

*Full Length Research Paper*

# Factors affecting satisfaction levels of internal customers in Turkish automotive authorized services

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This study aims to determine the satisfaction levels of employees considered the internal customers in respect of the total quality management approach and the factors affecting the satisfaction levels. It can be stated that determination of the factors affecting the internal customer satisfaction can be provided to increase the services quality and to make better use from employees' performance. In the research, the screening method was used and study group is consisted of 550 internal customers working in the authorized services in randomly selected provinces. The findings obtained via answering of the survey questions were evaluated according to frequency, mean and standard deviation. In the study, according to hierarchical differences (Master/Forman-Sub-administrator) between employees in automotive authorized services (AAS), independent groups t-test analysis related to differences of assessments has been used. And, one-way analysis (ANOVA) was used to determine if there were differences according to variables of "educational status" and "working hours" in the evaluations, and, Tukey-HSD test was used in order to determine which groups the possible differences of the groups were between. The significance level was considered as  $p < 0.05$  in testing the differences between the groups. At the result of the study done, the satisfaction levels of the internal customers are seen to be high. It can be stated that internal customers' sense of dismissing is low, employers and employee mutual love and respect for each other, and, this situation creates an effect which increases the internal customers' sense of belonging to the workplace. The satisfaction levels of internal customers in AAS are seen at the "medium" level according to their fee and social rights.

**Key words:** Automotive authorized services, total quality management, customer, internal customer satisfaction.

## INTRODUCTION

Today's global competitive environment in which competition among enterprises has gained a global dimension, has led enterprises to search other management approaches instead of traditional ones. As the result of that, the enterprises have met with TQM approach which accepts customer and customer satisfaction as the focal point and quickly adopted it. Total quality management (TQM) was first espoused by Dr. W. Edwards Deming in the late 1950's (Winn and Gren, 1998) TQM as a process for improving productivity and customer satisfaction (Clifford, 1999). The most important principle of TQM is to satisfy customers (Yolcuoğlu, 2001).

TQM are focused on the systematic management of data in all processes and practices to eliminate waste and pursue continuous improvement (Clifford, 1999). TQM is based on three principles (Geraedts et al., 2001):

- (i) Customer focus; every decision is taken with the customer needs in mind,
- (ii) Continuous improvement; continuous efforts to improve the organization, its products and its services,
- (iii) Integral approach; TQM concerns every aspect of the organization.

The most important TQM implementation is customer orientation. The situation of being customer-focused shows that; the primary purpose of the organization is the distribution of products or services for customer satisfaction (Chong and Rundus, 2004; Aktan, 2008;

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Clifford, 1999; Reed et al., 2000; Carroll, 1995). TQM produces the excellence achieving results that delight all the organization's stakeholders (this includes employees, customer, suppliers, society in general and those with financial interests in the organization (Janpen et al., 2005).

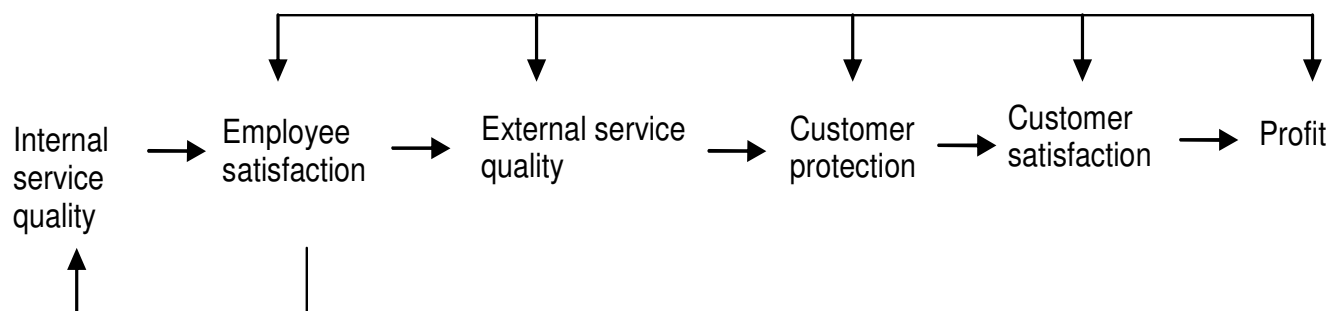
In TQM approach, it is essential that company owners, dealers and suppliers, employees and customers are to be satisfied at the same time and loyal to the firm. With this aim, working in cooperation with all parties mentioned is an important principle (Türkmen, 1996). According to the studies done on this field, using of the TQM implementations reduces the contradictions in the production process (reprocessing and wastes are reduced while quality performance is increased) and can be used to create competitive advantage (Chong and Rundus, 2004; Reed et al., 2000). In the study done by Kanbur and Kanbur (2008), it has been determined that TQM has an effect which increases the socio-psychological motivation on employees and organizational-managerial motivation. However, that it has no effect on economic motivation has been understood. In the study made by Baş (2008), he defines that quality management implementations are directly proportional to the firm size, and, with increasing the firm size, quality awareness and depending on that, the scope of the implementation increase. In addition to that, it has been determined that TQM is more strictly applied in service firms compared to production firms. Kaynak (2003) express that TQM implementations have positive effects on firm performance. In the study made by Zehir and Sadıkoğlu (2010), they have found significant and positive results in the relationship between TQM practices and innovation. The results obtained by Prajogo and Sohal (2006) have shown that TQM is positively and significantly related to differentiation strategy, and it only partially mediates the relationship between differentiation strategy and three performance measures (product quality, product innovation, and process innovation). The implication is that TQM needs to be complemented by other resources to more effectively realize the strategy in achieving a high level of performance, particularly innovation.

The concept of customer means that person, society or organization etc. who make application to an institution/organization to meet his needs (Çoruh, 1998; Carroll, 1995). There are two categories of customer, either internal (the next stage of production) or external (the buyer of the product). Internal customer, the next stage of production, that is, everyone who is involved in process which begins from producing a product or a service within the organization and lasts to the end user, is called internal customer (Carroll, 1995; Taşkın, 2000; Poyraz et al., 2004; Ersen, 1996). And, external customer is defined as the end user who buys product or service. Therefore the benefits of providing a quality product which satisfies customers' needs are twofold: internally

productivity increases, and externally both repeat and new customers are gained, ensuring the long-term survival of the organization (Carroll, 1995).

In accordance with the studies done, expectations can have a direct impact on perceived performance and satisfaction (Oliver, 1981; Churchill and Suprenant, 1982; Tse and Wilton, 1998). Customer satisfaction is defined as the assessment of incompatibility between customer's expectation and service/product performance he perceived. If his received performance meets the expectations or exceed, it means that customer has been satisfied. Otherwise, the customer is not satisfied (Anderson and Sullivan, 1993; Bitner, 1990; Bolton and Drew, 1991). The customer with high satisfaction prefers the same brand/company in the subsequent purchase (Eroğlu, 2005). In the subject about that product and service have desired properties playing an important role in customer satisfaction; customers' expectations can vary with experience (Liao et al., 2007; Anderson et al., 1994; Day, 1998). Satisfied customers, as "the goodwill ambassadors" or the supporters of enterprises, with their positive talk about the company, would get new customers to the companies. And, the customers who are dissatisfied talk more, their talk turns into a negative propaganda and may cause more customers to loss than expected (Taşkın, 2000). Customers may affect one another indirectly or more directly. According to many research, the consumption experiences of customers were also found to be affected by the dysfunctional customer behavior of others (Wu, 2007). Customer satisfaction was affected by service quality, product quality, price, personal and situational factors (Lin, 2007).

