

RESEARCH ARTICLE

CORPORATE GOVERNANCE PERCEPTION AND JOB SATISFACTION LEVELS OF HEALTH WORKERS

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ABSTRACT

The aim of this study is to determine the corporate governance perception and job satisfaction levels of healthcare professionals. 568 health workers working in System, Erciyes, Kızılay, Medikal Palace and Tekden private hospitals that operates in Kayseri province were included. The data was collected between January and March 2020. Questionnaire forms in which a 7- item Personal Information Form for socio-demographic information, a 25-question Corporate Governance Scale and a 20 item Minnesota Job Satisfaction Scale included. SPSS 25.0 program was used for data analysis. Approval was obtained for this research by the Ethics Committee of Kayseri University (2019-31). A statistically significant difference was found between the health workers within the scope of the study according to their institutional management perception levels in terms of the institution, gender, educational status, duty and working time in the institution, the institution they work for, their age, educational status and their job satisfaction levels in terms of their duties in the institution ($p < 0.05$). In addition, a positive relationship was found between corporate governance perception and job satisfaction. Made literature on corporate governance in Turkey HCWs perceptions of job satisfaction and there are no studies addressing together. In this context, it can be said that the field is open to the contribution of future studies. It is assessed that, with the adoption of corporate governance and increasing the level of job satisfaction, healthcare enterprises can access financing with lower costs and increase their profitability. It is considered that comparative statistical data to be obtained through studies to be carried out in public health institutions and in different regions will guide the sector.

Keywords: Job satisfaction, Corporate governance, Health employee, Healthcare sector, Productivity.

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SAĞLIK ÇALIŞANLARININ KURUMSAL YÖNETİM ALGISI VE İŞ TATMİN DÜZEYLERİNİN BELİRLENMESİ

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ÖZ

Bu araştırma sağlık çalışanlarının kurumsal yönetim algısı ve iş tatmin düzeylerinin belirlenmesi amacıyla yapılmıştır. Kayseri ilinde faaliyet gösteren 13 özel hastaneden 5 tanesi olan System, Erciyes, Kızılay, Medikal Palace ve Tekden özel hastanelerinde çalışan 568 sağlık çalışanı Ocak – Mart 2020 tarihleri arasında yapılan çalışmaya dahil edilmiştir. Veri toplamada alan araştırması yöntemlerinden anket tekniği kullanılmıştır. Katılımcılara sosyo-demografik bilgi amaçlı 7 soruluk Kişisel Bilgi Formu, 25 soruluk Kurumsal Yönetim Algısı Ölçeği (KYAÖ) ve 20 sorudan oluşan Minnesota İş Tatmin Ölçeği (MITÖ) uygulanmıştır. Verilerin analizi için SPSS 25.0 programı kullanılmıştır. Bu araştırma için Kayseri Üniversitesi Etik Kurulu (2019-31) tarafından onay alınmıştır. Araştırma kapsamında yer alan sağlık çalışanlarının çalışılan kurum, cinsiyet, öğrenim durumu, kurumdaki görev ve çalışma süreleri bakımından kurumsal yönetim algı düzeyleri, çalışılan kurum, yaş, öğrenim durumu ve kurumdaki görevleri bakımından da iş tatmin düzeyleri arasında istatistiki açıdan anlamlı fark bulunmuştur ($p<0,05$). Ayrıca kurumsal yönetim algısı ve iş tatmin düzeyi arasında pozitif yönlü bir ilişki olduğu saptanmıştır. Yapılan literatür taramasında Türkiye’de sağlık çalışanlarının kurumsal yönetim algısı ve iş tatmin düzeyini birlikte ele alan çalışma bulunmamaktadır. Bu bağlamda çalışmanın önemli katkı sağlayacağı düşünülmektedir. Kurumsal yönetimin özümsemesi ve iş tatmin düzeyinin artırılması ile sağlık işletmelerinin daha düşük maliyetli finansmana ulaşabileceği ve kârlılığını artırabileceği değerlendirilmektedir. Kamuya ait sağlık kurumlarında ve farklı bölgelerde de yapılacak çalışmalarla elde edilecek karşılaştırmalı istatistiki verilerin sektöre yön göstereceği düşünülmektedir.

Anahtar Kelimeler: İş tatmini, Kurumsal yönetim, Sağlık çalışanı, Sağlık sektörü, Verimlilik.

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I. INTRODUCTION

The health sector, which has not lost its importance throughout history, becomes even more prominent in the periods of war and pandemic. Although it is a sector that is rapidly affected by technological developments, qualified human resources constitute the basis of the health sector. The Covid 19 pandemic, which is one of the most important problems to be struggled in the 21st century, clearly reveals this. In this process, there are differences in the methods of struggling with the pandemic as a result of the management and social structure differences of the countries. While the studies carried out during this epidemic period are of course tracked with the number of patients and deaths, the financial aspect should not also be ignored. In this process, health sector clearly reveals that it is an investable sector. Health investments have an international nature also with the effect of globalization. Investors seek for the businesses not only for the domestic demand in their countries, but also those being able to reach worldwide through health tourism. In fact, health tourism is expected to reach 207.7 billion dollars by 2027 and produce a compound annual growth rate of over 20%. (Ticaret Bakanlığı, 2020).

As in every sector, capital is needed for the establishment and carrying out the activities in the health sector. The cost of obtaining this capital initially creates either an advantage or a disadvantage in competition with rival businesses. The competition, which more increases with the demands of the investor people or institutions, increase the pressure on the top management (Akyüz, 2009).

