

# Employee Self-Perceptions Regarding Workplace Attire in Turkey

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*This study is one of the first to empirically investigate how Turkish employees' style of workplace dress affects their self-perceptions. Drawing on social identity theory, we predicted that different workplace attire styles would impact employee self-perceptions of creativity, friendliness, competence, trustworthiness, authority, and productivity in Turkey. Utilizing a sample of workers in a state-owned bank and two government agencies, we found that our respondents felt most authoritative, trustworthy, and competent when wearing formal business attire. In contrast, respondents felt least friendly and creative when wearing formal attire and this was true of all respondents, regardless of organizational dress norms.*

## INTRODUCTION

Research on workplace attire indicates that it plays a key role in organizational settings. Studies show that how employees dress influences how others see and evaluate them, as well as how customers perceive the organization they work for (Johnson, Schofield, & Yurchisin, 2002; Opperman, 2007; Peluchette & Karl, 2007). Recognizing this, many organizations are utilizing workplace attire policies to help build their corporate culture and present a brand image that enhances customers' perceptions of service quality (How to build employee brand, 2001; Liston, 2008). Dress codes are also used by organizations to standardize appearance and in some professions (e.g., health care) may serve to identify various roles or positions within the organization (Bazin & Aubert-Tarby, 2013). In addition to influencing others, workplace attire affects the wearer's own behavior, demeanor, performance, satisfaction and self-perceptions of effectiveness in performing their workplace role (Hall, Karl, & Peluchette, 2013; Hannover & Kuhnen, 2002; Kwon, 1994a, 1994b).

However, just as with other workplace factors, the ability for both individuals and organizations to achieve these positive outcomes is likely to be influenced by the country and culture in which they operate. Clothing is viewed as a cultural artifact and, because cultures differ in terms of their freedom of expression and tolerance for uncertainty, these differences will be reflected in how people dress. Although attire from the Western world (men's suit or shirt/trousers/tie) set a standard of workplace dress in many other countries during the early part of the twentieth century, it is the degree of formality with which it is

worn that is likely to differ and, in turn, its impact on self-perceptions and perceptions made by others (Hansen, 2004; Maynard, 2004; Schneider & Barsoux, 2003).

To date, much of what we know about workplace attire is limited to studies focusing on employees and workplaces within the United States and Europe. Given the paucity of research examining employee attire in non-Westernized countries, we know little about how clothing impacts employee self-perceptions in other countries. Drawing from social identity theory, the objective of this study is to investigate employee self-perceptions when wearing different styles of workplace attire in a non-Westernized country, specifically Turkey. We begin with a discussion of social identity theory and its relevance to workplace attire and review the literature on how various workplace attire styles impact employee self-perceptions. We then discuss workplace attire norms in Turkey and how those might impact employee self-perceptions. Finally, we conclude with suggestions for future research and implications of our findings.

## LITERATURE REVIEW

How we define ourselves is determined in part by our personal identity (e.g. bodily traits, abilities, interests) but also how we see ourselves in comparison to others. According to social identity theory (Tajfel, 1978), individuals tend to classify themselves and others into various social categories which are defined by characteristics abstracted from the group members of those categories. This process helps individuals order their social environment, providing them with a means of defining themselves as well as others (Tajfel & Turner, 1985). While we are typically associated with multiple social categories (e.g. gender, nationality, age, ethnicity), we differ in the degree to which we identify with certain ones, typically investing more in those that we value or are valued by others (Schneider, Hall, & Nygren, 1971; Turner, 1985). This motivates us to look for cues as to what is appropriate in terms of appearance and behavior so that we will “fit in” with those groups that we see as desirable or, in other words, in-groups (Ashforth & Mael, 1989).