In the research done by Gupta and colleagues in 2004; it is stated that an increase of 1% which will occur in customer retention rate will change customer value between 2.45 and 6.75%, however, an increase of 1% which will occur in costs in customer acquisition will not create the same effect. Nevertheless, a decrease of 5% in customer loss will increase the operating profit by 25 to 85%. In this context, enterprises aim to be customer-focused, to satisfy existing customers and to develop long-term customer relationships by bringing together the service, quality and marketing rather than getting new customers (Koşan, 2007). In accordance with TQM approach, to ensure external customer satisfaction, internal customer satisfaction, in other words, employee satisfaction should be provided first (Bardakçı and Ertuğrul, 2004; Yılmaz, 2005). Because, unless service employees are satisfied, customer satisfaction are not satisfied (Cinemre, 2005). In this context, TQM gives great importance to the activities directed to improving employees, increasing their quality and loyalty to the enterprise such as motivating employees, providing training to improve their knowledge and skills, orientation (Çoban, 2004). People spend a significant part of their daily life at work after a certain age. In this context, the person who obtained expectations from his business



**Figure 1.** Service/earnings chain.

which not only effect on his economical situation, but also closely affect on his psychological state can be happier (Bakan and Büyükbeşe, 2004; Şale, 2001). Generally, resign rate and absenteeism have been determined to be lower in the situations that job satisfaction is high (Shalley et al., 2000).

Job satisfaction is an emotional answer occurred as a result of interaction of the employee's business value against his own work and what he gained from the work (Oshagbemi, 2000). Work satisfaction can be defined as the extent to which people like or dislike their jobs, including the work conditions within which their jobs are embedded (Duffy and Lent, 2009). Job satisfaction is viewed as a consequence of the job experience and high productivity may produce satisfaction as much as dissatisfaction (Gui et al., 2009a), Job satisfaction is a complex phenomenon with many affecting components (Gui et al., 2009b). As the result of the studies done to determine the factors effecting on job satisfaction, it has been understood that the factors such as salary, security, promotion, leadership, management style, working conditions, colleagues, appreciation and job itself have significant impacts on job satisfaction (Friday and Friday, 2003; Luthans, 1994; Morgan and Richard, 1980). The employees that cannot be met these requirements in their jobs, will search the conditions they desire in other places and environments. And, this situation will effect on employee's job satisfaction. Ensuring employee participation in decisions making in companies also helps to improve last decisions into the companies, in addition to increasing job satisfaction. Personnel participated in the decisions, will be in positive emotions to their jobs, colleagues and management and there will be an increase in their job satisfaction. That the management support personnel relations and contribute to them improves employee satisfaction (Feldman and Hugh, 1986; Luthans, 1994). The satisfied employees will show better performance and threat customers better, as a result, it will be provided better satisfaction for all customers of enterprise. In most studies done on employee and customer satisfaction, it has been understood that there a

very strong relationship between customer satisfaction and employee satisfaction (Eichorn, 2004). As can also be understood from Figure 1, all applications to be done for employee satisfaction, eventually, are turned into profit for enterprise. This property which is defined as Service/Earnings chain is based on cause-effect relationship (Eichorn, 2004).

Maslow's hierarchy of needs theory in which human needs form a five-level hierarchy (i.e. from physiological needs to safety, belongingness and love, esteem and finally to self-actualization) proposes that individuals are motivated to try to meet their lowest unfulfilled need in the hierarchy (Gui et al., 2009b; Fındıkçı, 2003). Maslow's hierarchy of needs theory has been founded on two important basic. The first one is as follows, each behavior of personnel within the organization, as a human, is directed to satisfy his needs necessary. And the other one is that these needs should be satisfied in priority order (Bilgin, 1997). We work to meet our physiological needs and when these are met, we direct to our need on next higher step, that is, security needs (Kondo, 1999). In this theory, starting from personnel's physical needs, ensuring his security, his social needs, self-expression needs and as the last one, creativity needs should be met (Bilgin, 1997). To motivate people is to understand which impulses effect on them to work better. It is possible that to understand their personnel needs and to create working conditions in which they would desire to work better (Uysal, 2008).

Irani et al. (2004) in this paper, it is discussed the concept of corporate culture, places this social construct within the arena of TQM, and highlights the relationships that exist among culture, quality, and competitiveness using a case study. As a result, characteristics of the individuals employed within the company and the general organizational characteristics are listed as a key to success for the companies desiring to be successful in the quest for quality. In reference to Payne (2005), in enterprises, in order to create value for customers, employees and shareholders and increase their profit by decreasing their costs, employees should be satisfied.

Paulin et al. (2000) state that the behaviour of internal customers and external customers' perceptions related to that also effect on the quality of the relationship between the external customer and the enterprise. There are studies showing that customer satisfaction causes many positive results such as customer loyalty, positive communication from ear to ear, insensitivity to price, providing feedback to enterprise (Anderson et al., 1994; Peppers and Rogers, 1997; Reichheld, 1996). With increasing customer satisfaction related to the enterprise, his willingness to establish and maintain the relationship with the enterprise increases (Kelley and Davis, 1994; Morgan and Hunt, 1994). That the customer-focused is on the basis of competition is known today. Being customer-focused does not mean that the enterprise only focuses on external customers. Besides, there is the part of Internal customer-focused of the subject. However, most of enterprises do not give more importance to internal customers. If the enterprises really aim to make their external customers happy, and, by this way, to increase their profit, first, they should apprehend the concept of internal customer better and make their internal customers happy (Şimşek, 2004). That internal customer can produce quality product/service and present them can be possible with providing overall job satisfaction (Akçay, 2008). When customers are satisfied with service business or faced with a service more than their expected, company's intention to be the volunteer from which will be able use increases (Groth, 2005).

Automotive industry is an industry which is rapidly developing and takes an important part in Turkey's economy. In 1997, when the production in sector was 399.923, in 2008, has reached 1.147.110. And, when considering in respect of exporting, that the automotive industry is seen to be in the forefront. In accordance with this, as the exporting of this industry was 31.174 in 1997, has reached 910.270 in 2008. The share of automotive industry in total exports has reached 18.74% as of the year of 2008 and product diversity has increased. As the exporting of automotive industry was 10 billion dollars in 2004, this figure has reached approximately 24 billion 750 million dollars in 2008. As the capacity utilization rate in automotive industry was 49% in 1997, has reached 77% in 2008 (Automotive Manufacturers Association, 2010; Turksat, 2010). The number of registered vehicles in Turkey is 12 406 818 (Turksat, 2010). Because of that, customer potential of ASS is very high. In Turkey, in which second-hand car market is also big, duration of use of vehicles is high, too. And, this condition requires greatly maintenance and repair. In 2006, total of 47 automotive plants took part within 500 largest industrial corporations in Turkey. 4 of these firms took part in first 10; and, 11 in first 100 (İstanbul Chamber of Industry, 2010). The Automotive Industry Employment has reached 45.000 persons as for the year of 2008. In due automotive industry has close relationships with many industries, it is created an indirect employment opportunities much more than direct employment (Automotive

Manufacturers Association, 2010).

In their studies, Görener and Görener (2008) state that automotive industry in Turkey with a strong capital structure, foreign shareholders, strong sub-industries, skilled labour, geographical location and having been provided of quality system are consisted of strengths of enterprises in respect of competition. However, the subjects such as excess capacity, inadequate and unstable domestic market, lack of cooperation between main and sub-industry and increase in imports are weaknesses of industry. In their studies on automotive industry in Turkey, Ertuğrul and Aytaç (2007) express that customer expectations are performed according to vehicle design, its safety and technical parts, the size of vehicle and its prevalence of service. In the study on customer requirements in automotive industry in Turkey done by İkiz et al. (2008), when considering that the priorities which are important for customers create importance too in respect of vehicle safety, it is seen that measurement and control activities come to the fore. And, in their study done by Özdemir and Düzgün (2009), state that the vast majority of enterprises operating in automotive industry in Turkey work without efficiency.

