



**International**  
**SOCIAL SCIENCES**  
**STUDIES JOURNAL**



SSSjournal (ISSN:2587-1587)

*Economics and Administration, Tourism and Tourism Management, History, Culture, Religion, Psychology, Sociology, Fine Arts, Engineering, Architecture, Language, Literature, Educational Sciences, Pedagogy & Other Disciplines in Social Sciences*

**Vol:5, Issue:47**  
sssjournal.com

**pp.5717-5728**  
**ISSN:2587-1587**

**2019**  
sssjournal.info@gmail.com

Article Arrival Date (Makale Geliş Tarihi) 04/09/2019 | The Published Rel. Date (Makale Yayın Kabul Tarihi) 22/10/2019  
Published Date (Makale Yayın Tarihi) 22.10.2019

**EVALUATION OF CORPORATE IMAGE PERCEPTION FROM THE POINT OF VIEW OF THE PATIENTS AND EMPLOYEES: A STUDY IN A PRIVATE HEALTHCARE SECTOR IN TURKEY**

KURUM İMAJ ALGISININ HASTALAR VE ÇALIŞANLAR AÇISINDAN DEĞERLENDİRİLMESİ: TÜRKİYE'DE ÖZEL SAĞLIK SEKTÖRÜNDE BİR ARAŞTIRMA

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**Article Type** : Research Article/ Araştırma Makalesi

**Doi Number** : <http://dx.doi.org/10.26449/sss.1818>

**Reference** : Yalçın, Ö., Bektaş, G., Çatar, Ö. & Antep, Z. (2019). "Evaluation Of Corporate Image Perception From The Point Of View Of The Patients And Employees: A Study In A Private Healthcare Sector In Turkey", International Social Sciences Studies Journal, 5(47): 5717-5728.

**ABSTRACT**

This research is conducted to find out corporate image perceptions of patients and hospital employees in a private hospital, question whether there is a difference between the corporate image perception levels of the patients and hospital employees, and determine the reasons for why the hospital employees work in this institution and why the patients go to this hospital. To this end, a survey is applied to the sample group of 842 people who are composed of the employees of a private hospital operating in Istanbul and the patients with corporate image scale. Research data is analyzed using SPSS statistic program. In the research, the demographic variables are summarized in frequency and percentage while measurable variables in average, standard deviation, maximum value and minimum values. According to the findings obtained as a result of the analyses some differences are found between the reasons for the patients and employees to prefer this hospital and their corporate image perception levels. In addition, there is a positively significant relationship between the motives to prefer this hospital and the corporate image perception. These results imply that it is a determinant both for the patient and the employees to prefer the health institutions that comprise positive corporate image components.

**Key Words:** Corporate image, Patient Commitment, Employee Commitment, Private Health Institutions

**ÖZ**

Bu araştırma, özel bir hastanede hastalar ve hastane çalışanlarının kurumsal imaj algılarının tespit edilmesi, hastalar ve hastane çalışanlarının kurumsal imaj algısı düzeyleri arasında bir farkın olup olmadığının sorgulanması, hastane çalışanlarının bu kurumda neden çalıştığı ve hastaların bu hastaneye geliş nedenlerinin belirlenmesi amacı ile yapılmıştır. Bu amaç doğrultusunda İstanbul ilinde faaliyet gösteren özel bir hastanede çalışanlar ve hastalardan oluşan 842 kişilik örneklem grubuna kurumsal imaj ölçeği aracılığı ile anket uygulanmıştır. Araştırma verileri SPSS istatistik programı kullanılarak analiz edilmiştir. Araştırmada elde edilen demografik değişkenler sıklık ve yüzde cinsinden; ölçümsel değişkenler ise ortalama, standart sapma, en büyük değer ve en küçük değerleri verilerek özetlenmiştir. Analizler sonucu elde edilen bulgulara göre hastalar ve çalışanların bu hastaneyi tercih etme nedenleri ve kurum imajı algı düzeyleri arasında farklılıklar tespit edilmiştir. Bununla birlikte hastalar ve çalışanların bu hastaneyi

tercih etme nedenleriyle kurum imaj algısı arasında pozitif yönde anlamlı bir ilişki olduğu görülmektedir. Bu sonuçlara göre sağlık kurumlarının olumlu kurumsal imaj bileşenlerini bünyesinde oluşturması hem hastalar hem de çalışanlar gözünden tercih edilen kurum olmasına etken olduğu söylenebilir.

**Anahtar Kelimeler:** Kurumsal imaj, Hasta Bağlılığı, Çalışan Bağlılığı, Özel Sağlık Kurumları

## 1. INTRODUCTION

In today's world, science and technology updated very fast, competitive and changing economic and politic conditions also differentiate the societies' emotion, thought and perceptions, need and demands to the same degree. The institutions, in order to permanently and successfully survive in their community life, should have an identity that offers service by comprising all the features that understand any type of the feature of that community, fully meet the need and demands of that community, and have all the distinctive features. Corporate identity indicate how the institution is essentially while corporate image how this reality is perceived in the community's mind. If the a community's perception, which is served by an institution, toward that institution is in the way that the institution defines itself, then the perception of the institution with itself becomes the same which means that the institution is successful (Polat and Arslan, 2015).

