

MEASUREMENT OF EMPLOYEE PERCEPTION ON SUSTAINABLE BANK'S COMMITMENT

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Abstract: This study develops a scale for measuring employee perceptions of a bank's commitment to sustainability that rigorously tests its items for reliability and validity. The data in this study were obtained from the employees of various banks through the use of self-administered questionnaire. This study presents evidence of reliability and validity for 34 items constructed to measure the employee perception on sustainable bank's commitment in three separate studies. Exploratory factor analysis was performed. The eight -factor solution for the sample explained 94.5 % of the total variance in scores. The questions derived in this paper provide a research for an investigation of the concept "sustainability " in the context of organizational change. With regard to generalizability, the findings of this study are limited to provide more credence to the reliability and validity of the scale. The concept of improving employee perceptions of sustainable banks' commitment to sustainability is a useful strategy for the context of organizational change It may provide additional encouragement, education or assistance to positively influence the perception of a sustainable bank's commitment to sustainability. The distinctiveness of the study allows a new, valid and reliable scale to be constructed based on the theory of sustainability management.

Keywords: Perception, bank, commitment, sustainable

SÜRDÜRÜLEBİLİR BANKA BAĞLILIĞI ÜZERİNE ÇALIŞAN ALGISININ ÖLÇÜLMESİ

ÖZ: Bu çalışmanın amacı, sürdürülebilirlik için banka çalışanlarının banka bağlılığı algısını test etmek üzere maddelerin her birinin titizlikle geçerlilik ve güvenilirlik testlerine tabi tutulduğu bir ölçek geliştirmektir. Çalışmada kullanılan veriler çeşitli banka çalışanlarının kendi kontrol ve denetimi altında kendilerine uyguladıkları anketten elde edilmiştir. Çalışma konu ile ilişkili üç farklı uygulamadan, sürdürülebilir banka bağlılığı üzerine çalışan algısını ölçmek üzere yapılandırılmış 34 soru için geçerlilik ve güvenilirlik sonuçlarını ortaya koymakta; bu bağlamda keşfedici faktör analizi yapmaktadır. Sonuçlara göre, örneklem için sekiz faktör çözümü toplam varyansın %94,5'lük kısmını açıklamaktadır. Bu çalışmada türetilen araştırma soruları, örgütsel değişim bağlamında sürdürülebilirlik kavramının incelenmesi için bir araştırma sahası yaratmaktadır. Çalışma sonuçlarının genelleştirilebilirlik düzeyi, kullanılan ölçeğin geçerlilik ve güvenilirliğini daha kabul edilebilir bir seviyede tutmak için sınırlandırılmaktadır. Sürdürülebilirlik için, çalışanların sürdürülebilir banka bağlılıkları algısını ölçmek üzere geliştirilen kavram örgütsel değişim bağlamında da faydalı bir stratejidir. Çalışma, sürdürülebilirlik için sürdürülebilir banka bağlılığı algısını olumlu yönde etkileyecek için ek bir teşvik, bilgi veya destek sağlayabilmektedir. Çalışmanın özgünlüğü, sürdürülebilir yönetim teorisi temelinde yapılandırılmış özgün, geçerli ve güvenilir bir ölçek ortaya koymasıdır.

Anahtar Kelimeler: Algı, banka, bağlılık, sürdürülebilirlik

1. MEASUREMENT OF EMPLOYEE PERCEPTION ON SUSTAINABLE BANK'S COMMITMENT

The priorities of the EU 2020 strategy are to deliver smart, sustainable and inclusive growth. Europe is engaged in finding global solutions to establish an efficient and sustainable financial system (European Commission, 2008). Building a sustainable financial system is not a simple task but is necessary for long-term value creation (PRI, 2013). Moreover, the long-term commitment of employees is positively related to an organization's performance (Hamel and Prahalad, 1989). Thus, employee perception of organizational commitment plays an important role in achieving organizational targets (Bergmann, Lester, De Meuse and Grahn, 2000). Running an enterprise responsibly demands a strong corporate identity, which requires a high level of employee engagement and effective rules and governance mechanisms (Bank Austria, 2012; UniCredit, 2012). These strategies raise the question of what makes a bank sustainable as a financial institution, and a consistent approach to measuring sustainable banking is required to answer this question. The approach to this measurement must first delineate the most important aspects of sustainable banking. Second, this measurement must produce a valid and reliable measurement scale. The perception of a bank's commitment to sustainability strengthens its abilities to become a high performing sustainable financial institution (UNEP FI, 2014). The perception of achievement is also the result of employees' focus (Tsui & Wang, 2002); thus, this study develops a reliable and valid scale to measure employee perceptions of banks' commitment to sustainability. A discussion of the criteria necessary for sustainable banking follows.

