

Employee Satisfaction in Automotive Supply Industry: An Application in an Establishment Operating in Konya

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Abstract—The purpose of this study is to identify factors that affect the satisfaction of employees in the automotive supply industry and to examine the relationship between these factors and some demographic variables. For this purpose, the survey on employees of company located in the first 1000 company of Turkey and operating in Konya automotive supply industry has been carried out. This example of this study is created by 215 employees in this company. These data has been analysed in SPSS 19.0 program. Within the scope of findings obtained, has been explained in 4 main dimensions as employee satisfaction: physical conditions and productivity, relationships and communication, training and quality, value and belief. The assessment related to employee satisfaction level has been done, also differentiation levels of employee satisfaction has been determined according to the gender, age group, experience and operation method in terms of these 4 dimensions. We think that research results will provide a significant contribution for managers of automotive supply industry.

Index Terms—automotive supply industry, employee satisfaction

I. INTRODUCTION

The automotive industry is an industry that operates as propellant power in Turkey as well as in many countries. Due to that this industry is produced fabrication production, is the matter of various negative effects on employees. For example, monotony is as a result of excessive division of labour and specialization. The determination of from what they are satisfied and from what they are not satisfied of the companies in industry is of utmost importance. Also in this study, the satisfaction

levels of employees and the relationship of the satisfaction level with some demographic variables has been examined by considering an automotive supply company employees operating in Turkey.

II. AUTOMOTIVE INDUSTRY IN TURKEY AND ITS DEVELOPMENT

The automotive industry in Turkey has gone through important phases from founded in 1960 to today. These steps are divided into five main groups essentially: In 1960's, assembly production of tractor intended for "Import Replacement" and commercial vehicles; in 1970's, "Nationalisation" and "Automobile Production" for the production of component parts; in 1980's, "Capacity and Technology Investments"; in 1990's, integration with restructuring and global industry for "Global Competition"; in 2000's, entry to the "Sustainable Global Competition Process" for the design and production directed to the world market by creating higher added value. In this process, the automotive industry has been developed lean production and lean management habit with modern quality management approach in production and business management. Also, has been started to export to the global markets and has been began to exist in the global competition process by harmonising international technical and commercial legislation implemented harmonising by public institutions [1].

The automotive industry has been developed in the last century and even has been a key sector for developing countries. A strong automotive sector are drawn our attention as one of the common characteristics of industrialized countries. The main reason why the automotive industry has an important position is the close

relationship of this industry with other industries. The automotive industry is benefited from the productions of many other industries. Foremost among them, iron and steel, glass, plastics, textiles, electronics and electrical industries are come. Besides, the automotive industry is provided to operate some sectors efficiently with their production. The construction, tourism and agriculture sectors can be given as example to these. Moreover, it is also known that the automotive industry is contributed to defence sector and indirectly to the national security of the state. It is caused that all developments and changes in the automotive industry are affected other sectors. Nowadays, therefore, the examination of developments in automotive industry located in the heart of many of the country's economy is very important [2]. The swot analysis findings of automotive industry made for Turkey is given in Table I.

TABLE I. SWOT ANALYSIS OF AUTOMOTIVE INDUSTRY

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • New investment plans for the sector in Turkey • The power of obtaining advantages in import-export markets due to strategic location of Turkey • Strengthening of demand expectations in the sector due to high population density. • Expansion of the transportation network in Turkey
<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Weak domestic demand due to high interest rates in Turkey • High tax rates in automotive • Undercapitalisation • The high cost of production • Being close to European market and competition • Exchange risk
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • New investment plans • Having expectations more chance directed medium and long term growth (After short term shrinkage)
<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • High tax rates • Being of interest rate in rise in Turkey and credit restriction • Continuation of current deficit fear, narrowing growth

Source: [3].

