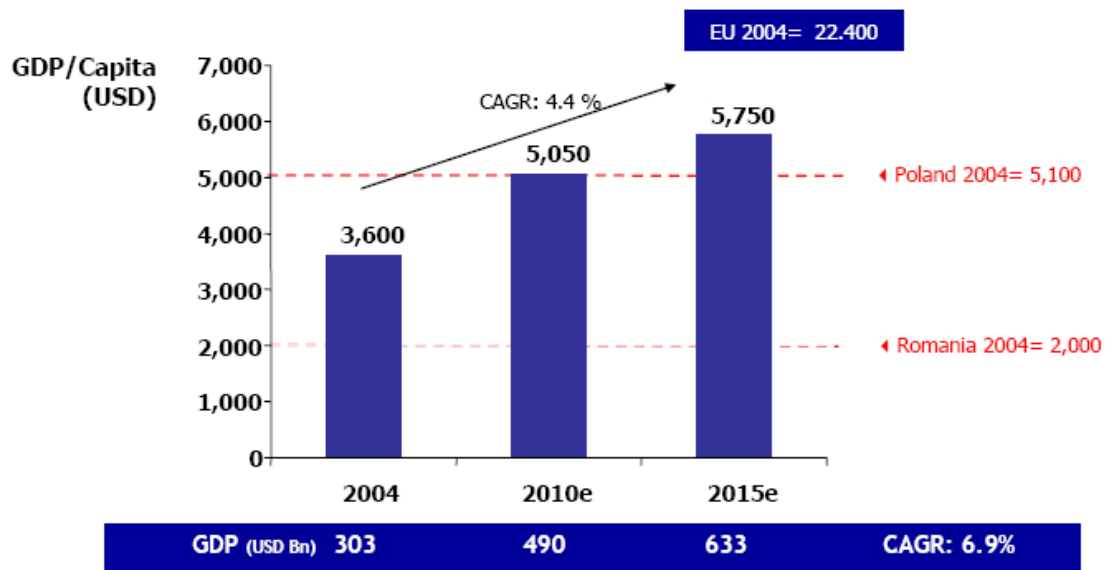


Figure 1. An Environment of Growth



Source DenizBank Information Memorandum (Banks Association of Turkey)

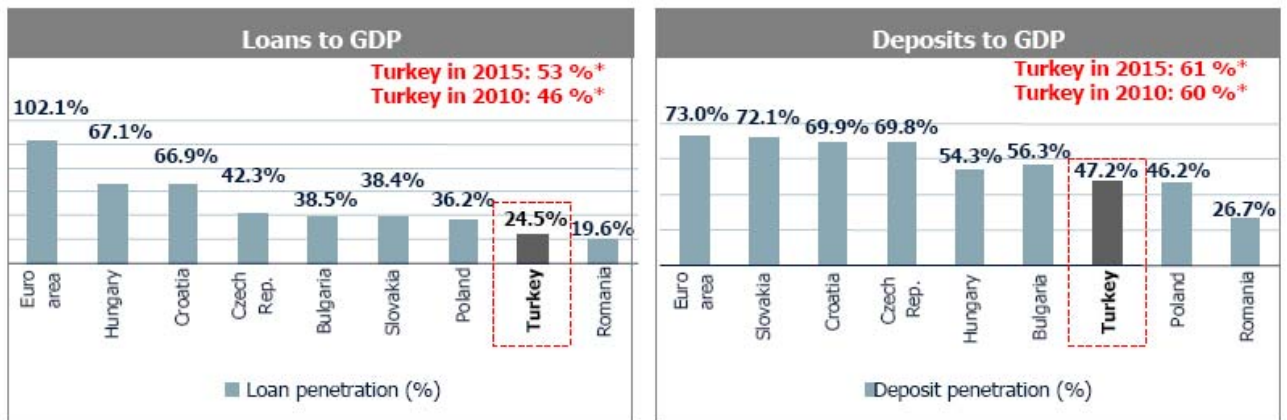
Figure 2. Banking Business Has Grown at Superior Rates In Turkey



Although GDP/capita is low compared to EU standards, overall size of actual GDP is already at the same level as Belgium¹

Turkey 2005: USD 364 Bn vs Belgium: USD 371 Bn (source The Economist)

Figure 3. A Positive outlook for GDP/ Capita



Strong increase in banking penetration combined to high GDP growth is expected

* Estimation Dexia

Figure 4. A Currently Low Level of Bank Intermediation

2.8 THE ENTRIES WITH FOREIGN CAPITAL IN TURKISH BANKING

Today, one of the most important matters in Turkey's economic agenda is the matter of the entries with foreign capital in Turkish banking. This isn't because Turkish banking sector met with this situation for the first time. On the contrary, the activities in Turkey of foreign banks have always been available in different ways since the last years of the Ottoman Empire. Although the republic was established in 1923, that Turkey Republic Central Bank could be established in 1930 is an impressive example of this situation and it is related to activities in Turkey of Ottoman Bank. The banks with foreign capital in Turkey had stayed in a narrow frame from the point of both their numbers and their areas of activity for a long time. On the other hand, after economic decisions in January 24, 1980, the numbers of foreign banks in sector increased while the areas of activities weren't improving. But, after the financial crisis experienced in 2001, a new period began with Demirbank's being bought by HSBC with English capital. Because, HSBC, which kept its activities in Turkey with few branches before the transfer of Demirbank, put forward that it would continue its existence with a new strategy. This new strategy is a strategy whose main motive is to turn to the whole market and to focus on the retailer banking with a wide branch network. And, it is clear that this strategy has been accepted by all the banks with foreign capital in sector. After that, the issue of foreign capital in Turkish banking became the most important issue of economic agenda as a result of rumors about revolutions between Italian UniCredito – Koçbank, BNP Paribas – TEB, Fortis Dışbank, and UniCredito/Koç – YKB, Rabobank – Şekerbank. (Aydoğan, 2005)

In order to understand the issue of foreign capital in Turkish banking, the issue should be evaluated according to the whole world's economic. Yet, what has happened in Turk banking and so, why has the interest of foreign capital increased so greatly. Indeed, this interest isn't new. Although multinational banks have been interested in Turk banking for a long time, the time and conditions weren't convenient for such entries and together with conditions' being convenient, it entered from the following process to the enterprise process. From the point of claiming this matter, it is beneficial to remember the historical process related to Turk Economy. (Aydoğan, 2005)

That the crises experienced in the country's economy until early 1980s are attached to 'the foreign Exchange need', caused a belief of being able to permanently be destroyed such

needs. Because of that approach, in Turk economy which has a dominant structure of the imported corporation close to the foreign in the years before the decisions in January 24,1980, after this date, a period named as ‘a development based on importation ,in which made foreign trade easier and foreign trade was encouraged, was experienced. So, thanks to various encouragement precautions the government laid out, the companies greatly improved their exportation performances. Also, the law of protecting the Turk currency was changed with the 32. Law taken in 1989 and the arrangements restricting the capital activities between turkey and foreign countries were abolished. Besides, the customs union agreement signed with European Union was put into action in early

1996. And, in 1999, the opportunity for applying to the judge (international strengthening) in case of the public conflicts was legalized. All the restrictions for the enterprises with foreign capitals were abolished by the means of the new law in 2003, and so, the process of Turkey economy’s becoming a united whole with the world economy was completed .So, Turkey economy politically changed into an extension of wide European Economy based on European Union without taking, how the process of Turkey’s complete member for European Union will end, into consideration.

It is inevitable that the transformation of this economic structure will have permanent impacts on the activities of Turk companies and their competitive powers. Before 1980s, Turk companies which worked with high profit rates for the national market and at the back of the protection walls, forced to improve new rival strategies as a result of the integration to the foreign of national market within 20 years accepted as a short time. Especially after 1996 when entered into the Customs Union, the difference between the national market and the foreign market also lost it’s for local national companies. In other words, the rival conditions in both the national and foreign market became all the same. So companies were forced to compete with the foreign countries’ companies in the national market, but they would normally compete with them in the foreign market. On the other hand, that Turk companies turned to the foreign markets by means of exportation within 15 years following 1980 enabled the companies having this experience to easily keep up with rival conditions.

Under these conditions, Turk banking sector certainly became desire for European Banks following widening strategies based on ‘buying’. Because, when thought from the point of both the largeness of available market and the potential of growing into consideration. The oligopolist competition between the big European Banks is inevitable to enter into Turkey’s

market. In other words, every strong player of the old continent feels that he should be in Turkey for the competitive balances in the European Market s another part shouldn't change opposite to his benefit. Namely, every entry with the foreign capital in the sector warns and even forces another entry with the foreign capital. In order to deeply understand this situation, the competitive balances between big multinational banks (especially European Banks) should be examined.

On the other hand, the fact that the majority of traditional local players in banking sector is active groups in many sectors including in finance, forms other part of the matter. The national market's transformation into wide European Market's extension caused the competition to increase and began to make the focus on the sector compulsory. This means that it can't be competed simultaneously, so it's forced to stay away from some sectors. Also, the experienced crises and appearing new arrangements in the last time means that traditional unit model is no longer in practice as well as it has made the banking less attractive. In this model as known, banking is thought to be within the strategic integration with the joint companies and is mentioned that bank being a member of a joint company should be seen and be used as financial engine of the group instead of being seen as a separate part. All the explained improvements brought an end to this model. Of course, it shouldn't be forgotten that here are some examples of judge approaches and it shouldn't be supposed that the model are being criticized entirely. On the contrary, in the countries lack of capital as turkey, similar unit models have been accepted and successes have been won in different scopes. Although a lot of successful examples of this model are being seen in Turkey, increasing degeneration caused to be forgotten these examples. So, thinking the change experienced in Turk banking sector and the crises causing these conditions separately from reel sectors of Turk Economy and general unit model isn't possible. New situation has forced some banks purification and the number of players has normally diminished.

