# THE EFFECT OF TRUST IN MANAGER ON PERCEIVED CORPORATE REPUTATION AND ORGANIZATIONAL RESILIENCE

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# THE EFFECT OF TRUST IN MANAGER ON PERCEIVED CORPORATE REPUTATION AND ORGANIZATIONAL RESILIENCE

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## TEXT OF THE OATH

Yüksek Lisans tezi olarak sunduğum "**The Effect of Trust in Manager on Perceived Corporate Reputation and Organizational Resilience**" adlı çalışmanın, tarafımdan bilimsel ahlak ve geleneklere aykırı düşecek bir yardıma başvurmaksızın yazıldığını ve yararlandığım eserlerin Kaynakça'da gösterilen eserlerden oluştuğunu, bunlara atıf yapılarak yararlanmış olduğumu belirtir ve bunu onurumla doğrularım.

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## ABSTRACT

## THE EFFECT OF TRUST IN MANAGER ON PERCEIVED CORPORATE REPUTATION AND ORGANIZATIONAL RESILIENCE



**Tuğçe DEMİREL**

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This study examines how trust in manager affects the impact on perceived corporate reputation and organizational resilience. Previous studies have investigated the relationship between organizational resilience and perceived corporate reputation. This study is the first to examine the effect of trust in the manager on perceived corporate reputation and organizational resilience. The purpose of this study is to elucidate and explore the mechanism by which trust in managers affects perceived corporate reputation and organizational resilience. In this context, the study aims to develop a new perspective on the influence of trust in managers on the reputation and durability of organizations. Empirical research has been carried out to verify the existence of this relationship and to fulfill the objectives of the study. The hypotheses were created based on theoretical research and then validated through an online survey of 299 employees operating in Denizli. The study investigates the impact of using Partial Least Squares Structural Equation Modeling (PLS-SEM) and SmartPLS 4 software on organizations. The model is divided into two main components: the measurement model and the structural model. To assess the reliability and validity of the measurement model, PLS analysis was conducted, evaluating internal reliability (Cronbach alpha and composite reliability), discriminant validity (Fornell-Larcker criterion, HTMT criterion), and convergent validity (average variance extracted – (AVE)). The results demonstrated that the model exhibits reasonable levels of validity and reliability. As a result of testing the hypotheses in the structural model, it was concluded that the effect of the relationships between the variables was significant. The results indicate that trust in manager significantly affects perceived corporate reputation and organizational resilience. It has been concluded that the effect of trust in the manager on these variables is vital. The findings obtained that corporate reputation strengthens relationships with stakeholders during economic recessions, thereby increasing the competitiveness of businesses because stakeholders share the view that this contributes to a more resilient organization. The results of this study provide a foundation for exploring novel and unique research topics in future investigations.



