

THE EFFECT OF PERCEIVED CORPORATE REPUTATION ON EMPLOYEES' INTENTION TO LEAVE¹

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ABSTRACT

This study aims to examine the relationship between perceived corporate reputation and employees' intention to leave, as well as the impact level of this relationship. For this purpose, research was conducted at a private factory operating in the tin can/packaging sector in the Bandırma district of Balıkesir, Turkey. The study was carried out with a sample of 125 employees, including both workers and managerial staff. The survey used in the study consists of three sections: personal information, corporate reputation scale, and intention to leave scale. The findings indicate a positive relationship between perceived corporate reputation and employees' intention to leave and suggest that corporate reputation perception influences employees' turnover intentions. Additionally, it was observed that behavioral differences between the two variables did not significantly vary based on demographic factors. In conclusion, the study confirms that perceived corporate reputation has an impact on employees' intention to leave.

Key Words: Corporate Reputation, Corporate Identity, Intention to Leave.

Jel Codes: M10, M14.

1. INTRODUCTION

In the face of changing and constantly evolving competitive conditions, it is well known that the most valuable resource of a business or organization is the human factor. An employee who has proven their efficiency and competence in every aspect is the most crucial resource for ensuring the continuity of a business. Companies need human resources to adapt to the ever-evolving world and sustain their existence. For this reason, businesses implement various strategic plans to attract talented employees and ensure their commitment to the organization. One of these strategic approaches is corporate reputation management.

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Corporate reputation management is widely adopted and regarded as a critical strategic management element by many businesses and institutions. By effectively managing corporate reputation, businesses continue to develop through various innovative behaviors and management techniques to utilize human resources efficiently. Corporate reputation management is considered a factor that increases employee commitment to their jobs, and research has shown that when implemented correctly or incorrectly, it impacts employees' intention to leave.

The perception of corporate reputation varies among employees and should be examined with a realistic approach. Studies on this subject indicate that employees develop positive attitudes and behaviors towards their organizations when they perceive a favorable corporate reputation projected externally by their employer. To create a positive corporate reputation perception, employees must develop positive feelings toward the organization and exhibit supportive attitudes (Gümüş and Öksüz, 2009). According to Çiftçioğlu (2008), the perceived corporate reputation leads employees to demonstrate positive behaviors toward their organizations, and as the level of perceived reputation increases, so does emotional commitment to the organization.

With globalization and rapid advancements in communication technologies, factors such as easy access to information, saturation with advertising, and increasingly selective stakeholders have contributed significantly to the growing importance of corporate reputation perception, particularly for large enterprises (Fombrun and Van Riel, 2003).

Corporate reputation perception is formed through effective and trust-building communication between an organization and its stakeholders. Employees play a vital role in projecting corporate reputation to external audiences. Recognizing the importance of employees' roles and leveraging their effective and positive communication with stakeholders helps build a strong corporate reputation, highlighting another dimension of the relationship between corporate reputation perception and employees. Employees influence stakeholders' perception of the organization and are also affected by the reputation their employer holds in the public eye. Working for an organization with a strong and positive reputation enhances employees' self-esteem, shaping their job-related attitudes and behaviors (Turban and Cable, 2003). Therefore, ensuring employee participation in every aspect of the work process and considering their attitudes and behaviors is crucial for shaping corporate reputation perception (Helm, 2011). When employees feel valued and appreciated, their positive work attitudes and behaviors will be reflected in their interactions with customers, leading to higher service quality and increased organizational satisfaction and prestige.

The structure of this study is designed as follows: First, the concepts of corporate reputation perception and employees' intention to leave are explained, followed by a literature review based on

previous studies. In the following sections, details regarding the research methodology, findings, interpretations, and conclusions are presented.

2. LITERATURE REVIEW

2.1. Corporate Reputation

Corporate reputation provides numerous advantages for businesses in terms of marketing. It is stated that corporate reputation positively impacts various factors, including facilitating market entry, creating consumer sympathy for new brands and products, increasing preference and market share, enhancing trust in the goods and services offered by the company, and increasing price sensitivity to boost customer loyalty.

At the core of corporate reputation lies the concept of trust. Just as trust is crucial for individuals, it is equally vital for businesses. As Stephen M.R. Covey, known for his research on trust and his book *The Speed of Trust*, states: *"The only thing that can destroy the strongest friendships, the most valuable characters, the most successful companies, the most powerful governments, the most effective leaders, and even the greatest loves is the absence of trust."*

Companies with a strong reputation positively influence their stakeholders. A solid corporate reputation contributes to a company's ability to sustain its presence effectively, increase its economic gains, maintain customer satisfaction, retain existing customers, and enhance customer loyalty. Managers strive to build and maintain corporate reputation to maximize profitability (Abratt and Kleyn, 2012: 1057). Corporate reputation plays a critical role in a company's alignment with stakeholders, ensuring economic strength, and fostering corporate identity, integrity, and responsibility (Öncel and Yıldız, 2012: 716). Ultimately, reputation defines a company's status in the market and consolidates all external contributions to create a strong strategic foundation (Fombrun and Shanley, 1990: 233).