On the other hand, it is not difficult to claim that the number of national banks, which can have enough power to resist against the competition pressure to be felt together with the transfer offers coming from the big banks of European among those still exist. In this point, it should be noted that reactionist strategies (the strategies based on mainly activities of its rivals) the oligopolist rival has aroused, are valid for the sellers moving by worrying about regressing and losing money when they are out of market as well as for the foreign customers motive for buying. In this scope, the expressed ideas nowadays about where the rate of foreign capital in sector will reach are thought to be much optimistic. Also, the fact that what

these predictions are based on, hasn't been explained. Finally, it should be noted that the existing political choices are very limited. In case of being accepted about the ideas about the restriction of foreign capital in Turkish banking. While preferences about these ideas are being evaluated.

Table 1. NUMBER OF BANKS PERFORMED IN TURKEY

**According to Turkish Banking System; Numbers of Branches of Banks
10/09/2006 (Türkiye Bankalar Birliđi)**

Name of Bank/Group	Number of Banks	Domestic Branches	Abroad Branches
All Banks	48	6272	51
Commercial Banks	35	5998	51
Commercial Banks With Public Capital	3	2024	14
Türkiye Cumhuriyeti Ziraat Bankası A.Ş.	-	1137	9
Türkiye Halk Bankası A.Ş.	-	578	3
Türkiye Vakıflar Bankası T.A.O.	-	309	2
Commercial Banks With Private Capital	17	3974	37
Adabank A.Ş.	-	1	0
Akbank T.A.Ş.	-	674	2
Alternatif Bank A.Ş.	-	29	0
Anadolubank A.Ş.	-	67	0
Denizbank A.Ş.	-	243	1
Finans Bank A.Ş.	-	264	1
Koçbank A.Ş.	-	179	1
MNG Bank A.Ş.	-	10	0
Oyak Bank A.Ş.	-	332	6
Şekerbank T.A.Ş.	-	204	0
Tekfenbank A.Ş.	-	30	0
Tekstil Bankası A.Ş.	-	45	0

Turkish Bank A.Ş.	-	16	0
Türk Ekonomi Bankası A.Ş.	-	136	1
Türkiye Garanti Bankası A.Ş.	-	467	5
Türkiye İş Bankası A.Ş.	-	873	9
Yapı ve Kredi Bankası A.Ş.	-	404	1
Foreign Banks	13	256	4
Foreign Banks, Operate in Turkey	5	247	4
Arap Türk Bankası A.Ş.	-	3	0
BankEuropa Bankası A.Ş.	-	16	0
Citibank A.Ş.	-	38	0
Deutsche Bank A.Ş.	-	1	0
HSBC Bank A.Ş.	-	189	3
Branches Of Foreign Banks In Turkey	7	9	0
ABN AMRO Bank N.V.	-	1	0
Banca di Roma S.P.A.	-	1	0
Bank Mellat	-	3	0
Habib Bank Limited	-	1	0
JPMorgan Chase Bank N.A.	-	1	0
Société Générale (SA)	-	1	0
WestLB AG	-	1	0
Banks That Don't Accept Deposit	13	18	0
Public Banks That Don't Accept Deposit	3	4	0
İller Bankası	-	1	0
Türk Eximbank	-	2	0
Türkiye Kalkınma Bankası A.Ş.	-	1	0

Private Banks That Don't Accept Deposit	8	12	0
C Kredi ve Kalkınma Bankası A.Ş.	-	3	0
Çalık Yatırım Bankası A.Ş.	-	1	0
Diler Yatırım Bankası A.Ş.	-	1	0
GSD Yatırım Bankası A.Ş.	-	1	0
İMKB Takas ve Saklama Bankası A.Ş.	-	1	0
Nurol Yatırım Bankası A.Ş.	-	3	0
Tat Yatırım Bankası A.Ş.	-	1	0
Türkiye Sınai Kalkınma Bankası A.Ş.	-	1	0
Foreign Banks That Don't Accept Deposit	2	2	0
Calyon Bank Türk A.Ş.	-	1	0
Taib Yatırım Bank A.Ş.	-	1	0

2.9 POPULATION OF THE STUDY

For this study Denizbank, Anadolubank, Citibank are studied..

In recent years, almost in all countries middle- large scale organizations have been urged to adopt a variety of performance- enhancing or progressive human resource management practices to improve their competitiveness in the global market place. Such recommendations are unsurprising given the professionals and academics have long asserted that the way in which an organizations manages people can influence its performance. In particular, employee participation and empowerment and job redesign, including team based production systems, extensive employee training and performance contingent incentive compensation produce the value of human resource management pratices and systems. The aim of this research is to examine how is human resource management processes is being performed in Turkish and Foreign banks in Turkey. The differences between these bank will show the success or failure of Turkish banks on applying trend managemenet approaches in recent epoch.

In this research Anadolubank, Denizbank and Citibank are studied. The reasons for choosing these banks for this study are: Anadolubank is totally Turkish bank which is owned and operated by Turkish company.

Denizbank is a Turkish bank which is merged with Belgian-French financial institute Dexia. The bank operations are reformed by the management system of its new foreign partner. On the other hand Citibank is entirely international bank, founded in 1812 as the Citibank of New York and operating as today's pre-eminent financial services company, with some 200 million customer accounts in more than 100 countries.

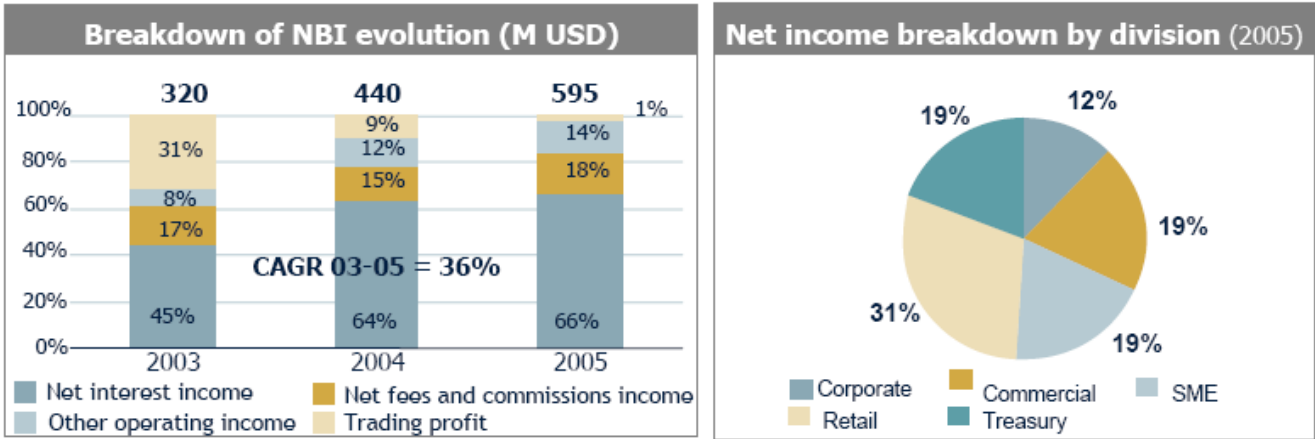
Observing similarities and differences between these 3 banks will give the best result to examine how human resource applications are performed in Turkey.

2.9.1 DENİZBANK

2.9.1.1 About The Bank

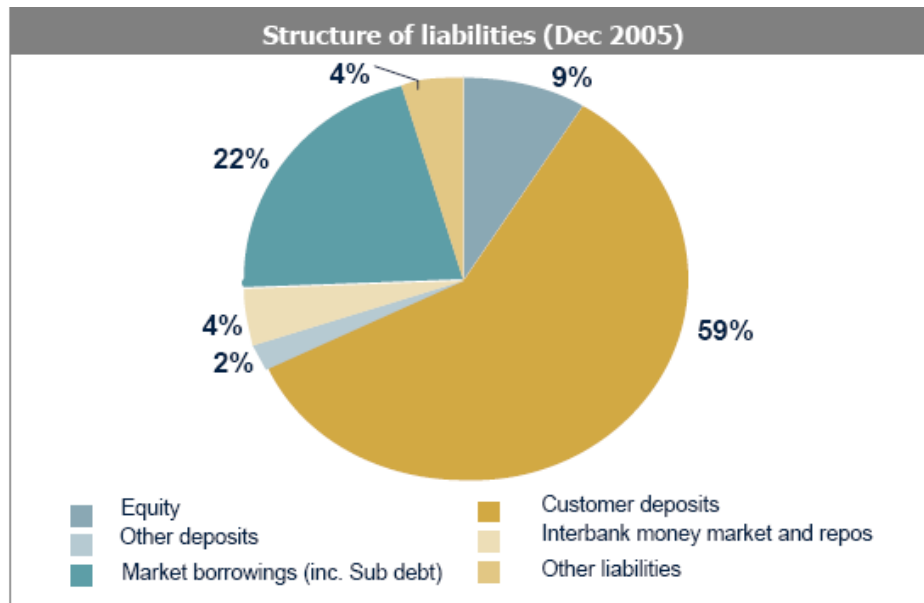
Denizbank, which participated in Zorlu group with pre-permit for banking and a sole white paper as a result of privatization achieved in 1997, is active in the field of the Dexia Group being a world leader in the public financing as from October 2006. 1500 bank members of whose 6000 employees in Turkey, works in general directorship. The department of human resources, which works with the concept ' Suitable people for suitable job', has a big role in being the fifth developing bank of Denizbank by going towards its goals per severely. It is possible to have ideas about practices of the department of Denizbank's human resources by talking with Nezahat Demir being an expert on human resources.

