

## EXAMINATION OF THE VIEWS OF “POTENTIAL EMPLOYEES IN THE TOURISM SECTOR” IN RELATION TO THE ROLE OF THE CORPORATE IMAGE IN THE BUSINESS CHOICE<sup>1</sup>

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### ABSTRACT

The aim of this study is to determine the elements of positive/negative image of a tourism business from the perspective of potential workers and to find out what encourages them to/not to choose to apply to a business. The research was carried out on students studying at Faculty of Tourism Nevşehir Haci Bektas Veli University. Interview method was used as the main method of data collection. In the study, case study was preferred. The data were collected with the "Standardized Open-Ended Interview Form". To ensure content validity of the interview form, two experts in the field were consulted. The interview form was applied to students who are randomly selected among students with work experience and equally from each department. Students were asked to express their thoughts and opinions in their own handwriting. Collected data were analyzed descriptively. Direct quotation was given from student opinions to increase the validity. According to the results of this study; factors such as giving value to the employees, giving higher salary, offering opportunities to improve the personnel, keeping the workplace hygienic and ensuring order and discipline at the workplace are the characteristics both of the business in which the participants want to work and of a positive business image. Therefore, a good business image attracts potential workers to work in that business.

**Keywords:** Corporate Image, Selection of workplace, Organizational attractiveness.

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## INTRODUCTION

The corporate image is the opinions of the business stakeholders about that business. At the same time, it is also described as the based image of the institution in minds. It is the result of the perception of the vision, mission, plans and objectives of the business in terms of the target group or the individual (Köktürk et al., 2008: 29). When it comes to corporate image, in addition, the factors such as the quality of the business' products and services, its financial strength, the quality of its long-term investments, the sensitivity to community and the environment, its reflection from the media, and the use of corporate resources are addressed (Tengilimoğlu and Öztürk, 2004: 228). The corporation image which aims to be trustworthy and to maintain that trust on the internal and external target audience, is concerned with institutional recognition and prestige when compared to its competitors (Göksel and Başok Yurdakul, 2002: 204).

The corporate image can be good or bad in the eyes of individuals. A good corporate image is only possible if the target groups know it well and have positive and accurate impressions about it. Positive corporate image has a big role in ensuring the continuity of the business and in maintaining the trust. At the same time, the positive corporate image is a factor that increases organizational attractiveness in attracting qualified employees to the business (Ak, 1998: 172; Özata and Sevinç, 2007: 59-60). Research on how business image influences organizational attractiveness suggests that a potential employee is attracted to the organization, based on perceptions of the organization's image (Gatewood et al., 1993; Turban and Greening 1997; Dündar Akçay, 2014; Gözen, 2016).

Potential employees expect followings from the business they will apply for a job: the changes of promotion and improvement, good working conditions, attractive work, various social benefits, satisfactory salary, department choice, job security etc. They believe that businesses with a positive image will meet these expectations more easily (Acito and Ford, 1980: 54; Gatewood et al., 1993: 415; Aiman-Smith et al., 2001: 222).

In the tourism literature, it is observed that studies on the organizational attractiveness factors that have attracted employees to a business have increased in recent years (eg. Tepeci and Wildes 2002; Dermody et al., 2004; Cho et al., 2006; Adler and Ghiselli, 2015). However, although the subject of organizational attractiveness in Turkey has been studied (Dündar Akçay, 2014; Gözen, 2016), it seems that the work is limited and the issue is not addressed in terms of the corporate image.

In today's competition environment, it is important for the companies to maintain the competitive advantage and to provide customers with quality services that are in accordance with the expectations of the customers and thus to ensure customer satisfaction. In terms of tourism establishments, the role of the qualified personnel is great in ensuring the quality of service and in ensuring customer satisfaction. The qualified personnel are influenced by some organizational attractiveness factors when choosing businesses that they will work with. In the tourism sector where the personnel turnover rate is high due to non-business (seasonal fluctuations, economic fluctuations etc.) and intra-business reasons (lack of wages, long working hours, lack of

resources such as housing, transportation etc.) (Gün, 2016), it is very difficult to attract qualified personnel and keep them in the business. It is important from this point of view that the expectations of the personnel are identified correctly and the corporate image that will meet these expectations is formed.

The purpose of this study is to identify the factors that constitute the image of tourism establishments from the viewpoint of potential employees. At the same time, it is to identify the reasons that encourage potential employees to make a business application to a business and prevent them from making an application. This study could guide tourism managers in understanding the expectations of potential employees and thus identifying the factors that should be emphasized in their business on corporate image. At the same time, it is thought that this study will also contribute to the domestic literature and will also become a basis for scale development studies that will lead to quantitative research on the subject through this qualitative research.

### **Corporate Image and Business Choice**

In general, image is people's thoughts about another person, object and institutions. Therefore, the image is about how something is known, how it is assessed (Yavuz, 2006: 137).

The corporate image is the way in which an institution or organization is perceived by the public. The image, which depends on the knowledge and experience of the individuals about the organization and the organization, can be good-bad or neutral. The image is acquired through knowledge and experience, or the institution and organization try to obtain an image that they want with specific events, people or slogans (Okay, 2003: 106). An image is an idea that an individual or institution creates willingly or unwillingly in the minds of other persons or institutions about services, staff, tools and equipment used (Bilgin, 2008: 136).