**Keywords**: Trust in manager, perceived corporate reputation, organizational resilience

# ÖZET

## YÖNETİCİYE DUYULAN GÜVENİN ALGILANAN KURUMSAL İTİBAR VE ÖRGÜTSEL DAYANIKLILIK ÜZERİNDEKİ ETKİSİ

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Bu çalışmada, yöneticiye duyulan güvenin algılanan kurumsal itibar ve örgütsel dayanıklılık üzerindeki etkisini nasıl etkilediğini incelemektedir. Önceki çalışmalar, örgütsel dayanıklılık ile algılanan kurumsal itibar arasındaki ilişkiyi araştırmıştır. Bu çalışma, yöneticiye duyulan güvenin algılanan kurumsal itibar ve örgütsel dayanıklılık üzerindeki etkisini inceleyen ilk çalışmadır. Bu çalışmanın amacı, yöneticilere duyulan güvenin algılanan kurumsal itibarı ve örgütsel dayanıklılığı hangi mekanizmalarla etkilediğini aydınlatmak ve keşfetmektir. Bu bağlamda çalışma, yöneticilere duyulan güvenin örgütlerin itibarı ve dayanıklılığı üzerindeki etkisine ilişkin yeni bir bakış açısı geliştirmeyi amaçlamaktadır. Bu ilişkinin varlığını doğrulamak ve çalışmanın amaçlarını yerine getirmek için ampirik araştırma yapılmıştır. Hipotezler teorik araştırmalara dayalı olarak oluşturulmuş ve daha sonra Denizli'de faaliyet gösteren 299 çalışanla yapılan çevrimiçi bir anket yoluyla doğrulanmıştır. Çalışma, Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesi (PLS-SEM) ve SmartPLS 4 yazılımının kullanılmasının organizasyonlar üzerindeki etkisini araştırmaktadır. Model, ölçüm modeli ve yapısal model olmak üzere iki ana bileşene ayrılmaktadır. Ölçüm modelinin güvenirliğini ve geçerliliğini değerlendirmek için, iç güvenirlik (Cronbach alfa ve bileşik güvenirlik), diskriminant geçerliliği (Fornell-Larcker kriteri, HTMT kriteri) ve yakınsak geçerliliği (çıkarılan ortalama varyans – (AVE)) değerlendiren PLS analizi yapılmıştır. Sonuçlar, modelin makul düzeyde geçerlilik ve güvenilirlik sergilediğini göstermiştir. Yapısal modelde yer alan hipotezlerin test edilmesi sonucunda, değişkenler arasındaki ilişkilerin etkisinin anlamlı olduğu sonucuna ulaşılmıştır. Sonuçlar, yöneticiye duyulan güvenin algılanan kurumsal itibarı ve örgütsel dayanıklılığı anlamlı bir şekilde etkilediğini göstermektedir. Yöneticiye duyulan güvenin bu değişkenler üzerindeki etkisinin hayati önem taşıdığı sonucuna ulaşılmıştır. Elde edilen bulgular, kurumsal itibarın ekonomik durgunluk dönemlerinde paydaşlarla ilişkileri güçlendirdiğini ve böylece işletmelerin rekabet gücünü artırdığını, çünkü paydaşların bunun daha dayanıklı bir organizasyona katkıda bulunduğu görüşünü paylaştığını ortaya koymuştur. Bu çalışmanın sonuçları, gelecekteki araştırmalarda yeni ve benzersiz araştırma konularını keşfetmek için bir temel oluşturmaktadır.

**Anahtar Kelimeler:** Yöneticiye güven, algılanan kurumsal itibar, örgütsel dayanıklılık

## PREFACE

"The Effect of Trust In Manager on Perceived Corporate Reputation and Organizational Resilience " was prepared as a Master's Thesis at Afyon Kocatepe University, Institute of Social Sciences, Department of Business Administration under the supervision of Assoc. Prof. Dr. Volkan YÜNCÜ. The study was examined using answers from small, medium, and large-scale enterprises within the borders of Denizli province.

Apart from the introduction, the study consists of three main sections and subsections of these sections. The introduction section examines the study's purpose and importance, the materials and methods used, and previous studies. The first chapter, titled "Organizational Resilience," discusses the definition, importance, and characteristics of resilience and the role of organizational resilience in crisis management. The second part, titled "Corporate Reputation," examines the definition, types, importance, crisis management, and sub-dimensions of corporate reputation. The third part discusses the definition of trust in the manager, the importance of trust, and the sub-dimensions of trust in the manager.

First of all, I would like to express my endless thanks and respect to my teacher, Assoc. Prof. Dr. Volkan YÜNCÜ, who accepted me as a graduate student and guided me with his valuable suggestions and criticisms during my studies, did not spare any financial and moral support during my field and office work.

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## LIST OF SYMBOLS AND ABBREVIATIONS

**PLS-SEM:** Structural Equation Modeling with Least Squares
**CR:** Composite Reliability
**AVE:** Average Variance Extracted
**HTMT:** Heterotrait-Monotrait Ratio
**IPMA:** Importance-Performance Map Analysis
**OR:** Organizational Resilience
**CR:** Corporate Reputation
**TiM:** Trust in the Manager
**SRMR:** Standardized Root Mean Square Residual
**&:** and
**%:** Percentage

# INTRODUCTION

Today's business environment is characterized by rapidly changing economic conditions, extreme competition, uncertainty, and complexity. The rapid occurrence of unexpected disruptive situations can affect entire organizations or even countries and can be a significant obstacle for businesses to survive and thrive. Do organization have the capacity to maintain their function in the face of environmental shocks and other adverse conditions? In a disruptive and catastrophic environment, why do some organizations succeed and others fail? Organizations show various reactions when faced with disruptive and dangerous situations. Some organizations continue to grow by adapting effectively, while others ultimately shut down when they don't get a response. What makes the first group of organizations different from others is the ability of businesses today to *"adapt, resist and recover from external shocks,"* which is a desirable feature of companies today (Pirotti & Venzin, 2017). In other words, resilient organizations can succeed despite uncertain, often unfavorable, and frequently unstable conditions (Lengnick-Hall et al., 2011). Therefore, due to this speed of change, being resilient in business has become an essential critical element for survival. Some authors consider resilience studies to be of heightened importance as activities in procedures and organizations become more complex following developments in the economy, society, and technology (Horne III, 1997; Patriarca et al., 2018).