2.9.1.2 Key Facts and Figures About Denizbank



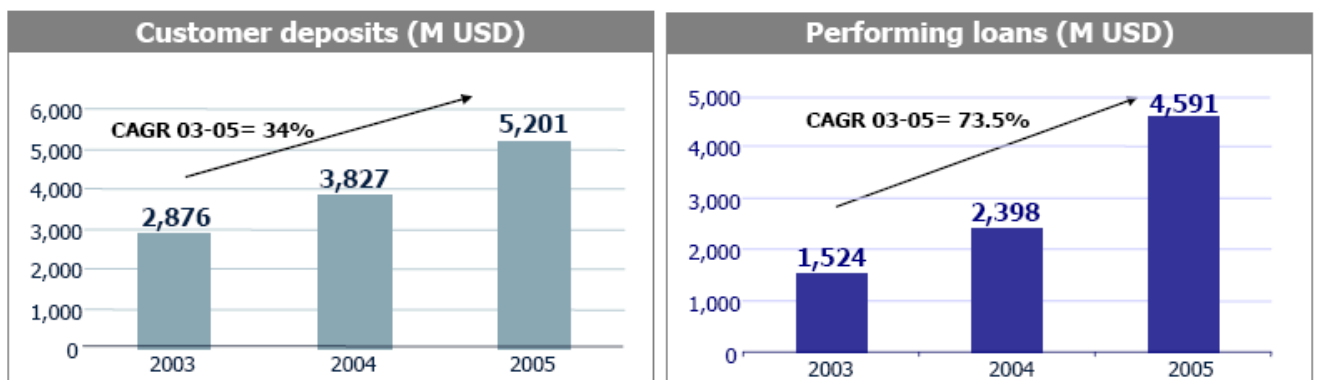
Retail and SME banking stands for more than 60% of total revenue and 50% of net income

Figure 5. Revenue Generation



DenizBank is mainly funded by customer deposits which account for 59% of total liabilities, and which have grown strongly over the last 3 years with (CAGR of 34%)

Figure 6. Funding Structure



DenizBank has grown significantly faster than the market

Figure 7. Loans And Deposit Base

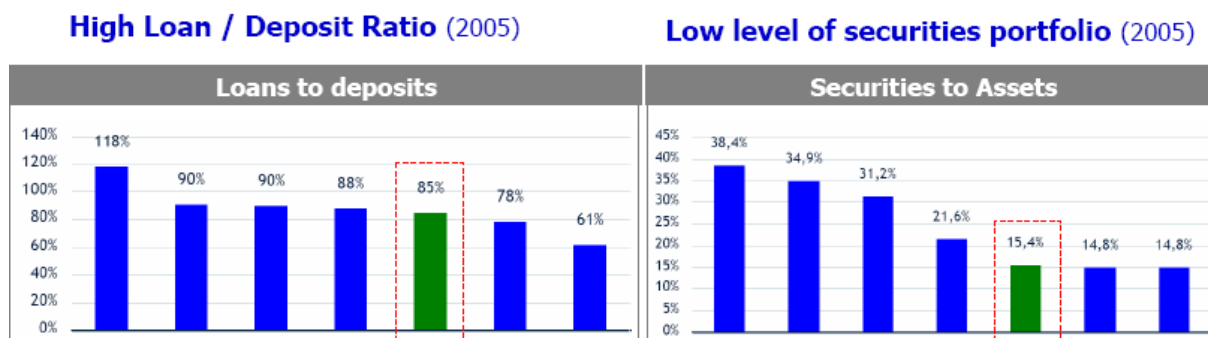


Figure 8. Denizbank's Very Sound Profile

✓ **Low NPL's compared to industry standards (2005)**

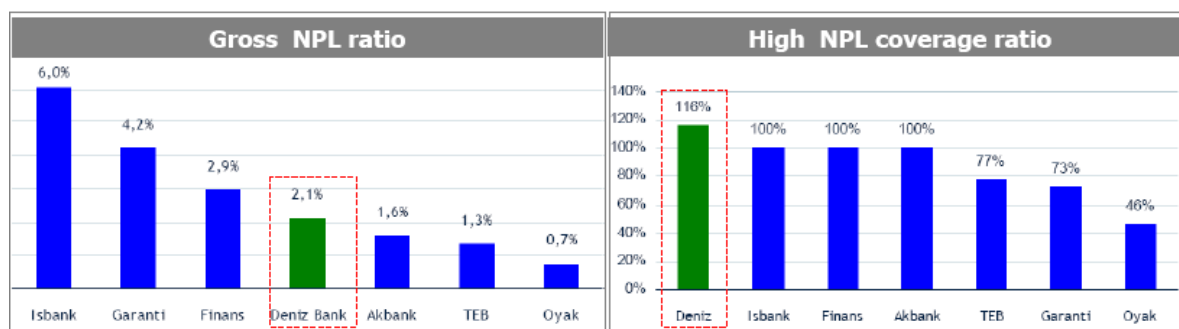


Figure 9. Low NPL's Compared to AB Standards

2.9.1.3 About Dexia Group

Dexia was born in 1996 from the alliance of two top-level operators in local public sector financing in Europe: Crédit Communal de Belgique and Crédit Local de France.

It was the result of one of the very first cross-border mergers in the European banking sector and is classified among the twenty largest financial institutions in the euro zone and builds its strategy on two pillars: retail banking in Europe (Belgium, Luxembourg, Slovakia, Turkey) and a world leadership in financial services to the local public sector and project finance.

Two pillars: retail banking in Europe and public & project finance at global level.

Dexia is a retail bank which has 5.5 million customers in Belgium, Luxembourg, Slovakia and Turkey. Over the years, Dexia has developed a broad range of banking services for private individuals, small and medium sized businesses and institutional clients.

The Group is active in the sectors of asset management, insurance, investor services and capital markets. Dexia is the first global player on the local public finance sector. Know-how, long-term commitment and a high degree of solvency give a high visibility to Dexia. Dexia develops this strategy at world level.

Dexia's success rests not only on its renown and its distribution capacities, but also on its ability to design sophisticated products and to develop innovative solutions responding the financial needs of its clientele.

2.9.1.4 Human Resource Management Processes

2.9.1.4.1 Recruitment & Selection

HR department undertakes all the responsible for the duties of taking employee and locating in Denizbank except for obligatory circumstances. But, while taking employee for communication center and smaller parts is matter, the bank agrees with a HR consultant firm and outsources this service by taking advantage of foreign sources because of inadequate cost to undertake these duties. Taking employees for Denizbank is usually done according to its necessities. These necessities are uncovered by being analyzed according to specific norms. However, the general applications for inexperienced candidates taking employees for positions of trainees are done with periodic times.

The bank, which uses the Internet sites such as secretcv.com, yenibiris.com, kariyer.net to publish the employment advertisements, also benefits from its own internet site. However, it doesn't prefer to use newspapers or other sources. The criteria wanted from applications for the job are clarified on advertisements. These criteria are defined by the group director of related department. For example, when an employee is taken for the treasure department, the criteria for this job are defined by the director of the treasure department and then directors of the HR department and necessary advertisement is prepared. Taking employees for

Denizbank's general center ,commercial branch, marketing, shortly for every department is done by the department of human resources .

The methods practiced during the interviews changes according to job positions.Different personality and concentration exams for graduates from high school and university or inexperienced candidates are practiced.If needed, singly interviews or collective interviews are practiced.The results of these interviews are realized according to the related positions.

2.9.1.4.2 Training & Development

It can be said that the compulsory attribute for the employees to take a job in Denizbank is reliability.HR department, which states that the most important attribute is to have responsibility,take his/her job seriously and do these jobs conveniently to professional ethics, believes that the employees should give confidence to his/her customers by reflecting their personality to them

Ethically ,employees taking these responsibilities and employers giving the job to them have specific rights according to labor laws .A two monthly trial period and a six monthly performance period is valid for every member.The employee working in this period can have the same rights as all the bank employees as from their first day in the bank.These also include SSK,meal,arrival costs, special health insurance.These also include SSK,meal and arrival costs,special health insurance,and premiums.

2.9.1.4.3 Career Planning

It is possible to complete the carrier development by taking titles of the authority, the department director and the group director and the expert nearly within 3 years according to the performance , promoting to the expert assistance within 1 year after the assistance in denizbank as a beginning title.the bank introduces all the promotion laws and steps to its employees as procedures.

2.9.1.4.4 Salary & Wages Administration

If trial period is positively achieved ,the carrier development in Denizbank can be followed with safe steps.In the bank having promotion right twice in a year ,the written institutional applications are available. The price increase in Denizbank is realized in may once in a year.Also,there are extra premiums,which are not available in other banks.While the

premiums for marketers are given according to their performances ,the premiums for the security and the desk employees are given according to service quality. These are practiced with 3 monthly periods and provides the employee valuable income.

2.9.1.4.5 Performance Evaluation

As all the small and big firms, the performance evaluations of the banks consist of a big part of HR. The employee completing his 6 months fills the evaluation form firstly. In addition to this, the performance evaluation process is completed with promotions, duty changes and transferrings, In denizbank, where the dialogue between the employee and the director is held in a candid way, the member in every position can express his advice or complaints without hesitation. The establishment deserving to be the fifth swiftly developing bank of the European thank to the synergy added to the group by the employees in HR department, succeeds in reflecting its reliable and strong profile both to its employees and its customers by means of professionals in their jobs.

2.9.2 ANADOLUBANK

2.9.2.1 About The Bank

Anadolubank, founded on 1997, was acquired by the Habaş group with a tender opened by the Privatization Administration in the same year. Following the restructuring, within a very brief period of time, AnadoluBank achieved a name for itself which is well-esteemed throughout Turkey.