2.2. Intention to Leave

Employment and work life are not only essential for securing economic income and improving living conditions but also contribute to a sense of belonging to a social group, career advancement, gaining social status, and achieving personal goals (Keser, 2005: 910; Aktaş and Şimşek, 2015: 209).

One of the key factors affecting a company's success today is employee turnover rate. Companies that retain their employees and minimize staff turnover benefit from expertise development, organizational commitment, and long-term productivity, giving them a competitive advantage. Conversely, organizations with high employee turnover face increased costs related to recruitment, training, and loss of expertise, ultimately falling behind in competition.

According to Rusbult et al. (1988), intention to leave refers to employees' dissatisfaction with their current work conditions, leading them to consider leaving and actively seek new job opportunities (Rusbult et al., 1988: 599). Similarly, Bartlett (1999) defines intention to leave as employees' conscious and deliberate decision to leave their organization after careful consideration (Bartlett, 1999: 70).

Schwepker (2001) describes intention to leave as the fundamental precursor of employee turnover, emphasizing that high turnover rates, absenteeism, and disengagement behaviors are strongly linked to employees' intentions to leave (Duxbury and Halinski, 2014: 663). Tett and Meyer (1993) further argue that employees first sever their psychological ties with the organization before actually resigning. The key aspect of this concept is the deliberate nature of the decision—employees not only plan to leave but also explore alternative job opportunities before taking action (Tett and Meyer, 1993: 259).

The process of leaving a job is both a cognitive and behavioral phenomenon. Employees consciously plan their departure, meaning that they first develop an intention to leave before executing the decision (Samgnanakkan, 2010: 41; Öngen Bilir, Tüfekçi Yaman and Aytaç, 2018: 56). Gürpınar (2006: 51) suggests that when employees evaluate the positive and negative aspects of their jobs and experience dissatisfaction, they begin considering resignation.

The concept of intention to leave first appeared in the literature through Newman (1974) and was later explored by Mobley (1977), Rusbult et al. (1988), and Tett and Meyer (1993) (Başaran, 2016: 34). Intention to leave has also been described as a withdrawal behavior, where employees consciously and deliberately prepare to leave an organization (Topçu and Basım, 2015: 870; Tett and Meyer, 1993: 262).

Various studies suggest that employees' career opportunities, job satisfaction, and organizational commitment significantly influence their intention to leave. Employees who lack career development prospects or feel undervalued are more likely to develop intentions to leave their organizations (Tnay et al., 2013).

Factors influencing employees' intention to leave can be categorized into three main groups:

Internal organizational factors (Workplace conditions, job satisfaction, career advancement opportunities), General economic conditions (Economic growth, financial stability, external job opportunities) and Personal life circumstances (Family responsibilities, career aspirations, health concerns) (Kaynak, 1990: 37-38).

Employees tend to stay in their jobs when their current income is stable and secure. However, if they perceive better financial opportunities elsewhere, their intention to leave strengthens (Meyer et al., 2001: 539).

Additionally, factors such as employees' desire to pursue further education, changing marital status, lack of job fulfillment, approaching retirement, or health-related concerns also contribute to their intention to leave (Hwang and Kuo, 2006: 255).

2.3. Studies on Corporate Reputation Perception

Şengül (2004) conducted a master's thesis to examine the implementation of corporate reputation management in organizations and its effectiveness in terms of the benefits it provides. The study analyzed the position of Arçelik A.Ş. in the white goods/electronics sector as an example of corporate governance practices in Turkey. Using the interview method, the study explored the dimensions of corporate reputation elements within the company's management approach and compared them. The study concluded that corporate reputation management plays a key role in the formation of corporate identity, organizational changes, and innovations. Additionally, it emphasized that reputation-building is a long and costly process but remains the fundamental factor differentiating an institution from its competitors.

Şatır (2008) conducted a master's thesis aiming to examine the relationship between corporate reputation and communication at Akdeniz University based on managers' perceptions. This study evaluated corporate reputation and communication within an academic organization.. The results indicated that in academic institutions, corporate reputation is influenced by transparent, reliable, visible, and distinctive communication with stakeholders.

Ergenç (2012) investigated the role of corporate leaders in managing corporate reputation. The study examined how corporate executives perceive the impact of a leader's reputation on corporate reputation. The results demonstrated that corporate reputation provides significant benefits and advantages to institutions, reputation management is regarded as one of the most critical functions of an organization, and there is a strong connection between a leader's personal reputation and the company's corporate reputation.