Everyone who has an idea about an institution and organization has an image about that institution/organization. The perception of each individual and the image attributed to the institution are different. When talking about the image of a corporation, the sum of the opinions of the people is the issue. (Okay, 2003: 107). The corporate image is a type of image that is called an outwardly reflected image and that plays an important role in the relationship with the public (Bilgin, 2008: 138). The image is a concept of how the business is perceived by the external stakeholders, especially the customers (Tengilimoğlu and Öztürk, 2004: 221).

The institutional image that is formed by the integrity of corporate view, corporate communication and corporate behavior performs an important function such as creating credibility in the internal and external target groups and ensuring its sustainability (Yavuz, 2006: 142; Tengilimoğlu and Öztürk, 2004: 220). Institutions that have shaped the corporation image well are known in the public opinion as respectable, trustworthy, co-operable, promising, stable and so on (Gürgen, 1993: 10).

The corporate image is effective on the business choice of potential employees. Research in this issue suggests that a potential employee is attracted to the organization based on perceptions of the corporate image. For example, Rynes et al. (1991) pointed out that the effect of bush telegraph of information about the business on

the first impressions of business choice is important. Fombrun and Shanley (1990) have found that the image is an important factor in decision making on business choice. Gatewood et al. (1993) also stated that organizational image perceptions of occupants are important in their evaluation of the operation. Their work has shown that the corporate image which is formed during a job application or in general is effective in helping individuals to contact with a potential business in the future. Moreover, this work has shown that employees also consider the company's works in the interest of the community in evaluating an business.

The "preferred employer's image" about the business in the minds of current and potential employees is expressed as "employer's brand". In a study on tourism students; businesses that provide good wages and benefits, provide good medical care, have good pension rights, provide insurance and work opportunities abroad are described as "businesses with good employer brand" (Adler and Ghiselli, 2015). In a study to determine the employer brand perception on tourism faculty students; it is stated that the most common feature of the businesses that the participants want to work is "reputable business" followed by the good income dimension (economic dimension) and development dimension (Gözen, 2016). In another study; it has been found that symbolic features (elitism, sensitivity and prestige) and instrumental characteristics (customer profile addressed and the customer dimension including the relationship with the customers) are to be influential in the choice of potential candidates for five-star urban center hotels (Dündar Akçay, 2014).

Tepeci and Wildes (2002) set out the points that tourism employees take into consideration when choosing a business: the opportunity for promotion and improvement, good working conditions, attractiveness of business, career development, authorization increase, good social opportunities, good salary, department choice, and job security. Dermody et al., (2004) conducted a face-to-face meeting with independent and chain restaurant staff. According to this study, the characteristics that attract the employees to the business are wages, relations with colleagues, management, atmosphere, customers, reputation, flexible working hours. In his work on the tourism sector in Sweden, Hjalager (2003) found that individuals prefer more jobs in large and international businesses than jobs in small businesses. Sciarini and Woods (1997), in their study of student sample, point out that the impressions of potential employees in various ways related to the corporate image (customer experience, business visits and information from faculty management, graduate students, faculty members, students who have already worked in that business and business representatives) are influential in the business choice. Cho et al. (2006) has found that individuals are most interested in working in luxury hotels.

## METHOD

The method of research is a descriptive case study. Case studies can be conducted in quantitative approach or qualitative approach. In both approaches, the purpose is to produce conclusions about a particular case (Yıldırım and Şimşek, 2011). In this study, while the students of the tourism faculty choose the business, their views on whether or not they consider the corporate image have been tried to be described. The reason for the use of qualitative research in the study is to be able to provide an understanding of what the current situation is and the reasons for their choice without external intervention and guidance.

### Working Group

The research was carried out on Nevsehir Hacı Bektaş Veli University Tourism Faculty 3rd and 4th class students (because their working experience is more). Randomly selected students (10 students from each class) from all three departments (Tourism Management, Tourism Guiding and Gastronomy) were included in the scope of the research, taking into account the principle of volunteering and working in the tourism sector. These students have been informed about the purpose of the research. Firstly, the research questions were explained to the students who were interviewed and it has been provided that students filled out the forms with their own handwriting. The reason for using the form rather than one on one interview is that the students have requested time to think about the subject and stated that they would express their thoughts more easily through writing. A total of 60 forms were collected. 12 of these have been left out of the analysis because they have to answer a small part of the questions. At the end of the research, a total of 48 valid forms, including 16 from each section, were included in the study. Since the responses of the participants in the study began to repeat each other, 48 forms were considered sufficient for analysis. The obtained data were examined by both investigators and the statements were analyzed descriptively by exchanging views.

22 participants were male and 26 were female. The majority of the students are 21 (13 people) and 22 (14 people) years old. The general grade average of 23 students is between 2.01 and 3.00 and the general grade average of 25 students is between 3.01 and 4.00. 22 people are 3rd class, 26 people are 4th class students. While all of them have working experience, 18 of them have more than 6 months of working experience.

**Table 1.** Demographic Characteristics of the Participants

Variables	f	Variables	f
<b>Gender</b>		<b>Class</b>	
Female	26	3. Class	22
Male	22	4. Class	26
<b>Age</b>		<b>Working Time in the Sector</b>	
25 years	3	Less than 6 months	18
24 years	5	Between 6-12 months	11
23 years	8	Between 1.1-2 years	4
22 years	14	Between 2.1-3 years	8
21 years	13	More than 3 years	7
20 years	5		
<b>General Grade Average</b>			
Between 2,01-3,00	23		
Between 3,01-4,00	25		

### Development of Research Form

In the collection of the research data, the interview form with open-ended questions prepared by the researcher was used. In the course of the development of the interview form, the literature has been carefully examined and by examining the studies in the literature (Gatewood et al., 1993; Tepeci and Wildes, 2002; Dermody et al., 2004; Adler and Ghiselli, 2015) necessary questions for the interview form were prepared. The form, which was prepared as a draft, was presented to the two academicians to examine, who are experts in

Human Resource Management. After the necessary examinations were made and the feedbacks were received, the correction was carried out and the questions were given the latest form. In the scope of this study, in addition to the questions about the demographic data of the participants, it has been tried to get answers to the following questions about the subject.