1.1. Criteria For Sustainable Banking

The exact definition of sustainable banking will evolve over time, responding to experiences and global developments (van Gelder, 2006). Triodos Bank, which is one of Europe's leading ethical banks, has indicated that a sustainable bank should finance organizations such as producers of ethical products, pioneering renewable energy enterprises, recycling companies and nature conservation projects (Triodos Bank, 2014). Other company indicators for sustainable banking include the representation of women on boards (Guy, Niethammer and Molin, 2011), support for equal opportunity, and attention to human rights (IFC, 2007). In addition, it is generally acknowledged that support for ethical products, ethical principles in lending, human rights, financial inclusion, environmental sustainability, carbon neutrality, the representation of women on boards and equal opportunity constitutes the heart of sustainable banking (Revell, 2013). In particular, the literature identifies eight important criteria to which sustainable banking should be committed, which are discussed below.

The first criterion requires that a bank ensure that following its ethical and green standards leads to making innovative and socially valuable contributions to the value-neutral financial system. An innovative green product helps mitigate climate change. For instance, a bank might provide lending at favorable terms for environmentally sound construction activities (de Clerck, 2009). Green banking products include debit and credit cards linked to environmental activities (UNEP, 2007). Additionally, sustainable banks should have the resources to anticipate problems with products and product designs that are or will become unsustainable (Murphy, 2005).

The second criterion requires a bank to follow ethical principles in its lending procedures. An ethical lender is a bank concerned with the social and environmental impacts of its investments and loans. The principles of ethical lending and insurance are meant to ensure that a bank is a responsible provider of financial services to customers, which requires, in turn, that bank-financed activities do not harm others. Banks should refuse to lend money or provide insurance for reasons that include the unethical practices of a government or business, and a bank should also ensure that its suppliers behave in a socially responsible manner (IFC, 2007). A bank should not lend money to businesses engaged in unsustainable production processes (UNEP, 2013).

The third dimension of every bank's sustainability agenda is human rights. Human rights issues are emotive and are not merely another layer of corporate administration.

The appropriate protections for human rights can generate competitive advantages (Soper, & Keeling, 2013). Banks should avoid lending to or insuring companies that are involved in activities that involve human rights violations. Furthermore, banks should develop and implement pro-active approaches to managing human rights issues in their business operations and business activities (IFC, 2007). Labor is an important component of the human rights framework; thus, a bank's sustainability policies should universally oppose all forms of forced, compulsory and child labor (Revell, 2013).

The fourth dimension is financial inclusion, which means that a bank works to improve the welfare and living standards of the community in which its activities are based by addressing the needs of groups that are excluded from the financial community (IFC, 2007). According to the Financial Services Authority (2000), financially excluded people include those who are unemployed, those who are unable to work because of sickness or disability, pensioners and single parents. A sustainable bank should develop voluntary charters and codes of practice regarding basic low transaction bank accounts it can offer to meet the needs of people with low and unstable incomes. A bank can provide financial services to people who have had difficulty accessing financial services in the traditional market (Jayo, Gonzales and Conzett, 2010). Microentrepreneurs should (and must) be able to plan for the future with a reasonable degree of certainty. Thus, sustainable banks can provide affordable microfinancing to financially excluded microentrepreneurs, which is a group that has exhibited a clear need for such financing (European Commission, 2008).

The fifth dimension of a bank's sustainability agenda considers the environment. Banks have generated their own methodologies for determining the environmental risks associated with potential clients (Jeucken, 2005). A bank should take a practical approach in addressing issues involving the production of toxic chemicals and hazardous waste and in contingency planning for accidents (UNEP, 1984). An innovative green mortgage design is that which incorporates a contribution to climate change mitigation (EBRD, 2013). A bank can provide long-term resources with preferential rates that it secures by offering the best possible terms in financing projects involving renewable energy.