Özkan (2017) conducted a doctoral dissertation that examined the effects of authentic leadership at the individual, group, and organizational levels. The study aimed to test these effects empirically and to explore the roles of workplace well-being, collective efficacy, and corporate reputation in the relationship between authentic leadership and emotional organizational commitment. The findings revealed that at the individual level, authentic leadership enhances workplace well-being; at the group level, it strengthens collective efficacy; and at the organizational level, it positively impacts corporate reputation, thereby increasing employees' emotional commitment to the organization.

Özgüleş (2017) conducted a doctoral dissertation that examined the impact of corporate reputation perception and job commitment on emotional labor behavior among healthcare professionals. In this

study, significant differences were found in the total scores of corporate reputation perception and job commitment based on income group, age, tenure, education level, and profession. The findings also showed that surface acting was influenced only by corporate reputation perception, while deep acting was affected by both corporate reputation perception and job commitment.

McGuire and Branch (1990) conducted a study using data from Fortune Magazine's corporate reputation survey to examine the relationship between firm quality and business performance. The results demonstrated that both risk and return-based financial indicators influence corporate reputation perceptions. Additionally, while performance metrics were linked to quality perceptions, reputation perceptions were found to be more closely associated with past business outcomes than immediate financial success.

Dunbar and Schwalbach (2000) conducted a study examining the relationship between corporate reputation and business performance among 63 German firms from 1988 to 1998. The findings indicated that business performance has a strong influence on corporate reputation. The study also noted that many German firms maintained stable reputations over time. It was concluded that corporate reputation is positively correlated with overall business performance in Germany and that business outcomes have a time-lagged or delayed impact on corporate reputation.

2.4. Studies on Intention to Leave

Birecikli (2010) conducted a master's thesis focusing on the moderate effects of performance evaluation practices on perceived fairness. The study aimed to determine whether fairness perceptions played a moderating role between entrepreneurial characteristics and organizational attitudes and whether fair performance evaluations could help retain employees with entrepreneurial traits. The statistical findings indicated that perceived procedural justice in performance evaluations and the need for achievement positively affected emotional commitment, whereas the need for autonomy negatively impacted emotional commitment.

Güzel and Küçüköğlu (2019) conducted a master's thesis aiming to examine the impact of Total Quality Management (TQM) practices on job satisfaction and intention to leave. The research involved a survey administered through face-to-face interviews with 572 academicians working at Atatürk University. The analysis showed that TQM practices positively influenced job satisfaction but negatively affected employees' intention to leave.

Soylu (2019) conducted a master's thesis aiming to explore the relationship between psychological capital, person-organization fit, and employees' intention to leave. The study examined whether psychological capital and employees' perceptions of person-organization fit influenced their intention to leave. The research was conducted using a survey method among employees of a corporate retail chain. The study also analyzed the mediating role of person-organization fit in the relationship

between psychological capital dimensions and intention to leave. The findings revealed that optimism had a significant impact on employees' intention to leave, and person-organization fit played a full mediating role in this relationship.

Steers (1977) conducted a study examining the sub-dimensions of organizational commitment (personal characteristics, job-related characteristics, and work experience) and their consequences (desire and intention to stay, attendance, turnover, and job performance). The findings indicated that personal characteristics, job-related characteristics, and work experience significantly influenced organizational commitment in both sample groups. Additionally, a strong relationship was found between organizational commitment and the desire/intention to stay, while a moderate relationship was observed between commitment, job attendance, and turnover.

Zopiatis, Constanti, and Theocharous (2014) conducted a study to examine the relationship between job embeddedness, organizational commitment, job satisfaction, and turnover intention in the hospitality industry. A survey was administered to 482 hotel employees in Cyprus. The analysis revealed a positive correlation between job embeddedness, normative and affective commitment, and job satisfaction. Additionally, a positive correlation was found between organizational commitment and job satisfaction. The study also concluded that affective organizational commitment was negatively related to external job satisfaction and turnover intention.

2.5. Research on the Relationship Between Corporate Reputation Perception and Turnover Intention

In the study conducted by Tokmak, Staub, and Turgut (2013), the impact of employees' perceived corporate reputation on their job performance and turnover intentions was examined. The research findings indicated a significant and negative relationship between perceived corporate reputation and turnover intention. From a business perspective, the growing importance of corporate reputation perception enables companies to gain easier access to financial resources, fosters greater tolerance in their interactions with stakeholders during challenging situations, and attracts talented employees, thereby improving overall quality. This enhanced quality, in turn, provides companies with the confidence to market their products or services more effectively and at higher prices, securing a competitive advantage in both domestic and international markets (Eryılmaz, 2008). Considering the significance of corporate reputation at the organizational level, the study concluded that as employees' perceptions of corporate reputation increased, their turnover intentions decreased.

