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The Relationship of the Corporate Reputation Attributes That Academics Ascribe to Their Universities with Their Perceptions of Corporate Reputation And Prestige And Organizational Citizenship Behaviors

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ABSTRACT

The primary determinant of academics' perceptions of reputation towards the institution they work for is the attributes possessed by the institution. Positive perceptions of reputation shaped by these attributes enhance academics' behaviors that support the institution. The current study examines how the corporate reputation attributes ascribed to their institutions by academics working at state universities in Turkey are reflected in their perceptions of reputation and prestige and the effects of this on organizational citizenship behavior. The 'Corporate Reputation Attributes (CRA)' measurement tool, developed specifically for culture and context, was used to test the determinants of reputation. According to the holistic research model that tests perceived corporate reputation with its antecedents and consequences, the (partial) mediating effect of perceived corporate reputation (PCR) and perceived organizational prestige (POP) was determined in the effect of the corporate reputation attributes (CRA) on organizational citizenship behavior (OCB). Furthermore, multiple (full) mediating effects of perceived corporate reputation and organizational prestige were revealed.

Keywords: University Reputation, Corporate Reputation Attributes, Prestige, Citizenship.

JEL Classification Codes: D23, I23, L14

Referencing Style: APA 7

INTRODUCTION

Reputation management is critical for companies as it boosts stakeholder trust, enhances product and service value, increases market share, and aids in attracting and retaining top talent.

The interest in improving corporate reputation has gradually included educational institutions. The interest began with a project initiated by the Carnegie Commission on Higher Education in 1970 (Allesandri et al., 2006).

Universities are among the most important institutions that contribute to society, economic stability, social welfare, the ability of nations to engage in international cooperation and internationalization, and the quality of life in a wide range of economic, social, and cultural terms (Çoban, 2024). Globalization and the growing competition in the education sector have intensified performance pressures on Higher Education Institutions (HEIs). To gain a competitive edge, universities have

adopted strategies from profit-driven sectors (Angliss, 2022; Kaushal & Ali, 2020; Olssen & Peters, 2005; Verčič et al., 2016). In today's world where the post-third generation university is being discussed, HEIs should also focus on reputation management regarding interconnected outcomes such as attracting qualified academics and students, creating resources for research projects, and increasing the quality of scientific outputs and education.

The critical question for universities is '*how to do effective reputation management?*' While it seems important for universities to manage their place in reputation rankings, rankings that can become an end in themselves rather than a means are criticized in many ways, primarily in terms of their methodology, validity and reliability, etc. (Adler & Harzing, 2009; Longden, 2011; Safón, 2013; Teichler, 2011). These criticisms have led some institutions, such as the University of Zurich, to withdraw from rankings like Times Higher Education (THE), citing reductive quantitative criteria that yield misleading results (swissinfo.ch 2024; UZH to No Longer Provide

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Data for the Ranking 2024). Despite the heterogeneity of postsecondary systems, institutions, norms, and policies worldwide, there an inevitable convergence and normalization in rankings (Pusser & Marginson, 2013). Nowadays, it is noticeable that discussions and publications about the cultural prejudices and hegemony contained in the World University Rankings (WURs) have also begun to come to the forefront (Bellantuono et al., 2022; Wen et al., 2023; Shahjahan & Bhangal, 2024). Predictions indicate that the international ranking landscape will change significantly soon (Holmes 2024).

Given academia's distinct operational dynamics, measuring university reputation requires a tailored approach (Verčič et al., 2016). The lack of differentiating factors among universities has increased similarity and diminished competitiveness (Qazi et al., 2022). It is emphasized in the literature that it would be more meaningful and effective for universities to position themselves according to their unique characteristics with a strategic approach by going beyond the framework of rankings (Suomi, 2014; Vidaver-Cohen, 2007). Despite its importance, research on institutional reputation in higher education remains limited and underdeveloped compared to the corporate sector (Angliss, 2022).

The reputation of universities is affected by the experiences of their internal and external stakeholders. The expectations and perceptions of each stakeholder group and the university's behavior toward its stakeholders are the main determinants of reputation perceptions (Bilginer & Özer, 2023; Suomi, 2014; Verčič et al., 2016; Vidaver-Cohen, 2007).

Enhancing reputation requires more than measuring perceptions. It goes beyond measuring perceptions and involves identifying key factors that influence these perceptions and implementing continuous improvements (Fombrun et al., 2015; Ponzi et al., 2011).

This study includes the last research of the work, which consists of two phases and three research studies. Reputation was examined in terms of academics, who are key internal stakeholders of universities. Although the reputation literature initially used the external stakeholder perspective, the Stakeholder-Focused Approach to Reputation has developed since the 1990s, and consistent with Freeman's (1984) Stakeholder Theory, the roles of employees who play a key role in the success of the institution and their capacity to influence public perceptions of reputation through their communication behaviors have increased the interest in studies addressing the perspectives of internal stakeholders

on reputation in the literature (Lee & Abdullah, 2023 ; Money et al., 2017). Enhancing academics' reputation perceptions is vital for effective corporate reputation management, as it directly influences the development of reputation factors in the eyes of other stakeholders.

'*How are the reputation perceptions of academics shaped?*' is the main question of the study. The main objective of the study is to question how the determinants of corporate reputation perceptions (*corporate reputation attributes they ascribe to their institution/university - CRA*) of academics working at state universities in Turkey shape their corporate reputation (PCR) and prestige perceptions (POP) and how these are reflected in organizational citizenship (OCB), which is one of the behavioral outcomes.