Although Turkey seems more disadvantageous than its European rivals in finding low cost fund, it draws the attentions of foreign investors with its geopolitical position, young and dynamic population and relatively lower production cost than Europe. From this aspect, it is seen that private equity funds and businesses operating in Turkey prefer investing also in health sector (Sasder, 2015). Being able to track the investments can create high costs that are necessary to be bear for small investors. Thus, while businesses are being managed, it should be gone beyond the classical management practices. Here, investors are not the only aspect that should be considered. Businesses should enable all stakeholders (sharers, suppliers, customers, employees, state, etc.) to reach the necessary accurate and clear information on time and with the lowest cost. By nature, hospitals are businesses that provide uninterrupted service for 24 hours, are complicated with many specialties, and expensive in terms of both human resource and technological investments. In all this complexity, all stakeholders expect the management to present their physical, financial and intellectual capitals objectively and clearly (Aksoylu, 2014).

Undoubtedly, the most important factor of health sector is qualified labor force. For the profitability and continuity of the business, it is necessary to make this labor force efficient and keep employee turnover rate low. Accordingly, keep the job satisfaction levels of the employees high is important. In fact, the patients and relatives receiving service from the healthcare employees having high level of job satisfaction will tend to prefer the business again and recommend it to their environment since they are content with the service they have received (Karahana, 2009).

The main reason for the interest in corporate governance (TÜSİAD, 2002) and job satisfaction concepts, which began to be seen more in business life and academic field in the 20th century as a result of financial processes throughout the world, is their effect on productivity and profitability (Lawler III and Porter, 1967). In this study, the corporate governance perceptions and job satisfaction levels of the employees, who are the most important stakeholders of healthcare sector, have been evaluated in terms of their demographic characteristics.

It is considered that the study will make significant contributions to the current literature in terms of addressing the concepts of corporate governance and job satisfaction in the health sector together. In this context, it is thought to be an important source for the literature in the field of health management.

II. CONCEPTUAL FRAMEWORK

2.1. Corporate Governance

Corporate governance, which has purposes such as increasing stakeholders' trusts by empowering the structures of enterprises, decreasing the frangibility against financial crises and making companies' reaching low cost capital easy, has different definitions as well as practice differences depending on the countries. In one of these definitions, corporate governance is defined as “*A perception that look after the interests of both shareholders and managers, and at the same time, the rights of the stakeholders such as corporations, customers, creditors, funders and state are given importance in addition to the traditional structures in the management and activities of companies that aims to make profit and distribute it to shareholders*” (Millstein et al., 1998).

According to the definition of Organisation for Economic Co-Operation and Development Corporate (OECD), “*Governance involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. Corporate governance is only part of the larger economic context in which firms operate that includes, for example, macroeconomic policies and the degree of competition in product and factor markets. The corporate governance framework also depends on the legal, regulatory, and institutional environment*” (OECD, 2004).

According to the definition of Turkish Industry and Business Association (TÜSİAD), which is the first non-governmental organization handling the issue of corporate governance and publishing a report of it in Turkey, corporate governance is “*the organization and management of a modern institution established for a specific goal.*” In another definition included in the same report, it is “*all rules, regulations, codes and practices enabling long term economic value creation for shareholders, while respecting values and attracting human and financial capital*” (TÜSİAD, 2002).

The concept of corporate governance, which has taken place in the financial environments of countries, particularly in developed countries, first started to be seen as a management model after the “Economic Depression” experienced in the United States of America (the USA) in 1929 (Doğan, 2007). After this economic crisis and the subsequent World War II, financial markets started to recover. However, company scandals, financial crises and corruption in Asia, Europe and the USA as of the 1980s reduced investor confidence. In order to reallocate this environment of trust, financial markets have tended to adopt the corporate governance model (Ataman et al., 2017).

As a result of these developments, corporate governance principles were developed in April 1998 under the leadership of the OECD and a "Corporate Governance Committee" was established to ensure integrity of international practice. The corporate governance principles prepared were issued and put into practice in 1999. The principles, which was started to put into practice primarily by OECD member countries, provided OECD member countries, including Turkey, to attain a standard roadmap (OECD, 2004). Corporate governance practices, which emerged after the financial incidents in developed countries and started to be practiced, began to be put into practice in Turkey with the 2001 crisis (Doğan, 2007).

The fundamental principles of corporate governance put into practice can differ depending on the legal and financial structure of the practitioner country. However, the principles practiced basically are as follows (Doğan, 2007):

- Fairness,
- Transparency,
- Accountability,
- Responsibility.

Increasing international competition conditions push businesses to find lower cost resources and produce low cost but quality products in order to ensure their sustainability. In this direction, it should be ensured that not only production equipment but also management philosophies are not left behind the developing and changing process (Aksoylu and Aykan, 2013). The search for these purposes reveals the problems that arise corporate governance and the theories for the solutions of these problems. It is seen that while the theories evaluate the processes from certain perspectives, they cannot present the whole. Therefore, in order to assess the contribution of corporate governance to businesses, it is necessary to show a processoriented approach (Nicholson et al., 2007).

The main theories in question are as follows (Elena, 2012):

- Agency theory,
- Stakeholder theory,
- Management theory,
- Transaction cost theory,
- Managerial hegemony theory,
- Myopic market theory,
- Resource dependence theory.

The major axis of the theories is the activities of the management level and the positive and negative processes expected to occur as a result of these activities. In addition, the protection of the rights of those who invest in the business and other stakeholders of the business also plays an important role.

There are two different models in the countries implementing corporate governance. Which sector's interests will be protected is in the basis of these models. These models are the *Anglo-Saxon Model* implemented by the USA, the United Kingdom, Australia and Canada, and the *Continental Model* implemented by Germany, Japan and France. The Anglo-Saxon model bases the interests of the shareholders, so it is called as *shareholder approach* in the literature. Continental Model is called as *stakeholder approach* since it focuses on the protection of all stakeholders (Alp and Kılıç, 2014). The fact that family members are the shareholders of the businesses causes differences in practice in Turkey. The professional managers in the Anglo-Saxon corporate governance implementations have not been common in Turkey yet. The fact that employees also take place in the management in the Continent is one of the differences with Turkey (Çıtak, 2006).

