

THE EFFECT OF CORPORATION REPUTATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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Abstract:

There is a growing interest of academicians and practitioners for corporate reputation since it is an important factor, which creates beneficial outcomes for the firms. In the literature, corporate reputation is studied on the ground of external stakeholders. However, employees as internal stakeholders are also as important as the external ones, and we know little about how corporate reputation affects employees' organizational behaviors. This study purposes to fulfill that gap and aims to identify the effect of corporate reputation on organizational citizenship behavior (OCB). As a result of the study, it was found that corporation reputation positively affects altruism, courtesy, civic virtue and consciousness while does not have any influence on sportsmanship

Keywords: *Corporate Reputation, Organizational Citizenship Behavior, SEM*

1. Introduction

There are various definitions and core concepts identified as basis of corporation reputation. Whetten and Mackey (2002) discuss that corporation reputation is a particular type of feedback, received by an organization from its stakeholders, concerning the credibility of the organization's identity claims (p. 401). Fombrun (1996) emphasizes that corporate reputation represents the net affective or emotional reaction. On that ground, it is an overall estimation derived from the extent to which the firm is well known; such as good or bad, reliable, trustworthy, reputable and believable (Brown, 1995; Levitt, 1965). Weigelt and Camerer (1988) group these attributes as economic and non-economic variables and besides that define a third attribute as firms' past actions.

There are differing approaches for corporation reputation. Economists look at reputation as either traits or signals. According to game theorists, reputation is a character trait, which helps firms to distinguish themselves from other firms. For signaling theorists, reputation has an informational content. On that ground both, game theorists and signaling theorists, acknowledge that reputations are actually perceptions held by external stakeholders (Fombrun and van Riel, 1997).

Corporation reputation is a multidimensional concept. Firm size positively affects corporation reputation such as bigger firms possess higher reputation (Fombrun and Shanley, 1990). Accounting performance and the firms's risk profile positively influence reputation (Roberts and Dowling, 2002). Besides media exposure, advertising, corporate social responsibility and community involvement are found to affect reputation (Bromley, 1993; Fombrun and Shanley, 1990; Garbett, 1988; Sabate and Puente, 2003).

Corporation reputation creates several consequences for firms. If it is a positive perception then it yields to beneficial outcomes (Caruana and Chipcop, 2000). Corporation reputation positively influences the attitude of buyers (Brown, 1995), and the intention to purchase a service (Yoon et al., 1993). Firms with positive reputation attract investors, have a low cost of capital and a strong competitive ability (Fombrun and Shanley, 1990). Moreover, it positively affects perceived product quality and creates a barrier in the industry for competitor entry (Weigelt and Camerer,

1988). It has also been related to organization identification of employees. Since it provides a structure for attracting quality personnel, it is also linked to the inter-organizational co-operation or OCB (Dutton et al., 1994).

2. Theoretical Framework

2.1. Corporation Reputation

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2.2. Organizational Citizenship Behaviour (OCB)

OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ 1988, p4). In the case of OCB, it is important that the employees believe their manager will fairly reward and recognize OCBs. The employees display and sustain OCBs (Allen and Rush 1998; Haworth and Levy 2001).

OCB is a multidimensional concept including five dimensions (Organ 1988). These are altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Altruism means voluntarily helping other members of the organization to accomplish relevant tasks and solve problems in the organization. Conscientiousness involves the least amount of duties required by the contracted role such as not wasting time or organizational resources, staying late to help with a project, or volunteering to coordinate activities. Civic virtue is the willingness of employees to engage with the organization and show an interest in improving organizational processes and efficiency. Sportsmanship is demonstrating tolerance and abstaining from complaining or creating injustice in the organizational working environment. Finally, courtesy includes preventing work-related problems with other members by taking action. In that sense employees try to avoid conflicts among decisions and employees.