1. What are the characteristics of a business with a positive image for you?
2. What are the characteristics of a business with a negative image for you?
3. When choosing a business for work (or internship), what are the factors that attract you to work in a business? (What kind of business do you want to work for?)
4. What are the factors that keep you from working in a business? (What kind of business do not you want to work for?)
5. Which features of the business were influential in choosing the business/businesses that you have worked on before?

### **Analysis of the Data**

In the analysis of collected data, the descriptive analysis technique used in qualitative researches was utilized. Descriptive analysis is a qualitative data analysis type that includes summarizing and interpreting data obtained by various data collection techniques according to predefined themes. The main purpose of this type of analysis is to present the findings in a summarized and interpreted form to the reader (Yıldırım and Şimşek, 2003). The open-ended questions in the question form aiming to determine the effect of the image in the choice of the workplace of the Tourism Faculty students were evaluated using the descriptive analysis method and the frequencies of the obtained data are presented in the relevant tables. The numbers in front of the views expressed in the tables indicate the number of participants who expressed this view. That is, the same participant may have indicated more than one different opinion. The expressions in parentheses near the individual expressions of the participants are as follows; G: the participant from the Gastronomy and Culinary Arts Department, R: the participant from the Tourism Guiding Department, T: the participant from the Tourism Management Department, E: male student, K: female student. The number represents the order in which the researchers give the relevant question form. T12E expresses the 12th question form in the Tourism Management department and Male student.

### **FINDINGS (RESULTS)**

Table 2 contains the evaluations that participants expressed the most to the question “What are the characteristics of a business with a positive image for you? (1<sup>st</sup> Question)”. Participants evaluated the characteristics of the business with a positive image in terms of “the importance given to the staff, the support and the opportunities offered to the staff”. When the most emphasized expressions such as “having importance to the employees”, “attaching importance to the strengthening/training/motivation of the staff”, “giving a high/desert salary”, “having healthy conditions, being hygienic” and “having regular breaks and regular working hours” are examined, it is seen that the perceptions of potential employees are parallel to the

personnel expectations. In addition, they consider businesses that value customer satisfaction and provide quality services to them as “businesses with a positive image.”

**Table 2.** The Characteristics of Businesses with Positive Image According to the Participants

<b>What are the characteristics of a business with a positive image for you?</b>	<b>f</b>
Attaching importance to its staff	19
Providing customer satisfaction, meeting their demands and expectations	16
Attaching importance to the strengthening/training/motivation of the staff	13
Giving a high/desert salary	10
Having healthy conditions, being hygienic	10
Having regular breaks and regular working hours	8
Providing quality service	7
Respect for the staff	6
Ideal workload	6
Having organizational discipline and order	5
Cooperation and harmonious working environment	5
Having a certain division of labor	4
Great interest to customer	4
Being open to innovation	4
Environmental consciousness	3
Fairness to the staff	3
Good customer relations	3
Respectful/sensitive behavior to customers	3
Providing a variety facilities	2
Behaving equally to all customers.	2
Elite places	2
Recognition	2
Good communication among employees, respect among employees	2
Providing regional development and collective contribution	2
Being sensitive to social events	1
Instilling the sense of responsibility to the staff	1
Being honest	1
Being chain business	1
Elite guest experience	1
Trustworthiness	1
Having good-humored staff	1
Having professional staff	1
Improved sector knowledge	1
Having a peaceful environment	1

Some participant expressions related to the first question are as follows:

“Should be sensitive to employees”, “should not exploit employees”, “should take the views of the employees when determining the working hours and departments of the employees”, “should pay the right to the staff money”, G12K).

“The businesses that have a certain organizational culture, care for their employees, have positive attitudes towards customers, give attention to customer contact, contribute to the region have a positive image” (T2E).

“It is the characteristics of a business with a positive image to attach importance to its employees, to pay desert salary to their employees, to provide quality services to the needs of the customers, and to create a business culture with respect among their staffs” (R8K).

Table 3 contains the evaluations that participants expressed the most to the question “What are the characteristics of a business with a negative image for you? (2st Question)”. According to the participants, the business that pays less salary or does not pay the right is the business with the most negative image. In addition to that, the businesses that “have irregular and heavy working hours”, “disrespects its employees, put pressure on them, threatens them”, don not attach importance its employees and their opinions” have negative image. According to these findings, negative image evaluations of most of the participants are based on behaviors the employer applies to its staff. Besides, 8 people stated that non-hygienic businesses are businesses with negative image.

**Table 3.** The Characteristics of Businesses with Negative Image According to the Participants

<b>What are the characteristics of a business with a negative image for you?</b>	<b>f</b>
Giving less salary or not giving right salary	16
Having irregular and heavy working hours <sup>1</sup>	12
Disrespecting its employees, putting pressure on them, threatening them <sup>1</sup>	10
Not attaching importance its employees and their opinions	9
Not attaching importance hygiene	8
No having work order	7
Not meeting customer demands	5
Harmful to the environment	4
Negative attitudes and behaviors towards customers	3
Not recognizing development opportunities for employees <sup>1</sup>	3
That customers are not satisfied with the services provided	3
Not innovative	3
Poor quality and inadequate service	3
Continuous staff change	2
Non-qualified staff	2
Unfair among employees	2
That employees are unhappy	2
Not giving overtime wage	2
Lack of management/poor management	2
Corruption	1
No personal safety	1
Excessive authoritarianism	1
No team work	1
No forward-looking strategy	1
No vision	1

Some participant expressions related to the third question are as follows:

“Not being recognized too much, the lack of co-operation and harmony among the staff, the poor quality of the service offered, the dissatisfaction of the guests staying, the lack of a system in terms of functioning” are the characteristics of negative image (R 13 A).