With the Habaş affiliation, AnadoluBank is able to be identified as a bank with an acceptable level of risk both domestically and abroad. AnadoluBank, offering a wide range of products to its customers in both individual and corporate banking areas, is an assertive organization, readily addressing the changing needs of its clients. Its well-qualified staff, rapidly-developing physical and alternative distribution and its technologically-advanced infrastructure facilitate the meeting of its clients' needs.

Anadolubank since its founding has pursued a very effective international relations policy and has established a strong correspondence network through a sound marketing strategy. The international credit facilities provided by the bank have ensured that it can offer services to its foreign trade clients continually and with competitive terms.

In 2001 during which Turkey faced one of the greatest economic crises of its modern history, AnadoluBank through paying attention to liquidity management was able to weather the crisis very well. The year 2001, in which the National Gross Product plummeted at a rate of 9.4%, was recorded as the year in which the greatest devaluation of the Turkish Lira occurred since its coinage, as the year where unemployment rose to a historical peak, and as the year in which the usage of capacity in almost all sectors dropped significantly. However AnadoluBank rode the storm through its detailed financial policies and achieved a foolproof foundation for all and any eventuality in the banking sector, able to cope with the competitive requirements of the future.

The power and continuous support of the Habaş Group, a key shareholder of AnadoluBank is one of the most important assets of AnadoluBank. The Habaş Group will continue to support AnadoluBank and fulfill its shareholder duties fully in several areas from contributing to the

shareholder's equity of the bank to leading the Group's trade volumes throughout the development period and at any time needed.

The synergy which has been created in and supported through the projects to improve the various segments of the banking constitutes a major part of the growing potential of Anadolubank.

Trustworthiness, transparency and quality service are the key elements of the corporate culture of Anadolubank. Anadolubank's aim is to constantly strive to be a customer-oriented, innovative bank which is able to design and utilize the distribution channels in accordance with the preferences of the clients, and offer competitive prices by strengthening bank's position within the national arena.

Anadolubank, which started its banking activities in 1997 within three branches, has managed to increase the number of its branches to 49 as of 2004, and today offers services to its clients through 950 personnel.

Anadolubank, which is taking steps towards to its long-term aims, will continue to be a reliable solution partner, and to offer fruitful, high quality products and services. The main aims of Anadolubank are to protect the quality of its assets' structure, and synchronously to continue to increase the profit value for all social partners, shareholders, employees, clients and the nation.

Anadolubank, which began to operate after being purchased from The Privazation Office in 1997 , completed its construction within a short time and took its place among the respected banks in banking sector of Turkey. HABAŞ name has played an important role in Anadolubank's being accepted as a both nationally and internationally risky establishment. Anadolubank, which gives every service of institutional and individual banking fields to its customers , is an assertive establishment in producing rapidly suitable solutions to the cahnging necessities of customers. Its technological structure with developing physical and alternative distribution channels greatly contributes to its efforts in this area. However, the most contributing factor in this scope is its effective staff.

2.9.2.2 Human Resource Management Processes

2.9.2.2.1 Recruitment & Selection

The rapidly developing and expanding bank, anadolubank, aims to educate its own future directors and to improve its employees' motivation, their skills, and their knowledge. For this aim, the job and personality development of the person is provided by lecturers and their effectiveness is measured with the system of performance evaluation, their success is prized and they are given chances to go towards career opportunities.

The staff, who have developed human relations, high personality and job skills, the banking ethics and fundamentals, and also are young, dynamic and competent, have 1400 members in Turkey and 400 members in general directorship. The candidates wanting to be a part of this staff can participate in Anadolubank family after different evaluations according to their experience and positions. The bank, which doesn't approve of working with different consultant firms as long as it doesn't need, accepts the applications by means of kariyer.net, yenibiris.com, and its own internet site. It doesn't use newspapers or other internet sites.

While taking employees as the expert assistance and the inspector assistance is realized with the exam once in a year, the time for taking employee in other open positions is decided according to the necessities of the bank.

Experienced candidates are wanted to be expert in their jobs and competent in group works, the university graduate, also, to have a high representation skills and to have completed their military duty. After the interviews done with the directors of human resources and the department directors, successful candidates are evaluated.

2.9.2.2.2 Training & Development

However, 3 different career steps are presented to inexperienced candidates. After evaluating candidates graduating from the other departments related to Administration, managerial sciences, law, engineering and banking departments of university and having completed their military duty, they are called to interview with the human resources directors and department

directors and they also undergo a general different competent exam before they are taken as employee.

The person's success in understanding, motivation, numerical and oral areas is measured with Management Trainee Exams. Then, the group consisted with the interviews, is appointed to the decided positions after their education and trainees.

The trainee applications of students in The Commercial High Schools wanting to do their trainees in anadolubank are accepted until the end of august. and the trainee opportunity is given to suitable candidates, Taken employees undergo a two monthly trial period in Anadolubank as in other banks. In this period ,trainees also have the employee rights such as SSK, meal and arrival costs.

2.9.2.2.3 Salary & Wages Administration

The premium isn't available in Anadolubank's price politic except from the marketing department. Price increases are done in January, once in a year. For the price increases: performance ,the balance between titles and inflation are taken into consideration .In the bank having no an extra pay, the only flexibility is that the employee can withdraw his salary beforehand, especially in bairam times.

2.9.2.2.4 Career Planning

In order to promote to a higher position in Anadolubank giving importance to abroad lecturers, the criteria such as performance and the staff convenience are taken into consideration. From the point of performance , it usually gives opportunity to its employees once or twice in a year and provides them with every opportunity for carrier development. The employee, who has completed his first year in Anadolubank, can have a paid leave.

2.9.2.2.5 Performance Evaluation

The performance evaluations in Anadolubank are done once in a year immediately before January. The performances are evaluated by means of the forms special to the person and to the department and also exams. Necessary transferrings, promotions are practiced, In Anadolubank, where taking employee for every position depends on general directorship, HR applications doesn't change except from its own culture differences.

2.9.3 CITIBANK

2.9.3.1 About The Bank

Citibank is a major international bank, founded in 1812 as the Citibank of New York.

Citibank is now the consumer and corporate banking arm of financial services giant Citigroup, arguably the largest company of its kind in the world. As of March 2007, it is the largest bank in the United States by holdings.

In 1865 the bank joined the U.S.'s new national banking system and became The National City Bank of New York. By 1894, it was considered one of the largest banks in the United States, and in 1897, it became the first major U.S. bank to establish a foreign department. In 1913 it was the first contributor to the Federal Reserve Bank of New York.

Following its merger with the First National Bank, the bank changed its name to The First National Citibank of New York in 1955, then shortened it to First National Citibank in 1962, and ultimately changed it to Citibank in 1976. By that time, the bank had created its own "one-bank holding company" and had become a wholly owned subsidiary of that company, Citicorp

In the 1960s the bank entered into the credit card business. In 1965, First National Citibank bought Carte Blanche from Hilton Hotels. However after three years, the bank (under pressure from the U.S. government) was forced to sell this division. By 1968, the company created its own credit card. The card, known as "The Everything Card," was promoted as a kind of East Coast version of the BankAmericard. By 1969, First National Citibank decided that the Everything Card was too costly to promote as an independent brand and joined Master Charge (now MasterCard). Citibank unsuccessfully tried again in 1977-1987 to create a separate credit card brand, the Choice Card.

Citigroup began to operate in Turkey in 1975 with institutional banking, in 1996 it began to invest in personal banking. Now group is providing lots of services such as e-saving, personal loan, mortgages, insurance, wire transfers etc. Citibank, is one of the foreign bank in Turkey which is operating in 104 countrys all over the world. Bank has over 200 million loyal customers

2.9.3.2 Human Resource Management Processes

2.9.3.2.1 Recruitment & Training

In terms of human resource management, most important value that be added to the employee of the bank is the chance to work in other countrys with an exchange program of the group. Citibank executives have the same point of view which is; working with successful, sincere and abreast of change people in customer relations.

There is no any position for part time working where as university students can apply as a summer trainee is the reason of their success story. People who are just graduated in university can apply the position “ Citibank Administrator Candidate (Citibank MA)” One year rotation program is supported by several trainings. Candidates work on projects based on institutional and private banking.

At the end of the every rotation program, performans appraisal tests are applied for the candidate and the results are forwarded to the human resource management department. By assistants’ guideance candidates are hired to the suitable position. These rotation programs begins in every July and available for graduateds and Master students.

Interviews are done in headquarter in Istanbul. Candidates are informed in May about the decision. And in July orientation begins.

The other position for new graduteds is “Personal Bankers” The are the potential customer agents. The candidates should have a 4 week training program which given in branches of the bank.

2.9.3.2.2 Salary & Wages administration

The salary rise is done in 2 times a year. There are also obligations such as SSK,meal and arrival costs,special health insurance,and premiums that are valid for internals as well.

2.9.3.2.3 Performance Evaluation & Carreer Planning

As a result, climbing carrier steps in Citibank is diffucult but valuable and important.

Chapter 3.

METHODOLOGY

3.1 Limitations Of This Study

Limitations of this study consists of 90 employees working in just 3 banks operating in Istanbul.

3.2 Sample and Data Collection

The sample of this study were 90 employees working in banking sector. A questionnaire consisting of 31 questions were used for data collection, and questionnaires were returned with a response rate of 100%. All respondents were informed about voluntary participation and confidentiality of the answers. Respondents were asked to give their answers on a five point likert scale with being strongly agree, moderately agree, neutral, moderately disagree, strongly disagree. T tests are done to analyse level of agreebealness to the criterias.

Furthermore, ANOVA tests are done to show relationships between variables. And finally, independent sample t test is used for demographic profiles.