Thus, decisions about appearance and attire are impacted by various social categories that are part of an individual’s environment, as well as the norms and standards of one’s culture or how social categories are represented in society (Howarth, 2002; Moscovici, 1963; Turner, 1985; Wagner, 1996). When employed or part of an organization, individuals’ social identities are also influenced not only by the norms of the organization but the particular work groups, hierarchical level, and functional area that is associated with their role (Ashforth & Mael, 1989; Chawla & Srivastava, 2016). Dress becomes a symbol for how individuals make their social identity salient. For some of these social categories, there may be explicit rules (e.g. dress codes) about how one should appear but for others, individuals may be left to their own resources as shown by Rafaeli, Dutton, Harquail, and Mackie-Lewis (1997) who found that employees developed dress knowledge about their workplace attire through informal mechanisms, forming schemata as to what was appropriate.

Research on workplace attire has found that individuals’ sense of the appropriateness of their attire has a significant impact on their attitude and performance. Findings by Solomon and Schopler (1982) show that both men and women felt that the appropriateness of their clothing affected the quality of their performance and their mood in the workplace. Similarly, Rafaeli, et al. (1997) found that employees associated psychological discomfort with inappropriate dress, whereas wearing appropriate attire resulted in enhanced role execution and social self-confidence. In another study, those who described themselves as “properly dressed” believed that it made them look significantly more responsible, competent, knowledgeable, professional, honest, reliable, intelligent, trustworthy, hardworking, and efficient than when “not properly dressed” (Kwon, 1994a).

Studies have also shown that individuals can receive benefits when they present themselves in ways others perceive as “appropriate.” Peluchette, Karl, and Rust (2006) found that those who valued workplace attire believed that it positively impacted their workplace outcomes. More recent studies of professionals in various occupations (e.g. healthcare, law) showed that, when wearing formal types of attire, these individuals were rated more positively in terms of competence, trustworthiness, and

professionalism by clients and patients (Chung, Lee, Chang, Kim, Park, & Chae, 2012; Furnham, Chan, & Wilson, 2013). It is also important to note that, driven by self-esteem, individuals will often aspire to be associated with social categories that are viewed as prestigious or powerful and, in doing so, will manipulate their clothing and appearance to be accepted by that coveted group (Ashforth & Mael, 1989; Howarth, 2002). For example, in a survey of young men, Kang, Sklar and Johnson (2010) reported comments as “I started wearing nice suits and try to use that as a way to advance up the ladder”, and “One of the best quotes I heard was to dress for the position that you want, not the position you have.”

### **Impact of Attire Styles on Self-Perceptions**

While attire has the power to positively influence others and reap benefits in terms of workplace outcomes, it also impacts one’s self-perceptions. For example, Kwon (1994b) found that respondents’ positive feelings about their own clothing were found to enhance self-perceptions of emotion, sociability, and occupational competency, whereas negative feelings about what they were wearing tended to reduce self-perceptions of these attributes. In a qualitative study, Rafaeli et al. (1997) quoted one of their participants as stating “When I’m dressed up then I feel like I can work faster . . . I guess I present a more confident appearance when I’m dressed up.” Likewise, Kang et al. (2010) reported that one of their respondents stated, “I would feel less competent and important if I dressed down.” Studying working adults, Peluchette and Karl (2007) found that most felt authoritative, trustworthy, and competent when wearing formal business attire, but most friendly when wearing either casual or business casual attire. Similar results were found in a more recent study of public sector employees by Hall, Karl, and Peluchette (2013) where employees were found to feel more trustworthy and productive when wearing business casual attire and more competent and authoritative when wearing either formal business or business casual. However, they reported feeling least friendly and creative when wearing formal business attire. These studies show that workplace attire styles have important implications for employee productivity and behavior. Given the large number of multinational companies today, it is important that the relationship between self-perceptions and workplace attire be examined in other countries, particularly those in the non-Westernized world.