In the study by Öz and Bulutlar (2009), the effect of perceived corporate reputation on employees' turnover intentions and organizational identification was explored. Additionally, the study investigated whether identification acts as a mediating variable in the relationship between corporate reputation and turnover intention. Through surveys conducted with employees from various workplaces in the service

sector, these relationships were examined. The results indicated that perceived corporate reputation significantly influences turnover intention through organizational identification. It was observed that perceived corporate reputation affects both identification and turnover intention, with identification serving as a mediating variable between the two. Employees who perceive their organization as reputable are more likely to see working there as advantageous, which in turn reduces their turnover intentions.

The study by Güllüce, Çubukçu, and Çetinkaya (2018) aimed to analyze how employees perceive the relationship between corporate reputation and turnover intention, as well as the impact of corporate reputation perception on turnover intention, while also considering demographic factors. The findings revealed a significantly inverse relationship between employees' perceptions of corporate reputation and their turnover intentions. In particular, organizations with low corporate reputation scores exhibited higher employee turnover rates. Employees who perceive their organization as reputable and secure are less likely to intend to leave, whereas those who lack confidence in their organization's reputation are more inclined to consider leaving.

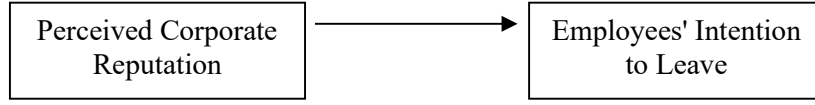
Aksakallı (2016), in a master's thesis, conducted a study to determine the effects of corporate reputation perception on turnover intention. The research focused on provinces designated as part of the Winter Tourism Development Corridor by the Ministry of Culture and Tourism, specifically Erzurum, Erzincan, Kars, Ağrı, and Ardahan. The study statistically analyzed the effects of corporate reputation perception on turnover intention, using survey data collected from 261 employees working in four- and five-star hotels in these provinces. The data were analyzed using frequency distribution, correlation analysis, and simple linear regression analysis. The findings revealed no significant relationship between general knowledge about the organization, leadership, differentiation, social responsibility, and turnover intention. However, a negative relationship was found between employees' awareness of products and services and their turnover intentions. In further analyses exploring the relationship between corporate reputation and turnover intention, significant correlations were found for less than half of the corporate reputation dimensions. Additionally, no meaningful relationship was found between the first dimension of corporate reputation (general knowledge about the organization) and turnover intention, indicating that these two variables do not influence each other.

3. METHODOLOGY

A review of the literature indicates that there is a relationship between corporate reputation perception and turnover intention. The aim of this study is to determine the relationship between corporate reputation perception and turnover intention. In this context, it is hypothesized that corporate reputation perception has an effect on turnover intention. Based on this assumption, the research model

developed to examine the relationship between corporate reputation perception and turnover intention is presented in Figure 1.

Figure 1. Research Model



In this study, corporate reputation perception is considered an independent variable, while turnover intention is treated as a dependent variable. The research hypotheses, which examine whether corporate reputation perception and turnover intention levels differ significantly according to demographic variables, the relationships between these variables, and the effect of corporate reputation perception on turnover intention, have been developed in accordance with the theoretical framework of the study and previous research in the literature. The research hypotheses are as follows:

H¹: Corporate reputation perception varies according to demographic variables.

H^{1a}: Corporate reputation perception differs according to gender.

H^{1b}: Corporate reputation perception differs according to age.

H^{1c}: Corporate reputation perception differs according to marital status.

H^{1d}: Corporate reputation perception differs according to educational background.

H^{1e}: Corporate reputation perception differs according to professional experience.

H^{1f}: Corporate reputation perception differs according to workplace position.

H²: Turnover intention varies according to demographic variables.

H^{2a}: Turnover intention differs according to gender.

H^{2b}: Turnover intention differs according to age.

H^{2c}: Turnover intention differs according to marital status.

H^{2d}: Turnover intention differs according to educational background.

H^{2e}: Turnover intention differs according to professional experience.

H^{2f}: Turnover intention differs according to workplace position.

H³: The relationship between corporate reputation perception and turnover intention is statistically significant.

H⁴: Corporate reputation perception negatively and significantly affects turnover intention.

To achieve the research objectives, a quantitative research method was employed. The survey method was used as the data collection technique. The survey form used in the study consists of three sections. The first section includes six questions aimed at identifying demographic characteristics. The second section contains an 18-question "Corporate Reputation Perception Scale" designed to measure employees' perceptions of corporate reputation. The third section includes a 3-question "Turnover Intention Scale" aimed at measuring employees' turnover intentions. Both scales utilize a 5-point Likert-type scale.