The answers to questionnaire on the base of Likert scale are below:

1,00-1,49: Strongly Agree

1,50-2,49: Agree Somewhat

2,50-3,49: Neutral

3,50-4,49: Disagree Somewhat

4,50-5,00: Strongly Disagree

3.3 Research problem

This study examines the following research questions:

- 1) How do the employees of Turkish and foreign banks perceive the human research management activities?
- 2) Do the employees look at the applications of HRM from the same perspective?
- 3) Do the employees feel satisfied about human resource management activities of the bank that he/she works for?

3.4 Hypotheses

According to the Guest's Human Resource Management model (Guest, 1987), there are three dimensions of Human Resource Management quality. These are quality of staff, quality of performance and a public image that the organization has a reputation for high quality in its human resource policies.

1. Hypothesis

Satisfaction level in recruitment applications is higher in foreign banks than in Turkish banks.

2. Hypothesis

Satisfaction level in training applications is higher in foreign banks than in Turkish banks.

3. Hypothesis

Satisfaction level in career planning applications is higher in foreign banks than in Turkish banks.

4. Hypothesis

Satisfaction level in performance appraisal applications is higher in foreign banks than in Turkish banks.

5. Hypothesis

Satisfaction level in salary applications is higher in foreign banks than in Turkish banks.

6. Hypothesis

Satisfaction level in motivation applications is higher in foreign banks than in Turkish banks.

7. Hypothesis

Satisfaction level in communication applications is higher in foreign banks than in Turkish banks.

Chapter 4.

RESEARCH FINDINGS:

4.1 Reliability Analyses:

Scale reliability analyses was performed to assess the reliability of study's scales. As table 3 indicates, all calculated reliability coefficients is above the Nunnally's generally accepted criterion of .70 except salary scales.

Table2: Reliability alphas of the measures

Measure	No of Items	Alpha
Recruitment	4	0,7958
Training	4	0,7632
Career Planning	3	0,7766
Performance Appraisal	6	0,7224
Salary	4	0,3324
Motivation	6	0,7086
Communication	5	0,7428

4.2 Demographic Profile:

Table 3: Demographic Profile of the respondents

		Frequency	Percent
Gender	Male	45	50,0
	Female	45	50,0
Age	18-15	26	28,9
	26-35	35	38,9
	36-45	24	26,7
	46+	5	5,6
Department	Assistant	6	6,7
	Branch Manager	8	8,9

	Customer services	23	25,6
	Finance	4	4,4
	HR	8	8,9
	Fraud	2	2,2
	IT	6	6,7
	Manager	8	8,9
	Law officers	3	3,3
	Marketing	5	5,6
	Operation	17	18,9
Tenure	Less than 6 months	13	14,4
	Less than 12 months	26	28,9
	Less than 3 years	27	30,0
	More than 3 years	24	26,7

As table 3 shows, the number of respondents were same according to gender. Most of them (% 38,9) were between the age of 26-35, and 29,9 were between 18-25 years old. In case of department, most of the respondents worked in customer services (% 25,6) and operation (% 18,9). % 30 of them had worked for the company for less than 3 years. In deed, only 26,7 % of them had worked for the company more than 3 years.

4.3 Hypothesis Testing:

In this part of the research, the results of the hypothesis tested will be explained.

Hypothesis: Satisfaction level in foreign banks is higher than in Turkish banks.

The ANOVA test is not valid as the variances are not homogeneous according to homogeneous of variances test result.

Table 4 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			

19,923 2 87 ,000

1. Hypothesis: Satisfaction level is higher in foreign banks than in Turkish banks.

The satisfaction level in recruitment process was measured with the help of the first four questions on the survey.

The ANOVA test is not valid as the variances are not homogeneous

Table 5 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
3,481	2	87	,035

1.1. Hypothesis: Satisfaction level in job description and requirements description detail in the recruitment process is higher in foreign banks than in Turkish banks.

Table 5.1 Frequency Table

	Anadolubank	Denizban k	Citibank	Total
strongly agree	8	23	26	57
moderately agree	14	5	4	23
neutral	6	2		8
moderately disagree	1			1
Total	29	30	30	89

Table 5.2 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
4,638	2	86	,012

Though The ANOVA test is not valid according to the variance test, the frequency table shows that employees agree for the selected criteria.

1.2. Hypothesis: Satisfaction level in interview meetings time in the recruitment process is higher in foreign banks than in Turkish banks.

Table 5.3 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	5	16	22	43
moderately agree	10	9	7	26
neutral	11	5	1	17
moderately disagree	4			4
Total	30	30	30	90

Table 5.4 Test of Homogeneous of Variances

interview done				
Levene	df1	df2	Sig.	
Statistic				
7,250	2	87	,001	

Though The ANOVA test is not valid as the variances are not homogeneous , the frequency table shows that Citibank is stronger for the selected criteria.

1.3. Hypothesis: Satisfaction level in the answered questions about position during the interview is higher in foreign banks than in Turkish banks.

Table 5.5 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	4	17	22	43
moderately agree	10	7	8	25

neutral	11	5		16
moderately disagree	5	1		6
Total	30	30	30	90

Table 5.6 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
9,822	2	87	,000

Though The ANOVA test is not valid as the variances are not homogeneous, the frequency table shows that Citibank is stronger than the other two banks for the selected criteria.

1.4. Hypothesis: Satisfaction level in given information about all decisions related the applicant is higher in foreign banks than in Turkish banks.

Table 5.7 Frequency Table

	Anadolubank	Denizban	Citibank	Total
		k		
strongly agree	1	15	20	36
moderately agree	16	7	8	31
neutral	8	8	2	18
moderately disagree	5			5
Total	30	30	30	90

Table 5.8 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
3,605	2	87	,031

Though The ANOVA test is not valid as the variances are not homogeneous , the frequency table shows that Citibank is stronger for the selected criteria.

2. Hypothesis: Satisfaction level in training is higher in foreign banks than in Turkish banks.

The ANOVA test is not valid as the variances are not homogeneous

Table 6 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
4,282	2	87	,017

2.1. Hypothesis: Satisfaction level information given about the training period and all legal rights during this period is higher in foreign banks than in Turkish banks.

Table 6.1 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	5	21	22	48
moderately agree	17	6	7	30
neutral	3	3	1	7
moderately disagree	5			5
Total	30	30	30	90

Table 6.2 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
3,244	2	87	,044

Though The ANOVA test is not valid as the variances are not homogeneous , the frequency table shows that Citibank is stronger for the selected criteria.

2.2. Hypothesis: Satisfaction level given information about local and abroad training and their contents long time before is higher in foreign banks than in Turkish banks.

Table 6.3 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	5	10	21	36
moderately agree	8	17	6	31
neutral	12	3	3	18
moderately disagree	4			4
strongly disagree	1			1
Total	30	30	30	90

Table 6.4 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
5,362	2	87	,006

Though The ANOVA test is not valid as the variances are not homogeneous, the frequency table shows that Citibank is stronger for the selected criteria.

2.3. Hypothesis: Satisfaction level in making the employee feel same as full time employees during the training period is higher in foreign banks than in Turkish banks.

Table 6.5 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	4	17	21	42
moderately agree	10	7	6	23

neutral	9	6	3	18
moderately disagree	7			7
Total	30	30	30	90

Table 6.6 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
4,081	2	87	,020

2.4. Hypothesis: Satisfaction level in the criteria “My ideas and opinions count at work” is higher in foreign banks than in Turkish banks.

Table 6.7 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
Citybank	4	6	19	29
moderately agree	8	15	8	31
neutral	13	7	3	23
moderately disagree	4	2		6
strongly disagree	1			1
Total	30	30	30	90

Table 6.8 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
1,547	2	87	,219

Table 6.9 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21,800	2	10,900	15,222	,000
Within Groups	62,300	87	,716		
Total	84,100	89			

Table 6.10 Multiple Comparisons

LSD

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,50	,218	,025
	Citibank	1,20	,218	,000
Denizbank	Anadolubank	-,50	,218	,025
	Citibank	,70	,218	,002

Citibank makes its employees feel their ideas are important for the company more than other banks. The test results also shows that Anadolubank, which is a Turkish company, has gathered the lowest score. %63 of City Bank employers are agree on that they pass from a successful training period.

3. Hypothesis: Satisfaction level in career planning is higher in foreign banks than in Turkish banks.

The homogeneous of variance test result clarifies that ANOVA test is valid to compare survey results among three banks

Table 7 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
,783	2	87	,460

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	209,067	2	104,533	25,702	,000
Within Groups	353,833	87	4,067		
Total	562,900	89			

As Table 7 shows, satisfaction level in career planning differs among three banks.

Multiple Comparisons				
Scheffe				
		Mean Difference (I-J)	Std. Error	Sig.
(I) Company	(J) Company			
Anadolubank	Denizbank	1,87	,521	,002
	Citibank	3,73	,521	,000
Denizbank	Anadolubank	-1,87	,521	,002
	Citibank	1,87	,521	,002

Citi Banks, which is a multinational company, is statistically the best bank for career planning. Denizbank is the best second bank for the selected criteria.

The ANOVA test result shows that, multinational companies are better than Turkish companies about HR activities helping in career planning.

3.1. Hypothesis: Satisfaction level in HR department's help in determining consistent career plan is higher in foreign banks than in Turkish banks.