In the *World Corporate Governance Index* issued by Saha Rating (2019), which compares countries in terms of the infrastructure and implementations of corporate governance, countries have been evaluated out of 100 points. Such data and analysis considered by international investment funds when they invest are important for the businesses to reach the capital. According to the index, the countries receiving 80 and more points have been defined as Group 1 countries. Turkey is among the Group 1 countries that include 22 countries (Saharating, 2019).

2.2. Job Satisfaction

Records of efforts to improve employees' performance date back to around 3800 years. The process taking place in the records of Babylon with the regulation of wage rates of employees continues in the 17th and 18th centuries with the arrangements made to cease the reactions of the employees against wages inequality and to prevent strikes (Ardıç and Özdemir, 2017). With the effect of globalization, it is no longer enough to only increase the performance of employees. It is aimed to keep qualified workforce, which is considered as a scarce resource, in the business, and to keep the costs such as employee turnover rate and employee finding, training, and etc. at minimum. These goals lead businesses to keep employees' job satisfaction high. The increasing interest in the issue of job satisfaction as of the first quarter of the 20th century has been the positive relationship that is believed to exist between job satisfaction level and job performance (Lawler and Porter, 1967).

The increase in the awareness in work life has revealed the studies on job satisfaction also in the academic field. Job satisfaction, which is evaluated as a positive emotional state emerging with employees' being pleased with the appreciation of their profession or professional experience, is defined in different ways (Locke and Dunnette, 1976). According to one of these definitions, it is defined as "A positive attitude or a pleasant emotional state emerging as a result of the experience of a person or of the harmony between a person and an organization" (Ugboro and Obeng, 2000). In another definition, job satisfaction is defined as "the emotional response that employees show for an existing physical and social state" (Karakuş, 2011).

Addressing personal needs and accordance with the values are important in job satisfaction. In the arising of the job satisfaction level, it is important that the job fulfills personal needs of the employee or produce values for the fulfillment of these needs or provides an opportunity to reach these values (Mercer, 1997). In summary, job satisfaction can be evaluated as the emotional and cognitive responses of employees to the job itself and to the work-related factors. It is inevitable for management science to work together with sociology, social sciences and psychology in order to keep job satisfaction at the highest level (Eroğlu, 2006).

The existence of employees with high level of job satisfaction is an important factor in increasing the turnover of businesses (Lawler and Porter, 1967). Job satisfaction levels of employees will reveal positive or negative results in their spiritual satisfaction (Karakuş, 2011) and social life as well as in their working life (Mercer, 1997).

There are theories handling the concept of job satisfaction from different point of views. These theories are in two groups as content theories and process theories. These theories usually focus on which job factor affects job satisfaction level to what extent and what should be done to increase job satisfaction level (Mészáros, 2011). Job satisfaction theories are listed in Table 1.

Table 1. Job Satisfaction Theories

Content Theories	Process Theories
Hierarchy of Needs Theory	Vroom's Expectancy Theory
Need Achievement Theory	Improved Expectancy Theory
Two Factor Theory	Equity Theory
ERG (Existence, Relatedness and Growth) Theory	Cognitive Appraisal Theory

Reference: Küçüközcan, 2015.

In the literature, the factors affecting job satisfaction are usually collected under two titles as individual and environmental factors. While individual factors are used to describe the inner structures and personal characteristics of individuals, environmental factors evaluate external, that is environmental, factors related to job satisfaction (Javier et al., 2005).

2.3. The Relation between Demographic Variables and Corporate Governance and Job Satisfaction

The adaptation to the corporate governance principles, which has emerged to find solutions for the crises in developing financial markets, bases on the protection of the rights of all of those having connection with the business (Millstein et al., 1998). In health sector, where qualified labor supply is inadequate for demand, it is considered that the adaptation of the corporate governance principles will be effective in keeping employees, i.e. internal stakeholders, in the business and in improving the productivity of employees by its positive relation with job satisfaction level. In the study conducted by Paşaoğlu (2010), it is stated that although a significant relation has not found between corporate governance perception and job satisfaction level, characteristics such as sectoral differences and working period might have caused this result. In the studies conducted by Durak and Serinkan (2007), Çelen and others, (2011), Mercanlıoğlu (2012) and Keklik and Çoşkun Us (2013), it was determined

that there was a relation between job satisfaction levels and demographic characteristics of health workers.

III. METHOD

3.1. The Objective of the Research

With this study, it is objected to determine the corporate governance perception and job satisfaction levels of healthcare employees and to find out whether there are differences in terms of the demographic characteristics of the employees. In addition, it is aimed to reveal whether there is a positive relationship between the perception of corporate governance and the level of job satisfaction. According to the literature review, the corporate governance perception and job satisfaction levels of healthcare employees have been handled separately, and no study has been found handling corporate governance perception and job satisfaction level together. This study is important since it discusses corporate governance perception and job satisfaction level together. In addition, it is also important since it is a study conducted with the data collected just before the spread of Covid 19 pandemic in Turkey (January – March 2020). This current data will contribute to more objective assessments of the health workers' situation through post-pandemic work.

In accordance with these literature findings, the hypotheses of the research were determined as follows.

H₁: The corporate governance perceptions of health workers are significantly different in terms of the demographic variables of institution (H_{1a}), age (H_{1b}), gender (H_{1c}), marital status (H_{1d}), educational background (H_{1e}), job in the institution (H_{1f}) and working period in the institution (H_{1g}).

H₂: The job satisfaction levels of the health workers are significantly different in terms of the demographic variables of institution (H_{2a}), age (H_{2b}), gender (H_{2c}), marital status (H_{2d}), educational background (H_{2e}), job in the institution (H_{2f}) and working period in the institution (H_{2g}).