The Reputation Quotient (RQ) scale of Fombrun (2000), which is frequently used in the literature, complicates the understanding of reputation by considering the antecedents of reputation together with the structure itself. The Reptrak System Model (Fombrun et al., 2015), which is a model developed to solve the problem (Fombrun, 2006), measures pure reputation perception (Reptrak Pulse) in the emotional appeal subscale (Ponzi et al., 2011) and corporate attributes (RepTrak Index), which are the antecedents of reputation perception, in the rational appeal subscale (reputational attributes), is becoming more widely used and is recommended for use in universities as well (Vidaver-Cohen, 2007). However, the reputation-driving factors vary depending on culture and context. The universality claims of RQ and Reptrak Index may undermine the validity of studies conducted in different cultures and contexts. It is thought that it is not appropriate to translate these tools, which were not developed specifically for universities, into the target language and use them directly. In this way, the measurement ignores the universities' roles in education, research, and community service and the contextual differences in perceptions regarding the driving factors of reputation (Bilginer & Özer, 2023).

As indicated by the findings of the meta-analytic study by Ali et al. (2015), practitioners need to be very careful about the reputation measurement selected depending on cultural differences and the focused stakeholder group in their efforts to improve corporate reputation.

Based on these reasons, in the first phase (Bilginer & Özer, 2022; Bilginer & Özer, 2023), a measurement tool was developed for the reputation-driving antecedents from an emic perspective. In the second phase, the measurement tool was tested within the holistic model of this study.

THEORETICAL BACKGROUND and HYPOTHESES DEVELOPMENT

Corporate Reputation

Corporate reputation is an abstract and complex concept studied across various fields (Chen & Otubanjo, 2013; Chun, 2005; Fombrun & Van Riel, 1997). However, there is considerable confusion regarding its definition and measurement (Ali et al., 2015; Barnett et al., 2006; Dowling, 2016; Fombrun et al., 2015; Lange et al., 2011; Walker, 2010; Wartick, 2002). To enable robust research, it is essential to define corporate reputation clearly and to distinguish its antecedents and consequences. Measurement tools should then align with this definition.

From a historical perspective, corporate reputation is defined as a "strategic intangible asset" or "perception," viewed from company-centric or stakeholder-centric perspectives (Money et al., 2017). It can be categorized into four groups, as shown in Figure 1 (Saraeva, 2017).
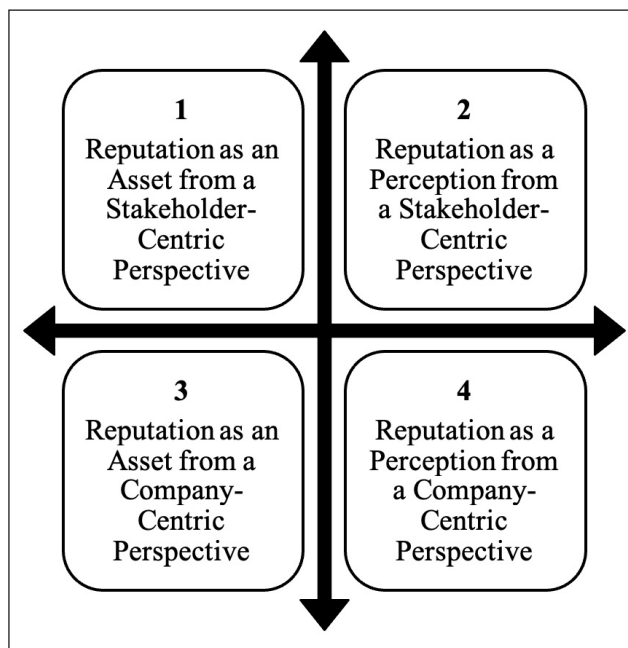

Figure 1: Grouping of Corporate Reputation Definitions

Source: Created by the author based on the studies of Money et al., 2017 and Saraeva, 2017.

From a stakeholder-centric viewpoint, corporate reputation is defined as the company's ability to deliver value-creating products and services, with evaluations based on predictions of future offerings (Bartikowski et al., 2011; Fombrun et al., 2000). It is shaped by stakeholders' experiences, feelings, and perceptions of the company's appeal (Chun, 2005; Coombs, 1999; Fombrun, 2012; Helm, 2005; Helm, 2011; Luoma-aho, 2007; MacMillan et al., 2005; Money & Hillenbrand, 2006; Omar & Williams, 2006;

Ponzi et al., 2011; Walsh & Beatty, 2007). Over time, these perceptions evolve based on the mutual relationships between stakeholders and the company, particularly in how well the company meets stakeholder expectations.

From a company-centric perspective, reputation is seen as an intangible asset and strategic resource that enhances financial performance and competitive advantage (Brønn & Brønn, 2005; Carmeli & Tishler, 2005; Fombrun & Shanley, 1990; Mailath & Samuelson, 2001; Petrick et al., 1999; Roberts & Dowling 1997, 2002; Shrum & Wuthnow, 1988; Teece et al., 1997; Weigelt & Camerer, 1988). Corporate reputation involves stakeholders evaluating the company's activities as superior compared to competitors (Christian, 1959; Fombrun, 1996; Chun & Davies, 2001; Goldberg et al., 2003; Argenti & Druckenmiller, 2004; Rindova et al., 2005; Wiedmann & Buxel, 2005; Rhee & Haunschild, 2006). This perception positively influences the company's goals and long-term sustainability.

In the present study, Perceived Corporate Reputation (PCR) is addressed in the '*perception*' category from a '*stakeholder-focused*' perspective: PCR as a reflection of stakeholders' experiences and feelings about the company's past actions and their perceptions of its potential predicted for the future, is a representation of how they evaluate the company's overall attractiveness compared to its competitors, and a result of the stakeholder-company interaction.

Dowling (2016), within the framework of 50 definitions he examined in his study, draws attention to the fact that corporate reputation can be considered as beliefs about what the company is known for, its distinctive features and behaviors, signals expressing the reflection of known features about the company on unknowns, status explaining the position of the company compared to its competitors or the likability of the company in the eyes of stakeholders, general evaluations about its attractiveness, and its construction can be defined individually, collectively or socially.