In the second section of the survey, the Corporate Reputation variable was measured using a 5-point Likert scale developed by Chun (2005). The third section of the survey, which measures "Employees' Turnover Intention," uses a three-item turnover intention scale developed by Cammann, Fichman, Jenkins, and Klesh (1983). In Turkey, this scale was adapted into Turkish and used in research by Mimaroglu (Cammann, C., M. Fichman, D. Jenkins, and J. Klesh, 1983).

Excluding the demographic questions, all responses in the survey were structured using a 5-point Likert scale, with answer options as follows: "1" - Strongly Disagree and "5" - Strongly Agree.

The research population consisted of workers and managers of a private factory operating in the tin can/packaging sector in Bandırma, Balıkesir Province, Turkey. According to data obtained from factory management, the total number of employees was 274. To conduct the survey, 150 employees were contacted, and surveys were distributed. A total of 145 employees responded. Among these, 125 surveys were properly completed and used in the study, while 20 surveys were excluded due to missing or incorrect responses.

4. FINDINGS

In this section of the study, the findings obtained through the statistical analysis of the data collected from survey participants are presented. The data were analyzed using the SPSS 21 software package, and the results were interpreted in line with the research objectives. Statistical analysis results related to demographic data, as well as descriptive statistical analysis results regarding the corporate reputation dimensions and turnover intention in the second part of the scale, were evaluated separately. To determine whether the data set follows a normal distribution, normality analyses were conducted.

First, a correlation analysis was performed to determine whether there is a statistically significant relationship between corporate reputation perception and turnover intention, and the results were interpreted accordingly. To explain the effects of corporate reputation dimensions on turnover intention, a simple linear regression analysis was applied, and the results were evaluated.

4.1. Findings Related to Demographic Variables

Examining the frequency distribution findings of participants' responses regarding gender, age, marital status, education level, professional experience, and workplace position, the following results were obtained:

Regarding gender, the survey included 80 male participants (64.0%) and 45 female participants (36.0%). Regarding age, 51 participants (40.8%) were 25 years old or younger, 43 participants (34.4%) were between 26 and 35 years old, 29 participants (23.4%) were between 36 and 45 years old, and 2 participants (1.6%) were between 46 and 55 years old. Regarding marital status, 52 participants (41.6%) were married, while 73 participants (58.4%) were single. Regarding education level, 21 participants (16.8%) had primary education, 40 participants (32.0%) had high school education, 23 participants (18.4%) had an associate degree, 39 participants (31.2%) had a bachelor's degree, and 2 participants (1.6%) had a doctoral degree. Regarding professional experience, 37 participants (29.6%) had one year or less of experience, 60 participants (48.0%) had between one and five years of experience, 15 participants (12.0%) had between six and ten years of experience, 9 participants (7.2%) had between eleven and fifteen years of experience, 1 participant (0.8%) had between sixteen and twenty years of experience, and 3 participants (2.4%) had twenty-one years or more of experience. Regarding workplace position, 113 participants (90.4%) were workers, while 12 participants (9.6%) were in managerial positions.

4.2. Normality Analysis Findings

To determine the appropriate statistical analyses to be applied to the findings obtained in the study, it was first necessary to examine whether the data followed a normal distribution. The normal distribution of data is a prerequisite for conducting correlation and regression analyses (Gürbüz and Şahin, 2017). Accordingly, a normality test was conducted to assess whether the data obtained through the Corporate Reputation Scale and the Turnover Intention Scale followed a normal distribution. The findings of the normality test are presented in Table 1 below.

Table 1. Skewness and Kurtosis Values of the Scales

	Skewness	Kurtosis
Perceived Corporate Reputation	-,489	-,257
Employees' Intention to Leave	-,836	-,287

Since the values presented in Table 1 fall within the range of -1 to +1, it can be stated that the data for both scales follow a normal distribution and are suitable for parametric tests (Gürbüz and Şahin, 2017: 214). Following the confirmation that the items in the Corporate Reputation Scale and the Turnover Intention Scale met the normal distribution prerequisite, validity and reliability analyses of the scales were conducted.

4.3. Reliability of the Scales

Reliability is defined as the ability of measurement tools to produce similar results when applied at different times, in different locations, and to different samples selected from the same population. In other words, reliability refers to the consistency between measurement results obtained using the same instrument at different times. Essentially, reliability indicates how consistently a measurement tool performs its measurements (Gürbüz and Şahin, 2017).

To assess the internal consistency and reliability of the Corporate Reputation Perception Scale (consisting of 18 items) and the Turnover Intention Scale (consisting of 3 items) used in the study, an internal consistency analysis and Cronbach's alpha reliability coefficient—which is widely used in social sciences—were examined. The findings related to these values are presented in Table 2 below.