“Negative attitudes and behaviors that are shown to the guests, unclear working hours so negatively affecting the personnel, and not giving the necessary value to the staff” are the characteristics of negative image (T6E).

“Intolerance to guests, lack of hygiene and cleanliness, lack of qualified staff, repetition of the service, not renewing itself” are the characteristics of the business with negative image (G11K).

**Table 4.** Factors that Attract Employees to the Business

<b>When choosing a business for work (or internship), what are the factors that attract you to work in a business?</b>	<b>f</b>
Taking a high/deserved salary	19
Having a good image, recognition	16
Attaching importance to the staff	15
Appropriateness of working environment, harmony, order	11
Being a chain business	7
Regular working hours	7
Harmony among the staff	7
Justice in work	6
Attaching importance to developing the staff	6
Being sensitive to the environment	5
The cleanliness and beauty of the lodging	4
Attaching importance to motivation and training	4
Being a institutional business	3
Positive comments from customers	3
Employment of people with tourism education	3
Easy to reach	3
Trustworthiness	2
That managers have a good strategy	2
Orientation process	1
Following of innovations in information technologies	1
Regular holiday days	1
Suitability of working hours	1
That the staff has sense of responsibility	1
The institution to do its job diligently	1

The factors that attract the most people to work in a business are listed in Table 4 respectively. Some of these factors as following: “Taking a high/deserved salary”, “Having a good image and recognition”, “Attaching importance to the staff”, “Appropriateness of working environment, harmony and order”. As it is seen, the good image of the business

is a very important factor that attracts employees to a business. "Taking a high/deserved salary" in the first place is actually considered in Table 2 as one of the important factors forming a good image.

Some participant expressions related to this question are as follows:

"The business which I want to work for should be a business that develops me, pays at the right salary I deserve, has regular working hours, has a recognition, has a brand, values its staff, and provides training opportunities for its staff" (G6E).

"Being a chain hotel, having current standards, having strong image and attaching importance to its staff" are the characteristics that attract me to a business" (T11K).

"In a business, available work order, equal treatment of all employees, attaching giving to the opinions of the staff, the recognition and being a well-known and customer-favored business" attracts me to that business (R3K).

**Table 5.** The Factors That Keep People from Working in a Business

<b>What are the factors that keep you from working in a business?</b>	<b>f</b>
Not attaching importance to the staff, not being respectful them	17
Long working hours and workload density	15
Low salary	12
Negative image of the business	11
Unclear working hours	7
No order and discipline in the business environment	6
Inharmoniousness among the staff	6
Unclear job descriptions	5
Untimely payment of salaries	4
Insincere environmental	4
Unfairness towards employees	4
Uneducated and uninformed managers	3
Not considering employees' opinions, not meeting their needs, having inadequate equipment	3
No professional contribution to employees	3
Superior-subordinate conflict	3
Poor quality service	3
Disrespect to nature and no protection of nature	3
Inadequate transportation facilities	2
Not hygienic	2
Unhappy staff	1
Not having a brand	1
Impossibility of promotion	1
No social opportunities	1

Table 5 is related to the factors that keep employees from working in a business. Participants do not want to work in businesses with the following characteristics: "not attaching importance to its staff, not being

respectful them”, “long working hours and workload density”, “less salary”, “negative image”, “unclear working hours”. Negative corporate image is considered as an important factor that keeps employees from working in that business. The first three statements in Table 5, which are identified by the participants, are included in the characteristics specified for the businesses with negative image in Table 3.

Some participant expressions related to this question are as follows:

I do not want to work in a business “that has bad image, produces poor quality service, does not respect its staff and works very hard” (R6K).

“Excessive workload and low salary and the aggressive executives who bother staff morale” keep me from working in that business. (T8E).

I do not want to work in a business “that does not respect the staff, has bad image, makes irregularities, does not make the repayment of my labor, is not forward looking and does not meet my expectations” (G1K).

**Table 6.** The Reasons in Choosing the Business That You Have Worked on Before?

<b>Which features of the business were influential in choosing the business/businesses that you have worked on before?</b>	<b>f</b>
Attaching importance to the staff and positive behaviors of the managers	13
Having a good salary	12
Having a recognition, trustworthiness, and prestige	10
Thinking about contributing to my career	8
Having a name, brand perception and positive image	7
Being a chain business	6
Regular working hours	6
I did not look at any features, I chose because of my internship and working requirement	6
Five-stars, size	5
Good facilities (transportation, food, lodging, etc.)	5
Providing quality products and services	4
Harmony among the staff	4
Institutionalism	3
The location of the business is suitable for me	3
The work environment is suitable for me	3
Having a certain system and discipline	2
Fair treatment among the staff	2
The happiness and satisfaction of the staff	1
Being a small business	1
The presence of familiar friends	1
The chance to work in the department I want	1
The business works with foreign customers.	1
Widespread business network	1

When the reasons for participants to choose the business they were formerly working for are examined, “the managers’ positive attitudes to the staff and that the business values the staff” are at the first place. This is

followed by “having a good salary”, “having a recognition, trustworthiness, and prestige”, “contributing to a person's career”, “having a name, brand perception and positive image”.