Supracompetitive and a lasting positive corporate image increases the institution's brand value, market share, customer satisfaction and sales, and allows credit and investment facilities to increase as well. Moreover, this image gives the institution the quality of "the preferred institution to work" in the eyes of talented employees. Besides, the image boosts the employees' satisfaction and their sense of belonging to the institution. The studies conducted demonstrate that institution employees have strategic importance and constitute the most vital link in the success process of the institution. The faith put in institution's service can not be provided without the contribution of the employees. Employees serve as the most reliable sources for the institution and constitute the base of the reliance (Robbins and Judge, 2011).

Stakeholders are the people to be affected by the services to be offered by the institution, the decisions made, policies to be followed and by all the objectives. Stakeholders include the employees, customers, suppliers, investors, government members, social organizations, commercial circles, and rivals. The possibility to communicate with the institution and to affect the institution is not equal for these stakeholders. Therefore, they need different information about the institution. This information is related to the institution's history, current status and the future they planned. Revealing the stakeholders and how they perceive the corporate image components will light the way for the managers to determine the bases according to which they will form their institution's values, missions and strategies.

Corporate image concept pertains to the quality of the service offered, reliability, financial sufficiency, employee performance, customer focus, emotional appeal, social responsibility, ethical behavior, and communication components. In light of all these data, just as in all sectors, in health sector, the institutions need to have a positive corporate identity in today's high competitive global world and thus create a good image on their customers (Polat and Arslan, 2015). Health services indicate a scientific, technological and social development level of a society. Based on the principle that 'Receiving a good health service is the basic right of the people throughout all their life', to be the first consideration of the people's free will in terms of their health should be the first aim of the health institutions (Tengilimoğlu and Öztürk, 2016). In line with these opinions, the aim of the research is to reveal how the positive corporate image components are perceived by the patients and the employees and determine how and to what extent these components affect the commitment of the patients and employees for the institution, question whether there is a difference between the levels of corporate image perception of the patients and the employees, and thereby light the way for the managers to determine the bases according to which they will form their institution's values, missions and strategies.

## 2. CORPORATE IMAGE PERCEPTION

### 2.1. Definition of Corporate Image Perception

Any type of institution is successful to the extent that the positive image perception they create in their society and this provides long-term financial support. In order to provide this positive perception, they have to create a strong corporate image.

Image is the idea, understanding and value about a person, an object, or an institution that appear in the mind of a person at the end of a certain learning and knowledge process. According to Dowling (1993), image is the set of meanings by which an object is known and through which people describe, remember and relate to it. This is a result of the interaction of people's beliefs, opinions, feelings and impressions

about an object (Canöz, 2015)

Acknowledging that image is the picture of the institution perceived by its stakeholders, corporate identity is the ways to describe the mission and vision of that institution to the stakeholders. The power of image perception depends on a strong corporate identity. An institution should receive the approval and support of its stakeholders in order to maintain its presence for a long time successfully. Positive corporate perception depends on the service quality given by the enterprise fulfilling the benefits and expectations provided to the stakeholders (Tengilimoğlu and Öztürk, 2016).

It is said that the efforts to create corporate image in enterprises first started by recruiting an architect Peter Behrens as responsible for the designing of advertisement materials, products and buildings of the company AEG in Berlin in 1907. In those years, it was adequate to create a visual corporate identity for the enterprise by way of picture and design in order to create a strong corporate identity. In 1960s when product perfection was important and in 1970s when product place in the market and brand perfection was important, visual expression of corporate image had great importance. After some time, due to the fact that competition increased and product perfection alone started not to be adequate for marketing, the enterprises encountered the need to develop a brand name and personality in order to make their products different from the rivals. In 1980s when product, service and placement perfection in marketing was important, the studies conducted demonstrated that the more an enterprise becomes famous the more positively it will be perceived. This means that as long as an enterprise reflects its identity on any type of material bearing its name with an accurate and stable standard, it will be immediately recognized wherever it is seen, which will create a positive image on the target market. As of 1990s, enterprises started to create a corporate identity and corporate image management in order to introduce this identity to the target stakeholders. This new understanding pattern covers mission, objectives, goals, business culture, quality of employees, management style, briefly all formal, behavioral, financial, communicational, social elements related to the enterprise that best describe an institution (Güzelcik, 1999).

## 2.2. Corporate Image Perception in Hospitals

Health is a basic concept that indicates development level of a society and also plays a role in economic development. Along with globalization, health sector has a quite high share in real economy.

Health institutions are the systems that comprise humans (patients) as input, human (doctors, nurses) processing human in transformation process and human (healthy individuals) as output. Considering in administrative aspect hospitals are not only the physical places that only provide medical services, but also the structures open to the effect of the factors belonging to numerous personal, environmental and superior system such as level of welfare, consumption habits, educational background of individuals, family structure, cultural level, health system structure, social security, political system, and health policies. In creating corporate identity, hospitals' studies that aim to enhance health quality of their society in scientific and technological sense, make difference and become a preferred institution are determinative (Tengilimoğlu, Akbolat, Işık, 2012).

In today's conditions, fast-developing technology in the field of medicine, increase in education levels of societies, high life standards, increasing expectations of people in the field of health oblige health institutions to apply quality management.

The fact that the service concept to meet the expectations of the patients in health sector becomes widespread requires the management systems in health institutions to change. The studies on identifying unusual patient expectations fast and forming a continuous improvement process that allow the system to advance accordingly, and determining to what extent the demands are met with measurement and assessment analyses have gained an important dimension in finding out how the institution and the service given are perceived in the society.