Table 7.1 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	3	11	22	36

moderately agree	6	11	6	23
neutral	13	6	2	21
moderately disagree	5	2		7
strongly disagree	3			3
Total	30	30	30	90

Table 7.2 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
1,997	2	87	,142

Table 7.3 ANOVA

	Sum of	df	Mean Square	F	Sig.
	Squares				
Between Groups	40,689	2	20,344	25,070	,000
Within Groups	70,600	87	,811		
Total	111,289	89			

Table 7.4 Multiple Comparisons

Scheffe

		Mean Difference (I-J)	Std. Error	Sig.
(I) Company	(J) Company			
Anadolubank	Denizbank	1,00	,233	,000
	Citibank	1,63	,233	,000
Denizbank	Anadolubank	-1,00	,233	,000
	Citibank	,63	,233	,008

The ANOVA test is executed to prove whether there is a relationship between origin of the company and HR department's performance for developing career plan. Citibank is the best according to the test results. Again, Anadolubank has gathered the lowest score. %73 of Citibank employers are agree on that Citibank is successful in determining consistent career plan for their employers.

3.2. Hypothesis: Satisfaction level in “HR specialists took an active role while I was determining my goals for next periods” is higher in foreign banks than in Turkish banks.

Table 7.5 Frequency Table

	Anadolubank	Denizban	Citibank	Total
strongly agree	2	4	15	21
moderately agree	8	12	10	30
neutral	14	13	5	32
moderately disagree	6	1		7
Total	30	30	30	90

Table 7.6 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
,005	2	87	,995

Table 7.7 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19,622	2	9,811	15,681	,000
Within Groups	54,433	87	,626		
Total	74,056	89			

Table 7.8 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,43	,204	,037
	Citibank	1,13	,204	,000
Denizbank	Anadolubank	-,43	,204	,037
	Citibank	,70	,204	,001

As shown in the table above, satisfaction level for the selected criteria differs according to the origin of the company, and Citibank is the best as expected. % 50 of Citibank employers are strongly agree on that their bank's hr specialists took an active role while determining their goals for next periods where as the percentage of Denizbank employers are % 10 Anadolubank employers are %5.

3.3. Hypothesis: Satisfaction level in “By the career plan developed with HR specialist, i can see my future in this company” is higher in foreign banks than in Turkish banks.

Table 7.9 Frequency Table

	Anadolubank	Denizban k	Citibank	Total
strongly agree	4	5	11	20
moderately agree	9	11	13	33
neutral	7	12	6	25
moderately disagree	9	2		11
strongly disagree	1			1
Total	30	30	30	90

Table 7.10 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
4,275	2	87	,017

Although statistically the hypothesis can not be proofed, the frequency table shows that Citibank is better than others for the selected criteria. Just %10 of Anadolubank, %17 of Denizbank employers are strongly agree on being able to see their future in their company where as %37 of Citibank employers. Furthermore there is no employee who is moderately or strongly disagree in this subject in Citibank.

4. Hypothesis: Satisfaction level in performance appraisal is higher in foreign banks than in Turkish banks.

Satisfaction in performance appraisal is measured with the help of 6 questions in the survey.

Table 8 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
,935	2	87	,397

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	423,889	2	211,944	23,623	,000
Within Groups	780,567	87	8,972		
Total	1204,456	89			

Multiple Comparisons

Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	3,67	,773	,000
	Citibank	5,17	,773	,000
Denizbank	Anadolubank	-3,67	,773	,000
	Citibank	1,50	,773	,159

Satisfaction level in performance appraisal is higher in foreign banks than in Turkish banks according to ANOVA test result. Anadolubank has gathered the lowest score for the criteria, while other two banks has almost the same score.

4.1. Hypothesis: Satisfaction level in “by performance appraisal tests applied periodically, employees can able to test themselves” is higher in foreign banks than in Turkish banks.

Table 8.1 Frequency Table

	Anadolubank	Denizbank	Citi Bank	Total
strongly agree	3	10	7	20
moderately agree	10	9	17	36
neutral	14	9	4	27
moderately disagree	3	2	2	7
Total	30	30	30	90

Table 8.2 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
2,100	2	87	,129

Table 8.3 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5,067	2	2,533	3,389	,038
Within Groups	65,033	87	,748		
Total	70,100	89			

Table 8.4 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,47	,223	,119
	Citibank	,53	,223	,063
Denizbank	Anadolubank	-,47	,223	,119
	Citibank	,07	,223	,956

The test result proves that the origin of the company does not have any effect on satisfaction level for the selected criteria.

4.2. Hypothesis: Satisfaction level in “Performance Appraisal tests’ contents are always useful for both executives and employees” is higher in foreign banks than in Turkish banks.

Table 8.5 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	2	3	7	12
moderately agree	7	13	17	37
neutral	11	11	5	27
moderately disagree	8	3	1	12
strongly disagree	2			2
Total	30	30	30	90

Table 8.6 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
2,510	2	87	,087

Table 8.7 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16,067	2	8,033	10,520	,000
Within Groups	66,433	87	,764		
Total	82,500	89			

Table 8.8 Multiple Comparisons

Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,57	,226	,048
	Citibank	1,03	,226	,000
Denizbank	Anadolubank	-,57	,226	,048
	Citibank	,47	,226	,124

Satisfaction level in performance appraisal test differs among the banks according to ANOVA test result. Citibank is the best bank for the selected criteria. More than %30 of Citibank employers are moderately agree on Performance Appraisal tests' contents are always useful for both executives and employees .

4.3. Hypothesis: Satisfaction level in “employee performance evaluations are fair and appropriate” is higher in foreign banks than in Turkish banks.

Table 8.9 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	2	7	6	15
moderately agree	7	9	17	33
neutral	10	13	7	30
moderately disagree	9	1		10
strongly disagree	2			2
Total	30	30	30	90

Table 8.10 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
4,218	2	87	,018

The hypothesis can not be proved as the groups are not homogeneous. On the other hand, the frequency table indicates that Citibank seems best for the selected criteria.

4.4. Hypothesis: Satisfaction level in by employee satisfactory programs, employees can share what they need, what they want is higher in foreign banks than in Turkish banks.

Table 8.11 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	1	9	8	18
moderately agree	7	10	16	33
neutral	15	7	4	26
moderately disagree	5	4	2	11
strongly disagree	2			2
Total	30	30	30	90

Table 8.12 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
2,213	2	87	,116

Table 8.13 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16,800	2	8,400	9,770	,000
Within Groups	74,800	87	,860		
Total	91,600	89			

Table 8.14 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,80	,239	,005
	Citibank	1,00	,239	,000
Denizbank	Anadolubank	-,80	,239	,005
	Citibank	,20	,239	,706

There is no statistically proved difference between Citibank and Denizbank regarding the satisfaction criteria. Still, Anadolubank has gathered the lowest score.

4.5. Hypothesis: Satisfaction level in “employees have chance to communicate about their satisfactions and unsatisfactions” is higher in foreign banks than in Turkish banks.

Table 8.15 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	4	12	12	28
moderately agree	14	11	13	38
neutral	8	5	4	17
moderately disagree	4	2		6
strongly disagree			1	1
Total	30	30	30	90

Table 8.16 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
,164	2	87	,849

Table 8. 17 ANOVA

	Sum of	df	Mean Square	F	Sig.
	Squares				
Between Groups	5,756	2	2,878	3,474	,035
Within Groups	72,067	87	,828		
Total	77,822	89			

Table 8.18 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,50	,235	,110
	Citibank	,57	,235	,060
Denizbank	Anadolubank	-,50	,235	,110
	Citibank	,07	,235	,961

Scheffe test results shows that there is no statistically meaningful difference among banks for the selected criteria.

4.6. Hypothesis: Satisfaction level in “I am given adequate feedback about my performance” is higher in foreign banks than in Turkish banks.

Table 8.19 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	1	7	12	20
moderately agree	10	12	13	35
neutral	13	8	4	25
moderately disagree	6	2	1	9
strongly disagree		1		1
Total	30	30	30	90

Table 8.20 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
,948	2	87	,391

Table 8.21 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15,022	2	7,511	9,686	,000
Within Groups	67,467	87	,775		
Total	82,489	89			

Table 8.22 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,53	,227	,069
	Citibank	1,00	,227	,000
Denizbank	Anadolubank	-,53	,227	,069
	Citibank	,47	,227	,128

It is clear that Citibank is the best among all for the selected criteria, while Anadolubank and Denizbank are in the same satisfaction level. % 40 of Citibank, %23 of Denizbank, %3 of Anadolubank employers are strongly agree on that they are given adequate feedback about their performance.

5. Hypothesis: Satisfaction level in salary is higher in foreign banks than in Turkish banks.

Salary satisfaction is calculated with the help of 4 questions in the survey.

ANOVA test is executed for the hypothesis, but it is not valid as the variances are not homogeneous

Table 9 Test of Homogeneous of Variances

Salary			
Levene	df1	df2	Sig.
Statistic			
4,703	2	87	,011

5.1. Hypothesis: Satisfaction level in “The salary that I got the beginning was the same that it was told in the interview” is higher in foreign banks than in Turkish banks.

Table 9.1 Frequency Table

	Anadolubank	Denizbank	Citi Bank	Total
strongly agree	5	21	19	45
moderately agree	9	7	8	24
neutral	10	1	2	13
moderately disagree	6	1	1	8
Total	30	30	30	90

Table 9.2 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
3,540	2	87	,033

Although ANOVA test result is not valid, it can be said that Anadolubank is the worst among according to the frequency table.

5.2. Hypothesis: Satisfaction level in “When I do a good job, I receive the praise and recognition I deserve” is higher in foreign banks than in Turkish banks.

Table 9.3 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	7	6	5	18

moderately agree	5	7	18	30
neutral	9	8	5	22
moderately disagree	7	7	1	15
strongly disagree	2	2	1	5
Total	30	30	30	90

Table 9.4 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
5,016	2	87	,009

The hypothesis can not be proved as the variances are not homogenous. In deed, the frequency table shows that Citibank is the best for the selected criteria.

5.3. Hypothesis: Satisfaction level in “Promotions are given every quarter in according to the performance” is higher in foreign banks than in Turkish banks.