H₃: There is a positive and significant relationship between the perception of corporate governance of health workers and their level of job satisfaction.

3.2. The Ethical Aspect of the Research

Necessary approvals were obtained from the related institutions as part of the research. The health workers who are desired to be included in the research were informed about the research and their written and verbal consent was obtained. In line with the request of the institutions participating in the study (System, Erciyes, Kızılay, Medikal Palace and Tekden), the names of the hospitals were coded without considering alphabetical order. Before starting data collection for this research, approval was obtained from the Ethics Committee of Kayseri University.

3.3. The Model of the Research

This research is a cross-sectional descriptive study aiming at determining the job satisfaction levels of employees in private hospitals operating in Kayseri. Cross-sectional studies deal with events at a point in time, descriptive studies describe the problem, variables and situations related to them (Çaparlar and Dönmez, 2016).

In accordance with the objective of the research, there are two variables in the research as dependent and independent. While the independent variable includes descriptive questions, dependent variable is corporate governance perception and job satisfaction level.

The research model used in this study is as following:

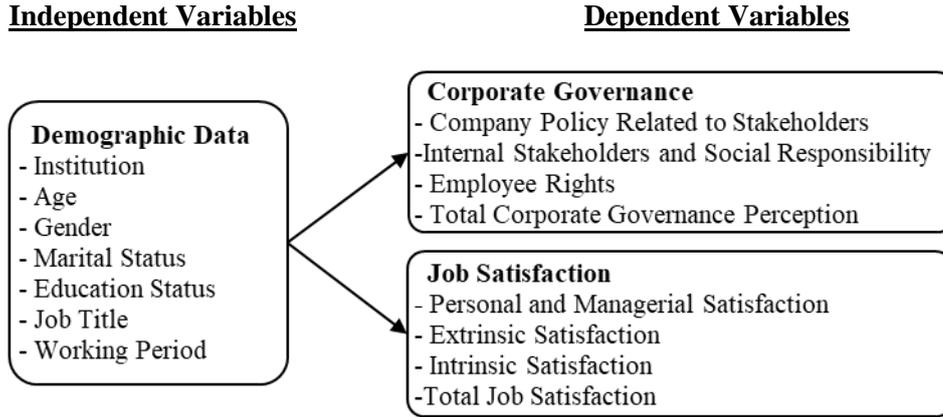


Figure 1. The Model of the Research

Reference: Çaparlar and Dönmez, 2016.

3.4. Population and Sample

There are 13 private hospitals operating in the province of Kayseri where the study was conducted. within the scope of the study. All of the hospitals mentioned were contacted but the necessary permits were able to be obtained from only 5. The employees of the 5 hospitals stating that they would participate in the study (Physician, Allied Healthcare Professional, Manager, Administrative Employee, Other) formed the sample group (n=568). 568 (81%) of the 700 questionnaires distributed were returned as usable.

3.5. Corporate Governance Scale

The 25-question Corporate Governance Perception Scale (CGPS) developed by Sancar (2015) was used as the data collection tool in the research. In the questionnaire form, health workers were asked to indicate to what extent they agree with the practices in the workplace. The degrees of agreement of the participants were determined according to the 5-point Likert scale with the choices of strongly disagree (1 point), disagree, neither agree nor disagree, agree and strongly agree (5 points).

In the study, Cronbach's Alpha value, which is the concordance value depending on the correlation between questions (Coşkun et al., 2017) was used while the reliability of the scale was being analyzed. The Cronbach's Alpha value of the corporate governance perception scale was found as 0.966.

The result of KMO test performed to ensure the adequacy of the data obtained from CGPS sample was calculated as 0.956. Barlett's test of sphericity, performed on the same scale, revealed that it is valid with $p < 0.01$. These findings proved that the sample size was suitable for factor analysis (Kalaycı, 2014).

As a result of the factor analysis, the 12th question was excluded from the analysis since it assigned load to more than 1 factor and the absolute value of the difference between the loads was less than 0.100. Factor analysis was repeated for the remaining 24 items. The result of the KMO test performed to ensure the adequacy of the data obtained from the sample was calculated as 0.954. Bartlett's test of sphericity performed for the scale revealed that it is valid with $p < 0.01$.

It was seen that 3 factors of which eigenvalue was found above 1 as a result of the factor analysis could explain 65.960% of the sample. When factor weights were analyzed, it was observed that they were min 0.608 and max 0.847 in "company policy regarding stakeholders," min 0.592 and max 0.790 in "internal stakeholders and social responsibility" and min 0.799 and max 0.857 in "employee rights."

3.6. Job Satisfaction Scale

The 20-question MJSS, which was developed by Weiss et al., in 1967, was used as the data collection tool in the research. The adaptation of the scale into Turkish and its validity and reliability studies were conducted by Baycan (1985) and adapted into Turkish with the validity and reliability studies by Baycan (1985). In the questionnaire form, healthcare employees were asked to state to what extent they are content with the aspect of their jobs given in the statement. The degrees of agreement of the participants were determined according to the 5-point Likert scale with the choices of very dissatisfied (1 point), dissatisfied, neither satisfied nor dissatisfied, satisfied and very satisfied (5 points).

In the study, Cronbach's Alpha value, which is the concordance value depending on the correlation between questions, was used. The Cronbach's Alpha value of the Minnesota Job Satisfaction Scale used in the scope of the study was found as 0.952.

The result of the KMO test, which was performed to ensure the adequacy of the data obtained from the sample, was calculated as 0.946. Bartlett's test of sphericity revealed that the scale was valid with $p < 0.01$. These findings proved that the sample size was suitable for the factor analysis.

As a result of the factor analysis on MJSS, the 8th, 15th and 16th questions were excluded from the analysis since they assigned load to more than 1 factor and the absolute value of the difference between the loads was below 0.100. Factor analysis was performed again for the remaining 17 items.