OCB is a personal choice (Chiu and Chen, 2005), but is important since it have a positive effect on organizations. There are three main motives underlining OCB (Rioux and Penner 2001). These are (1) pro-social values, (2) organizational concern, and (3) impression management. Pro-social values constitute desire to help other and gain acceptance. Organizational concern is the pride in and care for the organization. And finally impression management is the desire to create and maintain a positive image.

Employees who have a positive corporate reputation perception are positively motivated to display pro-social behaviors (Çekmeceliolu ve Dinçel, 2014: 83). Corporation reputation provides organizational commitment

especially for the employees and thus the employees adopt organizational identity while becoming integrated with the firm (Romenti, 2010). The reputation that the corporation has in the society is also projected to the employees as a positive outcome (Çekmecelioglu ve Dinçel, 2014). When employees recognize a favorable reputation to their organization, they are more prone to generate belief-consistent feelings of identification, such as continuing to work at the company and support various voluntary, extra-role behaviors to improve service delivery or provide valuable suggestions to the firm (Morhart et al., 2009).

On that ground the research model is as seen in Figure 1.

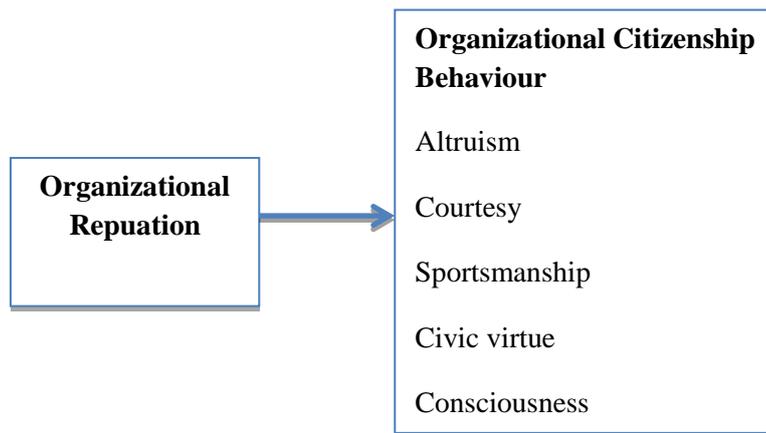


Figure 1: Research Model

And the research hypothesis are formulated as follows

- H1: Corporate reputation positively affects civic virtue.
- H2: Corporate reputation positively affects altruism.
- H3: Corporate reputation positively affects consciousness.
- H4: Corporate reputation positively affects sportsmanship.
- H5: Corporate reputation positively affects courtesy.

3. Research Methodology

Sampling and Measurement

The data was collected from Kocaeli University students via face-to-face survey. A total of 458 valid and complete responses were included in the final analysis. The demographic and socio-economic variables of the respondents indicate that they are from both gender (with 38.7 % being female while 61.3 % being male), and they have an age range of 19-33.

The constructs were measured by using established scales. Corporate reputation was measured by Walker's (2010) scale, and OCB was measured by Padsakoff et al. (1990) scale. Corporate reputation was measured via eighth items while OCB was measured via 24 items. The research hypothesis was tested via Structural Equation Modeling by using SPSS 13.0 ve AMOS 6.0. Structural equation modelling combines the casual relationship among the variables in regression model with the factor structures obtained from the factor analysis (Babin et al., 1999). Yet all, SEM techniques are distinguished by two characteristics: (1) estimation of multiple and interrelated dependence

relationships and (2) the ability to represent unobserved concepts in these relationships and account for measurement error in the estimation process (Hair et al., 1998).

4. Research Findings

In the study, before testing the hypothesized relationships, the reliability of the scales was evaluated by Cronbach's alpha coefficient. In Table 1 the results of the reliability analysis were given and as it is seen that Cronbach's alpha coefficient is 0.901 for corporate reputation and 0,843 for OCB. Both value are found as above the minimum required level of 0.70.

