



The mediator and moderator role of positive organizational behavior in the effect of corporate reputation on organizational commitment

Ferit ÖLÇER

Ömer FARUK COŞKUN

Hatay Mustafa Kemal University, Hatay, Turkey

Abstract. *Purpose.* This study aims to determine the relationships between corporate reputation, organizational commitment, and positive organizational behavior and to examine the mediator and moderator role of positive organizational behavior in the effect of corporate reputation on organizational commitment. *Methodology.* Research data were collected using a questionnaire method on 138 employees working in the sales stores affiliated to the regional directorate of an enterprise operating in the telecommunications sector. The data obtained were analyzed by correlation and regression tests, and the models and hypotheses developed within the research scope were tested. *Findings.* Research results indicate that corporate reputation is an important predictor of both organizational commitment and positive organizational behavior. According to another important result of the study, positive organizational behavior predicts organizational commitment. However, the analysis results on the role of positive organizational behavior in the effect of corporate reputation on organizational commitment show that positive organizational behavior has a partial mediating and moderating role in this relationship. *Originality.* When the studies conducted in the literature are reviewed, it is seen that many studies investigate the bilateral relations between corporate reputation and organizational commitment, corporate reputation and positive organizational behavior, and positive organizational behavior and organizational commitment. However, no research was found on the role of positive organizational behavior in the effect of corporate reputation on organizational commitment. This study is expected to respond to an unanswered question about the role of positive organizational behavior in the effect of corporate reputation on organizational commitment, fill an important gap in the literature, and contribute to explaining the relationships between corporate reputation, positive organizational behavior, and organizational commitment.

Keywords: corporate reputation, organizational commitment, positive organizational behavior.

Introduction

Today, regardless of the size, type, level, or location of businesses, business environments with a turbulent structure cause all businesses to endure dramatic changes and experience competitive pressure (King, Newman, Luthans, 2015). Therefore, interest in intangible assets, especially corporate reputation, increases day by day. Corporate Reputation arises as a result of the interaction of the business with its stakeholders. In this respect, employees are the most important stakeholders of the

enterprise in corporate reputation management; in other words, human capital plays a critical role (Helm, 2011).

Human capital, which is expressed as the effective development and management of employees' knowledge, experience, characteristics, and expertise, is the key success factor for sustainable organizational performance (Luthans, Luthans, Luthans, 2004). It is also the most valuable asset of businesses because it cannot be easily imitated and copied. Considering the high cost of replacing this asset in organizations, organizations must protect their human capital. Thus, it is necessary to investigate how organizational commitment increases employees' commitment to the organization and the factors affecting organizational commitment.

Another important point that should be considered in the management of human capital is the concept of positive organizational behavior that focuses on the positive and strengths of individuals. It is the goal of all organizations today to attract and keep individuals with characteristics that reflect the components of positive organizational behavior, such as being self-confident, striving for the goals they set, evaluating every situation with their positive aspects, and knowing how to be dealing with the difficulties. Not only situational factors but also individual differences such as individual characteristics should be considered in the correct evaluation of the determinants of organizational commitment. Past research indicates that organizational commitment is affected not only by organizational characteristics such as corporate reputation but also by individual characteristics such as positive organizational behavior (Choi, Oh, Colbert, 2015). Moreover, the relationship between organizational commitment and positive organizational behavior, which expresses the positive psychological status of employees in businesses, is an issue that needs detailed research.

In this sense, the effects of corporate reputation and positive organizational behavior on organizational commitment and the role of positive behaviors, an individual-level phenomenon, in the relationship between reputation and commitment, which are important concepts at the organizational level, are the main research problems that need to be answered. In this study, answers to these problems are sought considering the previous studies and the data obtained in the application carried out in this research.

In this context, in this study, the concepts of corporate reputation, positive organizational behavior, and organizational commitment are explained to create a conceptual framework, the relationships between them are examined, and hypotheses are put forward by creating a research model. Then, evaluations are made considering the data collected in the research. Lastly, recommendations are offered to contribute to research-related results and future studies.

Literature review

Corporate reputation

Corporate Reputation (CR) has a very important meaning for businesses to create a sustainable competitive advantage and maintain relationships with various stakeholder groups in the long term. It is becoming more important today than ever due to many factors such as public awareness, transparency, expectations of business stakeholders, and personal expectations of customers regarding the business's products and services (Shamma, 2012). Different disciplines have different perspectives on the CR concept. For economists, the characteristics that indicate possible attitudes of the business are the source of competitive advantage and a barrier to competitors for strategists and an intangible asset for accountants (Fombrun, Gardberg, Sever, 2000). CR is the understanding of the role of the company in society by the employees and an external reflection of the internal identity of the company (Fombrun, Reil, 1997) or is defined as a reflection of how its stakeholders perceive

the business (Feldman, Bahamonde, Bellido, 2014). On the other hand, CR is a perceptual expression of the activities and their results that make it clear that the business can produce valuable outputs for its stakeholders (Fombrun et al., 2000). Since the development of CR concept in businesses takes a significant amount of time, it was conceptualized as a critical strategic asset that continuously contributes to business profitability (Roberts, Dowling, 2002). R. Chun expresses CR as an umbrella structure and cumulative monitoring of external and internal stakeholders such as employees, customers, suppliers, managers, credit institutions, media, and the immediate society (Chun, 2005). These impressions are collective judgments about an institution based on evaluating the financial, social, and environmental status of an institution over time (Barnett, Jermier, Lafferty, 2006).

With regards to the various definitions of CR in the literature, the definition of CR is generally classified into three groups. These are CR as a state of awareness, CR as an assessment, and CR as an asset. CR as a state of awareness refers to perceptions gathered. Besides, this expression can be explained as a description of knowledge and emotions. CR as an assessment is the assessment of a business's position. This evaluation includes thinking, judging, measuring, or valuing the business. It is included in the assessment of opinions and beliefs about the business because opinions and beliefs reflect CR's subjective nature. CR as an asset, on the other hand, refers to an intangible, financial, or economic asset or a resource (Shamma, 2012).