The result of the KMO test, which was performed to ensure the adequacy of the data obtained from the sample, was found as 0.930. The Bartlett's test of sphericity revealed that it was valid with the value of $p < 0.01$

It was observed that the 3 factors having the eigenvalue of above 1 could explained the 67.837% of the sample. When the factor weights were examined, it was seen that they were min 0.540 and max 0.808 in "personal and managerial satisfaction," min 0.589 and max 0.814 in "extrinsic satisfaction" and min 0.689 and max 0.726 in "intrinsic satisfaction."

3.7. Data Analysis

SPSS (Statistical Package for Social Sciences) 25.0 program was used for data analysis.

The normality of the distribution of the data was analyzed using the Skewness and Kurtosis test. It is observed that the data was normal distributed. Paired group comparisons were made with the Mann Whitney-U test. Differences between more than two groups were analyzed with the Kruskal Wallis test if at least 1 of the 3 assumptions was violated; if all 3 assumptions were met, it was examined with the Anova test.

These assumptions (Kalaycı, 2014);

- Data must be interval or ratio,
- Data must have normal distribution (skewness and kurtosis values must be between -1 and +1),
- Group variances must be equal.

In this study, the statistical significance level was accepted as $p < 0.05$.

IV. FINDINGS

The findings regarding the demographic characteristics of the participants, statistical results regarding the scales and CGPS and MJSS in terms of the demographic characteristics of the participants were evaluated in this part of the study.

Table 2. The Distribution of the Demographic Characteristics of the Employees (n=568)

Gender	Number	%	Institution	Number	%
Female	369	65.0	Hospital A	122	21.5
Male	199	35.0	Hospital B	97	17.1
Total	568	100.0	Hospital C	113	19.9
Marital Status	Number	%	Hospital D	108	19
Married	262	46.1	Hospital E	128	22.5
Single	259	45.6	Total	568	100.0
Other	47	8.3	Job	Number	%
Total	568	100.0	Physician	23	4.0
Age	Number	%	Allied Healthcare Professionals	370	65.1
18 - 29	276	48.6	Management	6	1.1
30 - 39	186	32.7	Administrative Employees	29	5.1
40 - 49	84	14.8	Other	140	24.7
50 and above	22	3.9	Total	568	100.0
Total	568	100.0	Working Period in the Institution	Number	%
Educational Status	Number	%	Less than 1 Year	115	20.2
Elementary	36	6.3	1 - 3 Years	168	29.6
Highschool	243	42.8	4 - 6 Years	105	18.5
Associate Degree	134	23.6	7 - 9 Years	92	16.2
Bachelor's Degree	115	20.2	More than 10 Years	88	15.5
Postgraduate	40	7.1	Total	568	100.0
Total	568	100.0			

It was seen that 65% of the participants were females and 35% of them were males. 46.1% of them were married and 45.6% were single. According to the age distribution, the participants between the age range of 18 and 29 were the largest group with 48.6%, and those in the group of "50 and above" were the smallest group with the rate of 3.9%.

When the educational status of the participants were analyzed, it was observed that "highschool" graduate individuals were the largest group with 42.8%, and those in the "elementary" school graduates group were the smallest group with the rate of 6.5%.

When the jobs of the participants in the institutions were examined, it was seen that the participants working as "allied healthcare professionals" constituted the largest group with 65.1%, and those working as "physicians" were the smallest group with 4.0%.

In terms of the working period in the institution, those working for "1-3 years" formed the largest group with the rate of 29.6%, and those working for "more than 10 years" the smallest group with 15.5%.

It is seen in Table 3 that the difference between "company policies regarding stakeholders," "internal stakeholders and social responsibility," "employee rights" and "total corporate governance perception" is statistically significant at the significance level of 0.05. Post-hoc tests were examined in order to determine which means were different from each other.

Table 3. The Evaluation of Corporation Governance Scale in terms of the Institution

Company Policy Regarding Stakeholders		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Institution	Hospital A	122	3.4232	0.69167	8.381	0.000	89.853	0.000*
	Hospital B	97	3.9199	0.80746				
	Hospital C	113	3.3404	1.03647				
	Hospital D	108	3.1289	0.60595				
	Hospital E	128	3.9279	0.88708				
Internal Stakeholders and Social Responsibility		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Institution	Hospital A	122	3.3576	0.70808	9.587	0.000	55.122	0.000*
	Hospital B	97	3.5515	0.94196				
	Hospital C	113	2.9226	0.85928				
	Hospital D	108	3.2465	0.57154				
	Hospital E	128	3.6641	0.93761				
Employee Rights		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Institution	Hospital A	122	3.5874	0.91518	15.711	0.000	47.715	0.000*
	Hospital B	97	3.5052	1.00360				
	Hospital C	113	2.9823	1.03590				
	Hospital D	108	2.8580	0.67472				
	Hospital E	128	3.1979	1.27733				
Total Corporate Governance Perception		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Institution	Hospital A	122	3.5954	0.60504	11.520	0.000	88.900	0.000*
	Hospital B	97	3.7361	0.75667				
	Hospital C	113	3.1561	0.84971				
	Hospital D	108	3.1359	0.43557				
	Hospital E	128	3.7522	0.77542				

* Significant at the 0.05 significance level

When multiple comparison tests were analyzed, it was observed that the “company policies regarding stakeholders,” “employee rights” and “total corporate governance perception” perception level averages of the employees working at hospitals “C” (3.3404 – 2.9823 – 3.1561) and “D” (3.1289 – 2.8580 – 3.1359) were lower when compared to others. The “internal stakeholders and social responsibility” perception level averages of the employees working in hospital “C” (2.9226) were lower than the averages of those working in other hospitals.

The difference between the answers that the participants gave to the statements in terms of their gender was statistically significant at the significance level of 0.05. The fact that female participants had higher averages than males is seen in Table 4.