On the subject of number of establishment and employment in automotive industry, the evaluations directed to the number of the companies operating in automotive industry in Turkey and the number of people employed in these firms has been done. Hundreds of thousands people added to the working age population every year and structural transformation of economy, is brought the importance of industries having high employment capacity in Turkey. The general rate of unemployment has been 9.2% and young rate of (15-24 years) unemployment rate has been 17.5% in 2012. In addition to the improvement of sophistication of production structure in Turkey, it is very important for automotive industry and other industries related to these industries in order to reduce unemployment and to provide employment of people newly entered to the working age [4].

The globalization phenomenon observed in World economies and local economies now has become one

within the other in global markets. The effect of industrialization based on agriculture ongoing many years in Konya industry was reduced in the near term. The machinery and parts production, automotive spare parts production, plastic industry, iron-steel industry have been taken its place and has been take a position able to compete with World in this field. In this process, local economies has been effected in direction of strengthen physical, social and economic structures. With the competitiveness environment brought by developing economic system, has been amended in strategies and policies of local economies, has been begun to concentrate on R & D and innovation. In this context, the companies has been started to establish R & D facilities, to purchase professional consulting services, to create cooperation. Konya industry has a strong position with 1500 companies in automotive industry sector which is one of main industrial producer, 445 of automotive supply industrial producer throughout Turkey. Here, Konya automotive industry is a sector such as ability to do flexible production with competitive costs, export experience, trained manpower, and flexible working systems come to the forefront. Konya Chamber of Industry are supported to the automotive supply companies in this process with important and high added value projects such as Regional Innovation Centre, Automotive Industry Business Cluster, URGE [5].

As of the year 2011 in Turkey, approximately 45 thousand people are employed in 15 main industry establishments. As 200 thousand people in automotive supply industry, approximately 250 thousand people are employed in this industry. However, it is estimated that this number is around 400 thousand people with employees in automotive distribution, marketing, sales and maintenance networks. As of the year 2011, the employment in automotive industry are comprised as 78.5% workers, 9.5% office personnel, 7.8% engineer, 3% executive engineer and 1.2% executives. The employment of automotive main industry has been reached a size between 45 and 46 thousand people in 2007 and 2008. This decrease of employment in 2001 and 2002 has been resulted from the reflections of economic crisis experienced at our country in these years. The sector employment starting to grow since 2003 has been reached to 46.261 people in 2007. The employment has been decreased depending on the global economic crisis starting to feel as of the last quarter of 2008. As of 2010, has been entered to the recovery process in sector employment. However, it is seen that has not been reached to the employment numbers of 2007 yet. Although automotive sector has a major place in production sector in terms of employment capacity, is under the average of production sector in terms of rate of increase of employment. The active factor herein is not able to provide qualified personnel in desired aspects by sector. However, the labour productivity per hour is very high in the sector. The staffing is also increased in provinces concentrated on automotive industrial establishments [6].

III. MATERIAL AND VE METHOD

A. Research Objective

The objective of research is revealed the satisfaction levels of satisfaction levels of employees in the automotive supply industry and to analysis differentiation in terms of some demographic variables of satisfaction. The automotive supply industry has been selected due to reasons such as triggering other industries and the greater number of employees as mass. The questions searched for answers in this research are as follows:

a) What is the satisfaction level of employees in the automotive supply industry?

b) From which factors that the employees in the automotive supply industry are satisfied?

c) How is the differentiation of satisfaction levels of employees in automotive supply industry according to the some demographic variables?

B. The Method, Universe and Example of Research

The data in research designed as descriptive type has been collected by a survey developed by benefiting from the study by Ünalın [7]. Besides the demographic questions, the questions consisting of 34 statements are involved in order to measure employee opinions about the establishment. While creating answer categories of matters of scale has been utilized Likert type quintet grading such as “1: I strongly disagree, 5: I strongly agree”. The first survey created, is subjected to the preliminary test over 25 people working in establishment on November 15, 2014 in terms of comprehensibility. Moreover, it has been examined by academicians who are highly experienced on their subject studiously, has been finalized to the scale in line with the incoming criticisms. The 223 people working in establishment that operates in automotive supply industry at Konya are created the universe of this research. It has been applied to the participants face to face between 26 and 29 November 2014 and has been reached to 223 surveys as a result of this implementation. The lost data analysis has been done for scale; due to that significantly randomness has been determined in lost data, 8 surveys has been excluded from evaluation and the analysis have been evaluated totally over 215 surveys. Besides descriptive statistics, also has been utilised from difference test (independent sampling t test, Anova test) in analysis.