### **Workplace Attire Norms in Turkey**

Clothing has been a source of controversy in Turkey for several decades. With the establishment of the new Republic in the mid-1920s, political leaders implemented numerous reforms to change the country to a more modern state, breaking from what they viewed as the backwardness of the Ottoman Empire and its religious symbols of Islam (Gole, 1997; O’Neil, 2010). According to Bozdogan (1997), the focus of much of this push towards modernity was on appearance and lifestyle, in particular clothing. However, this has resulted in a divide of opinions within the country, with some viewing the adoption of the western style of dress as a path toward progress and change, and others seeing clothing as a channel whereby western values could threaten the role that Islam plays in Turkish culture (Humphreys & Brown, 2002; Kavas, 2015). Consequently, current clothing norms in Turkish society represent a mix of both western and traditional dress but with an overriding concern for conservatism and modesty.

Although limited, there are a few studies of workplace attire in Turkey that provide insight into appearance norms and what is deemed as appropriate. For example, in her study of dress and appearance norms of Turkish industrial designers, Kaygan (2013) interviewed 29 designers who worked in manufacturing companies from a range of industrial sectors and their comments indicated that the appearance norm of appropriate attire across these companies was for formal dress (suits, dresses) and shaved or made-up faces. While many of these designers talked about their ability to gain acceptance of casual attire for designers in creative roles, it was confined to their department. Such attire was not viewed as appropriate when they needed to meet with managers or individuals outside the company, and those desiring promotion in their organization recognized that they had to dress in a more formal manner to display the look of the “ideal professional worker.” Similarly, findings from a recent worldwide survey show that 84 percent of the Turkish respondents believed that managers should always be more dressed up than their employees (Reuters/Ipsos @dvisory, 2010). This is consistent with social identity theory

regarding schema and symbols associated with different hierarchical levels within organizations to symbolize power and status differences (Ashforth & Mael, 1989; Rafaeli, et al., 1997).

Formality appears to be the norm in other Turkish work environments as well. Dress codes are dictated by the state for many constituencies including government employees, students (from primary through graduate school), television announcers, and religious officials. These dress codes are very specific about the formality, modesty, cleanliness, and neatness of clothing and appearance, including footwear, hairstyle, facial hair, and fingernails, with penalties for violating the code (O'Neil, 2010). A recent study of 380 Turkish women working in professional positions in both public and private institutions indicated that most preferred conservative clothing styles (maxi length dresses) and colors (black or navy) for their work wear which they viewed as consistent with expectations of their workplace culture (Eryazici & Coruh, 2015; Gole, 2013). Overall, the above literature indicates that formal attire is viewed as appropriate across many workplaces in Turkey.

This concern for formality is also consistent with Hofstede's (1984) work on cultural norms. Turkey is a culture of high uncertainty avoidance where uncertainty about the future is part of life which is why societies develop rules, rituals, and structure through laws and religion to cope with it. According to Hofstede (1984), societies with high uncertainty avoidance are less likely to take risk, experience greater anxiety, have greater respect for rules and hierarchical structures, and tend to control individual initiative more so than societies with low uncertainty avoidance. Rules governing acceptable behavior would include how one is expected to look and often involve high concern for protocol and formality (Weiss & Stripp, 1998).

### **Impact of Attire Styles on Self-Perceptions in Turkey**

When individuals dress in ways that conform to social norms regarding what is appropriate workplace attire, evidence shows that they feel more legitimate in their role. Munter (1993) argues that image plays a key part in establishing one's sense of credibility and this likely extends to feelings of productivity, competence, trustworthiness, and authoritativeness. The research cited earlier indicates that the predominant view of what is viewed as appropriate in Turkish professional or business environments is formal attire (Eryazici & Coruh, 2015; Kaygan, 2013). This is supported by survey findings in which 48 percent of Turkish respondents reported that someone wearing prescribed workplace or business attire would be more productive in their job than someone wearing casual work clothes (Reuters/Ipos @dvisory, 2010). Because formal attire is considered most appropriate in the Turkish work environment, it is likely that employees in the Turkish workplace will feel more productive, competent, authoritative and trustworthy when dressed formally than when dressed less formally.