The commitment to carbon neutrality stipulates that opportunities for carbon asset generation should be identified across all types of financing activities. Beginning with home gas and electricity supply and usage, the green "accountant" leads energy consumers through each part of their lives and helps calculate their impact on the environment (Lyans, 2007). With a broader and longer-term outlook, such calculation should eliminate or offset the cost of regulatory compliance regarding energy usage or carbon emissions. A sustainable bank can differentiate itself through financial innovations for carbon trading by providing credit for new projects (European Investment Bank, 2012). A bank's sustainability policy should include financing that encourages existing clients to introduce technological innovations that reduce emissions and thus generate carbon credits (Kossoy, 2005).

The seventh dimension concerns equal opportunity, which requires the institution to explicitly ensure that it treats all people equally, except when distinctions can be explicitly justified (Diversity and inclusion should be an integral part of our sustainable culture and strategy; thus, banks should oppose all forms of discrimination around the world (IFC, 2007).

Banks should request or collect information about applicants as long as the information is not used to discriminate against them (Bouma, MJeucken and Klinkers, 2001). The eighth dimension of banks' sustainability involves appointing women as members of the board. Building a truly alternative system requires a gender focus that reconceptualizes financial services. A sustainable financial institution should adhere to a policy that commits to increasing the number of women on its board (Kidder, 1999). Banks must research practical ideas to better understand the opportunities for—and obstacles to—increasing the number of women on boards. In particular, a bank should engage with and develop women in middle management roles to secure a pipeline for women into senior management and executive roles. A bank should have a human resources policy that is rooted in equality of opportunity for women, including in senior management and executive roles (Stanbic IBTC Bank, 2013)

1.2. The Need for an Employee Perception Measurement of a Bank's Commitment to Sustainability

The world's leading sustainable banks show that their commitment to their principles enables them to achieve their sustainability objectives (FMA, 2011; Bank Austria, 2012; UniCredit, 2012; Standard Bank Group, 2012). However, there is a dearth of research measuring employee perceptions regarding a bank's commitment to sustainability. This study develops a scale for measuring the most important aspects of employee perceptions of the commitment of various banks to sustainability. Employee perceptions of the commitment to sustainability can affect employee orientation toward the process. Thus, a scale was developed based on a literature review.

2. SCALE DEVELOPMENT

Based on a review of the relevant literature, researchers developed a 64-item scale that estimates employee perceptions of a bank's commitment to sustainability. The development and validation of this scale were undertaken in several steps. All 64 items were given to six judges experienced in sustainable banking to perform content and face validation of the items. The judges were asked to indicate their opinions using a 5-point rating scale with anchors 1 = strongly disagree and 5 = strongly agree. To measure the agreement among raters, an intra-class correlation coefficient was calculated, and the overall average inter-rater reliability coefficient was .97.

At this point, the agreement among the judges regarding the removal or alteration of items and factors was also checked. At the end of the content and face validation, 34 items remained in the instrument, which led to the creation of eight factors. The resulting scale of employee perceptions of a bank's commitment to sustainability consisted of 22 positively worded items and 12 negatively worded items.

Table 1. Measurement of employee perceptions of a bank's commitment to sustainability

Green/Ethical Products		
1	de Clerck (2009)	The bank that I work for is not committed to integrating environmental considerations into its product design.*
2	Bouma and et all (2001)	The bank that I work for is committed to providing products and services only to customers who take into consideration the environmental impacts of their activities
3	(UNEP-FI. 2014).	The bank that I work for is not committed to delivering targeted communications about 'green' products.*
4	Murphy , P. E (2005)	The bank that I work for has resources to anticipate problems with unsustainable design and products.
Ethical Lending and Insurance		
5	Principles for Responsible Investment (2013)	The bank that I work for is not committed to lending money for matters of an unethical nature of a government or business. *

6	IFC (2007)	The bank that I work for is committed to not lending money for matters of an unethical nature of a government or business.
7	Principles for Responsible Investment (2013)	The bank that I work for is committed to not lending money involving sustainable production processes
8	UNEP(2009)	The bank that I work for is not committed to providing direct finance through lending and risk capital to fulfill the financial needs of selected entrepreneurs, organizations and businesses.*
9	UNEP(2009)	The bank that I work for is committed to having lending criteria that are strict and publicly available.
10	Jeucken (2005)	The bank that I work for is not committed to persuading suppliers to act in a socially responsible manner. *
Human Rights		
11	IFC (2007)	The bank that I work for is committed to avoiding lending to or insuring companies and activities involved in human rights violations.
12	IF C (2007)	The bank that I work for is committed to developing and taking a practical approach to managing human rights issues in its business operations and business activities.
13	World Commission on Environment and Development (1987).	The bank that I work for is committed to promoting harmony between humanity and nature.
14	Revell (2013)	The bank that I work for is committed to opposing all forms of forced or compulsory labor as well as child labor elsewhere in the world.
Carbon Neutral Investments		
15	Pollan, (2005)	The bank that I work for is not committed to providing incentives for financing in Carbon Neutral Investments .*