In the study, the cause of that the automotive industry has been selected, is to be a sector which is rapidly growing in respect of economic indicators such as employment, manufacturing, exporting and importing. Besides, that Turkish manufacturing industry is one of motor industries, both of domestic competition and foreign competition are high and that the foreign capital investments directly and heavily enter into the industry. In Automotive Authorized Services (ASSs) on which the research on satisfaction level of internal customers done; are institutions which are used as a tool by automotive plants to present the vehicles they produced to the markets. In addition to this, they are directly involved in the operations such as customer's purchase, maintenance and repair processes. In the subject of customer satisfaction, ASS cannot make any significant changes/improvements related to price and quality of product. However, as another important criterion, that service being offered is quality and customer needs and expectations are fully met depends on ASS and internal customers. As in any organization, in general, it can be stated that the customer satisfaction can be provided with fully adaptation and implementation of TQM principles in ASSs, too. In this way, customer becomes dependent to the enterprise (loyal customers) and the organization will be able to become leader in terms of customer potential and maintain its presence.

## MATERIALS AND METHODS

Automotive authorized service on which the research about the satisfaction level of the internal customer was done; are the institutions that automotive plants use them as a tool to present the vehicles they produced, and, that are directly involved with customer's purchase, maintenance and repair processes. Changes

in price and quality factors related to ASS products are not done to satisfy their customers. That the customer needs and expectations are met and to offer the quality service depends on the attitude of customers. In AASs, in general, customer satisfaction is provided by implementing TQM principles. So, it can be stated that firm will be able to become leader in terms of customer potential and maintain its presence if the customer becomes dependent to the firm.

### Research goals

The aim of the study is to determine the satisfaction levels of the employees working in AAS and accepted as internal customers in respect of TQM approach and the factors affecting on that. As directed towards the general objective, responses were looked for to the following sub-problems;

1. Do the assessments of the respondents vary according to working position (master/foreman and sub administrator)?
2. Do the assessments of the respondents vary according to education levels?
3. Do the assessments of the respondents vary according to working hours?

### Study methodology and data analyses

In this study, data were collected by a measuring tool that was enhanced by researchers. In enhancing the tool, firstly, literature related to the subject was searched and the employees in AAS were interviewed. In making up the items of the scale, the scale used in Okkali's study (2006) was utilized. After these studies, 26-item draft associated with the scale was made up. This 22-item draft made up was presented to the opinions of the experts related to the subject, and, according to this, varied changes and corrections on the items were done. The preliminary application of the scale enhanced was done for the internal customers group of 180 working in AAS. Factor analysis was done for the validity study of the scale, and, Cronbach's Alpha internal consistency coefficient was calculated for the reliability study.

The study has been done on the internal customers in ASSs. 130 of 170 ASSs have responded to questionnaires which are search material by positively approaching to survey. The questionnaires which are research material were distributed to 750 employees considered internal customers in ASSs selected randomly. Questionnaires have been filled out with face-to-face interview method, by reaching with hand. However, 550 of these have responded to the questionnaire, considering positive about the search. The return rate of the questionnaire has been realized as 73.3%. It has been considered that 538 of these 550 respondents are adequacy to evaluate for the research. In the study, the evaluation has been done on 538 internal customers in ASSs. The data collected via questionnaires have been analyzed in the SPSS 12.0 (SPSS, Inc., Chicago, Illinois) environment. The findings obtained at the result of the questionnaire have been evaluated

according to frequency, mean ( $\bar{X}$ ), standard deviation (S.D). In the study, the analysis of the independent groups t-test related the difference of the assessments (Master/Foreman/Lower-level Manager) according to hierarchical differences between the employees of ASS has been used. And, in order to determine if there are differences according to the variables of "respondents' educational status" and "working time", one-way analysis (ANOVA) has been done. Tukey-HSD test has been used to determine which groups the possible differences of the groups are among. In testing the differences between the groups, the significance level has been taken as  $p < .05$ . In responding the items in the data collection tool, a

five-point Likert scale has been used and the ranges of the options has been arranged as 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree) and 5 (strongly agree) (Tekin, 1993). The distribution of scale ranges are: 1.00 to 1.80-none, 1.81 to 2.60-minimal, 2.61 to 3.40-medium, 3.41 to 4.20-fairly, 4.21 to 5.00-complete.

### Validity tests

Kaiser-Meyer-Olkin adequacy criterion of sampling which considers the applicability circumstance the descriptive factor analysis to the survey's data base is a 0.85 and the rate of sphericity test (Bartlett test of sphericity) that considers which will be able to come out the significant factors from data base is ( $p < 0.05$ ). It is wanted that the value of K-M-O is over 60% (Tabachinc and Fielda, 2001). These rates reveal that questionnaire form is validity (Hoxley, 2000, Mitchell, 1994). In order to test the validity of the questionnaire which is the research scale, Factor Analysis with Varimax Rotation has been applied in 22 items. In Table 1, the load values of the factors are seen. Being 0.45 or a higher of the factor load value is a good criterion for selection. However, in application, this limit value can be reduced to 0.30 for a few items (Büyükoztürk, 2002). At the result of the factor analyzing, it has seen that the eigenvalues of the scale factors have varied between 5.03 and 28.45% and four factors have explained 56.32% of the total variance. The factors are; the first factor consisted of six items is "the state of belongings to workplaces", the second factor consisted of five items is "administrator behaviours" the third factor consisted of four items is "the work they do" and the fourth factor consisted of seven items is "working conditions".

### Reliability tests

In order to measure the reliabilities and internal consistencies of the scales used, Cronbach's Alpha coefficients has been used. When measuring the differences, Cronbach's Alpha tests the reliability and internal consistency of the scale (Cronbach, 2004). While the first Cronbach's Alpha coefficient towards the dimension of "belonging to workplace" which is the first factor of the scale in reliability study carried out was calculated as 0.83. The item total correlations realized between 0.46 and 0.70. Cronbach's Alpha coefficient related to the dimension of "administrator behaviour" which is the second factor has been calculated as 0.83. The item total correlations came out between 0.55 and 0.71. While Cronbach's Alpha coefficient related to the dimension "the work they do" which is the third factor was 0.65, the item total correlations came out between 0.34 and 0.46. Cronbach's Alpha coefficient related to the dimension of "working conditions" which is the fourth factor was founded as 0.70. And, for whole scale, Cronbach's Alpha coefficient has been calculated as 0.81, item total correlations realized between 0.33 and 0.59. According to this, it can be stated that the measurements obtained from the scale at the result of preliminary application given fairly reliable results (Özdamar, 2002).