Creativity is important for certain kinds of work and evidence shows that this can be influenced by attire (Cardon & Okoro, 2009; Hall et al., 2013). In her study of Turkish industrial designers, Kaygan (2013) found that they believed that wearing casual attire in the workplace was an important part of their ability to fulfill their work role. For example, one designer dressed in jeans stated that, although adopting such an unconventional image set the designers apart from other employees, his superiors valued this image of 'being different' and perceived it as a requirement for a successful designer. As a result, the designer felt a greater sense of freedom to express his creativity and flexibility in performing his role. This was echoed by other designers who indicated that when they "...look more casual, their behavior is more casual," allowing them greater freedom of expression in doing their job (p.44). While this provides evidence that casual attire enhances self-perceptions of creativity, it is unclear how this would impact employees serving in other work roles. However, since creativity tends to be linked to comfort (Heathfield, 2015; Quigley, 2014), it is likely that formal attire may be considered less comfortable than more casual attire. In support, a study done of 325 Turkish adults found that 85 percent indicated comfort problems with their daily attire which negatively impacted their psychological well-being (Kaplan & Okur, 2008). Thus, while formal attire may be the norm, it is likely that Turkish workers will feel more creative in more casual work attire.

The level of friendliness expected of employees differs by country or culture (Raz & Rafaeli, 2007). For example, according to Kotchemidova (2005), cheerfulness and friendliness in the workplace is

predominantly a U.S. phenomenon. Studies show that high uncertainty avoidance cultures tend to engage in less expression of emotion as a way to maintain social order and that smiling can be perceived negatively by others (Krys, Hansen, Xing, Szarota, & Ying, 2014; Matsumoto, Nakagawa, & Yoo, 2008). Although research shows that attire style can impact employees' self-perceptions of friendliness (Hall et al., 2013; Peluchette & Karl, 2007), we found no literature to support how this might influence employee self-perceptions in Turkey. Since definitions of formality imply a certain level of detachment and decorum, we would argue that Turkish employees are likely to feel less friendly when wearing formal attire. Given the above discussion, we predict:

*H1: Respondents will be more likely to report that they typically wear formal attire to work, as compared to business casual or casual attire.*

*H2: Respondents will be more likely to indicate that they feel productive, authoritative, trustworthy, and competent when wearing formal attire, as compared to business casual or casual attire.*

*H3: Respondents will be more likely to indicate that they feel less creative and friendly when wearing formal attire.*

## **METHOD**

### **Sample and Data Collection**

For this study, we utilized a convenience sample of employees from three organizations in Ankara, Turkey including a state-owned bank and two government organizations (one in finance and one in tourism). Surveys were translated into Turkish by language specialists. Managers distributed the surveys and employees returned their surveys to a secure location provided by management and a university professor collected the surveys and mailed them to the researchers. Although 250 respondents were solicited, only 134 completed the survey producing a response rate of 54 percent. Most respondents (64.2%) were employed in the state-owned bank, and the remaining worked in one of the two government agencies (finance,  $N = 22$ ; tourism,  $N = 26$ ).

### **Research Measures**

The survey consisted of two sections: demographic information and workplace attire. Respondents answered demographic questions regarding their age and work hours (both continuous variables), gender (coded 0 = male, 1 = female), and position (management/non-management; coded 0 = non-management, 1 = management). The workplace attire section included a measure of self-perceptions and dress norms.