The issues such as the increasing importance attached to health by individuals, growing needs and expectations day by day, spreading demand for quality care in health services and being more selective among the relevant institutions when health service is needed have caused the corporate image perception to become the focal point in the health sector, as well. By this way, along with the latest regulations done in the field of health in Turkey, when potential patients who can benefit more from the health service offered by private hospitals need to pick out of the hospitals, they can prefer the hospitals with higher image in the market where information asymmetry exists. Identity, service quality, reliability of the health institution are among the criteria effective on this preference (Çınaroğlu and Şahin, 2013). Patient satisfaction as a result

of the service quality produced by the health institutions creates positive image perception. Perceived service quality constitutes corporate image. In order to enhance positive corporate image perception hospitals need to improve their services with continuous measurement and assessment analyses.

### 3. METHOD

#### 3.1. Research Objective

Bringing about fast change, globalization has transformed the hospitals into institutions that offer health service and enterprises that have high competitive power in the health sector. As a result, especially in Turkey private health institutions have started to give importance to corporate image perception studies.

The main objective of this research is to find out how the positive corporate image components are perceived by the patients and employees, whether there is a difference between the corporate image perception levels of the patients and hospital employees, why the employees work in this institution and why the patients go to this hospital.

#### 3.2. Research Method

This study is conducted in a private hospital operating in Istanbul on the employees and patients accepting to participate in the survey with the aim of "Determining the Corporate Image Perceptions of the Patients Employees" in descriptive and cross-sectional way. Data collection stage of the study is done with face-to-face interview method in a time period of three months covering December 2016 and January-February 2017. Survey form consists of demographic information, reasons to go to the hospital and corporate image scale. The scale used to determine corporate image is prepared by taking the study by Bayan as an example and is composed of two parts. In the first part there are 10 expressions descriptive of the institution while in the second part there are 26 questions related to the factors (physical, communication, quality, social responsibility) that constitute corporate image (Bayan, 2013). Chronbach's alpha coefficient of corporate quality scale is found as 0.969 while Chronbach's alpha coefficient of corporate image scale as 0.976. Chronbach's alpha coefficient of corporate image scale sub-factors on the other hand is found as physical factor 0.922, communication factor 0.930, quality factor 0.942, and social responsibility factor 0.919. Cronbach's alpha analysis conducted to evaluate the reliability of corporate image scale concluded that the scale is valid and reliable and is suitable to be used in this study.

Research data is analyzed using SPSS statistic program. In the research, the demographic variables are summarized in frequency and percentage while measurable variables in average, standard deviation, maximum value and minimum values. Histogram distribution of the score values of corporate qualities, corporate image scale sub-dimensions and total scores are reviewed and the distribution of each variable is not relevant to bell-shaped curve. Compliance of the score values of corporate qualities, corporate image scale sub-dimensions and total scores with normal distribution is analyzed with Kolmogorov-Smirnov test and no compliance with normal distribution is found ( $p < 0.05$ ). Since the score values of corporate qualities, corporate image scale sub-dimensions and total scores do not exhibit normal distribution, in the comparison of the scores of employee and patient groups, analysis is done with a non-parametric Mann Whitney U test. Statistical analysis results are evaluated at  $p = 0.05$  significance level.

#### 3.3. Research Population and Sample

Research population is composed of the voluntary employees and patients of a private hospital operating in Istanbul. Research sample consists of a total of 842 people, 519 hospital employees who are chosen randomly and accepted to do the survey and 323 outpatients. In the 3-month period of the research, total number of hospital employees was 959 and the total number of patients, both outpatients and inpatients, was 50.438. In relation to sample number sufficiency, in the related field literature it is stated that "*the number of group applied should be several times (at least five times) more than the scale items in order to obtain significant and reliable results*" (Tavşancıl, 2006). Considering that the assessment tool used in the study is composed of 36 items, since the 842 participants are bigger than the minimum number ( $36 \times 5 = 180$ ) 180 and also a sample of 842 people will represent a population over 1000000 people, it can be said that research sample is sufficient (Yazıcıoğlu and Erdoğan 2004).

#### 3.4. Research Findings

This part of the research include the explanation of personal information of selected sample groups and the results obtained by analyzing the research data with appropriate statistical method and interpretations of these results.

Table 1. Distribution of Socio-Demographic Features of Research Groups

Variable		n	%	
Gender	Employee	Female	349	67.2
		Male	170	32.8
		Total	519	100.0
	Patient	Female	204	63.2
		Male	119	36.8
		Total	323	100.0
Marital Status	Employee	Married	172	33.1
		Single	347	66.9
		Total	519	100.0
	Patient	Married	184	57.0
		Single	139	43.0
		Total	323	100.0
Educational Background	Employee	Primary Education	10	1.9
		High School	158	30.4
		Bachelor's Degree	332	64.0
		Master's Degree	19	3.7
		Total	519	100.0
	Patient	Primary Education	5	1.5
		High School	68	21.1
		Bachelor's Degree	220	68.1
		Master's Degree	30	9.3
		Total	323	100.0
Occupation	Employee	Support services	53	10.2
		Medical services	324	62.4
		Administrative services	142	27.4
		Total	519	100.0
	Patient	Housewife	34	10.9
		Self-employed	103	33.1
		Retired	5	1.6
		Student	8	2.6
		Official	49	15.8
		Private sector employee	54	17.4
		Other	58	18.6
		Total	311	100.0
	Administrative Function	Employee	Present	96
Absent			423	81.5
Total			519	100.0
Social Security	Patient	Social Security Institution (SSI)	57	17.8
		Private insurance	52	16.3
		SSI+Private insurance	203	63.4
		Without social security	8	2.5
		Total	320	100.0