## RESULTS AND DISCUSSION

### Demographic profiles of respondents

Demographic information of the personnel joined the research are seen in Table 2. According to this, it is paid attention that the vast majority (75.5%) of respondents are 25 years old and older. While 58.7% of respondents are consisted of master / foreman, 41.3% of them are

**Table 1.** Principal component loading matrix for importance variables.

Items	Component				
	F1	F2	F3	F4	
A1	I believe that I will be upgraded to the higher level task with my successful works.	0.72			
A2	I recommend my service to others as a convenient place to work.	0.72			
A3	That I have a chance to upgrade in my service motivates me.	0.71			
A4	I feel valued in the service and that also motivates me to do my job better.	0.67			
A5	I prefer my service even if there is a same job in another service.	0.63			
A6	I believe that I deserve the fee received for works I do according to the market.	0.55			
B1	Management appreciates the works I did.		0.78		
B2	Management trusts my works.		0.75		
B3	Management then informs me about the subjects I brought.		0.74		
B4	Management motivates its employees to do the best.		0.70		
B5	My administrators interest my problems without delay.		0.70		
C1	The activities such as vocational courses, meeting increases my interest in my work.			0.78	
C2	There is a parallelism between my education and my position in the service.			0.58	
C3	My colleagues in the service help me about the problems I face during the work.			0.50	
C4	I know who my internal customers are and whose customer I am.			0.51	
D1	There is constant conflict at work between employees and employers.				0.80
D2	I have to constantly compete with my colleagues to be permanent in the service.				0.76
D3	The competition between the employees working into the service unrests me.				0.55
D4	I have consistently been experiencing the feelings of dismissal.				0.73
D5	The sense of dismissal at any time is preventing me from concentrating on my job.				0.67
D6	That there are negative relations and conflict between the employees leaves me under stress.				0.69
D7	When I consider everything about my job, I am glad my job.				0.67
	Percentage variance explained	28.45	10.09	7.44	10.34
	Percentage cumulative variance explained	28.45	38.54	45.28	56.32

consisted of sub-administrators. The persons called as section chief in authorized services were called as sub-administrators. When looking at their education levels, it is seen that 33.8% of them are primary, 32.5% are high school, 18.8% are vocational high school and 14.9% are university graduates. That the number of the personnel of primary graduates is so high shows us that the relationship of master-apprentice is high. It can be stated that the rate of vocational high school and university graduates is 33.7%, that the services are adapted to technological developments will be able to provide an important advantage to have a strong organizational structure. It is seen that the ranges of working hours of respondents are 28.8% is 1 to 5 years, 25.3% is the less than 1 year, 23.8% is 6 to 10 years and 22.1% is 11 to 15 years.

In Table 3, the values of the mean and SD are seen. The maximum value in the means was evaluated down the five-point scale. Here, the ranges of the means vary between 2.19 and 3.19 and the mean of these values (overall mean) is 2.74. The satisfaction level of the

internal customers relating to working conditions is seen to be "medium" level (2.74). It is seen that the personnel feel a sense of dismissal at the level "minimal". It can be stated that this result is parallel with the results in Table 15 positively affects on the sense of belonging of internal customer. The conflict between AAS management and the employees is at the level "medium".

The findings relating to working conditions according to the difference of working positions are seen in Table 4. When examining the findings in Table 4., while there were significant differences in the items of "D2" [ $t(536) = 1.071$ ;  $p < 0.05$ ], "D3" [ $t(536) = 0.314$ ;  $p < 0.05$ ] and "D6" [ $t(536) = -0.656$ ;  $p < 0.05$ ], and, differences at significant level was not come out in the items of "D1" [ $t(536) = 0.021$ ;  $p > 0.05$ ], "D4" [ $t(536) = 0.738$ ;  $p > 0.05$ ], "D5" [ $t(536) = 1.230$ ;  $p > 0.05$ ] and "D7" [ $t(536) = -1.039$ ;  $p > 0.05$ ]. The significant levels come out have realized in favour of master/ foreman. To maintain the business, it is seen that the employees in master/foreman positions in ASS should compete with their other colleagues compared with sub-administrator. This situation can cause

**Table 2.** Demographic information of respondents (N = 538).

Variable		Frequency	Percentage
Age group	20 - 25	132	24.5
	26 - 30	150	27.9
	31 - 35	144	26.8
	36 - 40	112	20.8
Total		538	100.0
Working position	Master/foreman	316	58.7
	Sub administrator	222	41.3
Total		538	100.0
Level of education	Primary education	182	33.8
	High school	175	32.5
	Vocational high school	101	18.8
	University	80	14.9
Total		538	100.0
Work experience	Less than a year	136	25.3
	1 - 5 year	155	28.8
	6 - 10 year	128	23.8
	11 - 15 year	119	22.1
Total		538	100.0

**Table 3.** The distribution of the participants' views about working conditions (N = 538).

	Items	Mean	S.D.
D1	There is constant conflict at work between employees and employers.	2.96	1.40
D2	I have to constantly compete with my colleagues to be permanent in the service.	3.11	1.37
D3	The competition between the employees working into the service unrests me.	2.77	1.40
D4	I have consistently been experiencing the feelings of dismissal.	2.19	1.34
D5	The sense of dismissal at any time is preventing me from concentrating on my job	2.50	1.46
D6	That there are negative relations and conflict between the employees leaves me under stress.	2.82	1.47
D7	When I consider everything about my job, I am glad my job.	2.85	1.45
Total		2.74	1.41

cause people to be unhappy. And, it can be stated that the negative relationship among the employees also creates an affect which increases the business stress. The findings relating to the difference according to education levels relating to working conditions of the views of the internal customers working in ASS are given. When examining the findings in Table 5, the items of "D2" [F(3,534) = 2.526; p < 0.05], "D3" [F(3,534) = 4.452; p < 0.05] and "D4" [F(3,534) = 2.174; p < 0.05] have come out significant at the level of 0.05 according to education levels. However, it was not significant differences according to education levels in the items of "D1" [F(3,534) = 0.701; p > 0.05], "D5" [F(3,534) = 1.774; p > 0.05], "D6" [F(3,534) = 2.042; p > 0.05] and "D7" [F(3,534) = 0.947; p > 0.05]. By doing the Tukey HSD multiple comparison tests, it was determined which groups significant differences were among. To ensure

continuity at workplace, it can be stated that primary school graduates are more worried than high school and university graduates in the items of "I have to constantly compete with my colleagues to be permanent in the service", "I have consistently been experiencing the feelings of dismissal". It can be determined that there is a decrease in the sense of dismissal and stress as the parallel with increasing the education level.

In Table 6, the findings relating to the difference in working time, of the views about the working conditions of the internal customers working in AAS are given. When examining the findings in Table 6, the items of "D3" [F(3,534) = 2.019; p < 0.05], "D4" [F(3,534) = 2.356; p < 0.05] and "D6" [F(3,534) = 3.902; p < 0.05] have come out significant at the level of 0.05 according to working time. However, in the items of "D1" [F(3,534) = 0.237; p > 0.05], "D2" [F(3,534) = 1.107; p > 0.05], "D5" [F(3,534) =

**Table 4.** T-test results related to the participants' working conditions in ASS according to the difference in working positions.

Items	Working position	N	$\bar{X}$	S.D.	t	Sig.
D1	Master/foreman	316	2.96	1.40	.021	0.980
	Sub administrator	222	2.96	1.40		
D2	Master/foreman	316	3.16	1.40	1.071	<b>0.042*</b>
	Sub administrator	222	3.03	1.32		
D3	Master/foreman	316	2.78	1.44	.314	<b>0.042*</b>
	Sub administrator	222	2.74	1.32		
D4	Master/foreman	316	2.22	1.34	.738	0.240
	Sub administrator	222	2.14	1.32		
D5	Master/foreman	316	2.56	1.48	1.230	0.370
	Sub administrator	222	2.40	1.44		
D6	Master/foreman	316	2.78	1.54	-.656	<b>0.001*</b>
	Sub administrator	222	2.74	1.38		
D7	Master/foreman	316	2.8	1.50	-1.039	0.062
	Sub administrator	222	2.92	1.4		

\*The mean difference is significant at the 0.05 level.