16	European Investment Bank (2012)	The bank that I work for is not committed to differentiating itself through financial innovations for carbon trading to serve as a provider of credit for new projects.*
17	European Investment Bank (2012)	The bank that I work for is committed to providing finance for its existing clients to introduce technological innovations that result in emission reductions and thus generate carbon credits.*
18	Kossoy (2005)	The bank that I work for is not committed to supporting the utilization of renewable power generation to reduce carbon footprint.
Equal Opportunities		
19	Kossoy (2005)	The bank that I work for is committed to opposing all forms of discrimination elsewhere in the world.
20	International Finance Corporation (2007)	The bank that I work for is committed to having a credit policy that ensures equality of opportunity.
21	Bouma ,Jeucken, &Klinkers (2001)	The bank that I work for is not committed to having a human resources policy that is rooted in equality of opportunity.*
22	Document of the European Bank for Reconstruction and Development (2013)	The bank that I work for is committed to ensuring that staff from all managerial levels come from diverse backgrounds, in terms of gender, race, religion and other criteria.
Financial Exclusion		
23	Amin, Cameron, & Hudson, (2002)	The bank that I work for has a commitment to providing suitable financial services for people who have difficulties in accessing them within the traditional market.
24	Jayo, Gonzales, &Conzett, (2010)	The bank that I work for is committed to providing microfinance for financially excluded people and microentrepreneurs.

25	Amin, Cameron, & Hudson, (2002)	The bank that I work for is committed to being involved in microfinance through partnerships with financially excluded people.
26	European Commission (2008)	The bank that I work for is committed to developing voluntary charters and codes of practice in relation to the provision of basic low transaction bank accounts to meet the needs of people with low and unstable incomes.
Environment		
27	Jayo, Gonzales, &Conzett, (2010)	The bank that I work for is not committed to taking a practical approach in dealing with toxic chemicals and hazardous wastes and in contingency planning for accidents. *
28	UNEP , (1984)	The bank that I work for is committed to promoting the efficient use of water resources.
29	World Commission on Environment and Development. (1987)	The bank that I work for has committed to providing long-term resources so that it secures the best possible terms as financing for renewable energy and energy efficiency.
30	Bouma, Jeucken, &Klinkers, (2001)	The bank that I work for has committed to improving the environment by promoting sustainable housing and sustainable communities.
Women on the Board		
31	Document of the European Bank for Reconstruction and Development (2013)	The bank that I work for is not committed to creating a gender inclusive culture. *
32	Document of the European Bank for Reconstruction and Development (2013)	The bank that I work for is committed to educating and empowering women with new skills and providing opportunities for them to connect with senior role models.

33	Criterion venture (2010)	The bank that I work for is not committed to engaging with and developing women in middle management roles to secure a pipeline for senior management and executive roles.*
34	Stanbic IBTC Bank (2013)	The bank that I work for is committed to having a human resources policy that is rooted in equality of opportunity for women to secure a pipeline for senior management and executive roles.
* Reversed		

3. STUDY 1

The primary goal of Study 1 was to estimate the dimensionality of the employee perceptions of a bank's commitment to sustainability. The secondary goal of Study 1 was to identify specific aspects of sustainability education in banking that contribute to employee perceptions of the bank's commitment to sustainability.

3.1. Method

The researchers emailed the head of the human resources department at a selected bank to locate someone to help distribute the survey packets. The contacts were given the necessary information about distributing the questionnaires. The email correspondence included an explanation of the purpose of the study and the questionnaire. To guarantee anonymity, no identifying information was requested from the respondents. After downloading the attached questionnaires from the email responses received (which were numbered according to the order in which they were received), the emails were deleted to keep the email addresses of the respondents confidential. The cutoff date for data collection was three weeks from the date of sending the questionnaires.

The sample consisted of 400 bank employees, 288 of whom participated in this study. Of the participating employees, 60% were women and 40% were men.