Table 4. The Evaluation of Corporate Governance Perception in terms of Gender

Total Corporate Governance Perception		Descriptive Statistics			Levene Test		t Test	
		n	\bar{x}	s	f	σ	t	p
Gender Groups	Female	369	3.5285	0.72576	2.956	0.086	-2.103	0.036*
	Male	199	3.3902	0.78685				

* Significant at the significance level of 0.05

In Table 5, it is seen that the difference between “company policies regarding stakeholders,” “internal stakeholders and social responsibility” and “total corporate governance perception” states of

the participants in terms of the educational status is statistically significant at the significance level of 0.05. Post-hoc tests were examined to determine which means were different from each other.

Table 5. The Evaluation of Corporate Governance Perception Scale in terms of Educational Status

Company Policy Regarding Stakeholders		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	F	σ	F	p
Educational Status	Highschool	243	3.7221	0.87036	0.204	0.936	2.989	0.018*
	Bachelor's Degree	115	3.4522	0.92942				
Internal Stakeholders and Social Responsibility		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Educational Status	Highschool	243	3.4866	0.84769	1.278	0.277	4.477	0.001*
	Vocational Degree	134	3.1838	0.76714				
	Bachelor's Degree	115	3.1859	0.92278				
Total Corporate Governance Perception		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Educational Status	Highschool	243	3.5737	0.72130	1.212	0.305	3.699	0.006*
	Bachelor's Degree	115	3.3339	0.81120				

* Significant at the significance level of 0.05

According to Tukey HSD test, the difference between the “company policies regarding stakeholders” levels of the highschool and college graduates were statistically significant, and the participants in the highschool group (3.7221) had higher averages than those in the bachelor's degree group (3.4522).

The fact that the difference between the jobs of the participants and “company policies regarding stakeholders,” “internal stakeholders and social responsibility,” “employee rights” and “total corporate governance perception” is statistically significant at 0.05 significance level is seen in Table 6. Post-hoc tests were examined to determine which means were different from each other.

According to Tukey HSD test, it is seen that the difference between allied healthcare professionals and the participant in the “other” group in terms of “company policies regarding stakeholders” is statistically significant, and those in the “physician” group (4.2274) have higher averages than those in the “other” (3.6621) and “allied healthcare professionals” (3.5638) groups.

Table 6. The Evaluation of the Corporate Governance Perception Scale in terms of the Jobs of the Participants

Company Policy Regarding Stakeholders		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Job	Physician	23	4.2274	0.70290	2292	0.058	3.262	0.012*
	Allied Healthcare Professional	370	3.5638	0.89124				
	Other	140	3.6621	0.85363				
Internal Stakeholders and Social Responsibility		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Job	Physician	23	3.8641	0.74230	0.945	0.438	4.188	0.002*
	Allied Healthcare Professional	370	3.2605	0.86319				
Employee Rights		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Job	Physician	23	3.9275	0.97937	0.789	0.533	4.806	0.001*
	Allied Healthcare Professional	370	3.2270	1.04928				
	Other	140	3.0619	0.98070				
Total Corporate Governance Perception		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Job	Physician	23	4.0730	0.66613	1.993	0.094	4.575	0.001*
	Allied Healthcare Professional	370	3.4181	0.76188				
	Other	140	3.5329	0.69756				

* Significant at the significance level of 0.05

The fact that the “internal stakeholders and social responsibility” states of the participants in terms of their working periods in the institution are statistically different at the significance level of 0.05 is seen in Table 7. Post-hoc tests were examined to determine which means were different from each other.

Table 7. The Evaluation of Corporate Governance Perception Scale in terms of Working Period in the Institution

Internal Stakeholders and Social Responsibility		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	F	f	σ	F	p
Working Period in the Institution	Less than 1 Year	115	3.6065	0.86575	0.953	0.433	3.765	0.005*
	1 – 3 Years	168	3.3549	0.85912				
	4 – 6 Years	105	3.2619	0.75549				
	7 – 9 Years	92	3.2060	0.87816				
	10 Years and above	88	3.3521	0.86104				

* Significant at the significance level of 0.05

According to Tukey HSD test, the difference between “internal stakeholders and social responsibility” levels of the participants in the “less than 1 year” group is statistically significant.

The difference between “Total corporate governance perception” and other subscale levels of the participants were not statistically significant in terms of age and marital status.

It is seen in Table 8 that the difference between the “personal and managerial satisfaction,” “intrinsic satisfaction” and “total job satisfaction” states of the participants is statistically different at the significance level of 0.05 in terms of the institution they work. Post-hoc tests were examined to determine which means were different from each other.

Table 8. The Evaluation of Minnesota Job Satisfaction Scale in terms of the Institution

Personal and Managerial Satisfaction		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Institution	Hospital A	122	3.5035	0.71822	4.075	0.003	55.218	0.000*
	Hospital B	97	3.5493	0.97772				
	Hospital C	113	3.3262	0.95802				
	Hospital D	108	2.8413	0.98537				
	Hospital E	128	3.7400	0.93694				
Intrinsic Satisfaction		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Institution	Hospital A	122	3.8873	0.67198	2.288	0.059	12.416	0.000*
	Hospital B	97	4.0026	0.79015				
	Hospital C	113	3.7566	0.90968				
	Hospital D	108	3.3218	0.79429				
	Hospital E	128	3.9766	0.92347				
Total Job Satisfaction Score		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Institution	Hospital A	122	3.5525	0.63652	4.392	0.002	35607	0.000*
	Hospital B	97	3.5479	0.88931				
	Hospital C	113	3.3562	0.90099				
	Hospital D	108	3.1472	0.71607				
	Hospital E	128	3.7047	0.89188				

* Significant at the significance level of 0.05

When multiple comparison tests were analyzed, it was seen that “intrinsic satisfaction” and “total job satisfaction” level averages of those working in “Hospital D” (2.8413 – 3.3218 – 3.1472) were lower than that of those working in other hospitals.