**Table 5.** The ANOVA results according to the difference in the education status of the participants' views about the working conditions.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-Hsd
D1	Between groups	4.118	3	1.373	0.701	0.552	
	Within groups	1046.062	534	1.959			
	Total	1050.180	537				
D2	Between groups	14.121	3	4.707	2.526	0.047*	2-1
	Within groups	995.187	534	1.864			
	Total	1009.309	537				
D3	Between groups	25.585	3	8.528	4.452	0.004*	2-1
	Within groups	1022.906	534	1.916			
	Total	1048.491	537				
D4	Between groups	11.555	3	3.852	2.174	0.040*	2-1
	Within groups	945.858	534	1.771			
	Total	957.413	537				
D5	Between groups	11.372	3	3.791	1.774	0.151	
	Within groups	1141.126	534	2.137			
	Total	1152.498	537				
D6	Between groups	13.196	3	4.399	2.042	0.107	
	Within groups	1150.315	534	2.154			
	Total	1163.511	537				
D7	Between groups	6.001	3	2.000	0.947	0.418	
	Within groups	1128.195	534	2.113			
	Total	1134.195	537				

1. Primary 2. High school 3. Vocational high school 4. University. \* The mean difference is significant at the .05 level.



**Table 6.** The ANOVA results according to the difference in working time of the participants' views about working conditions.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
D1	Between groups	1.397	3	0.466	0.237	0.871	
	Within groups	1048.783	534	1.964			
	Total	1050.180	537				
D2	Between groups	6.236	3	2.079	1.107	0.346	
	Within groups	1003.072	534	1.878			
	Total	1009.309	537				
D3	Between groups	11.760	3	3.920	2.019	0.010*	3-1
	Within groups	1036.731	534	1.941			4-1
	Total	1048.491	537				
D4	Between groups	12.509	3	4.170	2.356	.041*	4-1
	Within groups	944.904	534	1.769			
	Total	957.413	537				
D5	Between groups	5.209	3	1.736	0.808	0.490	
	Within groups	1147.290	534	2.148			
	Total	1152.498	537				
D6	Between groups	24.961	3	8.320	3.902	0.009*	2-1
	Within groups	1138.550	534	2.132			4-1
	Total	1163.511	537				
D7	Between groups	9.721	3	3.240	1.539	0.203	
	Within groups	1124.474	534	2.106			
	Total	1134.195	537				

1. Less than a year 2. 1-5 year 3. 6-10 year 4. 11-15 year. \* The mean difference is significant at the .05 level.

**Table 7.** The distribution of the respondents' opinions about administrative behaviour (N = 538).

Items	Mean	S.D.
B1 Management appreciates the works I did.	3.73	1.14
B2 Management trusts my works.	4.17	0.90
B3 Management then informs me about the subjects I brought.	3.77	1.15
B4 Management motivates its employees to do the best.	3.62	1.27
B5 My administrators interest my problems without delay.	3.74	1.18
Total	3.80	1.12

0.808;  $p > 0.05$ ] and "D7" [ $F(3,534) = 1.539$ ;  $p > 0.05$ ] significant difference according to working time has not been found. According to the findings of Tukey-HSD multiple comparison test; it is seen that the employees which have worked for less than one year are afraid of being dismissed compared with those who have worked for the 6-10 and 11 to 15 years. It can be stated that employees who have worked for the less than one year are affected from competition and so, they are worried about the future of business life. When evaluating this worry in respect of current organizational culture, it is regarded as normal. Because, that the employee with his knowledge and skills to be in the process of the self-realization can create a stress-enhancing effect.

In Table 7, the mean and SD values of the respondents' opinions about administrative behaviour are seen. The maximum value in the means has been evaluated down the five-point scale, Here, the range of the mean values vary between 3.62 and 4.17 and the mean of these values (overall mean) is 3.80. It is seen that the internal customers' satisfaction levels about administrative behaviour are at the level of "fairly" (3.80). From this, it can be stated that ASS managers present leadership behaviour which increase the employee motivation. It is thought that the management and employees work in a harmony is a factor that directly affects the quality of service presented to external customers. The findings related to administrative behaviour according to

**Table 8.** Respondents' t-test results according to the difference in working position about administrative behavior.

Items	Working position	N	$\bar{X}$	S.D.	t	Sig.
B1	Master/foreman	316	3.70	1.16	-.667	0.320
	Sub administrator	222	3.76	1.09		
B2	Master/foreman	316	4.16	0.89	-.395	0.960
	Sub administrator	222	4.19	0.89		
B3	Master/foreman	316	3.72	1.18	-1.310	0.130
	Sub administrator	222	3.85	1.098		
B4	Master/foreman	316	3.54	1.33	-1.590	0.005*
	Sub administrator	222	3.72	1.18		
B5	Master/foreman	316	3.64	1.23	-2.440	0.004*
	Sub administrator	222	3.89	1.093		

\*The mean difference is significant at the .05 level.

to the difference in working position in ASS are seen in Table 8. When examining the findings in Table 8, while there were significant difference in the items of "B4" [t(536) = -1.590;  $p < 0.05$ ] and "B5" [t(536) = -2.440;  $p < 0.05$ ], "B1" [t(536) = -.667;  $p > 0.05$ ], "B2" [t(536) = -.395;  $p > 0.05$ ] and the differences at the significant level has not been found in the items of "B3" [t(536) = -1.310;  $p > 0.05$ ]. The significant differences come out have realized in favour of sub managers. The employees in administrative positions more positively evaluate administrative behaviour compared with master/foremen. It can be stated that sub-administrators are constantly in connection with top management in AAS can cause this difference. It is seen that AAS administrators are in connection with master/foremen at the level "medium". The findings related to the difference in education levels of the views of the internal customers working in AAS about the behaviour of managers are given in Table 9. When examining the findings in Table 9, the item of "B2" [F(3,534) = 6.390;  $p < 0.05$ ] came out significant at the level of 0.05. However, significant difference according to the education levels has not been found in the items of "B1" [F(3,534) = 0.682;  $p > 0.05$ ], "B3" [F(3,534) = 0.457;  $p > 0.05$ ], "B4" [F(3,534) = 0.705;  $p > 0.05$ ] and "B5" [F(3,534) = 0.664;  $p > 0.05$ ]. According to the findings of Tukey-HSD multiple comparison test; employees who are primary school graduates state that they have more confidence in works done by management than those who are high school graduates. It is seen that there are no different perception changes according to the variable of education level in evaluating employees did about the administrator behaviour of AAS.

In Table 10, it is given that the findings relating to the difference according to working time of the AAS of the internal customers' reviews about the behaviour of administrator. When examining the findings in Table 10, the items of "B1" [F(3,534) = 3.664;  $p < 0.05$ ], "B3" [F(3,534) = 2.294;  $p < 0.05$ ] and "B4" [F(3,534) = 6.266;  $p$

$< 0.05$ ] have come out significant according to working time at the level of 0.05. However, significant difference according to working time was not found in the items of "B2" [F(3,534) = 1.446;  $p > 0.05$ ] and "B5" [F(3,534) = 1.257;  $p > 0.05$ ]. According to the findings of Tukey-HSD multiple comparison test; it is seen that the employees have worked in AAS for less than one year are in a more negative evaluation against the behaviour of administrator compared with those who have worked for longer time. In parallel with the results in Table 6, the evaluations in Table 10, it can be stated that the employees who have started the job a short time ago experience high levels of anxiety about business continuity. When taking into consideration unemployment rate in Turkey (May 2009: 13.6%) (Turksat, 2009), it is thought that the reason of this concern will be able to understand better. In parallel with increasing the working hours, it can be stated that there are more positive assessments between the employees and administrators at the result of the communication taken place with knowing each other.