In the present study, PCR is considered as an '*individual evaluation*' according to Dowling's (2016) distinction, considering that the dimensions and expectations that are prioritized in the evaluations of each stakeholder differ and is conceptualized as the feelings/beliefs of the stakeholder group regarding the extent to which their expectations are met within the scope of their observations and interactions with the institution in a certain period of time (Dowling, 2016; Fombrun et al., 2015; Lange et al., 2011; Money et al., 2017; Ponzi et al., 2011; Walker, 2010; Wartick, 1992; Wartick, 2002).

In the functional definition that will validate the measurement of the concept of corporate reputation (Dowling & Gardberg, 2012; MacKenzie, 2003; Rossiter, 2002), the following should be specified: (1) The organization to be measured, (2) The characteristics of the judgment, (3) The stakeholder(s) making the evaluations, (4) The conceptual theme, (5) Differences between structural levels, if any, e.g. different types of companies, stakeholder groups, contexts (countries) and time (pre- and post-crisis), etc. In addition, the definition should not include (6) Other -antecedent and consequence-variables (Dowling, 2016).

In the study, the functional definition was made to include the mentioned elements: '(1) *Emotions and beliefs formed by the observations of academics* (4) *working in the Faculties of Economics and Administrative Sciences and Business Administration* (3) *at state universities in Turkey and their experiences developing within the scope of their interactions with the institution they work for* (2).'

A strong perception of corporate reputation positively affects many outcome variables (Fombrun et al., 2015; Money et al., 2017). Academics' positive perceptions of their university's reputation are expected to influence their performance and contribute to educational, scientific, and service-related outcomes, as these perceptions are reflected in their intentions and behaviors.

Corporate Reputation Attributes (CRA)

Studies focusing on PCR in organizational behavior in terms of internal stakeholders are based on the definition of '*employees' interpretation of their experiences* (Fombrun & Van Riel, 1997)'. Based on this definition, the most critical point is determining experience areas.

In the first qualitatively designed research of the first phase of the study (Bilginer & Özer, 2022), the experience areas that are effective in shaping the corporate reputation perceptions of academics working in the basic field of Social, Human and Administrative Sciences at state universities in Turkey were revealed as '*functions of the institution*', '*relationship developed with the institution*', and '*third-party opinions about the institution*'.

The first experience area related to the corporation's functions, defined as '*Corporate Reputation Attributes (CRA)*', is also the most frequently researched antecedent of reputation perception in literature (Lee & Abdullah, 2023; Money et al. 2017). This experience area is also compatible with the subscales of the reputation scales developed by Fombrun et al. and covers only the '*functional antecedent*' (Fombrun et al., 2015; Ponzi

et al., 2011), free from the problems arising from the intertwining of the antecedent and the pure structure of reputation.

In their studies focusing on university reputation, Angliss (2022), Bratus and Sydorov (2021), Verčič et al. (2016), Suomi (2014), Sontaite and Bakanauskas (2011), and Vidaver-Cohen (2007) also emphasized the reputation attributes of universities.

Since this antecedent is related to the corporation's functions, it is known that the corporation has the highest control power and that the perceptions of each stakeholder group are shaped similarly. Considering that the stakeholders' perceptions in other experience areas are diversified, and the control power of the institution is reduced, it is suggested that institutions that aim to strengthen their reputation should focus primarily on this experience area (Bilginer & Özer, 2022).

In CRA, 'Pioneering in the Field' refers to leadership and innovation, while 'Qualified Outputs' refers to education, training, and service outputs. The third category covers the working environment and management function, which are critical to the quality of outputs.

In the second research of the first phase (Bilginer & Özer, 2023), a culture and context-specific measurement tool for CRA was developed. The discovered and validated subscales of CRA are shown in Figure 2.
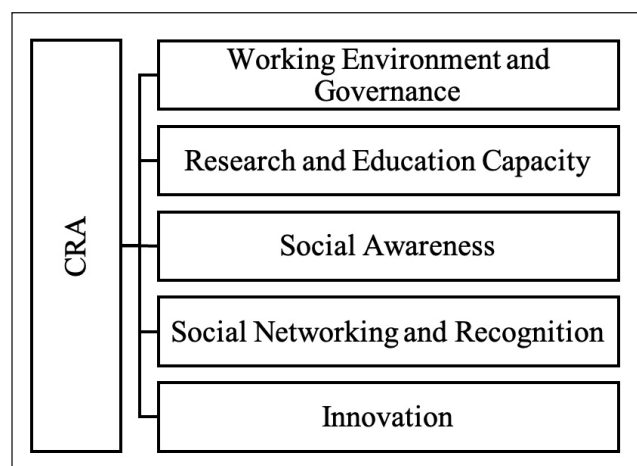

Figure 2: Corporate Reputation Attributes (CRA)

Strategic decisions and actions of universities influence their reputations, shaping perceptions of prestige and key characteristics of their institutional functions (Fombrun et al., 2015; Ried & Ried, 2021; Sweitzer & Volkwein, 2009; Volkwein & Sweitzer, 2006).

Like PCR (Chun, 2005; Fombrun et al., 2015; Lee & Abdullah, 2024; Ponzi et al., 2011; Vidaver-Cohen, 2007), CRA also affects Perceived Organizational Prestige (POP). As Sung and Yang (2008) highlight, perceived external prestige is typically considered an individual-level variable. It pertains to individuals' interpretations and evaluations of a company's prestige based on their exposure to information about the organization. Although members' prestige perceptions are shaped by others' perceptions, at a fundamental level, they derive from what their organization does or does not do (Carmeli, 2005)

H1: CRA positively influences PCR.

H2: CRA positively influences POP.