In Table 9, it is seen that the difference between the “intrinsic satisfaction” states of the participants in terms of age is statistically significant at the significance level of 0.05. Post-hoc tests were examined to determine which means were different from each other.

Table 9. Evaluation of Minnesota Job Satisfaction Scale in terms of Age

Intrinsic Satisfaction		Descriptive Statistic			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Age Groups	18 – 29	276	3.9275	0.85955	2.156	0.092	4.965	0.002*
	30 – 39	186	3.6788	0.80788				

* Significant at the significance level of 0.05

When multiple comparison tests were analyzed, it was observed that the participants in the age group “18-29” had higher “intrinsic satisfaction” level averages than those in the age group “30-39.”

The fact that there is a statistically significant difference between “personal and managerial satisfaction,” “external satisfaction” and “total job satisfaction” states of the participants in terms of educational status at the significance level of 0.05 is seen in Table 10. Post-hoc tests were examined to determine which means were different from each other.

Table 10. The Evaluation of the Minnesota Job Satisfaction Scale in terms of Educational Status

Personal and Managerial Satisfaction		Descriptive Statistic			Levene Test		ANOVA	
		n	\bar{x}	s	F	σ	F	p
Educational Status	Highschool	243	3.4974	0.97431	1.835	0.121	2.453	0.045*
	Vocational	134	3.2761	0.86555				
	Bachelor's	115	3.2683	0.93336				
Extrinsic Satisfaction		Descriptive Statistic			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Educational Status	Highschool	36	3.6528	0.93806	0.196	0.941	3.951	0.004*
	Vocational	134	3.1368	0.90848				
	Bachelor's	115	3.1290	0.89809				
Total Job Satisfaction Score		Descriptive Statistic			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Educational Status	Highschool	243	3.5486	0.85932	1.123	0.345	2.539	0.039*
	Vocational	134	3.3601	0.74956				
	Bachelor's	115	3.3361	0.77557				

* Significant at the significance level of 0.05

According to LSD test, it is seen that the difference in the “personal and managerial satisfaction” and “total satisfaction” levels of the participants in the “highschool,” “vocational degree” and “bachelor’s degree” groups is statistically significant. Participants in the “highschool” group (3.4974 – 3.5486) had higher averages than those in the “vocational degree” (3.2761 – 3.3601) and “bachelor’s degree” (3.2683 – 3.3361) groups. In terms of “extrinsic satisfaction” levels, the participants in the “highschool” group (3.6528) had higher averages than those in the “vocational degree” (3.1368) and “bachelor’s degree” (3.1290) groups.

The fact that the difference in the “personal and managerial satisfaction,” “extrinsic satisfaction,” “intrinsic satisfaction” and “total job satisfaction” states of the participants in terms of their job titles in the institution is statistically significant at the significance level of 0.05 is seen in Table 11. Post-hoc tests were examined to determine which means were different from each other.

According to Tukey HSD test, it is seen that those in the “physician” group (4.0062) had higher averages than those in the “allied healthcare professionals” group (3.3537) in terms of “personal and managerial satisfaction” levels. In terms of “extrinsic satisfaction” levels, participants in the “allied healthcare professionals” group (3.1707) had lower averages than those in the other groups. In terms of “intrinsic satisfaction” and “total job satisfaction” levels, the participants in the “physician” group (4.3478 – 4.0522) had higher averages when compared to those in the “allied healthcare professionals” (3.7953 – 3.4058) and “other” (3.7071 – 3.5229) groups.

The differences in the “personal and managerial satisfaction,” “extrinsic satisfaction,” “intrinsic satisfaction” and “total job satisfaction” in terms of gender, marital status and working period in the institution are not statistically significant.

Table 11. The Evaluation of Minnesota Job Satisfaction Scale in terms of the Job Titles in the Institution

Personal and Managerial Satisfaction		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Job	Physician	23	4.0062	0.91623	2.718	0.029	11.265	0.024*
	Allied Healthcare Professional	370	3.3537	0.93611				
Extrinsic Satisfaction		Descriptive Statistics			Levene Test		Kruskal – Wallis H	
		n	\bar{x}	s	f	σ	χ^2	p
Job	Physician	23	3.7899	0.82299	2.457	0.045	17.947	0.001*
	Allied Healthcare Professional	370	3.1707	0.97688				
	Manager	6	3.3889	1.30242				
	Administrative Employee	29	3.5862	0.65861				
	Other	140	3.4810	0.88465				
Intrinsic Satisfaction		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Job	Physician	23	4.3478	0.66032	1.090	0.361	2.816	0.025*
	Allied Healthcare Professional	370	3.7953	0.86650				
	Other	140	3.7071	0.83695				
Total Job Satisfaction Score		Descriptive Statistics			Levene Test		ANOVA	
		n	\bar{x}	s	f	σ	F	p
Job	Physician	23	4.0522	0.73089	2.267	0.061	3.696	0.006*
	Allied Healthcare Professional	370	3.4058	0.83118				
	Other	140	3.229	0.83959				

* Significant at the significance level of 0,05

One of the statistical values that is used commonly to measure the intensity / strength of the relation between variables is correlation. “Pearson correlation”, one of the most frequently used correlations, is among the parametric tests, and requires measurement at minimum interval level. “Spearman correlation” is a nonparametric test. In other words, there is no need to assume that the variables to be analyzed are normally distributed. This makes Spearman correlation advantageous over other correlation types (Coşkun et al., 2017).