In Table 11, the values and the mean and S.D. of respondents' views about the business they do are seen. The maximum value in the means was evaluated down the five-point scale. Here, the range of the mean values varies between 3.69 and 4.25 and the mean of these values (overall mean) is 3.99. The evaluations related to the job internal customers do are seen to be at the level of "fairly". It can be stated that the satisfaction level about the job the internal customers in ASS do is high, and that giving the importance the training of internal customers positively affects on job satisfaction and increases the sense of belonging to the company. The findings about the job respondents do according to the difference in working position in ASS are seen in Table 12. While significant difference has been found in the item of "C4" [t(536) = -4.055;  $p < 0.05$ ], difference at the significant level was not

**Table 9.** ANOVA results according to the difference in education status of the respondents' views about the behaviour of managers.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
B1	Between groups	2.646	3	0.882	0.682	0.563	
	Within groups	690.188	534	1.292			
	Total	692.835	537				
B2	Between groups	14.912	3	4.971	6.390	0.000*	1-2
	Within groups	415.356	534	0.778			
	Total	430.268	537				
B3	Between groups	3.448	3	1.149	0.869	0.457	
	Within groups	705.972	534	1.322			
	Total	709.420	537				
B4	Between Groups	2.277	3	0.759	0.468	0.705	
	Within Groups	866.846	534	1.623			
	Total	869.123	537				
B5	Between Groups	2.219	3	0.740	0.527	0.664	
	Within Groups	749.350	534	1.403			
	Total	751.569	537				

1. Primary; 2. High School; 3. Vocational high school; 4. University. \*The mean difference is significant at the .05 level.

**Table 10.** ANOVA results according to the difference in working time of the respondents' reviews on the behaviour of administrator.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
B1	Between Groups	13.974	3	4.658	3.664	0.012*	2-1
	Within Groups	678.861	534	1.271			
	Total	692.835	537				
B2	Between Groups	3.466	3	1.155	1.446	0.229	
	Within Groups	426.802	534	0.799			
	Total	430.268	537				
B3	Between Groups	9.025	3	3.008	2.294	0.047*	2-1 3-1
	Within Groups	700.395	534	1.312			
	Total	709.420	537				
B4	Between Groups	29.556	3	9.852	6.266	0.000*	2-1, 3-1, 4-1
	Within Groups	839.566	534	1.572			
	Total	869.123	537				
B5	Between Groups	5.272	3	1.757	1.257	0.288	
	Within Groups	746.297	534	1.398			
	Total	751.569	537				

1. Less than a year 2. 1-5 year 3. 6-10 year 4. 11-15 year. \* The mean difference is significant at the .05 level.

found in the items of "C1" [ $t(536) = 0.590$ ;  $p > 0.05$ ], "C2" [ $t(536) = -2.090$ ;  $p > 0.05$ ] and "C3" [ $t(536) = -1.460$ ;  $p > 0.05$ ]. The significant difference come out was taken place in favour of sub-administrators.

It is seen that the sub-administrators know their internal customers more than master/foremen in ASS. Because they are in the administrator positions, it can be expressed that the difference is a result that should occur.

**Table 11.** Respondents' reviews about the business they do (N = 538).

Items		Mean	S.D.
C1	The activities such as vocational courses, meeting increases my interest in my work.	4.25	0.96
C2	There is a parallelism between my education and my position in the service.	3.82	1.08
C3	My colleagues in the service help me about the problems I face during the work.	4.18	0.92
C4	I know who my internal customers are and whose customer I am.	3.69	1.11
Total		3.99	1.02

**Table 12.** T-test results according to the difference in working position about the job respondents do.

Items	Working position	N	$\bar{X}$	S.D.	t	Sig.
C1	Master/foreman	316	4.27	0.91	0.590	0.076
	Sub administrator	222	4.22	1.03		
C2	Master/foreman	316	3.73	1.02	-2.090	0.550
	Sub administrator	222	3.93	1.16		
C3	Master/foreman	316	4.22	0.85	-1.460	0.280
	Sub administrator	222	4.1	1.01		
C4	Master/foreman	316	3.53	1.16	-4.055	0.000*
	Sub administrator	222	3.91	1.00		

\*The mean difference is significant at the .05 level.

**Table 13.** ANOVA results according to the difference in education status of the respondents' reviews on the job they do.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
C1	Between groups	10.510	3	3.503	3.825	0.010*	2-1
	Within groups	489.104	534	0.916			
	Total	499.613	537				
C2	Between groups	2.437	3	.812	0.690	0.558	
	Within groups	628.345	534	1.177			
	Total	630.783	537				
C3	Between groups	7.611	3	2.537	3.015	0.030*	2-4
	Within groups	449.313	534	0.841			
	Total	456.924	537				
C4	Between groups	10.394	3	3.465	2.823	0.038*	4-1
	Within groups	655.518	534	1.228			
	Total	665.913	537				

1, Primary; 2, High School; 3, Vocational high school; 4, University. \* The mean difference is significant at the 0.05 level.

The findings related to the difference according to education levels of the ASS internal customers' reviews about the job they do are given in Table 13. When examining the findings in Table 13, the items of "C1" [ $F(3,534) = 3.825$ ;  $p < 0.05$ ], "C3" [ $F(3,534) = 3.015$ ;  $p < 0.05$ ] and "C4" [ $F(3,534) = 2.823$ ;  $p < 0.05$ ] have come

out significant at the level of 0.05 according to education levels. However, any significant level has not been not found significant difference according to education levels in the item of "C2" [ $F(3,534) = 0.690$ ;  $p > 0.05$ ]. According to the findings of Tukey-HSD multiple comparison test; it can be seen that in-service training more increases the

**Table 14.** ANOVA results according to the difference in working time, of the respondents' views on the job that they do.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
C1	Between Groups	3.838	3	1.279	1.378	0.249	
	Within Groups	495.776	534	0.928			
	Total	499.613	537				
C2	Between Groups	2.254	3	0.751	0.638	0.591	
	Within Groups	628.529	534	1.177			
	Total	630.783	537				
C3	Between Groups	1.435	3	0.478	0.561	0.641	
	Within Groups	455.489	534	0.853			
	Total	456.924	537				
C4	Between Groups	8.198	3	2.733	2.219	0.085	
	Within Groups	657.714	534	1.232			
	Total	665.913	537				

1, Less than a year; 2, 1-5 year; 3, 6 - 10 year; 4, 11 - 15 year. \* The mean difference is significant at the 0.05 level.

**Table 15.** The distribution of the respondents' views related to the factors affecting on sense of belonging to their workplaces (N = 538).

Items		Mean	S.D.
A1	I believe that I will be upgraded to the higher level task with my successful works.	3.76	1.20
A2	I recommend my service to others as a convenient place to work.	4.00	1.05
A3	That I have a chance to upgrade in my service motivates me.	3.61	1.21
A4	I feel valued in the service and that also motivates me to do my job better.	3.88	1.06
A5	I prefer my service even if there is a same job in another service.	4.10	1.00
A6	I believe that I deserve the fee received for works I do according to the market.	3.02	1.45
Total		3.73	1.16

interest of employees graduated from high school compared with those graduated from primary school. It can be stated that the cooperation levels of the employees with each other related to difficulties that employees in AAS encountered are to be higher for high school graduates than the university graduates.