Some participant expressions related to this question are as follows:

“Having a certain position in the sector, its recognition and giving importance to staff” were effective in my choice (G9K).

“Because of the large business, I would have a chance to get to know each department, so I chose a big business” (T16K).

“I chose it due to five-stars, the high salary and importance given to the staff, the regularity of the shifts and institutionalism having a name” (R7E).

When the findings related to this question are examined, it is seen that the factors that form the corporate image such as recognition, trustworthiness, prestige, institutionalism, being a chain business, being five-stars, being a large business, having a name and brand perception are effective in choosing of the employees to work.

## CONCLUSION AND DISCUSSION

In this study, it is determined what constitutes a positive / negative corporate image from the point of view of potential employers. Moreover, the factors that attract the employees to work in a business and keep them from working in a business have been tried to be identified. It is believed that businesses that comply with these research findings can attract qualified staff to their businesses by creating a positive corporate image in the minds of current and potential employees.

According to the findings, most of the 48 students who formed the working group stated that “importance given to the staff by the business” is the most important factor forming the positive corporate image. In addition to that, The factors such as “providing customer satisfaction, meeting customer demands and expectations”, “attaching importance to the strengthening/training/motivation of the staff “, “paying the right to the staff”, “being comply with the health conditions of the environment”, “having regular breaks and working hours” have been seen as other important factors of positive image in terms of potential employees. It is seen that the image of the businesses that try to offer the best opportunities to the employees and attach importance to the staff spiritually is positive in terms of potential employees.

The participants also described businesses that “pay less salary/does not pay the right to the staff”, “have unclear and heavy working hours”, “does not attach importance to the staff” as business with negative image. From the point of view of the employees the more negative the conditions that a business provides to its staff means that the image of the business is perceived as so bad.

The expressions the participants use when they describe a business with a positive image, and the expressions they use when describing a business they want to work with are consistent. According to the participants, the factors such as attaching importance to the employees, paying high salary, providing opportunities to develop the employee, being hygienic of the business, having order and discipline in the business environment are the attributes of a business with a positive image and a business they want to work with. Therefore, a good corporate image encourages potential employees to work in that business.

In addition, in this study, the participants indicated that the “good business image” is the business feature they want to work with, and the “bad business image” is the business feature they do not want to work with. This finding supports previous studies. In previous studies, it has been found that good business image and unconfirmed information of potential employees about the business are effective in choosing of the business (Fombrun and Shanley, 1990; Rynes et al., 1991; Gatewood et al., 1993; Adler and Ghiselli, 2015).

Participants pointed out the points they had noted when choosing the previous workplace as follows: “attaching importance to the staff”, “high salary”, “having a reputation, trustworthiness, prestige”, “contributing to career development”, “having a name, brand perception and positive image”, “being a chain business”, “having a regular working hours”, “being a great business”.

In parallel with this study, similar results have been found in previous studies on potential employees in different sectors and in the tourism sector. In previous studies, for potential employees, recognition, prestige, reputation, having different characteristics from other businesses, having a good corporate image (Gatewood et al, 1993; Dermody et al., 2004; Knox and Freeman, 2006; Dündar Akçay, 2014; Gözen, 2016), being a chain hotel, big and international business (Hjalager, 2003; Cho and Sciarini, 2006), high salary, career development, other opportunities (Tepeci and Wildes, 2002; Dermody et al., 2004; Adler and Ghiselli, 2015) have been identified as important characteristics in the business choice.

## SUGGESTIONS

From the results of this study, it is possible to suggest the followings tourism enterprises which aim at attracting qualified personnel, which is very important in creating competitive advantage:

- should provide better opportunities for employees,
- should create an organizational culture that supports their employees,
- should attach importance to the factors that make up a positive business image,
- should give more value to employees and listen to their opinions,
- should get the idea of employees when organizing the working hours,
- should make arrangements that enable the employees to feel the employees have been paid their rights.

This study is a case study and the role of the corporate image in a business choice in terms of potential employees has been examined in a small working group. There is a need for studies of different sampling groups to generalize the results. The results of this study could be of benefit to the researcher in developing the relevant scale and thus in the implementation of wider working groups.

## İŞYERİ SEÇİMİNDE, KURUM İMAJININ ROLÜNE İLİŞKİN “TURİZM SEKTÖRÜNDEKİ POTANSİYEL İŞGÖRENLERİN” GÖRÜŞLERİNİN İNCELENMESİ\*

### TÜRKÇE GENİŞ ÖZET

#### GİRİŞ

Kurum imajı, işletme paydaşlarının o işletme hakkındaki düşünceleridir. Aynı zamanda kurumun zihinlerdeki yerleşik resmi olarak da nitelendirilmektedir. Hedef grup ya da bireyler açısından işletmenin vizyonu, misyonu, planları ve amaçlarının algılanması sonucunda ortaya çıkmaktadır (Köktürk vd., 2008: 29). Bunun yanında kurumsal imaj denildiğinde, işletmenin ürün ve hizmetlerinin kalitesi, finansal gücü, uzun dönemli yatırımlarının kalitesi, topluma ve çevreye duyarlılığı/katkısı, medyadan yansımaları, kurum kaynaklarının kullanımı gibi unsurlar ele alınmaktadır (Tengilimoğlu ve Öztürk, 2004: 228). İç ve dış hedef kitle üzerinde inandırıcı olmayı, güven sağlamayı ve sürdürmeyi amaçlayan kurum imajı; rakipleriyle karşılaştırıldığında kurumun tanınırlığı ve prestiji ile ilgilidir (Göksel ve Başok Yurdakul, 2002: 204).