Crises can arise from different sources, but other approaches are needed to deal with crises regardless of the severity of adverse conditions or situations. Due to the increasing number of unstable, stressful conditions and ever-changing events organizations face, there is a rising demand for the competencies to overcome these conditions (Siu et al., 2009). The research agenda includes various topics, such as what organizational resilience is, its components, and its effects on management. People need to adapt to cope with variable adverse scenarios and safely maintain the productivity of the current system, and this adaptation is embodied in the concept of resilience (Patriarca et al., 2018). Resilience is considered a multi-layered and dynamic structure starting from the individual level to the group and organizational levels (Ma et al., 2018). Organizational resilience includes an organization's ability to withstand systemic instabilities and is expressed as the ability to adapt to new environments consisting of various sources of risk (Starr et al., 2003).

Resilience manifests differently based on the dominant structures, principles, and underlying assumptions that define organizations (Powley & Cameron, 2020). Resilient organizations adapt positively to changing conditions without showing stress (Mallak, 1998), and today's organizations want to be resilient to quickly adapt and progress to changing unstable conditions. Resilience is thought to determine the permanence of relationships within the organization and is a measure of the ability of these structures to absorb and sustain changes in state variables, directive variables, and parameters (Xiao & Huan, 2017).

One of the most emphasized issues in the discipline of business management is the concept of corporate reputation. Reputation is a strategy that is often widely used to improve firm collaborations and increase trustworthiness (Shen et al., 2015). Corporate reputation is among the many factors that determine behavior toward an organization; these include employee retention, customer satisfaction, and customer loyalty (Chun, 2005). For this reason, managers see corporate reputation as an essential resource that is intangible and invisible to the naked eye but benefits the business, is unique, and cannot be replaced by others (Hall, 1992; Roberts & Dowling, 2002). Corporate reputation, as a general definition, is a general expression of the evaluations that occur in the process of how reliable, valuable, and respected an organization is accepted by all its stakeholders (Gotsi & Wilson, 2001).

Creating and maintaining a good reputation is among the primary goals of organizations. Gaining reputation is critical for organization to protect and maintain their reputation, and it is also essential in terms of providing competitive advantage (Gümüş & Öksüz, 2009). In today's business world, where there is tight competition, it is also known that businesses with a superior reputation have severe competitive advantages in many areas. Organizational resilience can also provide organizations with a competitive advantage because there are similarities and relationships between competitive excellence and reputation (Vargo & Seville, 2010). Some authors suggest possible associations between organizational resilience and reputation (Sundström & Hollnagel, 2006). This is why businesses with a superior reputation have a greater capacity to increase and maintain costs; They are more engaged in attracting customers, higher-quality managers and employees, as well as more involved investors and strategy development (Fombrun & Shanley, 1990; Devine & Halpern, 2001). It has been recognized that reputation also positively impacts future financial affairs. Organizations focus on corporate reputation to increase and maintain their earnings in all respects.

Responding pragmatically to (potential) challenges to corporate reputation is to build a positive image, to ensure that the company does not violate the law or be accused of unethical behavior, and to meet expectations by developing protective capacity while being sensitive to the expectations of stakeholders, shareholders, local communities, the media, and other interested parties (Pruzan, 2001). Corporate reputation is also considered to be the source of organizational resilience. According to the study of Liu et al. (2021), resources and capabilities are among the critical factors that affect an organization's resilience. Resource availability is recognized as a vital factor in an organization's resilience; a lack of resources can restrict resource allocation flexibility, which can increase the company's risk of failure (Liu et al., 2021). Roberts and Dowling (2002) believe that reputation, when properly managed, is an asset that, when properly managed, can help repair the damage a firm has suffered. Even in times of crisis, a positive corporate reputation can help protect the organization (Shamma, 2012). In addition, a superior reputation not only mitigates negative consequences in organizations but also provides an advantage called "rebound resilience," which strengthens the organization's capacity to recover after difficulties have been overcome (Tracey & French, 2017).