In the research group, of the employees 67.2% are females and 32.8% are males while of the patients 63.2% are females and 36.8% are males. Of the employee participants 33.1% are married and 66.9% are single while of the patients 57% are married and 43% are single. In the research group, of the employees 1.9% hold primary education degree, 30.4% high school, 64% Bachelor's Degree and 3.7% Master's Degree while of the patients 1.5% hold primary education degree, 21.1% high school, 68.1% Bachelor's Degree and 9.3% Master's Degree. Of the employees 10.2% work in support services, 62.4% medical services and 27.2% administrative services, on the other hand, of the patients 10.9% are housewives, 33.1% self-employed, 1.6% retired, 2.6% student, 15.8% official and 17.4% private sector employees. While 18.5% of the employees have an administrative position, 81.5% do not have an administrative position. Of the patient participants, 17.8% have social security, 16.3% private insurance, 63.4% both social security and private insurance while 2.5% do not have any social security.

**Table 2.**Distribution of the Reasons to Prefer the Hospital According to the Research Group

Reason to prefer	Employee		Patient	
	n	%		n
Name	305	28.94	85	9.65
Doctors	333	31.59	330	37.46
Technology	266	25.24	288	32.69
Hotel management services	73	6.93	75	8.51
At the recommendation	35	3.32	47	5.33
Easy to access	24	2.28	53	6.02
Other	18	1.71	3	0.34
Total*	1.054	100.00	881	100.00

\*since multiple answers can be given, it stands for sum of the answers.

In research group the employees stated that the patients prefer this hospital for 31.59% the hospital doctors, 28.94% its name, 25.24% its technology, 6.93% hotel management services, 3.32% at the recommendation, and 2.28% being easy to access.

In research group the patients stated that they prefer this hospital for 37.46% the hospital doctors, 9.65% its name, 32.69% its technology, 8.51% hotel management services, 5.33% at the recommendation, and 6.02% being easy to access.

**Table 3.**Distribution of the Research Group Opinions about the Hospital's "Corporate Qualities"

Corporate qualities	Sample group	Strongly Disagree (%)	Disagree (%)	Neither Agree Nor Disagree (%)	Agree (%)	Strongly Agree (%)	Average $\pm$ Standard deviation
Reliable	Employee	1.5	0.2	7.3	41.0	49.9	4.37 $\pm$ 0.76
	Patient	0.0	0.3	0.9	16.7	82.0	4.80 $\pm$ 0.44
Respectful	Employee	1.2	1.9	5.4	41.4	50.1	4.37 $\pm$ 0.77
	Patient	0.0	0.0	1.9	16.4	81.7	4.79 $\pm$ 0.44
Sensitive	Employee	1.3	1.3	10.2	37.6	49.5	4.32 $\pm$ 0.81
	Patient	0.0	0.0	1.2	17.6	81.1	4.79 $\pm$ 0.43
Leading	Employee	1.5	0.8	8.3	34.3	55.1	4.40 $\pm$ 0.79
	Patient	0.0	0.3	1.5	15.5	82.7	4.80 $\pm$ 0.45
Responsible	Employee	1.5	1.5	9.2	33.1	54.5	4.37 $\pm$ 0.83
	Patient	0.0	0.3	1.2	15.8	82.7	4.80 $\pm$ 0.44
Competitive	Employee	1.3	1.2	6.7	29.1	61.7	4.48 $\pm$ 0.78
	Patient	0.0	0.0	2.8	14.6	82.7	4.79 $\pm$ 0.46
Dynamic	Employee	1.2	0.8	9.8	32.2	56.1	4.41 $\pm$ 0.79
	Patient	0.0	0.0	1.2	15.5	83.3	4.82 $\pm$ 0.41
Modern	Employee	1.5	0.4	3.9	29.1	65.1	4.55 $\pm$ 0.72
	Patient	0.0	0.0	1.2	13.3	85.4	4.84 $\pm$ 0.39
Successful	Employee	1.0	1.0	5.0	32.0	61.1	4.51 $\pm$ 0.72
	Patient	0.0	0.0	0.9	13.6	85.4	4.84 $\pm$ 0.38
Progressive	Employee	1.3	0.6	4.6	31.8	61.7	4.51 $\pm$ 0.73
	Patient	0.0	0.0	0.9	13.0	86.1	4.85 $\pm$ 0.38

Of the employees in research group, 41% agree and 49.95% strongly agree while of the patients 16.7% agree and 82% strongly agree with the "reliable" quality of the hospital. Of the employees in research group, 41% agree and 50.1% strongly agree while of the patients 16.4% agree and 81.7% strongly agree with the "respectful" quality of the hospital. Of the employees in research group, 37.6% agree and 49.5% strongly agree while of the patients 17.6% agree and 81.1% strongly agree with the "sensitive" quality of the hospital. Of the employees in research group, 34.3% agree and 55.1% strongly agree while of the patients 15.5% agree and 82.7% strongly agree with the "leading" quality of the hospital. Of the employees in research group, 33.1% agree and 54.5% strongly agree while of the patients 15.8% agree and 82.7% strongly agree with the "responsible" quality of the hospital. Of the employees in research group, 29.1% agree and 61.7% strongly agree while of the patients 14.6% agree and 82.7% strongly agree with the "competitive" quality of the hospital. Of the employees in research group, 32.2% agree and 56.1% strongly agree while of the patients 15.5% agree and 83.3% strongly agree with the "dynamic" quality of the hospital. Of the employees in research group, 29.1% agree and 65.1% strongly agree while of the patients 13.3% agree and 85.4% strongly agree with the "modern" quality of the hospital. Of the employees in

research group, 32% agree and 61.1% strongly agree while of the patients 13.6% agree and 85.4% strongly agree with the “successful” quality of the hospital. Of the employees in research group, 31.8% agree and 61.7% strongly agree while of the patients 13% agree and 86.1% strongly agree with the “progressive” quality of the hospital.