In Table 14, the findings according to the difference in working time of the inner customers' views on the business that they do in ASS are seen. When examining the findings in table 14, significant difference according to working time has not been found in the items of "C1" [F(3,534) = 1.378;  $p > 0.05$ ], "C2" [F(3,534) = 0.638;  $p > 0.05$ ], "C3" [F(3,534) = 0.561;  $p > 0.05$ ] and "C4" [F(3,534) = 2.219;  $p > 0.05$ ]. It is seen that the working time is not a variable that shall occur difference in the assessments related to the business that they do done by inner customers in AAS. It can be expressed that all employees made similar assessments. In Table 15, the values of the mean and S.D. of the respondents' views related to sense of belonging to their workplaces are shown. The maximum value in the means has been

evaluated down the five-point scale. The range of the mean values varies between 3.02 and 4.10 and the mean of these values (overall mean) is 3.73. The assessments of "the belonging to workplaces" are seen to be at the level "fairly" (3.73). The satisfaction level of the inner customers related to their job, and, depending on this, the sense of belonging are seen to be high. That the inner customers stated that they would prefer their own workplace, even in the state of there was a same job (4.10) is seen to be an assessment that signs of their satisfaction about the job. However, that the satisfaction level of the fee got is to be at the level "medium" (3.02) is paid attention. It can be stated that this situation will be able negatively affect on employee satisfaction, hence, the sense of belonging.

The findings related to respondents' belonging to their workplace according to the difference in working position are seen in Table 16. When examining the findings in Table 16, while significant difference has been found in the item of "A4" [t(536) = -2.287;  $p < 0.05$ ], and, difference at the significant level have not come out in the

**Table 16.** T-test results related to respondents' belonging to their workplace according to the difference in working position.

Items	Working position	N	$\bar{X}$	S.D.	t	Sig.
A1	Master/foreman	316	3.74	1.2	-0.338	0.910
	Sub administrator	222	3.78	1.2		
A2	Master/foreman	316	3.96	1.04	-0.768	0.468
	Sub administrator	222	4.03	1.06		
A3	Master/foreman	316	3.61	1.23	-0.005	0.282
	Sub administrator	222	3.61	1.17		
A4	Master/foreman	316	3.79	1.11	-0.287	0.000*
	Sub administrator	222	4.00	0.99		
A5	Master/foreman	316	4.06	0.92	-0.277	0.113
	Sub administrator	222	4.08	1.1		
A6	Master/foreman	316	2.89	1.5	-0.618	0.353
	Sub administrator	222	3.22	1.4		

\*The mean difference is significant at the 0.05 level.

items of "A1" [ $t(536) = -0.338$ ;  $p > 0.05$ ], "A2" [ $t(536) = -0.768$ ;  $p > 0.05$ ], "A3" [ $t(536) = -0.005$ ;  $p > 0.05$ ], "A5" [ $t(536) = -0.277$ ;  $p > 0.05$ ] and "A6" [ $t(536) = -0.618$ ;  $p > 0.05$ ]. The significant difference come out has been realized in favour of sub-administrators. It is seen that sub-administrators feel themselves more valuable in workplace than master/foremen, and, this situation creates an enhancer effect on their motivation. When evaluating Table 16 as a whole, it is thought that the management approach in AASs did not change the sense of belonging of employees according to the difference in working position. It is thought that this situation shows us that the management equally threatens the employees. The findings related to the difference according to education levels of reviews of the internal customers in AAS related to the sense of belonging to their workplace are given in Table 17. When examining the findings in Table 17, significant differences according to the education levels have not been found in the items of "A1" [ $F(3,534) = 1.205$ ;  $p > 0.05$ ], "A2" [ $F(3,534) = 1.491$ ;  $p > 0.05$ ], "A3" [ $F(3,534) = 0.584$ ;  $p > 0.05$ ], "A4" [ $F(3,534) = 0.544$ ;  $p > 0.05$ ], "A5" [ $F(3,534) = 1.443$ ;  $p > 0.05$ ] and "A6" [ $F(3,534) = 1.649$ ;  $p > 0.05$ ]. It is seen that education levels is not a variable that will be able to occur the difference in the assessments related to the factors that affect on belonging to their workplace done by inner customers in AAS. It can be stated that all employees made similar assessments.

The findings related to the difference in working time of the reviews of the internal customers in AAS related to "belonging to their workplace". When examining the findings in Table 18, the items of "A3" [ $F(3,534) = 2.399$ ;

$p < 0.05$ ], "A5" [ $F(3,534) = 2.761$ ;  $p < 0.05$ ] and "A6" [ $F(3,534) = 5.239$ ;  $p < 0.05$ ] have come out significant at the level of 0.05 according to working hours. However, and, significant difference according to working hours could not be found in the items of "A1" [ $F(3,534) = 1.314$ ;  $p > 0.05$ ], "A2" [ $F(3,534) = 0.621$ ;  $p > 0.05$ ] and "A4" [ $F(3,534) = 1.610$ ;  $p > 0.05$ ]. According to the findings of Tukey-HSD multiple comparison test; it is seen that the employees working for the less than one year have a possibility of raise in their workplace creates more-enhancing effect on their motivation compared with the ones who worked for the years of 11 to 15. It is thought that the employees working for the years of 11 to 15 in their workplaces have reached saturation affect on taking place this difference. The levels of "belonging to their workplace" of employees working for the years of 11-15 are seen to be high than the ones working for less than one year. It can be stated that the employees working for the less than one year think of their wages are satisfactory compared with the ones working for the years of 6 to 10.

## Conclusions

It is seen that 68.3% of the employees in AAS with a significant rate are consisted of primary graduates and high school graduates. That the rate of primary graduates employees is high, the relationship between master and apprentice shows us to be high. The technology used in automotive industry has constantly been enhanced and renewed. This situation revealed the need of qualified

**Table 17.** ANOVA results according to the difference in education status of respondents' reviews related to belonging to their workplace.

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
A1	Between groups	5.210	3	1.737	1.205	0.307	
	Within groups	769.377	534	1.441			
	Total	774.587	537				
A2	Between groups	4.943	3	1.648	1.491	0.216	
	Within groups	590.040	534	1.105			
	Total	594.983	537				
A3	Between groups	2.557	3	0.852	.584	0.626	
	Within groups	779.690	534	1.460			
	Total	782.247	537				
A4	Between groups	1.849	3	0.616	.544	0.652	
	Within groups	604.807	534	1.133			
	Total	606.656	537				
A5	Between groups	4.274	3	1.425	1.443	0.229	
	Within groups	527.317	534	0.987			
	Total	531.591	537				
A6	Between groups	10.334	3	3.445	1.649	0.177	
	Within groups	1115.399	534	2.089			
	Total	1125.732	537				

1, Primary; 2, High School; 3, Vocational high school; 4, University. \* The mean difference is significant at the 0.05 level.

labour which is able to manage this technology. Depending on that, vocational and technical training high school graduates are in employment at a significant rate. The satisfaction levels of ASS employees related to working conditions can be stated to be high. It is seen that the support employees need to do their job in a better way was highly met by the management. Pekmezci et al. (2008) express that the quality of service offering to external customers by internal customers who were met social needs and whose satisfaction levels are high will also increase. It is seen that the employees working in master/foreman position were more affected from working conditions than the sub-administrators. To ensure continuity at workplace, it can be expressed that there are more competition between employees working in the position of master/foreman, and, that creates an unrest-enhancing effect. When evaluating administrator behaviour in AASs, it is seen that the differences at the significant level were occurred between the sub-administrators and master/foreman. The sub-administrators evaluate administrator behaviour more positively. It is seen that there is no difference in general in perceptions according to the difference in working position in assessments related to the consciousness of belonging of AAS employees. It can be stated that AAS administrators

equally treat the employees. According to the results obtained from a study done by Institute of family and work in USA, as the effect of salary and additional benefits on employee job satisfaction is only 2%, it has been seen that the quality of job and business support have an effect of 70% (Tahiroğlu, 2002). In ensuring employee satisfaction, that the business support is important more than financial support will be able to explain with a supportive business culture and effective leadership. In a study done by Gallup, it is put forward that 38% more customer satisfaction, 22% more efficiency and 27% higher profits have been obtained in enterprises in which employee job satisfaction is high (Tahiroğlu, 2002).