3.2. Results and Discussion

An exploratory factor analysis was performed to determine the underlying dimensions of employee perceptions of the bank's commitment to sustainability. As a result, eight factors were extracted with eigenvalues above 1.0 and a total variance of 95.54%. These eight dimensions were labeled as ethical lending and insurance, women on the board, equal opportunities, green/ethical products, carbon neutrality, financial exclusion, human rights and the environment. Factor 1, with a variance of 17.4%, was labeled Ethical Lending and Insurance and consisted of four items (see Table 2 for the remaining factor loadings and their explained variances).

Items	Component							
	<u>Ethical Lending and Insurance</u>	<u>Women on the Board</u>	<u>Equal Opportunities</u>	<u>Green/Ethical Products</u>	<u>Carbon Neutrality</u>	<u>Financial Exclusion</u>	<u>Human Rights</u>	<u>The Environment</u>
7	.91							
5	.90							
8	.89							
6	.88							
9	.83							
10	.83							
32		.97						
33		.97						
31		.96						
34		.92						
21			.89					
20			.88					
22			.85					
19			.84					
2				.88				
3				.87				
4				.87				
1				.85				
15					.83			
16					.82			
17					.79			
18					.77			
25						.83		
26						.81		
24						.80		
23						.80		
13							.84	
14							.82	
11							.82	
12							.81	
28								.77
29								.77
27								.76
30								.75
% of Variance	17.41	12.08	11.75	11.66	11.03	11.12	10.95	9.56

Table 2. Factor loadings for 34 items of employee perception regarding banks' commitment to sustainability ($N=288$) The Kaiser-Meyer-Olkin (KMO) measure of sampling was .89, which exceeded the .60 required value for factor analysis. Barlett's test indicated that the correlations, when taken collectively, were significant at the $p < .001$ level (Tabachnick and Fidell 2001).

The second goal of the study was to assess its validity. Delivering education about sustainable banking encourages employees to promote sustainable banking (FMA, 2011; Bank Austria, 2012; Bank Austria 2012; TSKB, 2012). The questions about education regarding sustainable banking were also designed to examine the relationship between employee perceptions of banks' commitments to sustainability and education regarding sustainable banks. The participants were asked to indicate their opinions using the anchors 1 = Not at all and 5 = 4 times or more.

Questions:

1. How often are you provided with education about sustainable banking by the bank you work for?
2. How often are you provided with education about ethical lending by the bank you work for?
3. How often are you provided with education about green products by the bank you work for?
4. How often does the bank you work for provide you with education regarding helping women develop new skills and how often are women provided with opportunities to connect with senior role models?
5. How often are you provided with education about the environment by the bank you work for?
6. How often are you provided with education about human rights by the bank you work for?
7. How often are you are provided with education about the carbon footprint by the bank you work for?
8. How often you are you provided with education about equal opportunities by the bank that you work for?
9. How often you provided with education about financial exclusion by the bank you work for?

There should be a positive relationship between employee perceptions of a bank's commitment to sustainability and the education provided by sustainable banks. Table 3 demonstrates the existence of this positive relationship.

Table 3. Internal consistency and reliability regarding employee perceptions of banks' commitment to sustainability and to education about sustainable banking

Factors	α	r Education *
Green/ethical products	.91	.85
Financial exclusion	.97	.79
Carbon neutrality	.92	.64
The environment	.94	.57
Ethical lending and insurance	.93	.64
Human rights	.96	.59
Women on the board	.93	.87
Equal	.96	.62

Table 3 presents Cronbach's alpha values, which are computed as estimates of the internal consistency and reliability of the 34-item questionnaire ($\alpha = .95$). Regarding the reliability of the subscales, coefficient alphas were found to range from .91 to .96, which indicate the internal consistency of the employee perceptions of a bank's commitment to sustainability, and its subscales were adequate.

4. STUDY 2

The goal of Study 2 was to assess test-retest reliability.

4.1. Method

The sample consisted of 50 employees of a bank, of whom 49 participated in the study. Of these 49 employees, 26 were female and 23 were male. All participants were given the same questionnaire that was used in Study 1.

The sample consisted of university faculty, of which 67 participated. Of these 67 participants, 37 were women and 30 were men. Data were collected in the same fashion as in Study 1. To assess test-retest stability, an identical questionnaire was re-sent via email to the 49 participants three weeks after the first test. Forty-seven employees of the bank participated the second time.