Kaiser-Meyer-Olkin (KMO) test is a measure of sampling adequacy. KMO testis a technique used to compare the aspects of the partial correlation coefficients and the aspect of the observed correlation coefficients. The result of KMO test made related to survey used in our research has been found as 0.612. This result is shown that the correlations of paired variables are described as moderately acceptable level by other variables, the sampling aspect is sufficient and data sets are suitable for factor analysis. Due to that significance level of p probability level obtained as a result of Bartlett test was 0.000, the null hypothesis has been rejected. According to this, the data has normal distribution and there is a relation between variables.

TABLE II. FACTOR LOADS

	PCE	RC	TQ	VB
Good functioning of the cooling system of workplace	-.865			
Being a localization layout suitable to the work in working environment	-.865			
Taking care to cleaning of workplace	-.865			
The sufficiency of office equipment and supplies	-.865			
Effecting from works done for the sake of duty of health negatively	-.865			
The sufficiency of safety precautions of workplace	-.865			
Being fair of distribution of work load	-.711			
Being clearly defined of duties, powers and responsibilities in establishment	-.711			
Evaluating of work performance and notifying the results	.959			
Effecting work performance by unfair wage policies negatively	.959			
Having improvement and advancement opportunities in terms of professionally in establishment	.959			
Complying with principles of justice and equality for in house advancement	.959			
Thinking that the suitable fee is paid to the work done	.959			
Being appreciated of achievements in the establishment	.959			
Encouraging about the best way to do works	.959			
Being in good relationships with colleagues		.564		
Transmitting of information related to operating of workplace on time		.723		
Being effective communication between departments in workplace		.723		
Benefiting from electronic communication technology in workplace sufficiently		.723		
Being unnecessary formalities related to operation in workplace		.723		
Using of communication channels (meetings, newsletters, bulletin boards etc.) effectively		.723		
Being predicated the relationships on basis of mutual trust with executives		-.860		
Not showing tolerance for the mistakes made at works by executives		-.860		
Guiding by executives for works		-.860		
Giving importance to the social activities (celebrations, concerts etc.) in our establishment		.897		
Thinking that organised social activities are increased work efficiency		.897		
Being training according to the needs			.845	
Being training opportunities sufficient			.845	
Availing from training to the professional knowledge level			.845	
Thinking that has sufficient information about quality management system studies			.845	
Effecting work processes positively by quality management system studies			.845	
Presence of common corporate values and beliefs between colleagues				.793
Being relations predicated on mutual trust				.793
Feeling proud that is being one of employee of this establishment				.793

*PCE: Physical conditions and efficiency, RC: Relationships and communication, TQ: Training and quality, VB: Value and belief. Explained variance: 94.516 Deductive Method: Basic Components Analysis, Rotation Method: Equimax Rotation.

The results of factor analysis are given at Table II. In this context, factor loads and distribution of questions to the factors has been given.

The alpha coefficients belonging to the variables are given in Table III.

TABLE III. ALPHA COEFFICIENTS BELONGING TO THE VARIABLES

Variables	Number of Questions	Alpha Coefficient
Physical conditions and efficiency	15	0.677
Relationships and communication	11	0.834
Training and Quality	5	0.990
Value and Belief	3	0.678

IV. FINDINGS

84.7% of participants are male, 32.6% of them are in age range of 26 and 30, 48.8% of them are primary and secondary school graduates, 88.4% of them are workers, 97.7% of them doesn't know foreign language, 38.1% of them are worked between 6 and 10 years, 86% of them are employed at production works, 54.9% of them are single, 51.2% of them are not recommended its workplace to the others, 46.9% of them are worked during day shift.