Perceived Organizational Prestige (POP)

Although studies conducted over the years have purified corporate reputation from the concepts it interacts with, it is still confused with similar concepts, or the concepts are used interchangeably. One of these is Perceived Organizational Prestige (POP) (Shrand & Ronnie, 2021).

While those within the organization shape their opinions and perceptions, they evaluate how outsiders see the corporate reputation and interpret it with their own values (Carmeli, 2005; Sung & Yang, 2008). POP is shaped by the reflection of '*how the corporate reputation appears from the outside*' and '*the beliefs and opinions of others about the institution*' on the perceptions of internal stakeholders (Bhattacharya et al., 1995; Mael & Ashforth, 1992).

In many studies on university reputation (Freid, 2005; Ried & Ried, 2021; Simiyu et al., 2019; Stephen, 2009; Sung & Yang, 2008; Sweitzer & Volkwein, 2009), PCR and POP have been considered together in the context of the existence of common antecedents (*one of which is the corporate reputation attributes*), their structural similarities (Kang & Bartlett, 2013) and/or their reciprocal cyclical relationships (Zabala et al., 2005).

As pointed out by Zabala et al. (2005: 68), *'the corporate reputation of an enterprise is the prestige maintained through time which, based on a set of shared values and strategies and through the eminence achieved with each stakeholder, assures the sustainability and differentiation of the company via the management of its intellectual capital (intangibles).'*

In literature, the prestige created by the organization's social system and stakeholders' experiences related to the organization's culture (Angliss, 2022; Fombrun & Van Riel, 1997; Shapiro, 1987) are also accepted as ways to measure reputation. The PCR of external stakeholders explains the POP of internal stakeholders (Freid, 2005; Ried & Ried, 2021).

In the studies in question, the relationship between the two variables was examined within the framework of different models, and the outcome variables affected by both variables were discussed. It was found that PCR affected the outcome variables through its relationship with POP (Sung & Yang, 2008; Sweitzer & Volkwein, 2009).

H3: PCR and POP are correlated.

It is expected that POP, which is expected to be affected by the functional antecedent (CRA) like PCR, will predict outcomes that will positively reflect the institution's performance, and the evaluation of the joint effects of both perceptions will provide a holistic framework for strengthening performance.

Organizational Citizenship Behavior (OCB)

Organ's studies were used to conceptualize Organizational Citizenship Behavior (OCB) in the study. OCB is an optional individual behavior that is not directly and clearly defined by the formal reward system and contributes to the organization's performance by supporting its effective operation (Borman & Motowidlo, 1997; Organ, 1988; Podsakoff et al., 2000).

Job performance is a multidimensional concept influenced by employees' work behaviors. It is increasingly understood to encompass constructs like organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) (Dalal, 2005). OCB is considered one dimension of job performance. Positive behaviors associated with duties and responsibilities are OCB, which constitutes voluntary behaviors in performing tasks (Reyhanoğlu & Akın, 2020).

The literature on Organizational Citizenship Behavior (OCB) highlights several key antecedents. These include individual characteristics, such as role perceptions and job characteristics; organizational factors, like perceived organizational support; and leadership behaviors, specifically supportive and transformational leadership styles (Podsakoff et al., 1990; Podsakoff et al., 2000; Schaarschmidt et al., 2015).

Individuals who have a positive perception of their institutions tend to experience a strong person-organization fit (Kristof, 1996), which significantly

predicts organizational citizenship behavior (OCB) (Chuang et al., 2016; Gorostiaga Manterola et al., 2022; Lin, 2008; Newburry, 2010). Additionally, the attributes of corporate reputation associated with these institutions can influence perceptions of person-organization fit (Kristof, 1996; Venkatesh, 2017).

The literature highlights the significance of universities positioning themselves based on their unique traits to enhance their reputation (Suomi, 2014; Verčič et al., 2016; Vidaver-Cohen, 2007). Corporate reputation attributes that reflect these distinctive characteristics can affect the actions of academics who support the institution, as these attributes are often perceived as quality indicators (Carmeli & Tishler, 2006; Rashid & Mustafa, 2021). In this context, the unique features of the institution can serve as a foundation that guides behavior.

H4: CRA positively influences OCB.

Employees' strong perceptions of reputation have been linked to positive employee behaviors (Helm, 2011; Danaei & Iranbakhsh, 2016; Fu et al., 2014; Lee & Abdullah, 2023; Mehtap & Kökalan, 2013). One of the prominent behavioral outcomes of PCR is OCB. It is predicted that employees with strong perceptions of corporate reputation will have a stronger fit with the organization (person-organization fit) and will be more likely to exhibit supportive behaviors towards the institution (Newburry, 2010). PCR may serve as an important antecedent of OCB because it complements role-related antecedents such as job characteristics (Schaarschmidt et al., 2015). Employees who perceive the reputation of their organization as strong will exhibit more OCB (Helm, 2011; Danaei & Iranbakhsh, 2016; Fu et al., 2014; Mehtap & Kökalan, 2013)

H5: PCR positively influence OCB.

On the other hand, strong POP also positively affects OCB (Boğan & Dedeoğlu, 2020; Carmeli, 2005; Costa et al., 2017; Helm, 2013: Lin, 2008; Schaarschmidt et al., 2015; Schaarschmidt & Könsgen, 2020; Schaarschmidt, 2016; Wang et al., 2019).

H6: POP positively influence OCB.

The reasons affecting PCR (Thought) develop emotional bonds (Emotion) and perceptions in stakeholders. As a result, stakeholders make behavioral decisions (Behavior) that increase the performance of the institution (Dolphin, 2004;

D'Souza et al., 2013; Fombrun & Rindova, 1996; Money et al., 2017; Newburry et al., 2014; Vidaver-Cohen & Brønn, 2013).