Bir kurumun imajı, bireyler gözünde iyi veya kötü olabilir. İyi bir kurum imajı, hedef kitlelerin o kurumu iyi bir şekilde tanıması, onun hakkında olumlu ve doğru izlenimlere sahip olması ile mümkündür. Olumlu kurumsal imajın, işletmenin devamlılığının sağlanmasında ve güveninin devam ettirilmesinde rolü büyüktür. Aynı zamanda olumlu bir kurum imajı, nitelikli çalışanların işletmeye çekilmesinde, örgütsel çekiciliği arttıran bir unsurdur (Ak, 1998: 172; Özata ve Sevinç, 2007: 59-60). İşletme imajının örgütsel çekiciliği nasıl etkilediği hakkındaki araştırmalar, potansiyel bir çalışanın örgüt imajı hakkındaki algılarına dayalı olarak, örgütün cazibesine kapıldığını ileri sürmektedir (Gatewood vd., 1993; Turban and Greening 1997; Dündar Akçay, 2014; Gözen, 2016).

Potansiyel işgörenler, iş başvurusu yapacakları bir işletmeden; yükselme ve gelişim şansı, iyi çalışma koşulları, ilgi çekici iş, çeşitli sosyal faydalar, tatmin edici maaş, departman seçimi, iş güvencesi vb. gibi koşulları beklemektedirler. Olumlu imaja sahip işletmelerin de bu beklentilerini daha kolay karşılayacaklarına inanmaktadırlar (Acito and Ford, 1980: 54; Gatewood et al., 1993: 415; Aiman-Smith et al., 2001: 222).

Turizm literatüründe işgörenleri, bir işletmeye çeken örgütsel çekicilik unsurlarına yönelik son yıllarda yapılan çalışmaların arttığı gözlemlenmektedir (Örneğin, Tepeci and Wildes 2002; Dermody et al., 2004; Cho et al., 2006; Adler and Ghiselli, 2015). Ancak Türkiye’de örgütsel çekicilik konusu çalışılmış olmakla birlikte (Dündar Akçay, 2014; Gözen, 2016) çalışmaların sınırlı olduğu ve işletme imajı açısından konunun ele alınmadığı görülmektedir.

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Günümüz rekabet ortamında işletmelerin rekabet üstünlüğünü devam ettirmeleri için, müşterilerin beklentilerine uygun ve kaliteli hizmet üretmeleri, böylelikle müşteri memnuniyetini sağlamaları önemlidir. Turizm işletmeleri açısından hizmet kalitesinin sağlanması ve müşteri memnuniyetinin oluşturulmasında kalifiye personelin rolü büyüktür. Kalifiye personeller çalışacakları işletmeleri seçerken, bazı örgütsel çekicilik unsurlarından etkilenmektedir. İşletme dışı (mevsimsel dalgalanmalar, ekonomik dalgalanmalar vb.) ve işletme içi nedenlerle (ücret azlığı, uzun çalışma saatleri, lojman, ulaşım gibi kaynakların yetersizliği vb.) personel devir hızının yüksek olduğu turizm sektöründe (Gün, 2016), kalifiye personeli işletmeye çekmek ve işletmede tutmak oldukça güç olmaktadır. Personelin beklentilerinin doğru tespiti ve bu beklentilerini karşılayacak işletme imajının oluşturulması bu açıdan önemlidir.

Bu çalışmada amaç, potansiyel işgörenlerin bakış açısıyla turizm işletmelerine dair imajı oluşturan unsurları belirlemektir. Aynı zamanda potansiyel işgörenleri bir işletmeye iş başvurusu yapmaya teşvik eden ve başvuru yapmaktan alıkoyan nedenleri saptamaktır. Bu çalışma turizm yöneticilerine, potansiyel işgörenlerin beklentilerini anlamada ve böylelikle işletme imajı ile ilgili çalışmalarında öne çıkarılması gereken unsurların belirlenmesinde yol gösterici olabilecektir. Aynı zamanda yerli literatüre de katkı sağlayacağı ve bu nitel araştırma sayesinde konuyla ilgili nicel araştırmalara yön verecek ölçek geliştirme çalışmalarına da temel oluşturacağı düşünülmektedir.

## YÖNTEM

Araştırmanın yöntemi betimsel bir durum çalışmasıdır ve Turizm Fakültesi öğrencilerinin işyeri seçimi yaparken, kurumsal imajı göz önünde bulundurup bulundurmadıklarıyla ilgili görüşleri betimlenmeye çalışılmıştır. Söz konusu çalışmada nitel araştırma kullanılmasının sebebi ise, dıştan müdahale ve yönlendirme olmadan, mevcut durumun ne olduğunun ve seçimlerinin sebeplerinin anlaşılmasını sağlayabilmektir.

Araştırma Nevşehir Hacı Bektaş Veli Üniversitesi Turizm Fakültesi 3. ve 4. Sınıf öğrencileri üzerinde yürütülmüştür. Turizm sektöründe çalışmış olma kriteri dikkate alınarak; Turizm İşletmeciliği, Turizm Rehberliği ve Gastronomi bölümlerinden rastgele seçilmiş öğrenciler (her sınıftan 10 öğrenci) araştırma kapsamına alınmıştır. Toplamda 60 adet (araştırmada katılımcıların verdiği cevaplar birbirini tekrar etmeye başladığından form toplama işlemi 60 taneden sona durdurulmuştur) form toplanmış olup, 48 tanesi analize uygun bulunmuştur. Elde edilen veriler her iki araştırmacı tarafından incelenmiş, ifadeler görüş alışverişi yapılarak betimsel olarak analiz edilmiştir.