The main benefits of a strong CR include improved customers' perception of the quality of products and services, improved capacity to recruit and retain qualified personnel, increased employee motivation and thus productivity, protecting the value of enterprise through mitigating the effects of competitive attacks and crises, helping internationalization, attracting a larger amount of investors and increasing the market value of the business, differentiating the business from its competitors and gaining a better place in the market, and allowing lower-cost capital inflow to the business (Feldman et al., 2014). Therefore, businesses with a well-managed reputation have a competitive advantage in their industry, while businesses with a weak reputation have a disadvantage (Fombrun, Shanley, 1990). On the other hand, CR is seen as the most valuable intangible asset that helps the business survive throughout its working life. Additionally, a positive CR is expressed as a protector for the business in crisis times (Shamma, 2012).

CR management has two main goals. The first is to create the desired image in the minds of the business stakeholders, especially the employees. Because employees contribute to the shaping of CR by interacting with other stakeholders (Cifuentes, León, Davies, 2014). The other is to manage processes to create a positive perception of CR in the minds of important stakeholders (Gray, Balmer, 1998). Managers direct them to be active, centralized, focused, and scientific approaches in communicating with their stakeholders to achieve these goals (Fombrun et al., 2000).

Organizational commitment

Organizational commitment (OC) is a psychological condition that characterizes the relationship between the organization and the employee and provides the employee with inferences for decisions to continue or terminate organizational membership (Meyer, Allen, 1991). OC fundamentally refers to the psychological bond between employees and their organizations (Allen, Meyer, 1996). This psychological bond has a vital potential to affect organizational effectiveness and employee happiness (Meyer, Herscovitch, 2001). It is seen that the OC concept reflects three themes. These are commitment as an affective attachment to the organization, commitment as a perceived cost associated with leaving the organization, and a moral obligation to remain with the organization (Meyer, Allen, 1991). These themes are formed in three different types that are distinctively defined in commitment, which are affective commitment, continuance commitment, and normative commitment (Allen, Meyer, 1996). These three OC forms affect the employee's intention to quit (Jaros, 1997).

Affective commitment, continuance commitment, and normative commitment each have clear implications for staying in or leaving the organization. On the other hand, all three are quite different (Allen, Meyer, 1996). Affective commitment refers to the employee's identification with the organization, being involved with it, and establishing an emotional bond. Therefore, employees with strong affective commitment continue to work in the organization because they want to stay (Allen, Meyer, 1996). Employees with high affective commitment establish an emotional bond with the organization, get involved, and identify themselves with it (Iverson, Buttigieg, 1999).

Continuance commitment refers to a commitment based on the employee's knowledge of the costs of leaving the job. Employees with strong continuance commitment continue to work in the organization because they need to stay in the organization (Allen, Meyer, 1996). The continuance component of OC develops on two primary factors. The first is the size or number of investments individuals make, and the other is the lack of alternatives perceived by the individual. For example, an employee may not be able to easily transfer his qualifications that he has spent a considerable amount of time and energy to specialize to other organizations. (Allen, Meyer, 1990).

Normative commitment refers to commitment based on a sense of responsibility towards the organization. Employees with strong normative commitment continue to work in that organization because they feel that they should stay (Allen, Meyer, 1996). Similar results are expected in normative commitment as in emotional commitment. However, normative commitment focuses on moral obligation. These obligations derive from socialization practices in the organization (Iverson, Buttigieg, 1999). The normative component of OC is affected by individual experiences before and after starting the business life (Allen, Meyer, 1990).

Positive organizational behavior

With psychology ceasing to be a branch of science that only focuses on diseases and mental disorders, the positive psychology trend has emerged, highlighting individuals' strengths and positive aspects, and examining what makes individuals feel happy and peaceful. The reflection of positive psychology trend at the organizational level is positive organizational behavior. Conceptualized for the first time by Luthans (2002b), positive organizational behavior (POB) was defined as an application or study to positively guide human resources' strengths and psychological capacities. POB can be measured, developed, and managed effectively to improve the performance in the organization (Luthans, 2002b). It consists of four measurable components, open to improvement, and can be managed for more effective job performance, expressed as self-efficacy, hope, optimism, and resilience (Luthans et al., 2004).

With its more explicit use in trust or psychology, the term self-efficacy is a guide and human resource power with psychological capacity for effective performance management and development (Luthans, 2002b). According to another definition, self-efficacy refers to an individual's motivation, mental resources, and belief in activating the action plan he needs to accomplish a specific task (Stajkovic, Luthans, 1998).

Hope, which is another component of POB, includes two dimensions. These are willpower and paths. Willpower is the hope and motivation individuals must achieve the desired goal. On the other hand, paths are psychological resources that help find various alternative ways to reach the goal. Thinking of these alternative paths helps individuals achieve goals despite obstacles (Luthans, Avey, Clapp-Smith, Li, 2008).

Like self-efficacy and hope, optimism is created, guided, and developed to pursue personal goals (Luthans, Youssef, 2007). The main conceptual difference between hope and optimism is external factors shape those optimistic expectations, while hope emerges through internal factors (Luthans, 2002a). Optimism is characterized in a positive and revealing way. Ultimately, the optimistic person focuses on positive expectations rather than certain events (Luthans et al., 2008).

Resilience, the last component of the POB, is a dynamic process that involves a positive harmony within the source of important distress. There is a successful state of positive compliance in this process, despite major threats or severe distress and major attacks on development processes. (Luthar, Cicchetti, Becker, 2000). On the other hand, it goes beyond simple harmony. It is a positive psychological capacity to recover from adversity, uncertainty, and debate (Luthans, 2002a). It also consists of a balance between stress and the ability to cope (Stewart, Graham, and Mangham, 1997).