Table 2. Findings of the Reliability Analysis of the Scales

Scales	Number of Questions	Cronbach's Alpha
Perceived Corporate Reputation	18	0,933
Employees' Intention to Leave	3	0,708

Examining the findings presented in Table 2, it is observed that the reliability coefficient (Cronbach's Alpha) for the Corporate Reputation Perception Scale is 0.933, while the reliability coefficient (Cronbach's Alpha) for the Turnover Intention Scale is 0.708.

For a scale to be considered consistent and reliable, the Cronbach's Alpha value must be at least 0.70 (Gürbüz and Şahin, 2017). The Cronbach's Alpha coefficient ranges between 0 and 1, with values closer to 1 indicating higher reliability. Based on the analysis findings, it has been determined that both scales meet the required reliability threshold and are considered reliable.

4.4. Findings of the T-Test and ANOVA Test

To examine the distribution and differences in demographic characteristics of the survey participants, the independent sample T-test and ANOVA test were used. In social sciences, the T-test is used to analyze the differences and similarities of a variable between two groups by comparing the means of a single sample. The ANOVA test, on the other hand, is used to determine whether the means of more than two groups are equal. This analysis compares the means of more than two groups for a single factor and tests whether there is a significant difference at a certain significance level. For both tests, the accepted statistical significance level is $p < 0.05$ (Gürbüz and Şahin, 2017).

4.4.1. Findings of the T-Test

To test the effects of gender and marital status on corporate reputation perception and turnover intention, the T-test was used. This test was conducted to examine whether employees' corporate

reputation perception and turnover intention levels differ based on gender and marital status. The findings of the analysis are presented in Table 3 below.

Table 3. T-Test Findings

SCALES		GENDER	N	Mean (\bar{X})	Standard Deviation	t	p
Perceived Reputation Employees' to Leave	Corporate	Male	80	3,2097	,76266	-3,108	,439
		Female	45	3,2531	,83094	-3,124	
	Intention	Male	80	2,3167	,75734	1,958	,311
		Female	45	2,3111	,73649	1,917	
MARITAL STATUS							
Perceived Reputation Employees' to Leave	Corporate	Married	52	2,9754	,74506	-3,108	,439
		Single	73	3,4033	,76841	-3,124	
	Intention	Married	52	2,4679	,79283	1,958	,311
		Single	73	2,2055	,69750	1,917	
POSITION AT WORKPLACE							
Perceived Reputation Employees' to Leave	Corporate	Employee	113	3,1760	,79474	-2,189	,069
		Management	12	3,6898	,50277	-3,147	
	Intention	Employee	113	2,3687	,72561	2,537	,882
		Management	12	1,8056	,78442	2,381	

Examining the findings presented in Table 3, it is observed that the independent sample T-test results indicate that the levels of perceived corporate reputation and turnover intention do not differ significantly based on gender, marital status, or workplace position. In other words, no statistically significant difference was found ($p > 0.05$). Based on this result, the sub-hypotheses H1a, H2a, H1c, H2c, H1f, and H2f have been rejected.

4.4.2. One-Way ANOVA Findings

To examine the effects of participants' age range, educational background, and professional experience on corporate reputation perception and turnover intention, the One-Way ANOVA test was conducted. This analysis aimed to determine whether employees' levels of corporate reputation perception and turnover intention differ based on age, education level, and experience duration. The findings of this analysis are presented in Table 4 below.

Table 4. One-Way ANOVA Findings

SCALES		AGE	N	Mean (\bar{X})	Standard Deviation	F	p
Perceived Reputation	Corporate	25 and under	51	3,4412	,69730	4,417	,006
		26-35	43	3,2196	,76836		
		36-45	29	2,8218	,83800		
		46-55	2	3,6944	,27499		
		Total	125	3,2253	,78486		
Employees' Leave	Intention to	25 and under	51	2,2157	,68580	924	,431
		26-35	43	2,4264	,75707		
		36-45	29	2,3563	,81616		