Using the self-perception measure developed by Hall, et al. (2013), respondents read a detailed description of the three styles of dress (formal business, business casual, and casual) for both men and women, and then indicated the extent to which they agreed or disagreed that each of three styles of dress had an impact on sixteen items. These sixteen items were grouped into six subscales: self-perceptions: friendly, creative, competent, authoritative, productive, and trustworthy. The subscales consisted of two to four items each. For example, in the formal business attire question, respondents were asked, "On the day or days I dressed in formal business attire, I felt . . . ." This question was followed by each of these sixteen adjectives, along with a 5-point response scale (1 = strongly disagree, 5 = strongly agree). Because each respondent answered each item three times (once for each style of dress), we calculated three reliability coefficients (Cronbach's alpha) for each. The reliability coefficients for each scale (formal, business casual, and casual) were as follows: Friendly (.89, .93, .89), Creative (.87, .90, .87), Competent (.77, .85, .81), Authoritative (.82, .85, .76), Productive (.93, .93, .92), and Trustworthy (.81, .84, .84). To assess the impact of dress norms on self-perceptions, we asked respondents to indicate the style of dress they usually wear to work every day. Respondents were given three choices: formal business, business casual, and casual. We also asked, "Does your organization have casual dress days?" and provided a yes/no response.

## Analyses

To examine the impact of mode of dress worn on self-perceptions, we used the SPSS general linear model (GLM) repeated measures procedure, which provides analysis of variance when the same measurement is made several times on each subject. The within-subjects variable, mode of dress worn, was measured three times for each respondent: once for formal business attire, once for business casual, and once for casual. The analysis of variance with repeated measures was conducted six times: once for each of the self-perceptions measured (productive, authoritative, trustworthy, friendly, creative, and competent). The SPSS GLM repeated measures procedure also provides post hoc comparisons when significant differences between means exist. This procedure compares differences between the estimated marginal means and adjusts for multiple comparisons using the Bonferroni correction, which is powerful when the number of mean comparisons is small. Because we were interested in examining the impact of dress norms on self-perceptions, the “mode of dress one usually wears” was entered as a between-subjects variable. This variable was coded 1 = formal business, 2 = business casual, and 3 = casual. Furthermore, since some of our 134 respondents did not have experience wearing all three modes of dress, the final sample size for this analysis was 115.

## Results

Descriptive analysis of our final sample of 115, revealed 56 percent were female ( $N = 64$ ) and 37 percent held managerial level positions ( $N = 43$ ). The average age was 35.71 ( $SD = 8.15$ ) and the average hours worked per week was 40.11 ( $SD = 5.59$ ). In support of hypothesis 1, most respondents indicated they usually wore formal business attire ( $N = 75, 65\%$ ) and the remainder usually wore business casual ( $N = 40, 35\%$ ). None indicated that their organization had casual dress days.

Table 1 shows the results of the within-subject tests for the main effect of mode of dress worn on each of the six self-perceptions. These results are also shown graphically in Figure 1. Mode of dress worn had a significant main effect on five of the six self-perceptions including authoritative, trustworthy, friendly, creative and competent. In general, when respondents were wearing formal business attire, they felt most authoritative, trustworthy, and competent, and least friendly and creative. These results support hypotheses 2 and 3.

**TABLE 1**  
**MANOVA RESULTS FOR MODE OF DRESS WORN ON SELF-PERCEPTIONS**

|               | Formal |     | Business Casual |     | Casual |     | F (df)         | p    |
|---------------|--------|-----|-----------------|-----|--------|-----|----------------|------|
|               | M      | SE  | M               | SE  | M      | SE  |                |      |
| Productive    | 3.15   | .09 | 3.31            | .09 | 3.13   | .09 | 2.67 (2, 113)  | .07  |
| Authoritative | 3.58   | .08 | 3.19            | .08 | 2.75   | .08 | 30.2 (2, 112)  | .000 |
| Trustworthy   | 3.65   | .09 | 3.38            | .08 | 3.15   | .09 | 10.62 (2, 116) | .000 |
| Friendly      | 2.67   | .08 | 3.23            | .09 | 3.51   | .09 | 34.63 (2, 110) | .000 |
| Creative      | 2.74   | .09 | 3.25            | .09 | 3.27   | .10 | 19.02 (2, 116) | .000 |
| Competent     | 3.44   | .08 | 3.33            | .08 | 3.17   | .09 | 4.21 (2, 113)  | .02  |