Relationship between CR, POB, and OC

Employees' positive perception of corporate reputation enables them to establish a psychological bond with the organization they work with (Allen, Meyer, 1990). Individuals working in organizations with positive OC create a high level of self-esteem by reflecting the organization's image on their own images and thus establish a psychological bond with the organization (Kim et al., 2010). This psychological bond becomes stronger when employees think they work in a respected and reputable business (Nguyen, Nguyen, 2017). A close relationship was found between CR and OC (Carmeli, Freund, 2002). On the other hand, CR affects not only current employees but also potential employees who are likely to work in the organization. Organizations accepted as reputable in business circles are more advantageous in attracting qualified employees and retaining them within the organization (Lemmink et al., 2003). Many studies suggest that there is a positive relationship between CR and OC and positive perception of CR increases OC (Beheshtifar, Allahyary, 2013; Chun et al., 2013; Fu et al., 2014; Gilad, Bloom, Assouline, 2018; Esenyel, 2019; Almeida, Coelho, 2019; Tangngisalu, Mappamiring, Andayani, Yusuf, Putra, 2020). Based on these previous studies, the first hypothesis of the research was formed as follows:

H1: CR positively affects OC.

There occurs a sense of belonging to the organization that the employees are in over time. This sense of belonging shapes the employee's self-perception. Besides, an organization has a very strong influence on how they feel about the organization itself. In this respect, the employees' behaviors in the organization can be considered a mirror reflecting CR. In other words, the employee looks at the corporate image created by the organization as a model to imitate while shaping his own behavior. Corporate image, which is a phenomenon closely related to CR, has a positive effect on the emergence of POB in organizations (Dhir, Shukla, 2019; Tuna et al., 2016). With the data collected from 401 employees working in 5-star hotels in the tourism sector, it was concluded that there is a negative relationship between the corporate image, which is measured as perceived corporate prestige in their study, and the negative behaviors of the employees and therefore affect the PMO (Tuna et al., 2016). In another study it was found that there is a correlation between CR and POB (Naser, Hussein, 2019). Some researchers emphasize the importance of CR for the emergence of POB in their study. In this regard, the second hypothesis of this research was formed as follows (El Shobaky, El Talla, Abu-Naser, Al Shobaki, 2020).

H2: CR positively affects POB.

When the literature is reviewed, it is seen that many studies were conducted investigating the relationship between POB and OC. In the study conducted by K. W. Luthans and S. M. Jensen, it was found that there is a positive and significant relationship between POB and OC (Luthans, Jensen, 2005). There is a significant relationship between POB and OC (Larson, Luthans, 2006). According to the results of this research, there is a significant relationship, especially between resilience and hope, from the components of PPO and OC. The fact that the organization's goals become the goals of employees with high self-sufficiency levels leads to these employees achieving job satisfaction and, as a result, increasing OC (Luthans, Zhu, Avolio, 2006). It was indicated that there is a relationship between POB components of optimism and resilience and OC (Youssef, Luthans, 2007). It is stated

that employees who display the POB component of optimism behavior in organizations have higher OCs (Carver et al., 2010). In the study conducted by E. Liu on 328 part-time employees in China, it is emphasized that POB component self-efficacy directly affects OC (Liu, 2019). The research results in the health sector show a positive relationship between POB and OC (Salari, Daneshi, Pilevarzadeh; 2020). In another study similar results are obtained, and it is revealed that there is a relationship between POB and commitment (Ye, Ren, Li, Wang (2020). Considering the results of these studies, the third hypothesis of the research was generated as follows.

H3: POB positively affects OC.

When the studies conducted in the previous years are examined, no study was found investigating the role of POB in the relationship between CR and OC. However, the Person-Organization (P-O) Fit Theory, which has an important place in organizational psychology, helps to shed light on this issue. Derived from a basic assumption that individuals with different characteristics are interested in different types of organizations, P-O Fit Theory underlines the importance of harmony between employees and the organization (Morley, 2007). According to this theory, which focuses on the relationship between individuals and organizations, P-O fit occurs when there is a fit between individual characteristics and organizational characteristics. When P-O fit is achieved, individuals tend to exhibit more positive behaviors towards the organization. Therefore, P-O fit positively affects organizational commitment with its different components (Bahat, 2020). On the other hand, P-O fit plays a critical role not only among the current employees in the organization but also among individuals who have the potential to work in the organization. Individuals pay attention to choosing the most suitable organization for them as well as choosing the most suitable job for them in job applications (Morley, 2007). With these aspects, the ability of employees to be permanent in the organization may be related to both the reputation of the organization in the eyes of the employees and the tendency of the employees to display positive behaviors. In this sense, with the assumption that OC is a phenomenon that develops depending on employees' psychological state, it is thought that PPO may have a mediator and moderator role in the relationship between CR and OC. Therefore, the fourth and fifth hypotheses were formed as follows.

H4: POB has a mediating role in the effect of CR on OC.

H5: POB has a moderating role in the effect of CR on OC.

In this context, a model was developed for examining the effect of CR on OC, one of the organizational behavior issues that include studies for the protection of human capital in organizations, and determining the mediator and moderator role of POB on this effect, as can be seen in Figure 1.

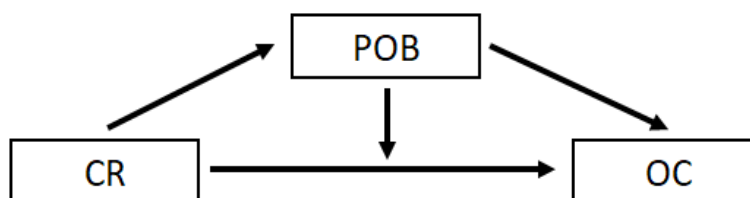


Figure 1. Research Model

Method

The data from the sample group created to test the research model and developed hypotheses were collected using the survey technique from quantitative research methods. The validity and reliability of the scales used in data collection were first examined, and the Cronbach's Alpha Test

and Exploratory Factor Analysis were performed. The data obtained from valid and reliable scales were subjected to correlation analysis and regression analysis, and the developed hypotheses were tested.