Table 9.5 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	2	7	7	16
moderately agree	6	9	8	23
neutral	9	6	7	22
moderately disagree	10	7	8	25
strongly disagree	3	1		4
Total	30	30	30	90

Table 9.6 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
,518	2	87	,598

Table 9.7 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8,889	2	4,444	3,400	,038
Within Groups	113,733	87	1,307		
Total	122,622	89			

Table 9.8 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,67	,295	,084
	Citibank	,67	,295	,084
Denizbank	Anadolubank	-,67	,295	,084
	Citibank	,00	,295	1,000

Scheffe test results shows that there is no statistically meaningful difference among banks for the selected criteria.

5.4. Hypothesis: Satisfaction level in “salary raise ratios are always announced before the payment” is higher in foreign banks than in Turkish banks.

Table 9.9 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	5	12	17	34
moderately agree	8	12	10	30
neutral	12	3	2	17

moderately disagree	3	1	1	5
strongly disagree	2	2		4
Total	30	30	30	90

Table 9.10 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
1,058	2	87	,352

Table 9.11 ANOVA

	Sum of	df	Mean Square	F	Sig.
	Squares				
Between Groups	17,422	2	8,711	8,487	,000
Within Groups	89,300	87	1,026		
Total	106,722	89			

Table 9.12 Multiple Comparisons

Scheffe

		Mean Difference (I-J)	Std. Error	Sig.
(I) Company	(J) Company			
Anadolubank	Denizbank	,67	,262	,044
	Citibank	1,07	,262	,000
Denizbank	Anadolubank	-,67	,262	,044
	Citibank	,40	,262	,315

Satisfaction level in the selected criteria is higher in foreign banks than in Turkish banks according to ANOVA test result. Citibank and Denizbank has almost same satisfaction level while Anadolubank is the worst. % 56 of Citibank %40 of Denizbank employers are strongly agree on that saşary raise rations are always announced before the payment where as in Anadolubank this ratio is just % 15.

6. Hypothesis: Satisfaction level in motivation is higher in foreign banks than in Turkish banks.

The satisfaction level in motivation was measured with the help of the 6 questions on the survey.

Table 10 Test of Homogeneous of Variances

Motivation				
Levene	df1	df2	Sig.	
Statistic				
,201	2	87	,818	

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	698,600	2	349,300	48,740	,000
Within Groups	623,500	87	7,167		
Total	1322,100	89			

Multiple Comparisons

Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	3,90	,691	,000
	Citibank	6,80	,691	,000

Denizbank	Anadolubank	-3,90	,691	,000
	Citibank	2,90	,691	,000

ANOVA test is executed to prove whether the hypothesis true. The test result indicates that Citibank is the best bank for motivation issues while Denizbank is the second best.

6.1. Hypothesis: Satisfaction level in “I am very motivated to see the company’s succeed” is higher in foreign banks than in Turkish banks..

Table 10.1 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	5	14	23	42
moderately agree	10	11	5	26
neutral	11	1		12
moderately disagree	2	2	1	5
strongly disagree	2	2	1	5
Total	30	30	30	90

Table 10.2 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
1,140	2	87	,325

Table 10.3 ANOVA

	Sum of	df	Mean Square	F	Sig.
	Squares				
Between Groups	19,356	2	9,678	8,473	,000
Within Groups	99,367	87	1,142		
Total	118,722	89			

Table 10.4 Multiple Comparisons

Scheffe

		Mean Difference (I-J)	Std. Error	Sig.
(I) Company	(J) Company			
Anadolubank	Denizbank	,63	,276	,078
	Citibank	1,13	,276	,000
Denizbank	Anadolubank	-,63	,276	,078
	Citibank	,50	,276	,200

Statistically it is proved that Citibank is the best bank for the selected criteria while there is no meaningful difference between Anadolubank and Denizbank.

6.2. Hypothesis: Satisfaction level in “I have a clear path for career development” is higher in foreign banks than in Turkish banks.

Table 10.5 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	1	3	16	20
moderately agree	9	15	10	34
neutral	12	11	4	27
moderately disagree	5	1		6
strongly disagree	3			3
Total	30	30	30	90

Table 10.6 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
,592	2	87	,556

Table 10.7 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	29,422	2	14,711	21,379	,000
Within Groups	59,867	87	,688		
Total	89,289	89			

Table 10.8 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,67	,214	,010
	Citibank	1,40	,214	,000
Denizbank	Anadolubank	-,67	,214	,010
	Citibank	,73	,214	,004

Satisfaction level in the selected criteria is higher in foreign banks than in Turkish banks according to ANOVA test result. Citibank has the highest satisfaction level while Denizbank is the second best and Anadolubank is the worst.

6.3. Hypothesis: Satisfaction level in “adequate information on promotion is provided” is higher in foreign banks than in Turkish banks.

Table 10.9 Frequency Table

Anadolubank	Denizban	Citibank	Total
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			k	
strongly agree	1	7	10	18
moderately agree	7	16	16	39
neutral	13	4	1	18
moderately disagree	7	2	3	12
strongly disagree	2			2
Total	30	29	30	89

Table 10.10 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
,461	2	86	,632

Table 10.11 ANOVA

	Sum of	df	Mean Square	F	Sig.
	Squares				
Between Groups	24,355	2	12,178	15,508	,000
Within Groups	67,532	86	,785		
Total	91,888	88			

Table 10.12 Multiple Comparisons

Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	1,03	,231	,000
	Citibank	1,17	,229	,000
Denizbank	Anadolubank	-1,03	,231	,000
	Citibank	,13	,231	,844

Satisfaction level in the selected criteria is higher in foreign banks than in Turkish banks according to ANOVA test result. Citibank and Denizbank has almost same satisfaction level while Anadolubank is the worst.

6.4. Hypothesis: Satisfaction level in “HR specialists encourage high achievement by reducing the fear of failure” is higher in foreign banks than in Turkish banks.

Table 10.13 Frequency Table

	Anadolubank	Denizban	Citibank	Total
		k		
strongly agree	1	4	11	16
moderately agree	6	13	12	31
neutral	17	10	6	33
moderately disagree	4	2	1	7
strongly disagree	2	1		3
Total	30	30	30	90

Table 10.14 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
1,130	2	87	,328

Table 10.15 ANOVA

	Sum of	df	Mean Square	F	Sig.
	Squares				
Between Groups	18,156	2	9,078	11,603	,000
Within Groups	68,067	87	,782		
Total	86,222	89			

Table 10.16 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,57	,228	,051
	Citibank	1,10	,228	,000
Denizbank	Anadolubank	-,57	,228	,051
	Citibank	,53	,228	,071

ANOVA test result table shows that Citibank is better than Anadolubank for the selected criteria.

6.5. Hypothesis: Satisfaction level in “team works in/out of office motivates me to work together with my peers in the company” is higher in foreign banks than in Turkish banks.

Table 10.17 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	2	6	18	26
moderately agree	13	14	8	35
neutral	9	6	3	18
moderately disagree	5	2	1	8
strongly disagree	1	2		3
Total	30	30	30	90

Table 10.18 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
,720	2	87	,490

Table 10.19 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19,089	2	9,544	10,290	,000
Within Groups	80,700	87	,928		
Total	99,789	89			

Table 10.20 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,33	,249	,411
	Citibank	1,10	,249	,000
Denizbank	Anadolubank	-,33	,249	,411
	Citibank	,77	,249	,011

Satisfaction level in the selected criteria differs among the banks according to ANOVA test result. Anadolubank and Denizbank has almost same satisfaction level while Citibank is the best.

6.6. Hypothesis: Satisfaction level in “it is given to access to company-sponsored training and seminars and to use new technologies” is higher in foreign banks than in Turkish banks.

Table 10.21 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	3	10	9	22
moderately agree	10	11	18	39
neutral	11	5	2	18

moderately disagree	4	3	1	8
strongly disagree	2	1		3
Total	30	30	30	90

Table 10.22 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
3,314	2	87	,041

Although ANOVA test is not valid, it can be claimed that Anadolubank is the worst among all according to the frequency table.

7. Hypothesis: Satisfaction level in communication is higher in foreign banks than in Turkish banks.

There are 5 questions in the survey to measure satisfaction level in communication. The total communication satisfaction score is calculated to show overall view.

Table 11 Test of Homogeneous of Variances

Communication			
Levene Statistic	df1	df2	Sig.
2,929	2	87	,059

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	571,667	2	285,833	48,576	,000
Within Groups	511,933	87	5,884		
Total	1083,600	89			

Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	2,83	,626	,000
	Citibank	6,17	,626	,000
Denizbank	Anadolubank	-2,83	,626	,000
	Citibank	3,33	,626	,000

According to the test result, Citibank is the best company using communication tools while Anadolubank is the worst.

7.1. Hypothesis: Satisfaction level in “it is allowing time to listen my problems in various cases” is higher in foreign banks than in Turkish banks.

Table 11.1 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	1	7	17	25
moderately agree	15	10	11	36
neutral	8	8	1	17
moderately disagree	4	4	1	9
strongly disagree	2	1		3
Total	30	30	30	90

Table 11.2 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
2,953	2	87	,057

Table 11.3 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22,022	2	11,011	12,131	,000
Within Groups	78,967	87	,908		
Total	100,989	89			

Table 11.4 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,30	,246	,478
	Citibank	1,17	,246	,000
Denizbank	Anadolubank	-,30	,246	,478
	Citibank	,87	,246	,003

Satisfaction level in the selected criteria differs among the banks according to ANOVA test result. Anadolubank and Denizbank has almost same satisfaction level while Citibank is the best.

7.2. Hypothesis: Satisfaction level in “Opportunity of advancement is clearly provided” is higher in foreign banks than in Turkish banks.