CRA explains the driving attributes that affect PCR and POP. The stakeholder's perception and emotional bond towards the institution develops due to his/her intellectual evaluations of the institution's attributes. The stakeholder's inclination to engage in behaviors that enhance the institution's performance stems from their positive perceptions and emotions toward it. Therefore, a direct relationship is predicted between CRA and OCB, and thoughts toward CRA are expected to be reflected in behavior through perceptions of the institution.

H7: PCR mediate the relationship between CRA and OCB.

H8: POP mediate the relationship between CRA and OCB.

Within the framework of the definitions taken as a basis within the scope of the study, PCR is the feelings and beliefs formed by the stakeholder's observations and experiences developing within the scope of their interactions with the institution. In contrast, POP is shaped by the reflection of the beliefs and thoughts of others about the institution on the perceptions of internal stakeholders. The stakeholders' thoughts about the corporate reputation attributes are expected to be reflected in their behaviors and the perceptions originating from themselves and others.

As indicated in the study by Kang and Barlett (2013), POP may not be sufficient to strengthen OCB. It is expected that the institution (managers) will strengthen the CRA, which is the antecedent of PCR, reinforce the cognitive acceptance of POP by employees, and both perceptions (PCR and POP) will predict organizational citizenship behaviors more strongly through the multiple mediation effect.

H9: PCR and POP multiply mediate the relationship between CRA and OCB.

Figure 3 shows the model developed based on conceptual discussion and theoretical foundations in accordance with the research objective.

Created based on Fombrun et al. 2015; Money et al. 2017; Rindova et al. 2005; Sweitzer and Volkwein 2009; Vidaver-Cohen 2007.
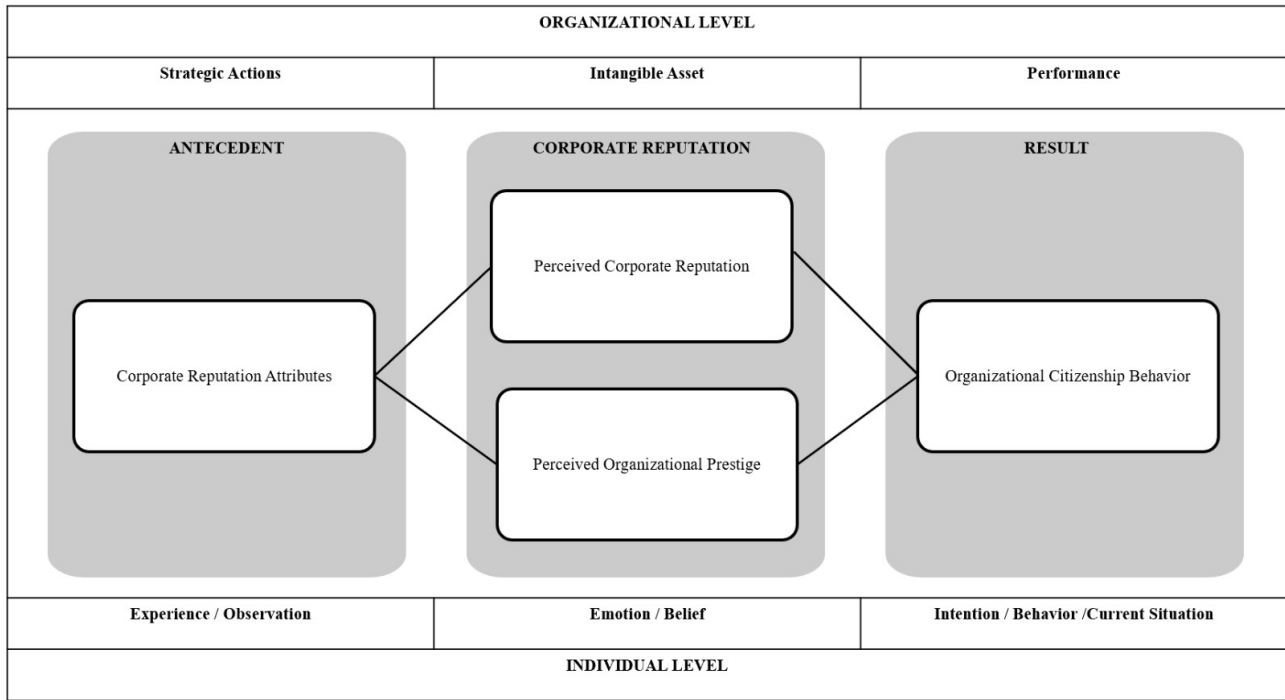
ORGANIZATIONAL LEVEL		
Strategic Actions	Intangible Asset	Performance

Figure 3: Research Model

RESEARCH METHODOLOGY

The research received ethical approval from the DEU Ethics Committee on August 7, 2022. This study used a quantitative research design focused on a causal approach. Data was collected using surveys and analyzed with SPSS Statistics 25 and AMOS Graphics software.

Data Collection and Instrumentation/Measures

The form link was sent to individuals who positively responded to the application invitation emailed to a selection of universities determined through a random sampling method. This selection targeted academics in state universities' Faculties of Economics, Administrative Sciences, and Business Administration[1]. Data was collected from 412 academics across 33 universities between March and June 2023. After eliminating incomplete and incorrect submissions, data from 370 valid forms were included in the analysis.

In this study, 53% of participants were male and 47% were female. The titles included 29.5% Professors, 21.1% Associate Professors, and 22.2% Dr. Faculty Members, among others. Most participants (49.7%) had over 16 years of work experience. Additionally, 17.6% had 11-

15 years, 14.1% had 6-10 years, and the rest had 5 years or less. Regarding their time at the current university, 33.2% had been employed for over 16 years, 19.5% for 11-15 years, 18.9% for 6-10 years, and the remainder for 5 years or less. Most participants (49.7%) had more than 16 years of work experience. Additionally, 17.6% had 11-15 years, 14.1% had 6-10 years, and the rest had 5 years or less of experience. 33.2% of the faculty have been employed at their current university for more than 16 years. Additionally, 19.5% have worked there for between 11 and 15 years, while 18.9% have been there for between 6 and 10 years. The remaining faculty members have been with the university for 5 years or less.