Purpose and scope of the research

This study aims to determine the relationships between CR, OC, and POB and examine the mediator and moderator role of POB in the effect of CR on OC. For this purpose, employees working in sales stores affiliated to the Adana Regional Directorate of one of the leading enterprises in Turkey operating in the telecommunications sector were selected as the research universe. 589 employees are working in sales stores affiliated with the Adana Regional Directorate of the enterprise. The sample of the study was formed by selecting 138 people using a simple random sampling method. The demographic characteristics of the participants of this research are shown in Table 1 below.

Table 1. Demographic Characteristics of the Participants

Demographic Characteristic	Frequency	Percentage	Demographic Characteristic	Frequency	Percentage		
Gender	Male	74	53.6	Education	High school and below	72	52.2
	Female	64	46.4		Associate	34	24.6
Marital status	Single	80	58		Undergraduate and graduate	32	23.2
	Married	58	42	Seniority	< 1 year	27	19.6
Age	< 26 years	50	36.2		1–3 years	48	34.8
	26–30 years	34	24.6		4–6 years	26	18.8
	31–35 years	28	20.3		7–9 years	13	9.4
	35 > years	26	18.8		9 > years	24	17.4
Total	138	100	Total	138	100		

Data collection

In this study, the survey technique, one of the quantitative research methods, was used as the data collection method. The questionnaire forms created as an online questionnaire were sent to the participants via e-mail and messaging applications, and they were asked to fill out voluntarily. The questionnaire form consists of four parts. In the first part, there are categorical questions, including personal information (gender, marital status, age, education, and seniority). There is the CR Scale consisting of 20 items for measuring the CR perception of the employees in the second part, the OC Scale consisting of 18 items to measure the OC level in the third part, and the POB Scale consisting of 24 expressions for measuring PPO in the last part. All three of the scales were prepared as 5-point Likert, and the participants were asked to evaluate each item in the scales as “strongly disagree,” “disagree,” “neutral,” “agree,” and “strongly agree.”

In the research the follow questionnaires were used:

- “Reputation Coefficient Scale” developed by C. J. Fombrun with colleagues and consisting of 20 items (Fombrun et al., 2000) — to measure CR;
- “Psychological Capital Scale” developed by F. Luthans with colleagues and consisting of a total of 24 statements (Luthans et al., 2007) — to measure POB;
- “Organizational Commitment Scale” developed by J. Meyer and N. Allen and including 18 items — to measure the organizational commitment level of employees (Meyer, Allen, 1997).

Validity and reliability analysis

The Cronbach’s Alpha Test was applied to determine the internal consistency of the CR, OC, and POB Scales. F2 and O3 items that decrease the alpha value on the CR Scale, CC5 and CC6 items that decrease the alpha value on the OC Scale, RS1, OP2, OP5, and OP6 items that decrease the alpha value

on the POB Scale were excluded from the analysis. After these items were removed from the scales, it was observed that the items in the CR Scale ($\alpha = .971$), OC Scale ($\alpha = .956$), and POB Scale ($\alpha = .970$) were perfectly compatible with each other.

According to the exploratory factor analysis results of the CR, OC, and POB Scales, the Kaiser-Meyer-Olkin value of the CR Scale was 0.833, and the Bartlett Test value was found to be 4287.80 ($p < 0.001$). Additionally, 18 items in the CR scale are collected under three factors and explain 82.22% of the total variance. The Kaiser — Meyer — Olkin value of the OC Scale was 0.900, and the Bartlett Test value was 2622.96 ($p < 0.001$). 16 items in the OC scale are gathered under two factors and explain 74.85% of the total variance. The Kaiser — Meyer — Olkin value of the POB Scale was 0.909, and the Bartlett Test value was 4482.64 ($p < 0.001$). Besides, 20 items in the POB scale are gathered under two factors and explain 77.47% of the total variance. These results show that the validity and reliability of the CR Scale, OC Scale, and POB Scale meet the requirements for this study.

Results

According to the results of Pearson correlation analysis conducted to determine the relationship between CR, POB, and OC, there is a positive and significant relationship between CR and POB ($r = 0.611$; $p < 0.01$), between CR and OC ($r = 0.828$; $p < 0.01$), and between POB and OC ($r = 0.633$; $p < 0.01$) (Table 2). These results show a relationship between the variables of the research model, CR, POB, and OC.

Table 2. Correlation Analysis Results

Variable	CR	POB	OC
CR	1		
POB	.611**	1	
OC	.828**	.633**	1

CR — Corporate Reputation, POB — Positive Organizational Behavior, OC — Organizational Commitment. ** Correlation is significant at the 0.01 level (2-tailed).

Regression analyzes were conducted to determine the effect level of CR on OC and POB on OC. According to the results of the regression analysis carried out with the data collected, CR is a significant predictor of POB ($F_{(1,136)} = 80,9$, $p < 0,001$). CR explains 37% of the variance in POB. Besides, CR is a significant predictor of OC ($F_{(1,136)} = 296,464$, $p < 0,001$). CR predicts 69% of the variance in OC. However, POB is a significant predictor of OC ($F_{(1,136)} = 90,955$, $p < 0,001$). POB explains 40% of the variance in OC (Table 3). According to these results, CR positively and significantly affects OC and POB. Additionally, these results indicate that as the POB increases, OC increases. H1, H2, and H3 hypotheses are accepted.

Table 3. Regression Analysis Results

Model	Variables		R	R ²	F	p	B	t	p
	Dependent	Independent							
Model 1	POB	CR	.611	.373	8.900	.000	.542	8,994	.000
Model 2	OC	CR	.828	.686	296,464	.000	1,061	17,218	.000
Model 3	OC	POB	.633	.401	9.955	.000	.913	9,537	.000

Durbin — Watson: 1,88 (Model 1); 1,90 (Model 2); 1,49 (Model 3). CR — Corporate Reputation, POB — Positive Organizational Behavior, OC — Organizational Commitment.