The averages and standard deviations related to their opinions in terms of factors effecting employee satisfaction of research groups are involved in Table IV.

It is seen that the expectations of participants especially related to executives are graduated in high rate in Table IV. The participants have been stated that they have been agreed mostly with (4.77) for "Being based on the principle of mutual trust relationships with executives" from the expressions given at scale. Also, it is seen that the expressions of "Not showing tolerance for the mistakes made at works by executives" and "Guiding by executives for works" are way of behaviour expected mostly from executives. After the expectations of participants from executives, especially the request of being physical facilities and opportunities positive has been highly expressed. As seen in Table IV, the rate of all of these expressions as "Good functioning of the cooling system of workplace", "Being a localization layout suitable to the work in working environment", "Taking care to cleaning of workplace", "The sufficiency of office equipment and supplies", "Effecting from works done for the sake of duty of health negatively", "The sufficiency of safety precautions of workplace" is 3.67.

According to the research results, the expectations of participants for expressions directed to education and quality approach at very low rate (For example; "Being training according to the needs", "Effecting work processes positively by quality management system studies" Avr. 1.56) can be evaluated as an interesting result. Especially, having very low averages of both understandings being sine qua non to provide advantages

in intensive competition circumstances experienced nowadays is one of the issues that should be considered on a preferential basis in terms of establishments. Also, in the same way, underestimating of social activities that increase the motivation of workers by participants is also one of the subjects that should be examined (For example; "Thinking that organised social activities are increased work efficiency" Avr. 1.49).

TABLE IV. THE AVERAGES AND STANDART DEVIATIONS OF OPINIONS RELATED TO EMPLOYEE SATISFACTION

	AVR	S.D.
Being based on the principle of mutual trust relationships with executives	4.77	.423
Not showing tolerance for the mistakes made at works by executives	4.77	.423
Guiding by executives for works	4.77	.423
Good functioning of the cooling system of workplace	3.67	1.007
Being a localization layout suitable to the work in working environment	3.67	1.007
Taking care to cleaning of workplace	3.67	1.007
The sufficiency of office equipment and supplies	3.67	1.007
Effecting from works done for the sake of duty of health negatively	3.67	1.007
The sufficiency of safety precautions of workplace	3.67	1.007
Evaluating of work performance and notifying the results	2.63	1.279
Effecting work performance by unfair wage policies negatively	2.63	1.279
Having improvement and advancement opportunities in terms of professionally in establishment	2.63	1.279
Complying with principles of justice and equality for in house advancement	2.63	1.279
Thinking that the suitable fee is paid to the work done	2.63	1.279
Being appreciated of achievements in the establishment	2.63	1.279
Encouraging about the best way to do works	2.63	1.279
Being fair of distribution of work load	2.51	1.045
Being clearly defined of duties, powers and responsibilities in establishment	2.51	1.045
Being in good relationships with colleagues	2.40	1.062
Transmitting of information related to operating of workplace on time	2.26	.993
Being effective communication between departments in workplace	2.26	.993
Benefiting from electronic communication technology in workplace sufficiently	2.26	.993
Being unnecessary formalities related to operation in workplace	2.26	.993
Using of communication channels (meetings, newsletters, bulletin boards etc.) effectively	2.26	.993
Presence of common corporate values and beliefs between colleagues	2.09	.422
Being relations predicated on mutual trust	2.09	.422
Feeling proud that is being one of employee of this establishment	2.09	.422
Being training according to the needs	1.56	.694
Being training opportunities sufficient	1.56	.694
Availing from training to the professional knowledge level	1.56	.694
Thinking that has sufficient information about quality management system studies	1.56	.694
Effecting work processes positively by quality management system studies	1.56	.694
Giving importance to the social activities (celebrations, concerts etc.) in our establishment	1.49	.760
Thinking that organised social activities are increased work efficiency	1.49	.760

The average, standard deviation, minimum and maximum values related to the factor aspects are has been involved in Table V.