4.2. Results and Discussion

The first goal of the study was to assess test-retest reliability of the scale. The test-retest correlation for the total scale was .86. Regarding the reliabilities of the scales' subscales, the coefficient alphas were found to range from .81 to .91.

5. STUDY 3

The goal of this study was to identify the validity of a criterion by comparing sustainable banks with commercial banks, comparing mean scores of employees of sustainable banks with those of commercial banks (Study 1).

5.1. Method

A total of 56 people who work for sustainable banks were contacted via the internet. The same questionnaire was sent via email to them. Of these employees, 10 were from sustainable banks in Africa and the Middle East, eight were from sustainable banks in the Americas, 16 were from sustainable banks in the Asia Pacific region, and 22 were from sustainable banks in Europe.

6. RESULTS AND DISCUSSION

The goal of this study was to identify the validity of a criterion by comparing sustainable banks with commercial banks. Comparing the mean scores of the results indicated that the sustainable bank employees had significantly higher mean scores on the measurement of employee perceptions of sustainable banks' commitment to sustainability and its subscales (Table 4). This result has criterion validity.

Table 4. Comparison of employee perceptions of banks' commitment to sustainability between sustainable banks and commercial banks using means, standard deviations, internal consistency and reliability and *t*-test comparisons

Factors	Sustainable banks (n=56)			Commercial banks (n= 288)			
	α	M	SD	α	M	SD	t
Total scale	.93	4.56	.45	.95	2.63	.65	74***
Green/ethical products	.93			.91			
Financial exclusion	.95	4.03	.53	.97	1.92	.82	56***
Carbon neutral investment	.95	4.52	.65	.92	2.7	1.11	52***
The Environment	.97	3.80	.50	.94	2.5	.86	.57***
Ethical lending and insurance	.96	3.81	.50	.93	2.51	.86	57***
Human	.95	4.53	.53	.96	3.8	.50	64***
Women on the board	.95	3.72	.90	.93	2.99	.76	45***
Equal opportunities	.91	4.22	.51	.96	3.21	.53	62***

7. GENERAL DISCUSSION

The purpose of this study was to develop a scale of employee perceptions of banks' commitment to sustainability.

In Study 1, the results suggested that an eight-factor model fit the data, which included 34 items. Scales based on eight factors showed internal consistencies that ranged from $\alpha = .91$ to $.96$. The correlation between education in sustainable banking and employee perceptions of sustainable banks' commitment to sustainability suggests that the scores' accurately measured a construct related to education in sustainable banking”.

Study 2 assessed the test-retest reliability of the scale. The results demonstrated that the scale was stable. In study 3, the mean scores of employee perceptions of sustainable banks' commitment in sustainable banks and commercial banks. The results indicate that sustainable banks scored significantly higher on employee perceptions of commitment to sustainability and its subscales than commercial banks.

The concept of improving employee perceptions of sustainable banks' commitment to sustainability is a useful strategy for gradually making the system more sustainable (UNEP FI, 2014). The results indicate that there is a relationship between employee perceptions of sustainable banks' commitment to sustainability and the sustainable performance of banks.

Due to its uniqueness and the timelines involved, employee perceptions of sustainable banks' commitment to sustainability may be useful to the field of sustainable finance. This scale can be used to help identify employee perceptions of sustainable banks' commitment to sustainability. Negative perceptions or a lack of awareness of sustainable banks' commitment to sustainability can hinder an institution's ability to become a high performer with respect to sustainability (UNEP FI, 2014). The results of employee perceptions of the commitment to sustainability may prompt managers to (a) provide additional encouragement, education or assistance to positively influence the perception of a sustainable bank's commitment to sustainability; b) work harder to create more support in the organization for sustainable banking; and c) increase communication regarding sustainable banking.

The present study has a number of limitations, and recognizing them should help refine future research efforts. In particular, the eight dimensions of the scale can be expanded or modified. With regard to generalizability, the findings of this study are limited to provide more credence to the reliability and validity of the scale. Future research should examine the impact of consumer involvement and perceptions of sustainable banking as mediating variables in source-credibility research. Additionally, further studies should confirm the validity and reliability of the developed scale.

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Citation Information

Yurtsever, G. & Sanlı, E. (2016). Measurement of employee perception on sustainable bank's commitment. *Journal of Turkish Social Science Researches*, 1(1), 1-15.