Table 1: Reliability Analysis

Ölçekler	Değişken Sayısı	Alfa (Güvenilirlik Analizi)	Katsayısı
Corporation Reputation	8	0,901	
OCB	24	0,843	

After determining the internal consistency of the scales used in the research, the OCB is tested via confirmatory factor analysis. As a result of the confirmatory factor analysis, seven items were deleted from OCB scale. The final measurement model is presented in Figure 2.

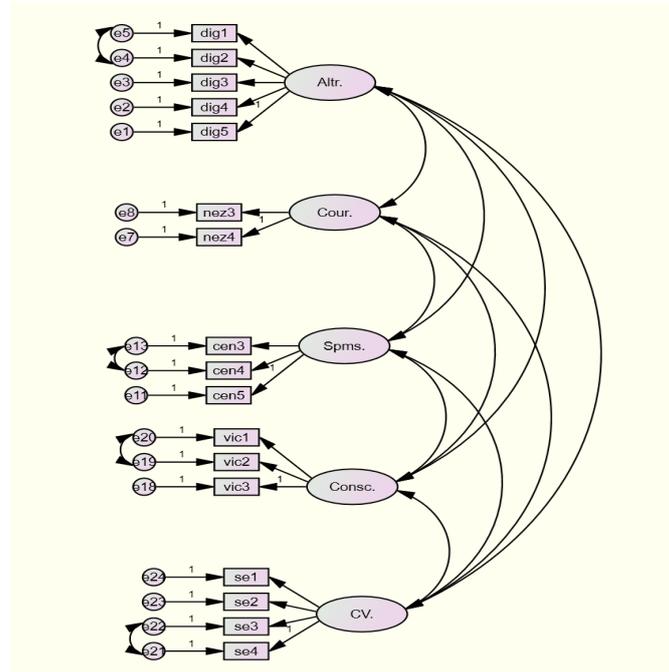


Figure 2: Model for Confirmatory Factor Analysis of OCB

In Table 2, the variables used in the confirmatory factor analysis were given. As it is seen in Table 2, in total 39 variables were used in the study. 17 of these variables are observed variables, while 22 of them are unobserved variables. The exogenous variables are 22 and consist observed variable and hidden. The endogenous variables are 17 and consist of error terms.

Table 2: The Variables Included in The Confirmatory Factor Analysis

Total variables	39
Observed variables	17
Unobserved variables	22
Exogenous variables	22
Endogenous variables	17

The goodness of fit measures found in the confirmatory factor analysis was presented in Table 3.

Table 3: Goodness of Fit Measures for Confirmatory Factor Analysis

Fit Measures	Measurement		
	Model	Ideal Model	
Discrepancy (χ^2)	198,207	0.000	CMIN
Degrees of freedom	153	0	DF
P	0,000		P
Discrepancy / df (χ^2 /sd)	1,888		CMINDF
Goodness of Fit	0,923		GFI
Adjusted Goodness of Fit	0,887		AGFI
Normed fit index	0,910	1.000	NFI
Relative fit index	0,983		RFI
Incremental fit index	0,988	1.000	IFI
Tucker-Lewis index	0,941		TLI
Comparative fit index	0,955	1.000	CFI
RMSEA	0,055	0,05<RMSEA<0,08	RMSEA
Hoelter ,05 index	191		HFIVE
Hoelter ,01 index	208		HONE