**Table 4.**Distribution of the Research Group Opinions about the Hospital’s Corporate Image Scale Physical Factor

	Sample Group	Strongly Disagree (%)	Disagree (%)	Neither Agree Nor Disagree (%)	Agree (%)	Strongly Agree (%)	Average ±Standard deviation
I like the name of this hospital	Employee	1.5	1.2	5.4	36.0	55.9	4.44±0.78
	Patient	0.0	0.9	1.2	19.5	78.3	4.75±0.52
Its name is easy to remember	Employee	1.5	1.2	3.9	33.9	59.5	4.49±0.76
	Patient	0.0	0.6	1.9	20.1	77.4	4.74±0.52
The logo represent the hospital in the best way	Employee	1.7	1.3	8.1	32.9	55.9	4.40±0.83
	Patient	0.6	0.0	2.2	20.4	76.8	4.73±0.56
I like all the colors and designs used in the visual materials	Employee	1.5	3.5	14.6	31.8	48.6	4.22±0.93
	Patient	0.3	0.0	4.0	25.7	70.0	4.65±0.59
The architecture gives me positive impression about the hospital	Employee	0.8	3.7	12.1	33.9	49.5	4.28±0.87
	Patient	0.3	0.3	4.3	26.3	68.7	4.63±0.61
I like the interior design	Employee	1.7	4.6	12.3	34.9	46.4	4.20±0.94
	Patient	0.0	0.6	5.9	27.2	66.3	4.59±0.63
I like the outfit of the doctor, nurse and other hospital staff	Employee	3.9	7.5	19.3	30.3	39.1	3.93±1.11
	Patient	0.0	0.0	9.0	25.7	65.3	4.56±0.65

Of the employees in research group 36% agree and 55.9% strongly agree while of the patients 19.5% agree and 78.3% strongly agree with the opinion “I like the name of this hospital”. Of the employees 33.9% agree and 59.5% strongly agree while of the patients 20.1% agree and 77.4% strongly agree with the opinion “Its name is easy to remember”. Of the employees 32.9% agree and 55.9% strongly agree while of the patients 20.4% agree and 76.8% strongly agree with the opinion “The logo represent the hospital in the best way”. Of the employees 31.8% agree and 48.6% strongly agree while of the patients 25.7% agree and 70% strongly agree with the opinion “I like all the colors and designs used in the visual materials”. Of the employees 33.9% agree and 49.5% strongly agree while of the patients 26.3% agree and 68.7% strongly agree with the opinion “The architecture gives me positive impression about the hospital”. Of the employees 34.9% agree and 46.4% strongly agree while of the patients 27.2% agree and 66.3% strongly agree with the opinion “I like the interior design”. Of the employees 30.3% agree and 39.1% strongly agree while of the patients 25.7% agree and 65.3% strongly agree with the opinion “I like the outfit of the doctor, nurse and other hospital staff”.

**Table 5.**Distribution of the Research Group Opinions about the Hospital’s Corporate Image Scale Communication Factor

	Sample Group	Strongly Disagree (%)	Disagree (%)	Neither Agree Nor Disagree (%)	Agree (%)	Strongly Agree (%)	Average ±Standard deviation
In this hospital doctor, nurse and other healthcare personnel communicate positively with the patients and patient relatives	Employee	1.9	2.3	12.7	36.4	46.6	4.24±0.90
	Patient	0.3	0.0	0.6	12.7	86.4	4.85±0.42
It is easy to receive information from this hospital	Employee	1.5	2.9	13.3	33.3	48.9	4.25±0.90
	Patient	0.0	0.0	1.9	26.3	71.8	4.70±0.50
Complaints and problems are easily solved	Employee	3.1	4.2	15.4	33.5	43.7	4.11±1.01
	Patient	0.0	0.6	3.1	27.6	68.7	4.64±0.57
During diagnosis and treatment process satisfactory explanations are made.	Employee	1.0	1.9	7.9	36.8	52.4	4.38±0.79
	Patient	0.0	0.0	2.2	19.5	78.3	4.76±0.47
I hear positive words about this hospital from my relatives	Employee	1.2	2.9	10.8	36.0	49.1	4.29±0.86
	Patient	0.0	0.6	2.2	26.0	71.2	4.68±0.55
I hear positive news about this hospital on media	Employee	1.7	2.7	12.3	38.9	44.3	4.21±0.89
	Patient	0.0	1.2	11.8	25.7	61.3	4.47±0.75

Of the employees in research group 36.4% agree and 46.6% strongly agree while of the patients 12.7% agree and 86.4% strongly agree with the opinion "In this hospital doctor, nurse and other healthcare personnel communicate positively with the patients and patient relatives". Of the employees 33.3% agree and 48.9% strongly agree while of the patients 26.3% agree and 71.8% strongly agree with the opinion "It is easy to receive information from this hospital". Of the employees 33.5% agree and 43.7% strongly agree while of the patients 27.6% agree and 68.7% strongly agree with the opinion "Complaints and problems are easily solved". Of the employees 36.8% agree and 52.4% strongly agree while of the patients 19.5% agree and 78.3% strongly agree with the opinion "During diagnosis and treatment process satisfactory explanations are made". Of the employees 36% agree and 49.1% strongly agree while of the patients 26% agree and 71.2% strongly agree with the opinion "I hear positive words about this hospital from my relatives". Of the employees 38.9% agree and 44.3% strongly agree while of the patients 25.7% agree and 61.3% strongly agree with the opinion "I hear positive news about this hospital on media".