In addition to the main effects, significant two-way interactions were found between dress norms (what one usually wears) and mode of dress worn on self-perceptions of productivity [ $F(2, 113) = 5.28, p < .01$ ], trustworthiness [ $F(2, 116) = 3.02, p < .05$ ], competence [ $F(2, 113) = 4.52, p < .01$ ], and authoritativeness [ $F(2, 112) = 4.06, p < .02$ ]. These interactions are shown in Figure 2. It appears that for

those who usually wear formal business attire, dressing in anything less formal results in significantly lower self-perceptions of authority, trustworthiness, productiveness, or competence. In contrast, those who typically wear business casual feel most competent and productive when wearing business casual. Those who usually wear business casual feel about the same level of authoritative and trustworthiness in either formal business or business casual. These findings add to existing literature by showing that the impact of workplace attire on self-perceptions is dependent on the organization's dress norms, or what one usually wears to work.

## **DISCUSSION**

### **Managerial Implications and Suggestions for Future Research**

Our findings show that formal attire does indeed appear to be the workplace attire norm in Turkey, with 65 percent of our sample indicating that it is the style of attire that they typically wear to work. This is consistent with our expectations, given the literature on Turkish workplace attire norms. However, it is interesting to note that 35 percent of our sample reported that they typically wear business casual to work. Given the societal debate in Turkey about clothing and evidence from Kaygan's (2013) study that casual attire is being viewed as appropriate for some professions, this shows that the norm may be shifting to what is found in many Westernized countries.

Since many organizations utilize attire to reinforce certain values, it is important to understand the link between employee self-perceptions regarding different styles of attire to aid managers in building an organization's culture and accomplishing specific objectives. Respondents in these Turkish workplaces reported feeling more competent, trustworthy, and authoritative in formal business attire than they did in either of the other two styles of clothing. These findings are consistent with previous studies by Kang, et al. (2010) and Peluchette and Karl (2007). By dressing in formal attire, it is likely that these employees felt that this style was more consistent with what was deemed as appropriate in their workplace, allowing them to better accomplish their work and more effectively interact with others in the workplace. It is also possible that these employees felt that, by wearing formal attire, they had a more powerful presence and would be viewed in a way that was consistent with those at higher levels in the organization. Future research should consider how attire is impacted by power relations in the organization, as suggested by positioning theory (Moghaddam & Harre, 2010) which focuses on how identity is presented in positions and how positioning shapes identities and, in turn, behavior. Deliberate self-positioning takes place when someone intends to portray a particular identity usually in pursuit of a specific goal (Harré & van Langehove 1991). Thus, the power dynamics in an organization impact the ways in which people are likely to present themselves to others, utilize interactions or situations achieve certain objectives, and set the limits of what can be said or done in a certain role (Davies & Harré, 1990; Harré & van-Langehove, 1999).

Furthermore, significant two-way interactions between what one typically wears (dress norms) and mode of dress worn on employee self-perceptions showed that those who usually wear formal business attire feel most productive, competent, authoritative, and trustworthy when wearing such attire. In other words, those wearing anything less formal (e.g. business casual or casual) resulted in significantly lower self-perceptions on these dimensions. Those who typically wear business casual feel more competent and productive in such attire but experience about the same level of trustworthiness and authoritative in either formal or business attire. Since these self-perceptions have significant implications for workplace efficiency and effectiveness, it is important that organizations consider the impact of their current workplace attire norms on employees' attitudes and behavior. For example, shifting to a more relaxed attire norm of business casual could have negative implications for some employees' self-perceptions that are critical to both individual and organizational performance. Likewise, enforcing a more formal norm of attire could also negatively impact those who feel more competent or productive in business casual.