As can be seen from Table 3, in evaluating the goodness-of-fit between the model and the data the first measure is the likelihood ratio chi-square statistics. This value has a statistical significance ($p=0.000$). But, the chi-square statistics alone is not an enough measurement. It is recommended that when the sample size is over 200, because the Chi-square value is sensitive to the sample size, some other values also should be taken into consideration in the evaluation process (Sweeny et al., 1999). Therefore, other fitness measures also checked. First, we looked at the χ^2 /sd ratio, which is calculated by dividing chi-square value by the degrees of freedom. Closeness of this value to the zero means that there is goodness-of-fit between the data and the model (Yoon et al., 2001). In our research it was found as χ^2 /sd = 1,888. So it can be said that there is a fitness between the data obtained and the research model. Another criteria in the evaluation of the data and the model fitness is the goodness of fit value (GFI) which was found as 0,923. In addition to that, the other criterias NFI (0,857), RFI (0,983), IFI (0,988), TLI (0,941) and CFI (0,955) also indicate the fitness. The closeness of this value to the one (1) represents the validity of the model. Besides, the RMSEA value of the model is 0.068. This falls well within the recommended levels of 0.05 and 0.08 (Garretson et al. 2002). At last, in order to determine the required minimum sample size to test the research hypothesis at the stated level of confidence interval Hoelter .05 and Hoelter .01 indexes were used. To test the hypothesis at %95 confidence interval level and 0.05 significance level, the required minimum sample size was determined as 191 and to test the hypothesis at %99 confidence interval level and 0.01 significance level, the required minimum sample size was determined as 208. As it can be seen from the Table 3, the sample size is much more than the required minimum sample sizes determined by Hoelter .05 and Hoelter .01 indexes.

Table 4: Factor Loadings

			Estimate
dig5	<---	Altr.	,754
dig4	<---	Altr.	,825
dig3	<---	Altr.	,817
dig2	<---	Altr.	,795
dig1	<---	Altr.	,650
nez4	<---	Cour.	,794
nez3	<---	Cour.	,865
cen5	<---	Spms.	,631
cen4	<---	Spms.	,619
cen3	<---	Spms.	,659
vic3	<---	Consc.	,668
vic2	<---	Consc.	,702
vic1	<---	Consc.	,563
se4	<---	CV.	,619
se3	<---	CV.	,648
se2	<---	CV.	,832
se1	<---	CV.	,717

The factor weights were given in Table 4. All of the factor weights are above 0,50 and the construct reliability was found as 0,59. Construct reliability measures the internal consistency of the construct indicators and it is used to assess the measurement model (Hair et al., 1998). It is computed from the squared sum of factor loadings for each construct and the sum of the error variance terms for a construct and the explained variance was found as 0,52. After determining the reliability and the validity of the scales, the research hypotheses were tested via Structural Equation Modeling (SEM). The measurement model of the hypothesized relationships was presented in Figure 5.