		46-55	2	1,8333	1,17851		
		Total	125	2,3147	,74692		
		EDUCATION					
Perceived Reputation	Corporate	Primary School	21	2,9841	,88700		
		High school	40	2,8625	,71445		
		Vocational School	High 23	3,4058	,53978	6,264	,000
		Undergraduate	39	3,6154	,74583		
		PhD	2	3,3333	,00000		
		Total	125	3,2253	,78486		
Employees' Intention to Leave	Corporate	Primary School	21	2,1905	,83381		
		High school	40	2,6250	,60004		
		Vocational School	High 23	2,2174	,69347	4,189	,003
		Undergraduate	39	2,1880	,76393		
		PhD	2	1,0000	,00000		
		Total	125	2,3147	,74692		
		EXPERINCE					
Perceived Reputation	Corporate	1 Year and under	37	3,1907	,97654		
		1-5 Year	60	3,1778	,67189		
		6-10 Year	15	3,2519	,86650	,491	,782
		11-15 Year	9	3,4259	,63160		
		16-20 Year	1	3,5000	-		
		21 Year and over	3	3,7778	,29397		
		Total	125	3,2253	,78486		
Employees' Intention to Leave	Corporate	1 Year and under	37	2,3604	,61050		
		1-5 Year	60	2,3833	,69927		
		6-10 Year	15	2,3111	,94673	1,334	,255
		11-15 Year	9	1,8519	1,00154		
		16-20 Year	1	2,6667	-		
		21 Year and over	3	1,6667	1,15470		
		Total	125	2,3147	,74692		

Examining the findings presented in Table 4, the results of the One-Way ANOVA analysis indicate that the levels of perceived corporate reputation and turnover intention do not differ significantly based on age and experience duration ($p > 0.05$). However, a statistically significant difference was found between participants' education levels and their perceptions of corporate reputation and turnover intentions ($p < 0.05$).

Based on this result, the sub-hypotheses H1b, H2b, H1e, and H2e were rejected, while the sub-hypotheses H1d and H2d, related to education level, were accepted. According to the findings obtained, the hypotheses H1: Corporate reputation perception differs according to demographic variables and H2: Turnover intention differs according to demographic variables were partially accepted.

4.5. Correlation Analysis Findings

Correlation represents the relationship between two or more variables, while the correlation coefficient expresses the degree of this relationship. The correlation coefficient, also referred to as the

relationship coefficient, is denoted by the letter "r". It provides information about both the direction and strength of the relationship between variables. The correlation analysis determines whether a relationship exists between variables and, if so, whether the relationship is strong or weak. It also indicates whether an increase in one variable is associated with an increase or decrease in another (Gürbüz and Şahin, 2017). The direction of relationships between variables can take different forms. If the values of two variables change in the same direction—meaning that as one variable increases, the other also increases, or as one decreases, the other also decreases—this indicates a positive (direct) relationship. However, if one variable increases while the other decreases, this indicates a negative (inverse) relationship (Gürbüz and Şahin, 2017).

The degree of the relationship between variables provides information about the strength of the relationship. The correlation coefficient ranges between -1 and +1. If the coefficient approaches +1, it indicates a positive relationship, whereas if it approaches -1, it indicates a negative relationship.

If the coefficient falls within the following ranges:

0 to 0.3, the relationship between the variables is weak.

0.3 to 0.7, the relationship between the variables is moderate.

0.7 to 1, the relationship between the variables is strong (Gürbüz and Şahin, 2017).

To determine the direction and strength of the relationship between corporate reputation perception and turnover intention, the Pearson Correlation Analysis was used due to its suitability for this type of evaluation. The findings of the analysis are presented in Table 5 below.

Table 5. Correlation Analysis Table

Variables		A	B
Perceived Corporate Reputation (A)	Significance	-	-,000
	Pearson r	1	-,522**
Employees' Intention to Leave(B)	Significance	-,000	-
	Pearson r	-,522**	1

Notes: Significant correlation at the 0.01 level (**), Significant correlation at the 0.05 level (*).

Correlation Analysis Findings

Examining the findings presented in Table 5, the correlation coefficient between corporate reputation perception and turnover intention is -0.522. This coefficient indicates a negative and moderate-strength relationship between the two variables. The correlation analysis results demonstrate that there is a statistically significant relationship between corporate reputation perception and turnover intention ($p < 0.01$). Based on this, an increase in corporate reputation perception is expected to decrease turnover intention. As a result, the hypothesis H3: The relationship between corporate reputation perception and turnover intention is statistically significant. has been accepted.

4.6. Regression Analysis Findings

Regression analysis is used to explain the effect of one or more independent variables on a dependent variable. It describes the cause-and-effect relationship between a dependent variable and the independent variable(s) that are presumed to influence it. When there is only one independent variable that is assumed to affect the dependent variable, a simple linear regression analysis is used (Gürbüz and Şahin, 2017). Accordingly, in this section of the study, simple linear regression analysis was used to test the H4 hypothesis. The findings of the regression analysis are presented in Table 6 below.