According to the results of the hierarchical regression analysis in Table 4, when POB is included in the model regarding the effect of CR on OC, the significant effect of CR on OC continues ($\beta = 0,704$; $p < 0,001$) but there occurs a decrease at the effect level in Model 1 ($\beta = 0.828$; $p < 0.001$). Sobel

Test was conducted to test whether this decrease was significant. The Sobel test results ($z = 3.3500$; $p = 0,001$) suggest that the mediating role of POB in the effect of CR on OC is significant. The results of hierarchical regression analysis and the Sobel Test conclude that POB has a partial mediating role in the relationship between CR and OC. Therefore, the H4 hypothesis is partially accepted.

Table 4. Analysis Results of POB's Mediator Role

Variable	Model 1				Model 2			
	<i>B</i>	<i>Se</i>	β	<i>t</i>	<i>B</i>	<i>Se</i>	β	<i>t</i>
CR	1.061	.062	.828	17.218***	.902	.075	.704	12.055***
POB					.293	.084	.203	3.480**
R^2	.686				.711			
R^2 Change F	296.464***				12.109**			
<i>F</i>	296.464***				166.395***			

** — Significant at the 0.01 level, *** — Significant at the 0.001 level. CR — Corporate Reputation, POB — Positive Organizational Behavior.

The effect of the “CR x POB Interaction” variable derived from CR and POB variables on OC was examined to determine whether POB has a moderating role in the relationship between CR and OC. According to the results in Table 5, the interaction variable has a positive ($\beta = 0.367$) and significant ($p < 0.001$) effect on OC. This result reflects that POB has a moderating role in the relationship between CR and OC. In this case, H5 hypothesis is accepted.

Table 5. Analysis Results of POB's Moderator Role

Model	<i>B</i>	<i>Se</i>	β	<i>t</i>	<i>p</i>	<i>F</i>	<i>p</i>
CR	1.087	.073	.848	14.795	.000		
POB	.53	.085	.367	6.248	.000	151.66	.000
CR x POB Interaction	.090	.015	.371	5.998	.000		

Dependent variable — OC. Durbin — Watson = 2,014; $R = 0,879$; Adjusted $R^2 = 0,767$. CR — Corporate Reputation, POB — Positive Organizational Behavior, OC — Organizational Commitment.

Conclusion

Significant findings were obtained as a result of the analysis carried out with the data collected from 138 employees working in an enterprise operating in the telecommunications sector to determine the relationships between CR, OC, and POB and also to examine the mediating and moderating role of the POB in the effect of CR on OC.

According to this research results, a well-managed and strong corporate reputation positively affects the employees' organizational commitment. Research results identify that acceptance of an organization by employees as reputable strengthens the bond between employees and the organization. Many studies support these research results on the positive relationship between CR and OC. In the study conducted on 646 employees in Iran, a significant positive relationship was found between CR and OC (Beheshtifar, Allahyary, 2013). In the study conducted with 323 hotel employees in China it is found out that CR positively affects OC (Fu et al., 2014). V. Esenyel researched small and medium-sized enterprises in Northern Cyprus and inferred that the perceived positive CR positively affects OC (Esenyel, 2019). The study results conducted by M. Almeida and A. Coelho show a positive and significant relationship between CR and OC (Almeida, Coelho (2019). Considering the results obtained from this research and previous studies, it can be asserted that as employees' perception about the corporate reputation increases, the employees' organizational commitment increases.

According to the research results regarding the relationship between CR and POB, the employees' tendency to exhibit positive organizational behavior is positively affected by corporate reputation. This study's results are in line with the results of the recent researches (Naser, Hussein, 2019; El Shobaky et al., 2020). This result reveals that the behaviors of the employees are a mirror that reflects CR. In other words, employees take the organization as a model to imitate while shaping their own behavior. This research shows that the organization has a very strong influence on employees about how they feel about it.

Another important result of the study is that employees who have the necessary psychological capacity for effective performance, willing to achieve their goals despite obstacles, focus on positive expectations, and manage to adapt despite negativities have high organizational commitment. Research results show that POB positively and significantly affects OC. According to the results of a study conducted in the health sector, there is a high level of a positive and significant relationship between POB and OC (Luthans, Jensen, 2005; Salari et al., 2020). On the other hand, it is emphasized that POB is an important variable that affects OC (Larson, Luthans, 2006). All these studies support this research's results. The results regarding the positive effect of POB on OC can be interpreted as POB helps to explain the commitment of the employees towards the organization.

The most striking result of this research is the findings obtained regarding the role of POB in the effect of CR on OC. In the relationship between CR and OC, POB has both a partial mediating role and a moderating role. Composed of the dimensions of self-efficacy, hope, optimism, and resilience, POB is found to be a factor that increases the positive effect of employees' perception of reputation towards the organization on OC. In other words, POB positively strengthens the relationship between the strong corporate reputation and the employees' organizational commitment. According to this result, it can be suggested that POB emerges as an important variable to consider in evaluating the relationship between CR and OC due to both its partial mediating role and its moderating role.

Considering the results of this research, some suggestions are presented to managers and researchers:

- CR is among the most valuable and unique intangible assets of an organization. Hence, managers need to manage CR strategically;
- managers should also focus on the effects of reputation management on employees as internal stakeholders, without making the mistake of dealing only from the external stakeholders' perspective. Thus, CR could help guide employees towards organizational goals successfully;
- psychology science is not a discipline that focuses only on illness and mental disorders. There are also positive aspects of psychology like POB. Therefore, managers should carefully evaluate not only the factors that stress and disturb employees but also the ones that make employees feel happy and peaceful;
- managers should strengthen the organizational reputation to attract competent and qualified employees and retain existing employees in the organization;
- studies to be conducted in other businesses in the telecommunications sector and different non-telecommunications sectors dealing with the relationships between CR, POB, and OC may contribute to the generalization of this research results.