The study utilized several measurement instruments to assess the variables. These included Mael and Ashforth's (1992) single-dimensional scale, an 8-item POP measurement tool, Ponzi et al.'s (2011) single-dimensional scale, a 4-item PCR-RepTrak Pulse measurement tool, a CRA measurement tool developed by the researcher, and Podsakoff et al.'s (1990) five-sub-dimensional scale, which consists of 24 items for measuring OCB. All measurement tools were structured in a 5-point Likert format.

The measurement tools were translated from the source language to the target language using a forward translation method by the researcher and two language experts: one native English speaker and one Turkish expert from the School of Foreign Languages. Three

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[1] There are notable structural differences between state and foundation universities in Turkey. Therefore, this study focused exclusively on state universities. The study's population was restricted to academics actively working in the Faculties of Economics and Administrative Sciences and the Business Administration Faculties of state universities to ensure familiarity with corporate reputation and a strong understanding of relevant concepts.

Table 1: Validity and Reliability of Measurement Tools

Measurement Tool	Goodness of Fit Values	Validity Convergent/Discriminant	Reliability CA
CRA	CMIN=760.025 CMIN/df=3.220 RMSEA=.078 CFI=.95 GFI=.858		.972 .894 .938 .910 .935
POP	CMIN=53.080 CMIN/df=2.949 RMSEA=.073 CFI=.981GFI=.965	CR > AVE AVE > .5	.917
PCR	CMIN=3.012 CMIN/df=1.506 RMSEA=.037 CFI=.999 GFI=.996	Square roots of AVE > Inter-Factor Correlations AVE > MSV	.943
OCB	CMIN=2844.397 CMIN/df=2.935 RMSEA=.072 CFI=.900 GFI=.899		.806 .715 .807 .623 .817

faculty members from the Department of Management and Organization evaluated the translations' equivalence. After considering their feedback on the items' form and meaning, corrections were made, and two Turkish Language and Literature experts reviewed the final versions.

In the first-level multifactor model, CRA with 5 subscales of Working Environment and Governance (WEG), Social Awareness (SAW), Research and Education Capacity (REC), Innovation (INO), Social Networking and Recognition (SNR) and 24 items, single dimensional POP with 8 items, single dimensional PCR with one subscale and 4 items, OCB with 5 subscales of Altruism (ALT), Civic Virtue (CVC), Conscientiousness (CON), Sportsmanship (SPR), Courtesy (COU) and 19 items were verified. They have convergent and discriminant validity and reliability.

Table 1 shows that the values obtained from the analyses effectively represent the latent variables.

RESULTS AND DISCUSSION

Hypotheses Testing

The normality of the data collected in the study was assessed through descriptive statistics and normality assumption analyses. The skewness-kurtosis values ranged between ± 1.5, indicating a normal distribution, with arithmetic means close to each other and score distributions resembling a bell curve. Multicollinearity analysis revealed tolerance values below 1.00 and VIF values under 10, confirming the absence of multicollinearity (Field 2009; Tabachnick & Fidell, 2001). The descriptive statistics and correlation analysis results for all variables are provided in Table 2.

The mean values of the evaluations made for the corporate reputation attributes are, from the lowest to the highest, 2.86 for working environment and governance, 3.21 for social networking and recognition, 3.33 for innovation, 3.34 for research and education capacity, and 3.45 for social awareness. The mean values of the evaluations made for organizational citizenship behavior are, from the lowest to the highest, 3.92 for civic virtue, 4.08 for sportsmanship, 4.14 for conscientiousness, 4.50 for altruism, and 4.63 for courtesy with the highest value. The mean value of perceived corporate reputation is 3.35 and the mean value of perceived organizational prestige is 3.25.

There was a moderate correlation between CRA and POP (β=.63, p=.000), a strong correlation between CRA and PCR (β=.80, p=.000), a moderate correlation between PCR and POP (β=.56, p=.000), a weak correlation between CRA and OCB (β=.49, p=.000), a weak correlation between POP and OCB (β=.42, p=.000), and a weak correlation between PCR and OCB (β=.47, p=.000), and H3 was supported.

In the analyses reporting direct effects in Table 3, positive and significant effects of CRA on OCB (β=.49, p<0.001), PCR (β=.80, p<0.001) and POP (β=.64, p<0.001) were found, and H6, H1 and H2 were supported.

Table 2: Descriptive Statistics and Correlation Analysis Results for Main Variables

		Min.	Max.	Mean	Std. Dev.	CRA	POP	PCR	OCB
CRA	WEG	1.00	5.00	2.86	1.154	1			
	SAW	1.00	5.00	3.45	.991				
	REC	1.00	5.00	3.34	.954				
	INO	1.00	5.00	3.33	1.082				
	SNR	1.00	5.00	3.21	1.017				
POP		1.00	5.00	3.25	1.112	.635***	1		
PCR		1.00	5.00	3.35	1.044	.802***	.563***	1	
OCB	ALT	2.00	5.00	4.50	.617	.489***	.420***	.475***	1
	CVC	1.50	5.00	3.92	.729				
	CON	2.25	5.00	4.14	.652				
	SPR	1.50	5.00	4.08	.719				
	COU	3.33	5.00	4.63	.451				
***p<.000									

Table 3: Direct Effects Analysis

	β Effect	β Non-Std. Path Coefficient	SH
CRA OCB	**.49**	.166***	.030
R2		.236	
CRA PCR	**.80**	1.072***	.065
R2		.642	
CRA POP	**.64**	. 891***	0.70
R2		.404	
PCR OCB	**.47**	.118***	0.21
R2		.221	
POP OCB	**.41**	.100***	.019
R2		.171	

Positive and significant effects of PCR on OCB (β=.47, p<0.001) and POP on OCB (β=.41, p<0.001) were found, and H4 and H5 were supported.