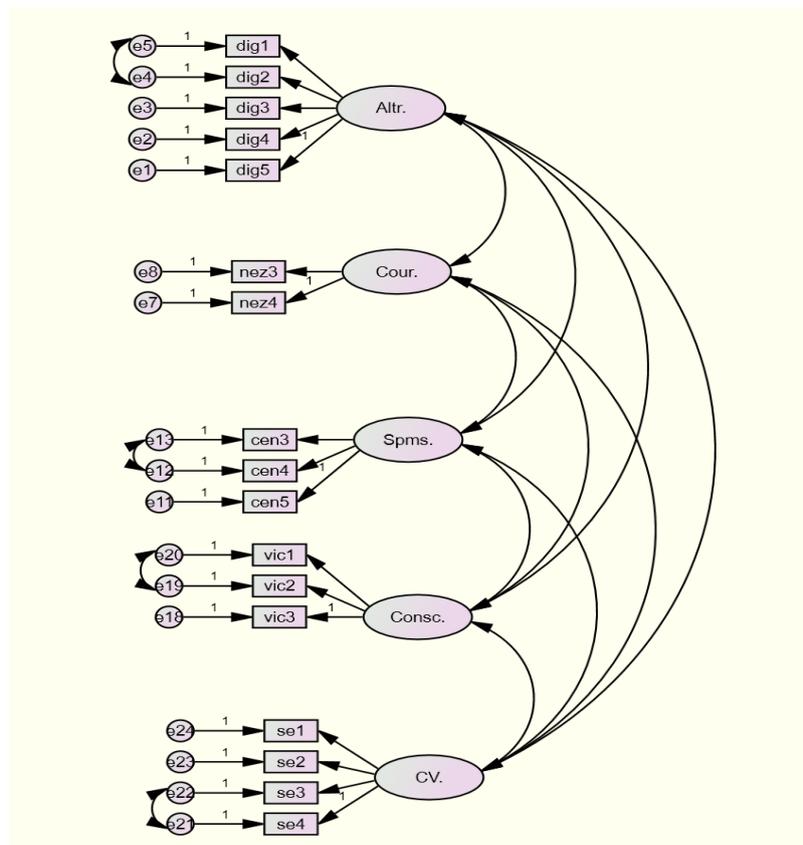


Figure 3: Model of Hypothesized Relationships

In Table 5, the variables used in the measurement model were given. As it is seen in Table 4, in total 61 variables were used in the study. 25 of these variables are observed variables, while 36 of them are unobserved variables. The exogenous variables are 31 and consist observed variable and hidden. The endogenous variables are 30 and consist of error terms.

Table 5: The Variables Included in The Measurement Model

Total variables	61
Observed variables	25
Unobserved variables	36
Exogenous variables	31
Endogenous variables	30

Table 6 displays the goodness of fit measures for the measurement model. And as it can be seen there is fitness between the model and the data.

Table 6: The Goodness of Fit Measures for Measurement Model

Fit Measures	Measurement		
	Model	Ideal Model	
Discrepancy (X ²)	592,114	0.000	CMIN
Degrees of freedom	265	0	DF
P	0,000		P
Discrepancy / df (X ² /sd)	2,234		CMINDF
Goodness of Fit	0,848		GFI
Adjusted Goodness of Fit	0,814		AGFI
Normed fit index	0,842	1.000	NFI
Relative fit index	0,821		RFI
Incremental fit index	0,906	1.000	IFI
Tucker-Lewis index	0,892		TLI
Comparative fit index	0,905	1.000	CFI
RMSEA	0,065	0,05<RMSEA<0,08	RMSEA
Hoelter ,05 index	149		HFIVE
Hoelter ,01 index	158		HONE

The regression weights and the result of the hypothesis tests were given in Table 7. As a result of the study H1, H2, H4, and H5 is supported while H3 is unsupported. In that sense, corporation reputation positively affects altruism, courtesy, civic virtue and consciousness while does not have any influence on sportsmanship.

Table 7: Regression Weights

			Estimate	S.E	T Value	P	Standardized Regration Weights	Result of the Hypothesis Test
Altruism	<---	CR	,608	,095	6,392	***	,467	H1 supported
Courtesy	<---	CR	,464	,090	5,177	***	,366	H2 supported
Spmship	<---	CR	-,021	,105	-,203	,839	-,014	H3 not supported
Cons.	<---	CR	,399	,087	4,598	***	,380	H4 supported
C. Virtue	<---	CR	,466	,086	5,418	***	-405	H5 supported

Standardized regression weights present the possible change that will occur in dependent variable when there is one unit change in independent variable. On that ground, one unit change in corporate reputation will create an increase of 0,467 in altruism; 0,366 in courtesy; 0,380 in consciousness, and 0,405 in civic virtue. Besides Table 8 displays the R² values of the model. R² values were used to identify the explanatory power of the model. It displays the explained percentage of endogenous latent construct by exogenous latent variables (Sirohi, et al., 1998). In that study, it was found that corporate reputation explains 28% of altruism behavior, 13% of courtesy behavior, 14% of consciousness behavior and 16% of civic virtue behavior.