**Table 6.**Distribution of the Research Group Opinions about the Hospital's Corporate Image Scale Quality Factor

	Sample Group	Strongly Disagree (%)	Disagree (%)	Neither Agree Nor Disagree (%)	Agree (%)	Strongly Agree (%)	Average $\pm$ Standard deviation
I find the service offered in all the outpatient clinics of this hospital of good quality	Employee	1.2	3.1	15.0	33.1	47.6	4.23 $\pm$ 0.90
	Patient	0.0	0.6	2.5	20.4	76.5	4.73 $\pm$ 0.53
The employees of this hospital fulfill their duty in the best way	Employee	1.9	5.0	11.9	35.3	45.9	4.18 $\pm$ 0.96
	Patient	0.0	0.0	2.2	13.6	84.2	4.82 $\pm$ 0.44
In this hospital new diagnosis and treatment methods are used	Employee	1.2	1.0	4.8	33.3	59.7	4.50 $\pm$ 0.74
	Patient	0.0	0.0	1.2	11.5	87.3	4.86 $\pm$ 0.38
I find the medical equipment used in my treatment process adequate	Employee	1.3	0.8	4.6	36.2	57.0	4.47 $\pm$ 0.74
	Patient	0.0	0.3	0.9	12.1	86.7	4.85 $\pm$ 0.41
General cleaning of this hospital is sufficient	Employee	1.9	2.1	8.7	35.8	51.4	4.33 $\pm$ 0.87
	Patient	0.0	0.6	2.5	24.8	72.1	4.68 $\pm$ 0.55
Hospital environment is quiet	Employee	4.0	7.3	18.9	30.8	38.9	3.93 $\pm$ 1.11
	Patient	0.3	2.5	13.6	22.9	60.7	4.41 $\pm$ 0.84
I can easily make use of laboratory and other medical services in this hospital	Employee	2.7	4.4	13.5	33.1	46.2	4.16 $\pm$ 1.00
	Patient	0.0	0.0	2.8	27.9	69.3	4.67 $\pm$ 0.53
Waiting period to get examined is short in this hospital	Employee	1.7	3.7	17.0	33.7	43.9	4.14 $\pm$ 0.94
	Patient	0.0	0.0	9.0	31.0	60.1	4.51 $\pm$ 0.66
In this hospital registration procedures are easy	Employee	1.2	4.2	11.2	35.8	47.6	4.24 $\pm$ 0.90
	Patient	0.0	0.0	10.2	30.7	59.1	4.49 $\pm$ 0.68

Of the employees in research group 33.1% agree and 47.6% strongly agree while of the patients 20.4% agree and 76.5% strongly agree with the opinion "I find the service offered in all the outpatient clinics of this hospital of good quality". Of the employees 35.3% agree and 45.9% strongly agree while of the patients 13.6% agree and 84.2% strongly agree with the opinion "The employees of this hospital fulfill their duty in the best way". Of the employees 33.3% agree and 59.7% strongly agree while of the patients 11.5% agree and 87.3% strongly agree with the opinion "In this hospital new diagnosis and treatment methods are used". Of the employees 36.2% agree and 57% strongly agree while of the patients 12.1% agree and 86.7% strongly agree with the opinion "I find the medical equipment used in my diagnosis and treatment process adequate". Of the employees 35.8% agree and 51.4% strongly agree while of the patients 24.8% agree and 72.1% strongly agree with the opinion "General cleaning of this hospital is sufficient". Of the employees 30.8% agree and 38.9% strongly agree while of the patients 22.9% agree and 60.7% strongly agree with the opinion "Hospital environment is quiet". Of the employees 33.1% agree and 46.2% strongly agree while of the patients 27.9% agree and 69.3% strongly agree with the opinion "I can easily make use of laboratory and other medical services in this hospital". Of the employees 33.7% agree and 43.9% strongly agree while of the patients 31% agree and 60.1% strongly agree with the opinion "Waiting period to get examined is short in this hospital". Of the employees 35.8% agree and 47.6% strongly agree while of the patients 30% agree and 59.1% strongly agree with the opinion "In this hospital registration procedures are easy".



**Table 7.**Distribution of the Research Group Opinions about the Hospital's Corporate Image Scale Social Responsibility Factor

	Sample Group	Strongly Disagree (%)	Disagree (%)	Neither Agree Nor Disagree (%)	Agree (%)	Strongly Agree (%)	Average $\pm$ Standard deviation
This hospital is sensitive to environmental issues	Employee	1.5	2.9	11.8	34.1	49.7	4.28 $\pm$ 0.89
	Patient	0.0	0.3	3.7	28.2	67.8	4.63 $\pm$ 0.57
It is respectful to patient rights	Employee	1.2	1.9	6.7	34.5	55.7	4.42 $\pm$ 0.80
	Patient	0.0	0.0	1.2	13.6	85.1	4.84 $\pm$ 0.40
It pays attention the privacy and confidentiality of patient information	Employee	1.2	1.5	5.2	35.1	57.0	4.45 $\pm$ 0.76
	Patient	0.0	0.0	1.5	11.5	87.0	4.85 $\pm$ 0.39
It informs the society about the socially beneficial issues	Employee	2.7	3.7	7.7	34.7	51.3	4.28 $\pm$ 0.95
	Patient	0.0	0.0	2.2	26.9	70.9	4.69 $\pm$ 0.51