Table 6. Simple Linear Regression Analysis Findings

R=,522 R ² =,273 Corrected R ² =,267 F=46,165 p=,000			
Independent Variable	Beta (β)	t	p
Perceived Corporate Reputation	-,522	-6,794	,000

Dependent Variable: Turnover Intention

Examining the regression analysis results presented in Table 6, it is observed that corporate reputation perception has a negative effect on turnover intention ($\beta = -0.522$). The analysis results indicate that the regression model is statistically significant ($F = 45.747$; $p < 0.001$). It is also observed that 27.3% of the variance in corporate reputation perception is explained by turnover intention ($R^2 = 0.273$) and that 26.7% of the variance in turnover intention is attributed to corporate reputation perception (Adjusted $R^2 = 0.267$), significantly contributing to the model ($t = -6.764$; $p < 0.001$). According to the regression analysis results, a one-unit increase in employees' corporate reputation perception leads to a 52.2% decrease in turnover intention ($\beta = -0.522$). As a result, the hypothesis H4: Corporate reputation perception negatively and significantly affects turnover intention. has been accepted.

Table 7. Hypothesis Accept / Reject Table

H ¹	Corporate reputation perception varies according to demographic variables.	Partially Accept
H ^{1a} :	Corporate reputation perception differs according to gender.	Reject
H ^{1b} :	Corporate reputation perception differs according to age.	Reject
H ^{1c} :	Corporate reputation perception differs according to marital status.	Reject
H ^{1d} :	Corporate reputation perception differs according to educational background.	Accept
H ^{1e} :	Corporate reputation perception differs according to professional experience.	Reject
H ^{1f} :	Corporate reputation perception differs according to workplace position.	Reject
H ² :	Turnover intention varies according to demographic variables.	Partially Accept
H ^{2a} :	Turnover intention differs according to gender.	Reject
H ^{2b} :	Turnover intention differs according to age.	Reject

H ^{2c} :	Turnover intention differs according to marital status.	Reject
H ^{2d} :	Turnover intention differs according to educational background.	Accept
H ^{2e} :	Turnover intention differs according to professional experience.	Reject
H ^{2f} :	Turnover intention differs according to workplace position.	Reject
H ³ :	The relationship between corporate reputation perception and turnover intention is statistically significant.	Accept
H ⁴ :	Corporate reputation perception negatively and significantly affects turnover intention.	Accept

5. CONCLUSION

This study, which examines the effect of corporate reputation perception on employees' turnover intention, was conducted with 125 participants working in managerial and worker positions at a private factory in the packaging industry sector in Bandırma, Balıkesir Province. The research findings indicate that corporate reputation perception negatively affects employees' turnover intention. In other words, as corporate reputation perception increases, turnover intention decreases. These results suggest that organizations with a positive reputation can attract qualified and talented individuals more easily and retain skilled employees for longer periods.

When reviewing similar studies in the literature, findings from this research align with the study conducted by Tokmak, Staub, and Turgut (2013), where regression analysis was applied to determine whether employees' perceptions of corporate reputation influence their turnover intentions. Even when demographic variables were controlled, their study confirmed that perceived corporate reputation significantly and negatively affects turnover intention. Additionally, the findings are consistent with studies conducted by Öz and Bulutlar (2009) and Kamaşak (2011), which also concluded that as employees' corporate reputation perceptions increase, their turnover intentions decrease.

Based on the results obtained in the study, it can generally be stated that employees perceive their companies as having corporate reputation. From a managerial perspective, while there is a general consensus that businesses are well-managed, it is also observed that some employees remain undecided. Therefore, it can be concluded that corporate reputation is generally perceived positively. Regarding turnover intention, although the results are not as strong as corporate reputation perception, they still indicate a positive trend, albeit with some uncertainty. Among the factors influencing employees' turnover intentions, their relationships with managers or leaders play a significant role (Bauer and Green, 1996; Cotton and Tuttle, 1986; Gerstner and Day, 1997). However, it should also be considered that various other factors may underlie employees' tendencies to leave their organizations.

Furthermore, this research provides valuable insights for managers in the industry regarding employees' job responsibilities, commitment levels, job satisfaction, turnover intentions, and corporate reputation. These findings offer managers an opportunity to evaluate their management models. From

an organizational perspective, in order to enhance employees' job commitment and reduce turnover tendencies, a positive work environment should be established. (Breevaart et al., 2013; Tuckey et al., 2012).

In conclusion, the relationship between corporate reputation and turnover intention is negatively correlated, meaning that as one increases, the other decreases. Establishing an appropriate work environment in high-reputation organizations, ensuring that employees take pride in the services and products offered to external stakeholders, fostering employees' pride in their membership and position within the organization, allowing them to have a voice in decision-making, and reinforcing their sense of confidence and loyalty will contribute to retaining qualified employees. This strong organizational cohesion will facilitate the achievement of corporate goals, positively impact corporate reputation, and provide a competitive advantage over stakeholders.

Given the competitive nature of today's labor market, businesses must prioritize reputation management as a key element of employee retention. Future research could further explore the mediating role of leadership styles, job satisfaction, and workplace culture in the relationship between corporate reputation and turnover intention, providing a more comprehensive framework for sustainable HR policies.

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