This research has some limitations. It is limited to the employees working in the sales stores affiliated to Adana Regional Directorate of an enterprise operating in the telecommunication sector. No study was made on employees working in other regional directorates or general directorates of the same company. Besides, the results obtained are specific to this business, and generalizations cannot be made.

References

- Aksak, E. O., Ferguson, M. A., Duman, S. A. (2016). Corporate Social Responsibility and CSR Fit as Predictors of Corporate Reputation: A Global Perspective. *Public Relations Review*, 42(1), 79–81. doi.org/10.1016/j.pubrev.2015.11.004
- Allen, N. J., Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization. *Journal of Occupational Psychology*, 63(1), 1–18. doi.org/10.1111/j.2044-8325.1990.tb00506.x
- Allen, N. J., Meyer, J. P. (1996). Affective, Continuance, and Normative Commitment to The Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, 49(3), 252–276. doi.org/10.1006/jvbe.1996.0043
- Almeida, M. D. G. M. C., Coelho, A. F. M. (2019). The Antecedents of Corporate Reputation and Image and Their Impacts on Employee Commitment and Performance: The Moderating Role of CSR. *Corporate Reputation Review*, 22(1), 10–25. doi.org/10.1057/s41299-018-0053-8
- Bălan, D. A. (2015). Bridging The Gap in Defining Corporate Reputation: An Extensive Literature Review. *Revista de Stiinte Politice*, 46, 73–83.
- Bahat, E. (2020). Person–Organization Fit and Commitment to Volunteer Organizations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1–16. doi.org/10.1007/s11266-020-00212-x.
- Barnett, M. L., Jermier, J. M., Lafferty, B. A. (1960). Corporate Reputation: The Definitional Landscape. *Corporate Reputation Review*, 9(1), 26–38. doi.org/10.1057/palgrave.crr.1550012
- Becker, H. S. (1960). Notes on The Concept of Commitment. *American Journal of Sociology*, 66(1), 32–40. doi.org/10.1086/222820
- Beheshtifar, M., Allahyary, M. H. (2013). Study The Relationship Among Organizational Reputation with Organizational Commitment and Employees' Turnover Intention. *International Research Journal of Applied and Basic Sciences*, 6(10), 1467–1478.
- Block, J., Kremen, A. M. (1996). IQ and Ego-Resiliency: Conceptual and Empirical Connections and Separateness. *Journal of Personality and Social Psychology*, 70(2), 349–361. doi.org/10.1037/0022-3514.70.2.349
- Carmeli, A., Freund, A. (2002). The Relationship Between Work and Workplace Attitudes and Perceived External Prestige. *Corporate Reputation Review*, 5(1), 51–68. doi.org/10.1057/palgrave.crr.1540164
- Carver, C. S., Scheier, M. F., Segerstrom, S. C. (2010). Optimism. *Clinical Psychology Review*, 30(7), 879–889. doi.org/10.1016/j.cpr.2010.01.006
- Chun, J. S., Shin, Y., Choi, J. N., Kim, M. S. (2013). How Does Corporate Ethics Contribute to Firm Financial Performance? The Mediating Role of Collective Organizational Commitment and Organizational Citizenship Behavior. *Journal of Management*, 39(4), 853–877. doi.org/10.1177/0149206311419662
- Chun, R. (2005). Corporate Reputation: Meaning and Measurement. *International Journal of Management Reviews*, 7(2), 91–109. doi.org/10.1111/j.1468-2370.2005.00109.x
- Cifuentes, I. O., León, I. M. M. (2014). Influence of Management Style on Employee Views of Corporate Reputation. Application to Audit Firms. *BRQ Business Research Quarterly*, 17(4), 223–241. doi.org/10.1016/j.brq.2013.08.001
- Cifuentes, I. O., León, I. M. M., Davies, G. (2014). Managing Internal Stakeholders' Views of Corporate Reputation. *Service Business*, 8(1), 83–111. doi.org/10.1007/s11628-013-0188-8