The mediation test employed the bootstrap methodology, considered statistically robust (Efron & Tibshirani, 1993; Shrout & Bolger, 2002; Hayes, 2018; Zhao et al., 2010). In the structural equation modeling analysis, 5,000 bootstrap samples (n=370) were generated, along with a 95% confidence interval. The results, including the total, direct, and indirect effects, are presented in Table 4.

With the inclusion of PCR in the model for the effect of CRA on OCB, the effect of CRA on OCB decreased (β=.30,

p<0.05) but did not lose its significance. The power of the partial mediation detected is high (Preacher & Kelly, 2011), indirect effects are significant [β=.186, p<0.05, 95%CI (BC: .030, .348)], and H7 is supported.

With the inclusion of POP in the model for the effect of CRA on OCB, the effect of CRA on OCB decreased (β=.37, p<0.05) but did not lose its significance. The power of the partial mediation detected is high (Preacher & Kelly, 2011), indirect effects are significant [β=.116, p<0.05, 95%CI (BC: .006, .082)], and H8 is supported.

In the effect of CRA on OCB shown in Figure 4, with the inclusion of PCR and POP in the model together (multiple

Table 4: Indirect Effects Analysis

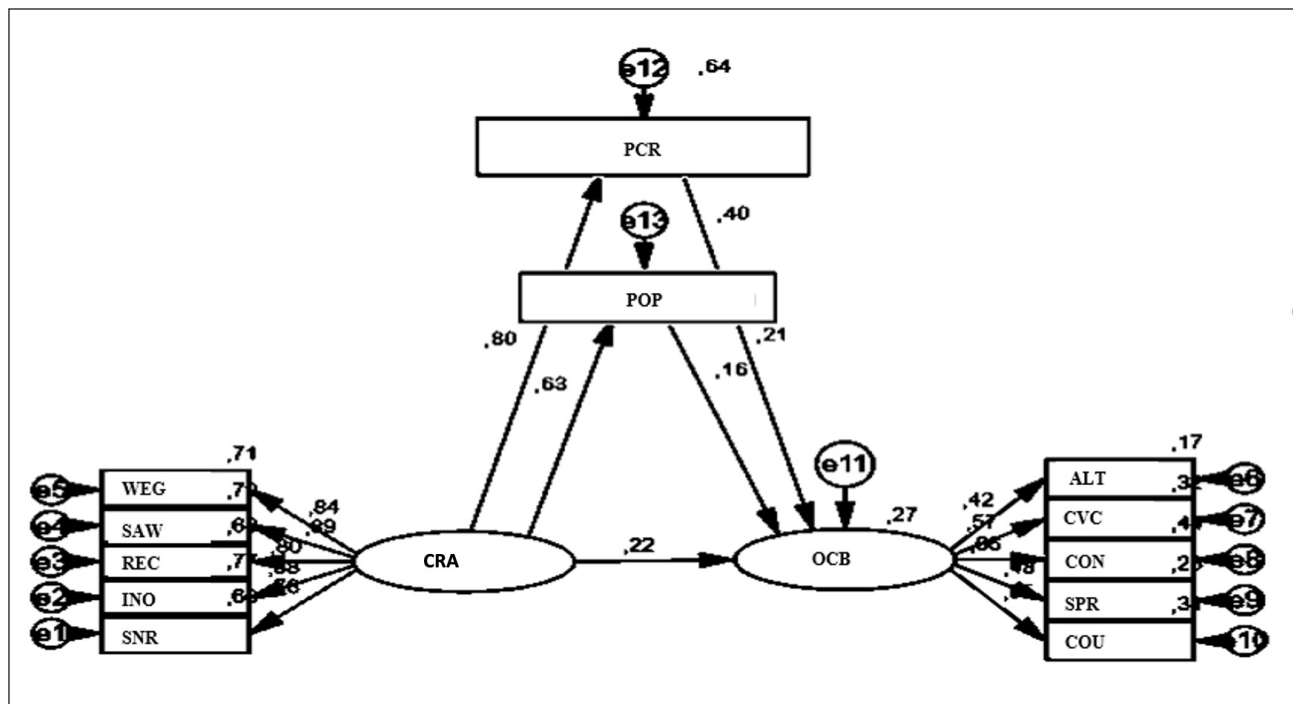|	β Effect	β Non-Std. Path Coefficient	SH	Goodness of Fit Values
CRAPCR OCB	.301	.100**	.038	
		.058*	.026	CMIN=120,097
R2	.257			CMIN/df=2,859 RMSEA=0.07 GFI=0.94
Total Effect	.49			CFI=0.96
Direct Effect	.30			
Indirect Effect	.186* (p=.018) (BC:.030- .348)			
CRAPOP OCB	.372	.123***	.031	
		.043*	.019	CMIN=151,096 CMIN/df=3,598
R2	.258			RMSEA=0.08
Total Effect	.49			GFI= 0.93
Direct Effect	.37			CFI= 0.94
Indirect Effect	.116* (p=.029) (BC:.014-.230)			
CRAPCR/POP OCB	.219	.071 (P=0,064)	.039	
		.051*	.026	
		.038*	.018	CMIN=155.646 CMIN/df=3.113
R2	.274			RMSEA=0.07
Total Effect	.49			GFI= 0.93
Direct Effect	.22			CFI=0.95
Indirect Effect	.270** (P=.008) (BC:.068-.490)			
	*p<.05, **p<.001, ***p<.000			

Figure 4: Mediating Effect of PCR and POP in the Effect of CRA on OCB

mediators), the effect of CRA on OCB decreased and lost its significance (β=.22, p=.064, p>.005). The power of the multiple full mediation detected is high (Preacher & Kelly, 2011), the indirect effects are significant [β=.270, p=0.008, 95%CI (.068-.490)], and H9 is supported.