Of the employees in research group 34.1% agree and 49.7% strongly agree while of the patients 28.2% agree and 67.8% strongly agree with the opinion "This hospital is sensitive to environmental issues". Of the employees 34.5% agree and 55.7% strongly agree while of the patients 13.6% agree and 85.1% strongly agree with the opinion "It is respectful to patient rights". Of the employees 35.1% agree and 57% strongly agree while of the patients 11.5% agree and 87% strongly agree with the opinion "It pays attention the privacy and confidentiality of patient information". Of the employees 34.7% agree and 51.3% strongly agree while of the patients 26.9% agree and 70.9% strongly agree with the opinion "It informs the society about the socially beneficial issues".

**Table 8.**Comparison of the Scores Given by the Employees and Patients to the Corporate Qualities in the Research Group

Corporate qualities	Sample group	n	Median	Mean rank	U	p
Reliable	Employee	519	4.00	367.97	56038.000	0.000
	Patient	323	5.00	507.51		
Respectful	Employee	519	5.00	369.31	56731.500	0.000
	Patient	323	5.00	505.36		
Sensitive	Employee	519	4.00	367.49	55787.500	0.000
	Patient	323	5.00	508.28		
Leading	Employee	519	5.00	375.35	59867.500	0.000
	Patient	323	5.00	495.65		
Responsible	Employee	519	5.00	373.72	59022.500	0.000
	Patient	323	5.00	498.27		
Competitive	Employee	519	5.00	386.60	65705.000	0.000
	Patient	323	5.00	477.58		
Dynamic	Employee	519	5.00	375.22	59798.500	0.000
	Patient	323	5.00	495.87		
Modern	Employee	519	5.00	387.98	66420.500	0.000
	Patient	323	5.00	475.36		
Successful	Employee	519	5.00	381.07	62834.000	0.000
	Patient	323	5.00	486.47		
Progressive	Employee	519	5.00	381.15	62876.000	0.000
	Patient	323	5.00	486.34		

While the hospital's "reliable" score mean rank of the employees is 367.97, score mean rank of the patients is 507.51. There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "reliable" quality ( $p < 0.05$ ). Considering the mean ranks, patients find the hospital more reliable compared to the employees.

While the hospital's "respectful" score mean rank of the employees is 369.31, score mean rank of the patients is 505.36. There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "respectful" quality ( $p < 0.05$ ). Considering the mean ranks, patients find the hospital more respectful compared to the employees.

While the hospital's "sensitive" score mean rank of the employees is 367.49, score mean rank of the patients is 508.28. There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "sensitive" quality ( $p < 0.05$ ). Considering the mean ranks, patients find the hospital more sensitive compared to the employees.

While the hospital's "leading" score mean rank of the employees is 375.35 , score mean rank of the patients is 495.65 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "leading" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more leading compared to the employees.

While the hospital's "responsible" score mean rank of the employees is 373.72, score mean rank of the patients is 498.27 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "responsible" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more responsible compared to the employees.

While the hospital's "competitive" score mean rank of the employees is 386.60, score mean rank of the patients is 477.58 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "competitive" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more competitive compared to the employees.

While the hospital's "dynamic" score mean rank of the employees is 375.22, score mean rank of the patients is 495.87 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "dynamic" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more dynamic compared to the employees.

While the hospital's "modern" score mean rank of the employees is 387.98, score mean rank of the patients is 475.36 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "modern" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more modern compared to the employees.

While the hospital's "successful" score mean rank of the employees is 381.07, score mean rank of the patients is 486.47 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "successful" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more successful compared to the employees.

While the hospital's "progressive" score mean rank of the employees is 381.15, score mean rank of the patients is 486.34 . There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "progressive" quality ( $p<0.05$ ). Considering the mean ranks, patients find the hospital more progressive compared to the employees.

**Table 9.** Comparison of the Hospital's Corporate Image Scale Scores of the Employees and Patients in the Research Group

Corporate Image Perception	Sample group	n	Median	Mean rank	U	p
Physical Factor	Employee	19	4.43	365.74	54877.000	0.000
	Patient	23	5.00	511.10		
Communication Factor	Employee	19	4.33	364.40	54183.000	0.000
	Patient	23	5.00	513.25		
Quality Factor	Employee	19	4.33	364.29	54126.000	0.000
	Patient	23	5.00	513.43		
Social Responsibility Factor	Employee	19	4.50	371.42	57825.500	0.000
	Patient	23	5.00	501.97		
Total	Employee	19	4.35	359.91	51853.000	0.000
	Patient	23	4.92	520.46		

While hospital's corporate image scale physical factor sub-dimension score mean rank of the employees is 365.74 , score mean rank of the patients is 511.10 . There is a statistically significant difference between the hospital's corporate image scale physical factor sub-dimension scores of the employee and patient groups ( $p<0.05$ ). Considering the mean ranks, patients find the hospital's physical corporate image higher compared to the patients.

While hospital's corporate image scale communication factor sub-dimension score mean rank of the employees is 364.40 , score mean rank of the patients is 513.25 . There is a statistically significant difference between the hospital's corporate image scale communication factor sub-dimension scores of the employee and patient groups ( $p<0.05$ ). Considering the mean ranks, patients find the hospital's communication corporate image higher compared to the patients.