TABLE V. AVERAGE, STANDARD DEVIATION, MINIMUM AND MAXIMUM VALUES

Variables	Average	Standard Deviation	Min.	Max.
Physical conditions and efficiency	3.0310	.39764	2.47	3.60
Relationships and communication	2.9429	.42696	2.45	3.55
Training and quality	1.5581	.69384	1.00	3.00
Value and belief	2.0930	.42216	1.00	3.00

A. Hypothesis Test

In this part of research, the tests related to 4 hypothesis developed within the context of research are involved.

H1. The satisfaction levels of employees are is differentiated according to gender.

In order to test the differentiation level of employee satisfaction according to the gender, independent sampling t test has been performed. The findings obtained as a result of test are seen in Table VI.

TABLE VI. DIFFERENTIATION ANALYSIS FINDINGS OF EMPLOYEE SATISFACTION ACCORDING TO THE GENDER

Physical Conditions and Efficiency Aspect	N	\bar{X}	t	p
Female	33	3.0424	-0.179	0.858
Male	182	3.0289		
Relationship and Communication Aspect	N	\bar{X}	t	p
Female	33	2.8760	0.978	0.329
Male	182	2.9550		
Training and Quality Aspect	N	\bar{X}	t	p
Female	33	2.3636	-8.325	0.000*
Male	182	1.4121		
Value and Belief Aspect	N	\bar{X}	t	p
Female	33	2.4545	-5.731	0.000*
Male	182	2.0275		

According to the findings in Table VI, the differentiation existing in 2 (physical conditions and efficiency, relationships and communication) of 4 aspects related to employee satisfaction according to the gender has been found insignificant statistically ($p > 0.05$). Also in training and quality aspects and value and belief aspects, it is seen that the employee satisfaction is differed significantly according to the gender ($p < 0.05$).

H2. The satisfaction levels of employees are differed according to their age.

In order to test the differentiation level of employee satisfaction according to the age, Anova test has been

performed. The results obtained as a result of this test are seen in Table VII.

TABLE VII. DIFFERENTIATION ANALYSIS FINDINGS OF EMPLOYEE SATISFACTION ACCORDING TO THE AGE

	D	p
Physical Conditions and Efficiency Aspect	33.026	0.000*
Relationships and Communication Aspect	51.232	0.000*
Training and Quality Aspect	6.371	0.000*
Value and Belief Aspect	8.217	0.000*

All of four aspects performed to test whether the averages of factors are differed in terms of ages or not and related to employee satisfaction according to the Anova analysis findings summarized in Table VII are differed in a significant manner statistically. The employee satisfaction according to the age are differed in terms of physical conditions and efficiency aspect ($F=33.026$, $p \leq 0.05$), relationships and communication aspect ($F=51.232$, $p \leq 0.05$), training and quality aspect ($F=6.371$, $p \leq 0.05$) and values and beliefs aspect ($F=8.217$, $p \leq 0.05$). While the highest average satisfaction in terms of physical conditions and productivity aspects is in the 26-30 age group (3.3286), the highest average satisfaction in terms of relationship and communication aspects (3.3091), training and quality aspects (2.15) and value and belief aspects (2.4) is in the 46-55 age group.

H3. The satisfaction levels of employees are differed according to their experience.

In order to test the differentiation level of employee satisfaction according to the experience, Anova test has been performed. The findings obtained as a result of this test are seen in Table VIII.