DISCUSSION

CRA predicts both PCR and POP, consistent with studies indicating that CRA significantly influences individuals' perceptions of reputation and prestige (Fombrun et al., 2015; Ponzi et al., 2011; Sweitzer & Volkwein, 2009; Vidaver-Cohen, 2007). The positive correlation observed between PCR and POP, stemming from their shared antecedents and similar content structures, reinforces previous research findings (Sung & Yang, 2008; Sweitzer & Volkwein, 2009). The finding of the positive correlation between PCR and POP, which were considered together due to the existence of common antecedents and similar structures in terms of content (Sung & Yang, 2008; Sweitzer & Volkwein, 2009), is consistent with the literature.

The findings validated the (partial) mediating roles of PCR and POP in the relationship between CRA and OCB. Literature indicates that perceptions derive from thoughts, which subsequently affect behaviors (Dolphin, 2004; D'Souza et al., 2013; Fombrun & Rindova, 1996; Money et al., 2017; Newburry et al., 2014; Vidaver-Cohen & Brønn, 2013). This study analyzes the effect of CRA on OCB through a parallel mediation model involving PCR and POP. The finding that perceptions of reputation and prestige serve as partial mediators when considered separately but function as full mediators when evaluated together underscores the necessity of assessing both variables in an integrated manner (Kang & Bartlett, 2013) to fully comprehend their impacts. One key contribution of this study is exploring this multiple moderation effect.

The finding that PCR and POP predict OCB aligns with the literature. Research has shown that employees who perceive a strong reputation for their organization tend to exhibit higher OCB (Carmeli, 2005; Fu et al., 2014; Helm, 2011; Mehtap & Kökalan, 2013). Studies (Boğan & Dedeoğlu, 2020; Carmeli, 2005; Schaarschmidt et al., 2015; Schaarschmidt & Könsgen, 2020) have also highlighted that high POP reinforces OCB.

CONCLUSION and IMPLICATIONS

Effectively managed and strengthened PCR positively affects many outcome variables and increases corporate performance. Due to the competitive advantages it creates, there is an increasing focus on strategies to enhance reputation in the business world.

Alongside these developments, academic interest in the field across various disciplines is also growing. Publications on measuring and enhancing reputation are increasing, and the models developed are being applied in practice.

Universities have also focused more visibly on reputation management throughout their historical development processes.

Rankings that prioritize quantitative and qualitative reputation subscales have strengthened the competitive environment in higher education. However, rankings are being questioned regarding their methodology. Universities can improve their reputation management by developing strategies beyond the scope of rankings.

The first step in strengthening reputation is to determine the current situation. Reputation measurement in the field of higher education is problematic in various ways. The literature discusses the failure of the measurement tools used to distinguish the antecedents and consequences of reputation and the claim of universality as the main problems.

In the Turkish Higher Education System, universities have long monitored their rankings and carried out studies to improve their reputation. This study aims to raise awareness and motivate universities to undertake special efforts and projects that highlight their unique attributes.

Each stakeholder's perception of corporate reputation varies due to his/her unique expectations and experiences. In this context, determining the priority stakeholders, revealing the antecedents of reputation for the determined stakeholder group, and then questioning the target stakeholder's perceptions of their experiences with appropriate tools will create an appropriate framework for reputation management.

The important roles that internal stakeholders play in building and strengthening reputation are effective in evaluating them as key stakeholders in terms of corporate reputation management. For the same reason, in the present study, we focused on how academics' reputation perceptions are shaped.

According to the holistic research model that tests PCR and POP with their antecedents and consequences, which examines the influence of CRA on OCB by using a parallel mediation mechanism of PCR and POP, PCR and POP were (partial) mediators in the effect of CRA on OCB, and multiple (full) mediating effects of PCR and POP were revealed.

The CRA measurement tool has been developed to be culturally and contextually sensitive, effectively distinguishing between perceptions of reputation and their underlying factors. This tool is expected to be a

valuable method for assessing the status and standing of universities. When building a reputation, CRA can be metaphorically like 'blood tests' used in medical diagnosis processes to determine the roadmap (treatment) by making the necessary determinations in planning priorities, strategies, and actions.

Improving the perceived reputation and rankings of universities can be achieved through several key enhancements. These include increasing the quality of education and research, producing competent graduates, and enhancing the working environment and governance to meet stakeholder expectations. Additionally, strengthening visible social contributions and fostering innovative practices can also contribute significantly to improving a university's reputation.

One of the research calls in the literature is to test PCR antecedents and results using holistic models. The study questions the comprehensive relationships between PCRs and POPs of employees, who are key stakeholders in the cyclical relationship of reputation, and OCB, one of the behavioral results strengthened by these perceptions, also responds to the calls in question.

The present study is expected to contribute to the field by testing the joint effect of PCR and POP, which are addressed together in the literature but are discussed to a limited extent in terms of their multiple effects on the outcome. This study contributes to the existing literature by examining the multiplicity effect.

Further studies should concentrate on developing measurement tools for the two additional factors that influence academics' perceptions of reputation (perceptions regarding the relationship developed with the institution and third-party opinions about the institution). Future research should focus on testing the CRA on samples representing academics from various fields of expertise. Additionally, a similar systematic approach should be applied to internal and external stakeholders beyond academics to clearly define the key attributes of reputation for each stakeholder group.

These suggestions will address existing gaps in the literature, elucidate the essential dimensions involved in the development of reputation in practice, evaluate the comprehensive perceptions of institutional reputation, and delineate actionable steps supported by effective strategies.

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