Corporate reputation can strengthen an organization's ability to change its negative and rigid tendencies to better cope with unforeseen events and gain resilience. This is part of organizational resilience. Thus, with an appropriate reputation, organizations can build on their history and recover even from crises or their harmful consequences (Koronis & Ponis, 2012). In addition, it emphasizes resilience, the ability to cope with adversity and recover more resourcefully. (Sutcliffe & Vogus, 2003).

A good reputation enhances the overall attractiveness of organizations and ensures investor and customer confidence (Fombrun, 2005). Thus, it encourages repurchases or directs investors to provide additional financial resources (Zabłocka-Kluczka & Sałamacha, 2020). And vice versa, a lousy reputation is limited in accessing additional financial resources. Therefore, the importance of corporate reputation in coping with challenging conditions is emphasized. Businesses need to learn the latest status of their corporate reputation to find out how it is and to increase their reputation for the future. Because corporate reputation adds value to both the organization and the employees, however, employees of a company with a reputation will try to be more productive and motivated to stay with the company (Mohd Sofian et al., 2023). Executives' awareness of the increasing importance of protecting corporate reputation is increasing (Van Riel et al., 1998). Due to many events, executives are forced to think about how to act on their company's reputation and image. The reputation system is a widely used approach to ensure the credibility of the company and improve collaborations. In order to achieve all this, effective leadership is required. Undoubtedly, the most crucial resource of organizations is employees. Employees are stated as the factors that directly affect the success of the organization, and managers are one of the most critical factors in ensuring the motivation of individuals (Özdaşlı & Akman, 2012). In addition, it expresses the trust in the manager and the belief and commitment of the employees towards their managers (Erkmen & Esen, 2013). The way the leader behaves towards his employees determines the level of trust in his managers. The role of the manager in increasing the effectiveness of the organization by gaining the trust of the employees is critical. Because employees need to be supported and, most importantly, trusted under all circumstances. It also increases the strength of the bonds between the employee and the organization by showing the sense of trust that the manager offers to the employee in the workplace and the support he makes him feel that he is with him (Moye & Henkin, 2006).

Recent research uses interdisciplinary approaches to explore the multiple dimensions of trust. The term trust has been studied by various disciplines in the social sciences. Trust reduces risk and operating costs and increases employee engagement and productivity (Krot & Lewicka, 2012). However, the lack of a joint agreement on measuring trust in the organizational context may contribute to researchers' inability to establish a common conceptual framework (Tzafrir & Dolan, 2004). Therefore, this research strives to develop a standard tool for understanding trust. This tool can be used to compare the trust levels of managers and employees in different areas within the organization. This research also shows the importance of understanding the roles of various dimensions in other types of trust.

This thesis is divided into four main chapters. In the first chapter, the existing literature generally focuses on the concept and importance of organizational resilience and crisis management. The second chapter of this thesis revisits a fundamental question: What is reputation? What elements make a reputation, and what is its importance? I would like to emphasize the diversity of definitions regarding the corporate reputation structure. I categorize these definitions and consider how their scope reflects the multidimensionality of the underlying theoretical framework. The third chapter, which comprises the bulk of the literature review, focuses on how employees develop and increase their trust in their managers. In this review, I hope to inspire and guide as we collect and synthesize published research. I aim to shed light on future research by providing a unique definitional framework and empirical summary of the impact of trust in manager on perceived corporate reputation, particularly organizational resilience.

Finally, the remainder of this thesis focuses on a detailed description of the data collection process, population and sample selection, and data analysis and discusses the relevant findings. In this study, the reliability analyses of the scales were evaluated using measurement models. After providing the reliability analyses of the scales, the structural equation model was used to test the causality relationships and hypotheses between the variables. The effect of trust in manager on corporate reputation and organizational resilience was tested. Finally, the results and recommendations are presented by considering the research findings.