Araştırma verilerinin toplanmasında, araştırmacılar tarafından hazırlanan açık uçlu soruların yer aldığı görüşme formu kullanılmıştır. Görüşme formunun geliştirilmesi aşamasında alanyazın dikkatlice incelenmiş ve alanyazındaki çalışmalar (Gatewood et al., 1993; Tepeci and Wildes, 2002; Dermody et al., 2004; Adler and Ghiselli, 2015) incelenerek görüşme formu için gerekli olan sorular oluşturulmuştur. Bu çalışma kapsamında

katılımcıların demografik verilerinin belirlenmesine yönelik soruların yanı sıra konu ile ilgili olarak aşağıdaki soruların yanıtları alınmaya çalışılmıştır.

1. Size göre olumlu imaja sahip bir işletmenin özellikleri nelerdir?
2. Size göre olumsuz imaja sahip bir işletmenin özellikleri nelerdir?
3. Çalışmak (veya staj) için işletme seçerken, sizi bir işletmede çalışmaya çeken unsurlar nelerdir? (Nasıl bir işletmede çalışmak istersiniz?)
4. Sizi bir işletmede çalışmaktan alıkoyan unsurlar nelerdir? (Nasıl bir işletmede çalışmak istemezsiniz?)
5. Daha önce çalıştığınız işletmeyi/işletmeleri seçmenizde, işletmenin hangi özellikleri etkili olmuştur?

Turizm Fakültesi öğrencilerinin işyeri seçiminde imajın etkisini belirlemeyi amaçlayan soru formunda yer alan açık uçlu sorular, betimsel analiz yöntemi kullanılarak değerlendirilmiş ve elde edilen verilerin frekansları hesaplanmıştır.

## BULGULAR

Katılımcıların; 22'si erkek, 26'sı kadındır. Öğrencilerin çoğunluğu 21 (13 kişi) ve 22 (14 kişi) yaşlarındadır. 23 kişinin genel not ortalaması, 2,01-3,00 arası, 25 kişinin genel not ortalaması 3,01-4,00 arasındadır. 22 kişi 3. sınıf, 26 kişi 4. sınıf öğrencisidir. Tamamının çalışma deneyimi olmakla birlikte, 18 kişinin 6 aydan daha fazla çalışma deneyimi bulunmaktadır.

Katılımcılar, olumlu imaja sahip işletmenin özelliklerini daha ziyade, "personele verilen önem, destek ve sunulan imkânlar" üzerinden değerlendirmişlerdir. "Çalışanlara önem veren işletme olması", "personel güçlendirmeye/eğitimine/motivasyonuna önem verilmesi", "yüksek/hak ettiği ücreti vermesi", "sağlıklı koşullarda bir ortama sahip olması, hijyenik olması", "mola ve çalışma saatlerinin düzenli olması" gibi en çok vurgulanan ifadeler incelendiğinde, potansiyel işgörenlerin imaj algılarının personel beklentileriyle paralel olduğu görülmektedir. Bunun yanında müşteri memnuniyetini önemseyen ve onlara kaliteli hizmet sunan işletmeleri de "olumlu imaja sahip işletmeler" olarak değerlendirmektedirler.

Katılımcıların "Size göre olumsuz imaja sahip bir işletmenin özellikleri nelerdir?" sorusuna yönelik değerlendirmeleri incelendiğinde; "az ücret veren veya hak edilen ücreti vermeyen" işletmenin, en fazla olumsuz imaja sahip işletme olarak görüldüğü tespit edilmiştir. Bunun yanında, "belirsiz ve ağır çalışma saatleri olan", "çalışanlara saygısız davranan, baskı yapan, tehdit eden", "çalışanlara ve fikirlerine önem vermeyen" işletmeler olumsuz imaja sahip olarak değerlendirilmiştir. Bu bulgulara göre katılımcıların çoğunun olumsuz imaj değerlendirmeleri; işletmenin personeline yönelik davranışları üzerinden oluşmuştur.

Katılımcıları bir işletmede çalışmaya en çok çeken unsurlar; "yüksek/hak ettiği maaşı almak", "iyi bir imaja sahip olması ve tanınırlık", "çalışanlara değer vermesi", "çalışma ortamının uygunluğu, uyum ve düzen" şeklinde ifade edilmiştir. Görüldüğü üzere, işletmenin imajının iyi olması çalışanları işlemeye çeken çok önemli bir unsurdur.

İlk sırada yer alan “yüksek/hak ettiği maaşı almak” da iyi bir imajı oluşturan önemli faktörler arasında değerlendirilmiştir.

Çalışanları bir işletmede çalışmaktan alıkoyan unsurlar ise; “çalışanlarına değer vermeyen, saygı göstermeyen, kötü davranan”, “uzun çalışma saatleri ve ağır iş yükü olan”, “az maaş veren”, “imajı kötü olan”, “çalışma saatleri belirsiz olan” işletmelerde çalışmayı düşünmem şeklinde belirtilmiştir. İşletmenin imajının kötü olması, çalışanları o işletmede çalışmaktan alıkoyan önemli bir faktör olarak görülmektedir. Katılımcılar tarafından belirtilen imaj haricindeki diğer ifadeler de aslında “kötü imaja sahip işletmeler için belirtilen özellikler” içerisinde yer almaktadır.