Regarding creativity, respondents reported that they felt significantly less creative when wearing formal attire than they did when wearing business casual or casual clothing but experienced about the same feelings of creativity when wearing either business casual or casual attire. This is consistent with

Kaygan's (2013) findings from her study of Turkish industrial designers who were successful in gaining acceptability of their casual dress norm in different manufacturing environments by managers who recognized that this was key to their creativity and, in turn, the organization's effectiveness. Our findings extend her research and show that attire styles impact employees' self-perceptions of creativity in other types of work. For organizations that wish to create an environment of creativity and innovation, it is important to consider how the dress code supports this effort, especially for those organizations whose distinctive competence is tied to such behaviors.

As predicted, respondents indicated that they felt significantly less friendly when wearing formal attire than wearing either business casual or casual. However, they felt most friendly when wearing casual attire. The relevance of this for Turkish organizations depends on how important friendliness is to their strategic objectives. For example, a recent survey of customer satisfaction in several Turkish municipalities found that neither employee politeness and amicability nor the physical appearance of the employee/service scape was found to be significantly related to customer satisfaction (Sahin & Ergun, 2015). Instead, customers placed greater weight on the extent to which an employee demonstrated knowledge of the job, willingness and eagerness, accessibility, good communication, understanding of the citizens, and information management. Given these findings and the tendency for Turks to be less emotionally expressiveness in public settings and between non-acquaintances (Boratav, Sunar, & Ataca, 2011), this may not be generally viewed as an employee behavior that is critical to customer service.

However, other studies show that for Turkish industries that primarily serve non-Turkish customers, friendliness appears to play a key role in customer satisfaction. For example, in their recent study of German, Dutch, and British tourists of various age groups visiting Turkey, Caber and Albayrak (2014) found that the "friendliness and politeness of staff" was among the five most important attributes in all three nationality and age groups. It should be noted that the "appearance of staff" was also highly rated. Similarly, Dortyol, Varinli, and Kitapci (2014) found that international tourists to the Antalya region in Turkey rated "friendly, courteous, and helpful employees" as one of the five most important factors that explain their perceptions of value and intention to recommend. An earlier study also indicates that international tourists rated the "level of hospitality/friendliness" as an important factor in their choice of holiday destination but that Turkey was very competitive on this factor as compared to other countries in the region (Bahar & Kozak, 2007). Given the importance of the tourism industry to the Turkish economy, it is important for Turkish service organizations to determine how workplace attire can influence employee self-perceptions of friendliness but also meet expectations of appropriateness.

### **Limitations**

This study has several limitations. We chose to survey Turkish working professionals who had experience wearing each of the three modes of attire, but our sample was rather limited in size and to those working at a state-owned bank and two government agencies. A larger sample would have allowed us to examine how demographic factors, such as age and gender, or occupation level impact self-perceptions. In addition, it is possible that those working in the business sector (manufacturing, service) would have different feelings and attitudes about workplace attire. Future research should examine other workplace settings and access larger samples of employees. Another limitation is that we only measured self-perceptions, not actual behavior. Even though individuals may not feel as competent in casual attire as they do in other attire styles, we cannot necessarily conclude that their actual work performance suffers when wearing such attire. Given the ample research linking self-perceptions and behavior, we believe that employee behavior is likely to be consistent with attitudes when wearing certain styles of attire (Bandura, 1997; Eden & Kinnar, 1991). However, future research should examine the effect of workplace attire on both self-perceptions and behavior. Finally, we did not examine employee preferences for wearing certain styles of attire at work so future research on the impact of employee preferences is also necessary.

Although this was an effort to examine what is known about workplace attire beyond the United States and Europe, much more research on this issue is needed. It is imperative that we know more about how different attire styles impact workplace attitudes and behavior in other countries to aid organizations in their efforts to maximize productivity and organizational effectiveness. Similarly, we need to know



more about the role that attire plays in customer perceptions in other parts of the world. This study was a step in that direction.