- Choi, D., Oh, I., Colbert, A. (2015). Understanding Organizational Commitment: A Meta-Analytic Examination of the Roles of the Five-Factor Model of Personality and Culture. *Journal of Applied Psychology, 100*(5), 1542–1567. doi.org/10.1037/apl0000014
- Dhir, S., Shukla, A. (2019). Role of Organizational Image in Employee Engagement and Performance. *Benchmarking: An International Journal, 26*(3), 971–989. doi.org/10.1108/BIJ-04-2018-0094
- El Shobaky, A. M., El Talla, S. A., Abu-Naser, S. S., Al Shobaki, M. J. (2020). The Reality of Psychological Capital among Employees in Palestinian Universities. *International Journal of Academic Information Systems Research, 4*(9), 45–63.
- Esenyel, V. (2019). The Influence of Corporate Reputation on Affective Organizational Commitment: The Role of Value Congruence as Mediator. *International Journal of Organizational Leadership, 8*(3), 60–70. doi.org/10.33844/ijol.2020.60482
- Feldman, P. M., Bahamonde, R. A., Bellido, I. V. (2014). A New Approach for Measuring Corporate Reputation. *Revista de Administração de Empresas, 54*(1), 53–66. doi.org/10.1590/S0034-759020140102
- Fombrun, C. J., Riel, C. V. (1997). The Reputational Landscape. *Corporate Reputation Review, 1*(1), 1–16. doi.org/10.1057/palgrave.crr.1540008
- Fombrun, C. J., Shanley, M. (1990). What's in a Name? Reputation Building and Corporate Strategy. *Academy of Management Journal, 33*(2), 233–258. doi.org/10.5465/256324
- Fombrun, C. J., Gardberg, N. A., Barnett, M. L. (2000). Opportunity Platforms and Safety Nets: Corporate Citizenship and Reputational Risk. *Business and Society Review, 105*(1), 85–106. doi.org/10.1111/0045-3609.00066
- Fombrun, C. J., Gardberg, N. A., Sever, J. M. (2000). The Reputation QuotientSM: A Multi-stakeholder Measure of Corporate Reputation. *Journal of Brand Management, 7*(4), 241–255. doi.org/10.1057/bm.2000.10
- Fu, H., Li, Y., Duan, Y. (2014). Does Employee Perceived Reputation Contribute to Citizenship Behavior? *International Journal of Contemporary Hospitality Management, 26*(4), 503–609. doi.org/10.1108/IJCHM-02-2013-0082
- Gilad, S., Bloom, P. B. N., Assouline, M. (2018). Bureaucrats' Processing of Organizational Reputation Signals. *Journal of Behavioral Public Administration, 1*(1), 1–11. doi.org/10.30636/jbpa.11.11
- Gray, E. R., Balmer, J. M. T. (1998). Managing Corporate Image and Corporate Reputation. *Long Range Planning, 31*(5), 695–702. doi.org/10.1016/S0024-6301(98)00074-0
- Helm, S. (2011). Employees Awareness of Their Impact on Corporate Reputation. *Journal of Business Research, 64*(7), 657–663. doi.org/10.1016/j.jbusres.2010.09.001
- Iverson, R.D. & Buttigieg, D.M. (1999). Affective, Normative and Continuance Commitment: Can The 'Right Kind' of Commitment Be Managed? *Journal of Management Studies, 36*(3), 307–333. doi.org/10.1111/1467-6486.00138
- Jaros, S.J. (1997). An Assessment of Meyer And Allen's (1991) Three-Component Model of Organizational Commitment and Turnover Intentions. *Journal of Vocational Behavior, 51*(3), 319–337. doi.org/10.1006/jvbe.1995.1553
- Kim, H. R., Lee, M., Lee, H. T., Kim, N. M. (2010). Corporate Social Responsibility and Employee-Company Identification. *Journal of Business Ethics, 95*(4), 557–569. doi.org/10.1007/s10551-010-0440-2
- King, D. D., Newman, A., Luthans, F. (2015). Not If, But When We Need Resilience in The Workplace. *Journal of Organizational Behavior, 37*(5), 782–786. doi.org/10.1002/job.2063
- Larson, M., Luthans, F. (2006). Potential Added Value of Psychological Capital in Predicting Work Attitudes. *Journal of Leadership and Organizational Studies, 13*(2), 75–92. doi.org/10.1177/10717919070130020601

- Lemmink, J., Schuijf, A., Streukens, S. (2003). The Role of Corporate Image and Company Employment Image in Explaining Application Intentions. *Journal of Economic Psychology*, 24(1), 1–15. doi.org/10.1016/S0167-4870(02)00151-4
- Liu, E. (2019). Occupational Self-Efficacy, Organizational Commitment, and Work Engagement. *Social Behavior and Personality: An International Journal*, 47(8), 1–7. doi.org/10.2224/sbp.8046
- Luthans, F. (2002a). The Need for and Meaning of Positive Organizational Behavior. *Journal of Organizational Behavior*, 23(6), 695–706. doi.org/10.1002/job.165
- Luthans, F., (2002b). Positive Organizational Behavior: Developing and Managing Psychological Strengths. *The Academy of Management Executive*, 16(1), 57–72. doi.org/10.5465/ame.2002.6640181
- Luthans, F., Avey, J. B., Clapp-Smith, R., Li, W. (2008). More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource? *The International Journal of Human Resource Management*, 19(5), 818–827. doi.org/10.1080/09585190801991194
- Luthans, F., Luthans, K. W., Luthans, B. C. (2004). Positive Psychological Capital: Beyond Human and Social Capital. *Business Horizons*, 47(1), 45–50. doi.org/10.1016/j.bushor.2003.11.007
- Luthans, F., Zhu, W., Avolio, B. J. (2006). The Impact of Efficacy on Work Attitudes Across Cultures. *Journal of World Business*, 41(2), 121–132. doi.org/10.1016/j.jwb.2005.09.003
- Luthans, K. W., Jensen, S. M. (2005). The Linkage Between Psychological Capital and Commitment to Organizational Mission: A Study of Nurses. *JONA: The Journal of Nursing Administration*, 35(6), 304–310.
- Luthans, F., Youssef, C. M. (2007). Emerging Positive Organizational Behavior. *Journal of Management*, 33(3), 321–349. doi.org/10.1177/0149206307300814
- Luthans, F., Youssef, C. M., Avolio, B. J. (2007). Psychological capital: Developing the human competitive edge. New York: Oxford University Press.
- Luthar, S. S., Cicchetti, D., Becker, B. (2000). The Construct of Resilience: A Critical Evaluation and Guidelines for Future Work. *Child Development*, 71(3), 543–562. doi.org/10.1111/1467-8624.00164
- Meyer, J. P., Allen, N. J. (1991). A Three-component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61–89. doi.org/10.1016/1053-4822(91)90011-Z
- Meyer, J. P., Allen, N. J. (1997). *Commitment in the workplace: Theory, research and application*. Thousand Oaks; London; New Delhi: Sage Publications.
- Meyer, J. P., Herscovitch, L. (2001). Commitment in The Workplace: Toward a General Model. *Human Resource Management Review*, 11(3), 299–326. doi.org/10.1016/S1053-4822(00)00053-X
- Morley, M.. (2007). Person-Organization Fit. *Journal of Managerial Psychology*, 22(2), 109–117. doi.org/10.1108/02683940710726375.
- Naser, K. L., Hussein, A. B. A. (2019). Employing Psychological Capital in Enhancing the Requirements of Building the Reputation of the Organization Exploratory Study for Opinions of a Sample of Directors in Salahaddin General Education Directorate. *Tikrit Journal Of Administrative and Economic Sciences*, 14(44), 413–443.
- Nguyen, T. D., Nguyen, V. T. (2017). Promoting Organizational Commitment and Organizational Citizenship Behaviors in Vietnamese Enterprises: The Influence of Corporate Reputation. In *The 4th International Conference on Finance and Economics*, 365–374.
- Parker, S. K. (1998). Enhancing Role Breadth Self-Efficacy: The Roles of Job Enrichment and Other Organizational Interventions. *Journal of Applied Psychology*, 83(6), 835–852. doi.org/10.1037/0021-9010.83.6.835
- Roberts, P. W., Dowling, G. R. (2002). Corporate Reputation and Sustained Superior Financial Performance. *Strategic Management Journal*, 23(12), 1077–1093. doi.org/10.1002/smj.274