Katılımcıların daha önceki çalıştıkları işyerini seçme nedenleri incelendiğinde; “işletmenin personele değer vermesi, yöneticilerin personele olumlu davranması” ilk sırada yer almaktadır. Bunu sırasıyla; “maaşının iyi olması”, “tanınır, güvenilir ve prestij sahibi olması”, “kişiye kariyerinde katkı sağlaması”, “ismi, marka algısı ve olumlu imaja sahip olması” takip etmektedir. Bu soruya ilişkin bulgular incelendiğinde; işletmelerin tanınmış, güvenilir, prestijli, kurumsal, zincir işletme, beş yıldızlı işletme, büyük işletme olması, isminin ve marka algısının olması gibi işletme imajını oluşturan unsurların, işgörenlerin işletmeyi seçmelerinde etkili olduğu görülmektedir.

#### TARTIŞMA VE SONUÇ

Bu çalışmada, potansiyel işgörenlerin bakış açısıyla olumlu/olumsuz bir işletme imajının unsurlarının neler olduğu saptanmıştır. Ayrıca, potansiyel işgörenleri işletmelere iş başvurusu yapmaya çeken ve iş başvurusu yapmaktan alıkoyan unsurlar belirlenmeye çalışılmıştır. Bu araştırma bulgularına uygun hareket eden işletmelerin, mevcut ve potansiyel işgörenlerin zihninde, olumlu bir işletme imajı yaratmak suretiyle, kalifiye personeli işletmelerine çekebilecekleri düşünülmektedir.

Bulgulara göre, çalışma grubunu oluşturan 48 öğrencinin çoğu, “işletmelerin personellerine verdikleri önemin”, olumlu işletme imajını oluşturan en önemli unsur olduğunu belirtmişlerdir. Bunun yanında; “müşteri memnuniyetinin sağlanması, müşteri istek ve beklentilerinin karşılanması”, “personel güçlendirmeye, eğitime ve motivasyonuna önem verilmesi”, “personeline hak ettiği ücreti vermesi”, “ortamın sağlık koşullarına uygun olması”, “mola ve çalışma saatlerinin düzenli olması” gibi unsurlar, potansiyel işgörenler açısından olumlu imajın diğer önemli unsurları olarak görülmüştür. İşgörelere en iyi imkânları sunmaya çalışan ve personeline manevi açıdan önem verdiğini hissettiren işletmelerin imajının, potansiyel işgörenler açısından olumlu olduğu görülmektedir.

Katılımcılar; “az ücret veren/personeline hak ettiği ücreti vermeyen”, “belirsiz ve ağır çalışma saatleri olan”, “personeline değer vermeyen” işletmeleri de olumsuz imaja sahip işletmeler olarak nitelendirmişlerdir. İşgörenlerin bakış açısına göre bir işletmenin personeline sağladığı koşullar ne kadar olumsuzsa, o işletmenin imajı o kadar kötü olarak algılanmaktadır.

Katılımcıların olumlu imaja sahip bir işletmeyi tarif ederken kullandıkları ifadelerle, çalışmak istedikleri işletmeyi tasvir ederken kullandıkları ifadeler birbiriyle tutarlıdır. Dolayısıyla iyi bir işletme imajı, potansiyel işgörenleri o işletmede çalışmaya da teşvik etmektedir.

Ayrıca bu araştırmada katılımcılar, “iyi bir işletme imajını” çalışmak istedikleri işletme özelliği, “kötü bir işletme imajını” da çalışmak istemedikleri işletme özelliği olarak belirtmişlerdir. Katılımcılar ayrıca, daha önceki çalıştıkları işyerini seçerken dikkat ettikleri hususları; “personele değer verme”, “yüksek maaş”, “tanınırlık, güvenilirlik, prestijli olma”, “kariyer gelişimine katkı sağlama”, “ismi, marka algısı ve olumlu imaja sahip olması”, “zincir işletme olması”, “düzenli çalışma saatlerine sahip olması”, “büyük bir işletme olması” şeklinde belirtmişlerdir. Bu bulgular, daha önce yapılan çalışmaları destekler niteliktedir.

Bu çalışma sonuçlarından yola çıkılarak, rekabet avantajı yaratmada oldukça önemli olan kalifiye personeli işletmesine çekmeyi hedefleyen turizm işletmelerine;

- işgörelere daha iyi imkân sağlamalarını,
- işgörelenlerini destekleyen bir örgüt kültürü oluşturmalarını,
- olumlu bir işletme imajını oluşturan unsurlara önem vermelerini,
- işgörelere daha fazla değer vermelerini, fikirlerini dinlemelerini,
- çalışma saatlerini düzenlerken, işgörelenlerin fikrini almalarını,
- işgörelenlerin emeklerinin karşılığını aldıklarını hissetmelerini sağlayacak düzenlemeleri yapmalarını önermek mümkündür.

Bu çalışma bir durum çalışması olup, potansiyel işgörelenler açısından kurum imajının işyeri seçimindeki rolü, küçük bir çalışma grubunda incelenmiştir. Sonuçların genellenmesi için farklı örneklem gruplarındaki çalışmalara ihtiyaç vardır. Bu çalışmanın sonuçları, konuyla ilgili ölçek geliştirilmesinde ve böylece daha geniş çalışma gruplarında uygulama yapılmasında araştırmacılara yarar sağlayabilecektir.

**Anahtar Kelimeler:** Kurum imajı, işyeri seçimi, örgütsel çekicilik.

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