Table 11.5 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	1	1	10	12

moderately agree	10	16	15	41
neutral	10	10	5	25
moderately disagree	8	1		9
strongly disagree	1	1		2
Total	30	29	30	89

Table 11.6 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
1,286	2	86	,282

Table 11.7 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18,343	2	9,172	13,772	,000
Within Groups	57,275	86	,666		
Total	75,618	88			

Table 11.8 Multiple Comparisons

Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	,45	,213	,112
	Citibank	1,10	,211	,000
Denizbank	Anadolubank	-,45	,213	,112
	Citibank	,65	,213	,012

Satisfaction level in the selected criteria differs among the banks according to ANOVA test result. Anadolubank and Denizbank has almost same satisfaction level while Citibank is the best.

7.3. Hypothesis: Satisfaction level in “My job requirements are clear” is higher in foreign banks than in Turkish banks.

Table 11.9 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	4	6	17	27
moderately agree	14	16	10	40
neutral	7	6	2	15
moderately disagree	4		1	5
strongly disagree	1			1
Total	30	28	30	88

Table 11.10 Test of Homogeneous of Variances

Levene Statistic	df1	df2	Sig.
4,689	2	85	,012

7.4. Hypothesis: Satisfaction level in “It is accessible to HR staff for support and assistance is higher in foreign banks than in Turkish banks.

Table 11.11 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	2	6	13	21

moderately agree	6	8	17	31
neutral	15	12		27
moderately disagree	7	3		10
strongly disagree		1		1
Total	30	30	30	90

Table 11.12 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
Statistic			
5,173	2	87	,008

The hypothesis can not be proved as the variances are not homogenous. In deed, the frequency table shows that Citibank is the best for the selected criteria.

7.5. Hypothesis: Satisfaction level in “The company and the HRM department clearly communicates its goals and strategies to me” is higher in foreign banks than in Turkish banks.

Table 11.13 Frequency Table

	Anadolubank	Denizbank	Citibank	Total
strongly agree	2	8	20	30
moderately agree	8	16	8	32
neutral	10	3	2	15
moderately disagree	6	2		8
strongly disagree	4	1		5
Total	30	30	30	90

Table 11.14 Test of Homogeneous of Variances

Levene	df1	df2	Sig.
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Statistic				
	2,681	2	87	,074

Table 11.15 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	42,222	2	21,111	23,873	,000
Within Groups	76,933	87	,884		
Total	119,156	89			

Table 11.16 Multiple Comparisons
Scheffe

(I) Company	(J) Company	Mean Difference (I-J)	Std. Error	Sig.
Anadolubank	Denizbank	1,00	,243	,000
	Citibank	1,67	,243	,000
Denizbank	Anadolubank	-1,00	,243	,000
	Citibank	,67	,243	,027

As shown in the table above, satisfaction level for the selected criteria is higher in foreign banks than in Turkish banks. Citibank is the best as expected while Denizbank is the second best and Anadolubank is the worst.

Chapter 5.

DISCUSSION OF FINDINGS AND THE SUMMARY CONCLUSION

This current study aimed to the relationships between satisfaction levels of the employees working in banking sector and the the origin of the bank.

This study was conducted with the expectation to find whether that difference influence employee's satisfaction level or not.

In general; our hypotheses were confirmed. First the results demonstrate that the satisfaction of the employee is related to the origin of the bank they work and the level of satisfaction in foreign banks is higher than Turkish banks.

Second; satisfaction level of the employee is higher in foreign banks that in Turkish banks but it also differs from function to function of human resource management.

According to the hypothesis 1: Satisfaction level in recruitment process examined among the banks according to origin of the company; the frequency tables show that employees are agree on the high satisfaction level in Citibank in job description and requirements description detail in the recruitment process, in interview meetings time in the recruitment process, in the answered questions about position during the interview, in given information about all decisions related the applicant.

According to the hypothesis 2: Satisfaction level in training examined among the banks according to origin of the company; the frequency tables show that employees are agree on the high satisfaction level in Citibank in information given about the training period and all legal rights during this period,given information about local and abroad training and their contents long time before, in making the employee feel same as full time employees during the training period,in the criteria of their ideas and opinions counting at work.

According to the hypothesis 3: Satisfaction level in career planning is higher in foreign banks that in Turkish banks; the frequency tables show that employees are agree on the high satisfaction level in Citibank in HR department's help in determining consistent career plan,

HR specialists took an active role while the employer is determining his/her goals for next periods, by the career plan developed with HR specialist, they can see their future in their company.

According to the hypothesis 4: Satisfaction level in performance appraisal is higher in foreign banks than in Turkish banks; the frequency tables show that employees are agree on the high satisfaction level in Citibank in, by performance appraisal tests applied periodically, employees can able to test themselves, Performance Appraisal tests' contents are always useful for both executives and employees, employee performance evaluations are fair and appropriate, by employee satisfactory programs, employees can share what they need, what they want, employees have chance to communicate about their satisfactions and unsatisfactions and they are given adequate feedback about their performance.

According to the hypothesis 5: Satisfaction level in salary differs is higher in foreign banks than in Turkish banks; the frequency tables show that employees are agree on the high satisfaction level in

Citibank in, the salary that they got the beginning was the same that it was told in the interview, When they do a good job, they receive the praise and recognition they deserve, promotions are given every quarter in according to the performance, salary raise ratios are always announced before the payment.

According to the hypothesis 6: Satisfaction level in motivation is higher in foreign banks than in Turkish banks; the frequency tables show that employees are agree on the high satisfaction level in

Citibank in, they are very motivated to see the company's succeed, they have a clear path for career development, adequate information on promotion is provided, HR specialists encourage high achievement by reducing the fear of failure, team works in/out of office motivates them to work together with their peers in the company and it is given to access to company-sponsored training and seminars and to use new technologies.

According to the hypothesis 7: Satisfaction level in communication is higher in foreign banks than in Turkish banks; the frequency tables show that employees agree on the high satisfaction level in

Citibank in, it is allowing time to listen their problems in various cases, opportunity of advancement is clearly provided, their job requirements are clear, it is accessible to HR staff for support and assistance, the company and the HRM department clearly communicates its goals and strategies to them.

The results of this study indicate that the origin of the company has significant impact on the managerial actions of the banks' human resource functions. Satisfaction level is higher in foreign banks than in Turkish banks. Citibank which is entirely foreign bank is the picked as most successful bank in HR managements where as Denizbank is second and the Anadolubank which is totally Turkish bank is the third in the study.

Finally it can be easily said that our findings provide important guidelines for managerial actions of human resource departments in banks. Satisfaction of the employees should be one of the foremost thoughts of the top management to maintain and increase success, productivity, whole performance of the bank.

Additionally since individuals might perceive the satisfaction level differently based on their own personal experiences, managers must believe and convince employees that they are the most important reason of the company success.

The results also indicate that the Turkish banks are more unsuccessful in applying human resource management with providing employee satisfaction comparatively to foreign banks.

In general; satisfaction level of employees in training, career planning, performance appraisal, salary, motivation and communication functions in organizations shows that the employees work in Citibank are the most satisfactory ones. They are followed by employers of Denizbank which is Turkish company merged with Belgium French financial institute Dexia, and the most unsuccessful bank in this research is Anadolubank which is entirely Turkish bank.

APPENDIX
SURVEY INSTRUMENT

EMPLOYEE SATISFACTION SURVEY

Your age?

- 15-25
- 26-35
- 36-45
- 46 and over

Your gender?

- Male
- Female

Your department?

.....

How long have you worked for the company?

- Less than 6 months
- Less than 12 months
- Less than 3 years
- More than 3 years

Please check the box in order to your ideas

RECRUITMENT

1) Job description and requirements were described in detail in the recruitment process.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
- Strongly Disagree

2) Interview meetings were done on time.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
- Strongly Disagree

3) All questions about position were answered during the interview.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

4) I was informed about all decisions related my applicant.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

TRAINING

5) I was informed about the training period and all my legal rights during this period.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

6) I was informed about local and abroad trainings and their contents long time before.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

7) They made me feel same as full time employees during my training period.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

8) My ideas and opinions count at work.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

CAREER PLANNING

9) While developing career plan, HR department helped me in determining consistent plans.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

10) HR specialists took an active role while i was determining my goals for next periods.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

11) By the career plan developed with HR specialist, i can see my future in this company.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

PERFORMANCE APPRAISAL

12) By performance appraisal tests applied periodically, employees can able to test themselves.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

13) Performance Appraisal tests' contents are always usefull for both executives and employees.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

14) Employee performance evaluations are fair and appropriate.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

15) By employee satisfactory programs, employees can share what they need, what they want. Employees have chance to communicate about their satisfactions and unsatisfactions.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

16) I am given adequate feedback about my performance.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

SALARY

17) The salary that i got the begining was the same that it was told in the interview.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

18) When I do a good job, I receive the praise and recognition I deserve.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

19) Promotions are given every quarter in according to the performance.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

20) Salary raise ratios are always announced before the payment.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

MOTIVATION

21) I am very motivated to see the company's succeed.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

22)I have a clear path for career development.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

23) Adequate information on promotion is provided.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

24) HR specialists encourage high achievement by reducing the fear of failure.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

25) Team works in/out of office motivates me to work together with my peers in the company.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

26) It is given to access to company-sponsored training and seminars and to use new technologies.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

27) It is allowing time to listen my problems in various cases.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

28) Opportunity of advancement is clearly provided.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

29) My job requirements are clear.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

30) It is accessible to HR staff for support and assistance.

Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

31) The company and the HRM department clearly communicates its goals and strategies to me.

- Strongly Agree Moderately Agree Neutral Moderately Disagree
 Strongly Disagree

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