Table 8: R² Values of Measurement Model

	Estimate
Altruism	,281
Courtesy	,134
Sportmanship	,000
Consciousness	,144
Civic Virtue	,164

5. Conclusion:

As an inevitable result of today's world; survival of companies working in the work environment located in a great development and changes, are obliged to keep their hands competitiveness and to expend a lot of effort in order to continue to develop it. This effort forms in the long term, for all stakeholders in the company a sharing positive / negative reputation perception. For stakeholders, especially for the employees perceived corporate reputation represents much more. Corporate reputation providing significant benefits to the company in terms of customer Employees, partners, suppliers and organizations as a critical (Cravens et al. 2003) and strategic (Dierick and Cool, 1989; Barney, 1986; Weigelt and Camerer, 1988) element influences largely the attitude of the employee towards the institution where they work, as such ties ; behavior, confidence, loyalty and citizenship. Studies conducted in the near term, on the one hand while trying to expand definitional framework for corporate reputation (Dowling, et al., 2013), on the other hand the concept relations with different concepts have been investigated. Corporations with a positive corporate reputation, benefits in today's competitive environment because they have the potential to attract to customers and employees (Walsh et al., 2009; Karaköse, 2007). These corporations also have potential to attract investors. A good corporate reputation influences their buying decisions of customers increased the influence of advertising. A good corporate reputation, but also allows businesses to leave less damage from the crisis. (Chun, 2005).

It is examined how to be influenced organizational citizenship behavior by corporate reputation and whether the relationship between them is remarkable in this study. When other conducted studies examined it is seen that the relationship between corporate reputation and OCB didnt adrese all dimensions. Therefore, it is expected that this study will provide a positive contribution to the literature. Referred as Institutions' stakeholders; buyers, partners, employees and other interested parties , workers are in it stands out as one of the most important stakeholder of organizations. (Dolatabadi, et al., 2012). Organizational citizenship behavior is a form of prosocial behavior; altruism, courtesy, conscientiousness, sportsmanship and civic virtue of which consists of five dimensions, including employees of the institution and the work consists of attitudes and behaviors exhibited voluntarily. Organizational citizenship behavior, is defined by Organ (1988: 8) as; "Businesses that are not covered explicitly by the formal reward system, but to help the company fulfill its functions in an efficient manner, discretionary individual behavior". Organizational citizenship behavior is voluntary, as this behavior is not a requirement in the individual role definitions. Corporate reputation perceived by employees influence them to exhibit prosocial behavior working in referral and causes employee to show behavior beyond the determined the size of the standard in favor of corporate behavior. In other words, this behavior is a personal choice. Compared to others to have a certain corporate reputation makes it more attractive in the eyes of corporate employees and their behavior to provide more benefits in this direction. (Fombrun and Shanley, 1990). Likewise, business with a particular corporate reputation, is becoming more attractive for employees, it gives direction to the trust and loyalty to their institution (Fombrun, 1996).

It is also possible that there is the existence of qualitative research that is the assessment of the Corporate reputation and sense of dimension in terms of the managers (Reddiar, et al., 2012). In this context, the conducted studies show that the managers accepted the corporation reputation as financial asset try to develop it (Walsh et al., 2014). Senior managers and CEOs, they are aware that there is a major extent result of corporate reputation, in all their decisions they take into account that how their decisions effect to corporate reputation. It will not be wrong to say that, a corporation with a good reputation is also among successful enterprises in the industry. the success of the business is a total success of their employees. Considering that the success is a product of team working, demonstrating organizational citizenship behavior of employees is a key element of business success that emerges. Hence, creating a positive corporate reputation for a successful business, organizational citizenship behavior of employees to be nominated is an integral part.

In the field of business management, one of the most popular concepts in recent years is corporate reputation. Business managers should be aware that there is a measurable and manageable concept of corporate reputation. With results obtained by the study, corporate reputation affects the organizational citizenship behavior in a positive way, it was revealed that a significant relationship with all other dimensions except sportsmanship. This supports the theory

on the subject. Corporate reputation is intangible and invisible, but it is an asset that adds value to the company. At the same time, it can not be imitated by others, and instead is a very important strategic resource that could not be anything else. (Hall, 1992; Roberts and Dowling, 2002). Therefore, depending on the results of this research, a reputation management for the purpose of obtaining the necessary organizational citizenship behavior of employees working in support of business leaders, will have positive effects for both employees and businesses.

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