Table 12. The Analysis of the Correlation (Spearman) between Corporate Governance Perception Scale Scores and Minnesota Job Satisfaction Scale Scores

	1	2	3	4	5	6	7	8
1. Company Policies Regarding Stakeholders	1.000							
2. Internal Stakeholders and Social Responsibility	0.691**	1.000						
3. Employee Rights	0.230**	0.104*	1.000					
4. Personal and Managerial Satisfaction	0.700**	0.585**	0.154**	1.000				
5. Extrinsic Satisfaction	0.577**	0.626**	0.041	0.648**	1.000			
6. Intrinsic Satisfaction	0.671**	0.509**	0.143**	0.709**	0.631**	1.000		
7. Total Job Satisfaction	0.731**	0.659**	0.129**	0.908**	0.867**	0.829**	1.000	
8. Total Corporate Governance Perception	0.945**	0.844**	0.341**	0.704**	0.618**	0.655**	0.747**	1.000

*: p<0.05 **: p<0.01

The relation between the CGPS and subscales and MJSS and subscale scores of the hospital employees participating in the research was analysed, and a positive significant relation was found (p<0.001).

While CGPS “*Total Corporate Governance Perception*” score has a high level positive relation with MJSS and the subscales of “*Total Satisfaction*” ($r=0.747$, $p=0.00$) and “*Personal and Managerial Satisfaction*” ($r=0.704$, $p=0.00$), there is a moderate positive relation with “*Extrinsic Satisfaction*” ($r=0.618$, $p=0.00$) and “*Intrinsic Satisfaction*” ($r=0.655$, $p=0.00$).

While MJSS “*Total Satisfaction*” score has a high level positive relation with CGPS and the subscales of “*Company Policies Regarding Stakeholders*” ($r=0.731$, $p=0.00$), there is a moderate positive relation with “*Internal Stakeholders and Social Responsibility*” ($r=0.659$, $p=0.00$), and a weak positive relation with “*Employee Rights*” ($r=0.129$, $p=0.02$).

V. DISCUSSION

Increasing the knowledge level and awareness of health workers on corporate governance and looking after the interests of all stakeholders in the practices of the management level will positively affect the job satisfaction levels of the employees, productivity and business profitability. Although shareholders have a great importance during the establishment phase of the business, employees who are internal stakeholders in the health sector are very important in terms of business continuity.

In this study conducted for health workers, the corporate governance perceptions of the participants and the subscales of company policy regarding stakeholders, internal stakeholders and social responsibility and employee rights and job satisfaction levels and the subscales of personal and managerial satisfaction, extrinsic satisfaction, intrinsic satisfaction and total job satisfaction have been tried to be evaluated. This study is important since it handles the corporate governance perceptions and job satisfaction levels of those working in the health sector.

Considering the subscales of employees' corporate governance perception, the result is that the subscale of "company policies regarding stakeholders" has the highest score average among all subscales. This result proves that the opinions of those receiving service and relatives are given importance in hospital practices, information security and patient safety are taken care, the issue of compliance with ethical rules is given importance, the rules are ensured to be known by all employees, the environment and public health are given importance, the employees are tried to be provided with a safe working area and the importance is given to in-service training.

Considering the subscales of employees' job satisfaction level, it is seen that the "intrinsic satisfaction" has the highest score average among all dimensions. This result reveals the importance of the job satisfaction level of the health workers in performing activities by using their own skills, telling other people what they will do and the feeling of success as a result of the job they do. One of the most important ways to increase the productivity of health workers in the busy and complex health sector structure is to keep their intrinsic satisfaction levels high.

It is seen in this study that the answers given to the statement regarding total corporate governance perception and total job satisfaction level are above the average. Although this situation is considered as positive, necessary studies should be done to improve it.

A statistically significant difference was found between the corporate governance perception levels of the health workers within the scope of this study in terms of the institution they work for, gender, educational status, job title and working period in the institution ($p<0.05$). In the study conducted by Zeytinoğlu and Özkan (2013), it was determined that female students' perceptions of corporate governance were higher than male students. Özalp and others (2008) stated that the status and education level of employees are effective in the perception of corporate governance.

A statistically significant was also found between the job satisfaction levels of the participants in terms of the institution they work for, age, educational status and job title ($p<0.05$). In the studies conducted by Durak and Serinkan (2007), Çelen and others (2011), Mercanlioğlu (2012) and Keklik

and Çoşkun Us (2013), it was determined that there is a significant relationship between the job satisfaction levels of health workers and their demographic characteristics. It has been determined that the level of job satisfaction is higher in branches with high status and income such as doctors and nurses.

In addition, a positive relation was determined between corporate governance perception and job satisfaction level. Paşaoğlu (2010) stated that there should be a significant relationship between the perception of corporate governance and job satisfaction, if this result could not be reached in the study, it may be due to demographic reasons such as sectoral differences and working time.

Health workers are in a more different and complex structure when compared to other employees. Their productivity can be increased by increasing their satisfaction levels. Enhancing employees' motivations via the arrangements by the management will affect job satisfaction level and productivity in a positive way.

The job satisfaction levels of health workers should be tracked by the management level with regular intervals and activities should be performed to keep employees' job satisfaction level high. Qualified labor force is among the scarce resources in the globalising working life. In addition to the knowledge and skills of the employees, their attitudes are also important for patients, who are the customers of the health sector, to choose the same institution again or not. Therefore, employees having high level of job satisfaction are an important factor in the profitability of businesses.

VI. CONCLUSION

Although the studies in the literature on corporate governance and job satisfaction are guiding, more current and wide-ranging studies are needed in health sector, which has been working devotedly with high performance during Covid 19 pandemic. This study is important since it discusses corporate governance perception and job satisfaction level together as well as being conducted with the data collected just before the spread of Covid 19 pandemic in Turkey (January – March 2020). This current data will contribute to more objective assessments of the health workers' situation through post-pandemic work.

It is considered to be appropriate conduct new studies analyzing whether the pandemic process has caused changes in the corporate governance perception and job satisfaction levels of health workers.

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