- Salari, S., Daneshi, F., Pilevarzadeh, M. (2020). Investigating Relationship between Positive Organizational Behaviors and Organizational Commitment among Nurses at Emam Khomeyni Hospital in Jiroft, Iran, in *2017: A Cross Sectional Study. Indian Journal of Forensic Medicine & Toxicology*, 14(1), 386–391.
- Scheier, M., Carver, C.S., Bridges, M. W. (1994). Distinguishing Optimism from Neuroticism (and trait anxiety, self-mastery, and self-esteem): A Reevaluation of The Life Orientation Test. *Journal of Personality and Social Psychology*, 67(6), 1063–1078. doi.org/10.1037/0022-3514.67.6.1063
- Shamma, H. M. (2012). Toward a Comprehensive Understanding of Corporate Reputation: Concept, Measurement and Implications. *International Journal of Business and Management*, 7(16), 151–169. doi.org/10.5539/IJBM.V7N16P151
- Snyder, C. R. (2002). Hope Theory: Rainbows in The Mind. *Psychological Inquiry*, 13(4), 249–275. doi.org/10.1207/S15327965PLI1304_01
- Stajkovic, A. D., Luthans, F. (1998). Social Cognitive Theory and Self-efficacy: Going Beyond Traditional Motivational and Behavioral Approaches. *Organizational Dynamics*, 26(4), 62–74. doi.org/10.1016/S0090-2616(98)90006-7
- Stewart, M, Reid, G., Mangham, C. (1997). Fostering Children's Resilience. *Journal of Pediatric Nursing*, 12(1), 21–31. doi.org/10.1016/S0882-5963(97)80018-8
- Tangngisalu, J., Mappamiring, M., Andayani, W., Yusuf, M., Putra, A. H. P. K. (2020). CSR and Firm Reputation from Employee Perspective. *The Journal of Asian Finance, Economics and Business*, 7(10), 171–182. Doi.org/10.13106/jafeb.2020.vol7.no10.171
- Tuna, M., Ghazzawi, I., Yesiltas, M., Tuna, A. A., Arslan, S. (2016). The Effects of The Perceived External Prestige of The Organization on Employee Deviant Workplace Behavior. *International Journal of Contemporary Hospitality Management*, 28(2), 366–396. doi.org/10.1108/IJCHM-04-2014-0182
- Van Marrewijk, M., Timmers, J. (2003). Human Capital Management: New Possibilities in People Management. *Journal of Business Ethics*, 44(2/3), 171–184. doi.org/10.1023/A:1023347715882
- Ye, X., Ren, S., Li, X., Wang, Z. (2020). The Mediating Role Of Psychological Capital Between Perceived Management Commitment And Safety Behavior. *Journal of Safety Research*, 72, 29-40. doi.org/10.1016/j.jsr.2019.12.004
- Youssef, C. M., Luthans, F. (2007). Positive Organizational Behavior in The Workplace: The Impact of Hope, Optimism, and Resilience. *Journal of Management*, 33(5), 774–800. doi.org/10.1177/0149206307305562

Received 21.04.2021

Позитивное организационное поведение как медиатор и модератор взаимосвязи между корпоративной репутацией и организационной приверженностью

ЁЛСЕР Ферит

КОСКУН Омер Фарук

УНИВЕРСИТЕТ Хатай Мустафа Кемаль, Хатай, Турция

Аннотация. *Цель.* Данное исследование направлено на определение взаимосвязи между корпоративной репутацией, приверженностью организации и позитивным организационным поведением, а также проверку роли позитивного организационного поведения как медиатора и модератора влияния корпоративной репутации на приверженность организации. *Метод.* Сбор эмпирических данных проводился методом опроса 138 работников торговых точек региональной дирекции предприятия телекоммуникационной отрасли. Полученные данные были обработаны с помощью корреляционного и регрессионного анализа, а модели и гипотезы были разработаны в рамках исследования. *Результаты.* Результаты исследования показывают, что корпоративная репутация является важным предиктором как приверженности организации, так и позитивного организационного поведения. Согласно другому важному результату исследования, позитивное организационное поведение предсказывает организационную приверженность. С другой стороны, результаты анализа роли позитивного организационного поведения во влиянии корпоративной репутации на приверженность организации показывают, что позитивное поведение организации частично играет медиаторную и модераторную роль в этих отношениях. *Оригинальность.* По итогам проведённых ранее исследований по изучению корпоративной репутации и организационной приверженности, представленных в литературе, выявлено, что существует множество исследований, изучающих двусторонние отношения между корпоративной репутацией и приверженностью организации, между корпоративной репутацией и позитивным организационным поведением, между позитивным организационным поведением и организационной приверженностью. С другой стороны, не было найдено никаких исследований о роли позитивного организационного поведения во влиянии корпоративной репутации на организационную приверженность. *Ценность результатов.* Ожидается, что это исследование прояснит оставшийся без ответа вопрос о роли позитивного организационного поведения во влиянии корпоративной репутации на приверженность организации, заполнит важный пробел в литературе и внесёт вклад в объяснение взаимосвязи между корпоративной репутацией, позитивным организационным поведением и организационной приверженностью.

Ключевые слова: корпоративная репутация; организационная приверженность; позитивное организационное поведение.