While hospital's corporate image scale quality factor sub-dimension score mean rank of the employees is 364.29 , score mean rank of the patients is 513.43 . There is a statistically significant difference between

the hospital's corporate image scale quality factor sub-dimension scores of the employee and patient groups ( $p < 0.05$ ). Considering the mean ranks, patients find the hospital's quality corporate image higher compared to the patients.

While hospital's corporate image scale social responsibility factor sub-dimension score mean rank of the employees is 371.42, score mean rank of the patients is 501.97. There is a statistically significant difference between the hospital's corporate image scale social responsibility factor sub-dimension scores of the employee and patient groups ( $p < 0.05$ ). Considering the mean ranks, patients find the hospital's social responsibility corporate image higher compared to the patients.

While hospital's corporate image scale total score mean rank of the employees is 359.91, score mean rank of the patients is 520.46. There is a statistically significant difference between the hospital's corporate image scale total scores of the employee and patient groups ( $p < 0.05$ ). Considering the mean ranks, patients find the hospital's corporate image (total score) higher compared to the patients.

#### 4. DISCUSSION

This research is conducted to find out corporate image perceptions of patients and hospital employees in a private hospital, question whether there is a difference between the corporate image perception levels of the patients and hospital employees, and determine the reasons for why the hospital employees work in this institution and why the patients go to this hospital. In the research, the reasons for the patients and employees to prefer this institution and the findings regarding the differences obtained between the image perception levels of both groups in relation to the institution are evaluated by considering the previous research results.

The findings of this research revealed that both research groups 90% 'strongly agree' with the questions whether the hospital is reliable, respectful, sensitive, leading, responsible, competitive, dynamic, modern, successful, and progressive. There is a statistically significant difference between the scores of the employee and patient groups in regard to the hospital's "reliable" quality. Although both groups find the hospital reliable, considering the mean ranks, patients find the hospital more reliable compared to the employees.

The findings obtained in the research indicated that both study groups positively 'strongly agree' with the corporate image scales of the hospital, which are hospital quality, physical factors (name, logo, architecture, visual materials, interior design, outfit of the employees), communication factors, and social responsibility factors.

As a result of all the research data, in addition to the reasons for the patients and the employees to prefer this hospital and obtaining different findings between their corporate image perception levels, there is a strongly positively significant relationship between the motives to prefer this hospital and the positive corporate image perception in both study group.

When the reasons to prefer the hospital in the research groups are investigated, while in the answers of almost all the participants 'hospital doctors' take the first place, for the patients 'hospital technology' highly takes the second place. In the employees group 'hospital name' takes the second place. In the employees' preferences, third rank belongs to 'hospital technology'.

When the previous researches conducted in the related field literature are examined, there are few studies done to find out the effect of corporate image perception on the patients and employees in healthcare field and whether there is any difference between the perception levels of both groups.

The results of the study conducted by Bayın 'in order to reveal the relationship between the corporate image and patient commitment in a comparative way between two hospitals' indicated that the first reason for the patients to prefer the hospital is that 'the hospital has a good and successful image' (Bayın, 2013). In the study by Çakır et al., however, it is aimed to determine the perceptual differences of the health institution employees in regard to the sectoral reputation and corporate reputation. The result of the mentioned study demonstrated that corporate reputation perceptions of the healthcare employees take shape according to their sectoral reputation perceptions and differences appear in the perceptions in relation to their occupations and ages. Based on the statistical analysis, the relationship between the employees' sectoral reputation perceptions and corporate reputation perceptions indicates that the higher is the sectoral reputation perception score, the higher becomes the corporate reputation perception (Çakır, Özmen and Doğan, 2014). The result of the study by Gürbüz conducted among 200 middle and low level managers in

textile, automotive and food sectors revealed that the corporate image perceived affects job satisfaction, emotional commitment and organizational citizenship behavior (Gürbüz, 2010).

In the research conducted by Fettahoğlu et al. on the effect of internal marketing on corporate reputation, it is determined that in order to satisfy and please the customers firstly the employees working in the enterprises need to be satisfied. Primary objective in internal marketing is to make the personnel sufficiently happy and as a result more committed to their work. The employees, in this way, will offer their customers service of higher quality (Fettahlıoğlu et al., 2016).

## 5. CONCLUSION AND SUGGESTIONS

In the light of the research data, there is a positively significant relationship between healthcare institutions comprising positive corporate image components and these institutions being the favorite and desired institution both by the patients and by the employees. More studies need to be conducted in order to maintain positive corporate image perception levels of the patients at the same way and to increase the corporate image perception levels of the employees compared to the patients.

Healthcare institutions are like living organisms. For this reason, in order to maintain their development they continuously change. In this regard, institutions, in order to be supracompetitive in science and technology, economic and politic arena and fast and continuously developing global world conditions, need to create positive corporate image and reputation, continuously change their management mentality, applications and methods. The institutions that apply this process efficiently are the organizations that have the chance to maintain their success. Moreover, such institutions are indeed the organizations that in a way aim to be sensitive to their customers, appreciate their employees, increase their quality and performances, and reduce the costs. To conclude, in order to offer service to the stakeholders, provide maximum benefit, meet internal and external customer expectations and create positive corporate image and be preferred, private hospitals need to continuously improve and develop their processes. The suggestions based on these research results will anticipatorily create awareness to the healthcare managers today and in the future and this and similar scientific studies to be repeated by creating awareness in management applications and decisions will provide an important support for them to be supracompetitive.

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