It is seen that AAS employees who are primary school graduates experience fear of dismissed, are disturbed in competitive environment at work compared with those in other levels (especially high school). That the fear of dismissal is reduced in parallel with the increase in education level can be expressed. It is seen that there is no evaluation difference in general according to differences in education level in assessments of AAS administrator behaviour done by employees. That vocational trainings increase the interest of AAS employees in their work in parallel with the increase in education levels

**Table 18.** ANOVA results according to the difference in working time of respondents' reviews related to "belonging to their workplace".

Items	Variance source	Sum of squares	df	Mean square	F	Sig.	Tukey-HSD
A1	Between Groups	5.674	3	1.891	1.314	0.269	
	Within Groups	768.913	534	1.440			
	Total	774.587	537				
A2	Between Groups	2.067	3	.689	0.621	0.602	
	Within Groups	592.916	534	1.110			
	Total	594.983	537				
A3	Between Groups	10.401	3	3.467	2.399	0.047*	1-4
	Within Groups	771.847	534	1.445			
	Total	782.247	537				
A4	Between Groups	5.437	3	1.812	1.610	0.186	
	Within Groups	601.219	534	1.126			
	Total	606.656	537				
A5	Between Groups	8.120	3	2.707	2.761	0.042*	4-1
	Within Groups	523.471	534	.980			
	Total	531.591	537				
A6	Between Groups	32.187	3	10.729	5.239	0.001*	1-3
	Within Groups	1093.545	534	2.048			
	Total	1125.732	537				

1, Less than a year; 2, 1 - 5 year; 3, 6 - 10 year; 4, 11 - 15 year. \* The mean difference is significant at the 0.05 level.

education levels of AAS employees can be stated. That those who have worked in AAS for less than one year constantly feel the fear of dismissal are seen. Because of the stress level is to be high, employees can be in panic and exposed to job accidents. It is seen that those who have worked in AAS for less than one year negatively evaluate the administrator behavior compared with the other employees. It can be stated that confidence increases in parallel with the working time. It is seen that the employees have the opportunity to be promoted creates an effect which increase the consciousness of belonging and motivation especially for those who have begun to work. That there is an increase in the levels of belonging of employees in parallel with the increase in working time in AAS can be expressed. In their studies done, Kim et al. (2009) and Macintosh and Doherty (2009) stated that the stress negatively effects on the job satisfaction of the employees. Besides, it was stated that the organizational culture, employee satisfaction and the sense of belonging are also negatively affected by that. In their studies done by Varki and Colgate (2001) indicate that perceived service quality is an important factor in respect of customer satisfaction. In accordance with Brady and Cronin (2001), have put forward that service quality create a significant effect on customers' impulses

to buy it again.

It is seen that AAS attaches great importance of training in terms of TQM approach. It can be stated that the sense of belonging and depending on this, employee satisfaction and the job satisfaction are positively affected from attaching the importance of employee training. Prajogo and Sohal (2006) stated in their studies that the implementations of TQM increase the business performance. Besides, Chong et al. (2004) achieved to the result of that the implementations of TQM create an effect that increases the organizational culture. That the satisfaction levels of the job which the employees do and at the same time the sense of belonging can be stated to be high. In studies done, in enterprises, that the satisfaction level of internal customer affects the satisfaction level of external customer has been determined (Doğan and Kılıç, 2008; Bitner, 1995; Bettencourt, 1997; Homburg and Stcok, 2005; Beatson et al., 2008; Tüzün and Devrani, 2008). The enterprises which give importance to internal customer, strengthen them, ensure the continuity of internal business communication and motivate them directed towards firm objectives will also be successful in the satisfaction of their external customers. AAS employees consider that they do not take the fees they deserve. This situation can



negatively affect on employee satisfaction, the sense of belonging, and, so the quality of the work done. Following recommendations can be given according to the results of the field research done;

(i) It can be stated that increasing the fees of AAS employees at a certain level can positively creates an enhancer effect on the satisfaction level of the employees.

(ii) It can be stated that the employment of trained personnel can provide an important advantage in the adaptation to technological developments in AASs.

(iii) It can be stated that training and development of AAS employees is attached importance positively affect on the sense of belonging of the employees and so the satisfaction. Because of this, it can be stated that the training of the employees is considered to be important in terms of TQM can positively affect on product-service efficiency.

(iv) It is stated that the AAS provide its employees to be promoted can positively affect on the sense of belonging of employees and the job satisfaction.

(v) By determining at the optimum level of the competition among the AAS employees working in the position of master/foreman and their colleagues can be created an enhancer effect on the job satisfaction.

(vi) The activities in AASs such as team work should be promoted. So, higher level of efficiency can be provided by creating synergies. Nevertheless, it can be provided that the stress and dissension of employees are also minimized.

(vii) The AAS administrators should increase the anxiety level of the employees by using the methods which can increase the fear of dismissal of those who are especially primary school graduates. At this result of that, It is foreseen that there will be an increase in the job satisfaction and efficiency.

(viii) The AAS administrators should to make suggestions to decrease the anxiety of dismissal of those who have begun to work a short time ago and worked for the less than one year in the service.

(ix) The detected errors and deficiencies of employees should be forwarded to them in a positive way in order to bring them to appropriate state. It is thought that this routing operation will be able to occur a stress-reducing effect.

(x) The ASS administrators should review the forms of communication with their employees working in the position of master/foreman. They should establish the paths of dialogue with these employees and try to increase the motivation.

(xi) The AAS administrators should minimize the communication problems that will occur among the employees by keeping communication channels open with those who have begun to work a short time ago.

(xii) In the search, it has been tried to determine the factors effecting on internal customers satisfaction in ASSs in Turkey. In the future, it is aimed to determine the

factors effecting on the satisfaction of external customers receiving service from ASS in Turkey. In the results of two studies, it is foreseen that determining the factors effecting on the satisfaction of internal and external customers will affect the quality and efficiency of the service offering.

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**Appendix.**

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**Factor 1: The State of belongings to workplace**

I believe that I will be upgraded to the higher level task with my successful works.  
I recommend my service to others as a convenient place to work.  
That I have a chance to upgrade in my service motivates me.  
I feel valued in the service and that also motivates me to do my job better.  
I prefer my service even if there is a same job in another service.  
I believe that I deserve the fee received for works I do according to the market.

**Factor 2: Administrator behaviors**

Management appreciates the works I did.  
Management trusts my works.  
Management then informs me about the subjects I brought.  
Management motivates its employees to do the best.  
My administrators interest my problems without delay.

**Factor 3: The work they do**

The activities such as vocational courses, meeting increases my interest in my work.  
There is a parallelism between my education and my position in the service.  
My colleagues in the service help me about the problems I face during the work.  
I know who my internal customers are and whose customer I am.

**Factor 4: Working conditions**

There is constant conflict at work between employees and employers.  
I have to constantly compete with my colleagues to be permanent in the service.  
The competition between the employees working into the service unrests me.  
I have consistently been experiencing the feelings of dismissal.  
The sense of dismissal at any time is preventing me from concentrating on my job.  
That there are negative relations and conflict between the employees leaves me under stress.  
When I consider everything about my job, I am glad my job.

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