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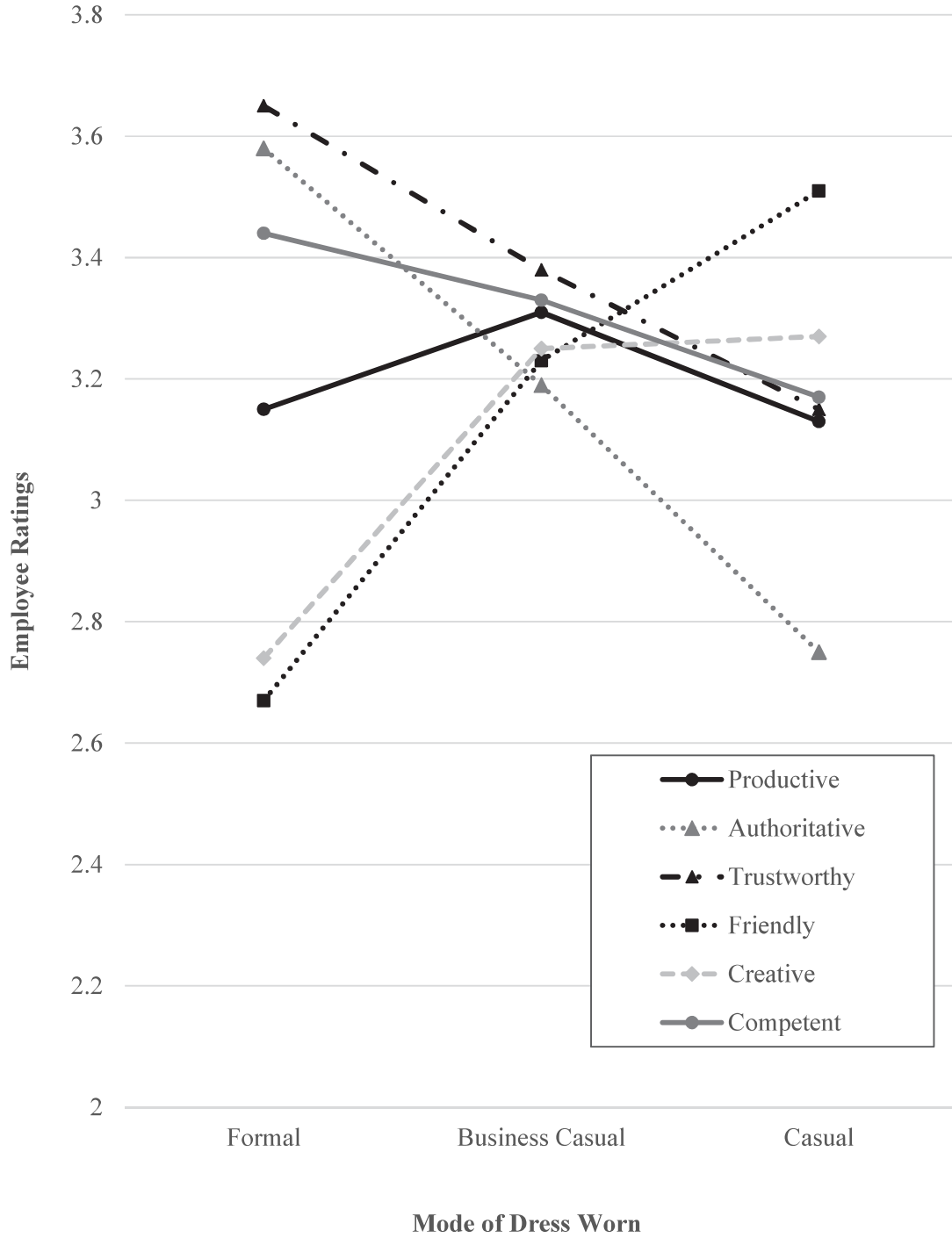
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APPENDIX

FIGURE 1  
MAIN EFFECTS FOR MODE OF DRESS WORN ON SELF-PERCEPTIONS



**FIGURE 2**  
**INTERACTIONS BETWEEN MODE OF DRESS WORN AND DRESS NORMS**