TABLE VIII. DIFFERENTIATION ANALYSIS FINDINGS OF EMPLOYEE SATISFACTION ACCORDING TO THE EXPERIENCE

	F	p
Physical Conditions and Efficiency Aspect	77.036	0.000*
Relationships and Communication Aspect	85.934	0.000*
Training and Quality Aspect	15.261	0.000*
Value and Belief Aspect	1.258	0.288

Three of four aspects performed to test whether the averages of factors are differed in terms of ages or not and related to employee satisfaction according to the Anova analysis findings summarized in Table VIII are differed in a significant manner statistically. The employee satisfaction in terms of physical conditions and productivity aspects ($F=77.036$, $p \leq 0.05$), relationships and communication aspects ($F=85.934$, $p \leq 0.05$) and training and quality aspects ($F=15.261$, $p \leq 0.05$) are differed according to the experience. While the highest average satisfaction in terms of physical conditions and efficiency aspects (3.4067) and relationships and communication aspects (3.4091) is in workers having 1 to 5 year experience, the highest average satisfaction in

training and quality aspect (2.4286) is in working group having 16 to 20 year experience.

H4. The satisfaction levels of employees are differed according to the way of work.

In order to test differentiation level of employee satisfaction according to the way of work, Anova test has been performed. The findings obtained as a result of this test is shown in Table IX.

TABLE IX. DIFFERENTIATION ANALYSIS FINDINGS OF EMPLOYEE SATISFACTION ACCORDING TO THE WAY OF WORK

	D	p
Physical Conditions and Efficiency Aspect	121.351	0.000*
Relationships and Communication Aspect	97.322	0.000*
Training and Quality Aspect	2.541	0.112
Value and Belief Aspect	2.976	0.086

Two of four aspects performed to test whether the averages of factors are differed in terms of ages or not and related to employee satisfaction according to the Anova analysis findings summarized in Table IX are differed in a significant manner statistically. The employee satisfaction in terms of physical conditions and efficiency aspects ($F=121.351$, $p \leq 0.05$) and relationships and communication aspects ($F=97.322$, $p \leq 0.05$) are differed according to the way of work. It has been determined that the highest average of satisfaction in terms of physical conditions and efficiency aspects (3.2224) and relationships and communication aspects (3.1339) were only in daytime workers.

V. RESULTS

Either being a national establishment or global establishment, it is appeared that the employee satisfaction in establishments is extremely important understanding in industry concept of today. The concept of employee satisfaction is a fact that the effect of it cannot be discussed on industry values such as sustainable competition, efficiency, happy customers, effective use of resources, cost, institutionalization, social responsibility. Within the context of our research, it is seen that the expectations of participants especially related to executives are graduated in high rate. After the expectations of participants from executives, especially the request of being physical facilities and opportunities positive has been highly expressed. According to the research results, the expectations of participants for expressions directed to training and quality approach at very low rate can be evaluated as an interesting result. Moreover, underestimating of social activities that increase the motivation of workers by participants is also one of the subjects that should be examined.

As a result of hypothesis tests performed within the context of research, the satisfaction levels of female

employees in terms of training & quality and value & belief aspects has been determined higher significantly than male employees. Also, when made evaluation related to employee satisfaction in terms of age group, the satisfaction level of 26-30 age group has been determined higher in terms of physical conditions and efficiency aspects and the satisfaction level of 46-55 age group has been determined higher in terms of other three aspects. This situation is shown that the satisfaction levels except physical conditions and efficiency aspects of workers who are who are in the middle years or older are higher according to the others. When examined in terms of employee's experience, the satisfaction levels of employees having from 1 to 5 year experience in terms of physical conditions & efficiency and relationships & communication aspects has been determined higher than other employees. This situation only in training and quality aspects has been changed in favour of working group who has from 16 to 20 year experience. When evaluated the findings obtained as a result of last hypothesis, it has been determined that the highest average of satisfaction in terms of physical conditions and efficiency aspects and relationships and communication aspects were only in daytime workers and a significant differentiation has not been determined in terms of other aspects.

Konya automotive and automotive supply industry has been achieved a considerable success in recent years; it is considered that the continuation of this success, researching of industry and industry employees at any time will be increased employment levels by enlarging the industry further. The fact of "Happy workers, happy customers" should be known by the employer and employee satisfaction should be considered at all times. To know the fact that the way to understand employees is passed to listen them very well is extremely important for the success of industry and employees.

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