# CHAPTER I

# ORGANIZATIONAL RESILIENCE

## 1. RESILIENCE

To better understand the concept of organizational resilience, the concept of resilience should first be examined. The term resilience, an expression meaning to multiply in Latin, also means to bounce back (Dalziell & McManus, 2004; Resnick et al., 2011; Rochas et al., 2014; Williams et al., 2017). The concept of resilience is the capacity to overcome unexpected challenges that threaten the functioning of the organization in the process, to cope with disruptive events, and to benefit from these disruptive events (Lengnick-Hall & Beck, 2005).

Resilience is fundamentally a multidimensional concept based on many disciplines (Bhamra et al., 2016). The origin of the concept has been used both in different disciplines and in other meanings in the literature in the following processes. The term resilience, which is used in different disciplines, has been used in the literature in ecology (Holling, 1973), where its foundations were laid in the 1970s, and child behavior in the field of psychology (Garmezy, 1970; Werner & Smith, 1977), and over time, the concept has been used in different disciplines such as organizational and individual psychology (Barnett & Pratt, 2000; Powley, 2009), crisis management (Weick, 1993), strategic management (Hamel & Valikangas, 2003), supply chain management (Sheffi & Rice, 2005), engineering (Hollnagel et al., 2006) has been used with many different disciplines.

The first use of the concept emerged with the publication "Resilience and Stability of Ecological Systems" by Holling (1973) (Brand & Jax, 2007; Bhamra et al., 2011). Ecological resilience was introduced to explicitly describe the ability of a functioning system to adapt to change (Holling, 1973; Holling, 2001). In summary, in the ecology literature, it has been used from the perspective of maintaining its ecological balance despite deterioration (Annarelli & Nonino, 2016). Over time, ecological studies have focused on adaptive capacity and resilience (Redman & Kinzig, 2003). The concept of resilience in psychology is a person's protective factor against external dangers (Rutter, 1987); the ability to adapt despite challenging conditions (Masten et al., 1990); the individual's ability not to get caught up in negativity even in case of unhappiness and to maintain a positive outlook (Kantur & İşeri-Say, 2012; Giordano et al., 2021); the speed of recovery and coping capacity under devastating conditions (Leipold & Greve, 2009).

Werner and Smith (1977) found that psychological resilience was the most critical factor behind the survival of children of parents with schizophrenia (Lengnick-Hall et al., 2011; Kantur & İşeri-Say, 2015) and is shaped within the framework of the concept of "positive adaptation" in the face of difficulties (Luthar et al., 2000; Fletcher & Sarkar, 2013). It is concluded that in the discipline of psychology, where both literatures are examined, people who face adverse conditions are perceived as having positive adaptation capacity, while in the discipline of ecology, they are perceived as resistance (Kantur & İşeri-Say, 2015). Although the term resilience has been handled by researchers in different disciplines, it is seen that the concept does not show a significant change in its own context; on the contrary, it is closely related to the ability to assimilate, return to its current position, recover, and survive (Bhamra et al., 2011; Lee et al., 2013; Yüncü, 2021).

At its core, resilience is about the ability to recover quickly from adverse situations and the capacity to bounce back. Moreover, it is not only about sustaining uncertainty and change, but also about being able to adapt and take advantage of these undesirable conditions (Weick, 1993; Powley & Cameron, 2020). On the other hand, with the popularity of the concept, resilience has been included in the literature not only at the individual level but also at the group and organizational level (Yüncü, 2021).

## 2. ORGANIZATIONAL RESILIENCE

Organizations need to have the ability to anticipate, face, and adapt to increasingly challenging, variable, and unpredictable events in today's business environments. Organizational resilience is becoming a term that attracts attention due to various natural disasters, pandemic diseases, unexpected problems, climate change, employee or manager errors, economic troubles, and the increase in global threats, and the continuity of organizations is endangered (Annarelli & Nonino, 2016; Ahmić, 2022).

The concept of organizational resilience has become an essential issue in the management literature, especially with the pandemic, for organizations to cope with crises and has come to the forefront by researchers (Kantur & İşeri-Say, 2015; Chen et al., 2021; Rodriguez-Sanchez et al., 2021). Although academic interest is relatively new and the conceptualization of resilience is in its infancy, there has been a steady increase since the financial crisis of 2007-2008 (Duchek, 2020; Buyl et al., 2022). There is little consensus in the literature on the conceptualization of the concept (Kendra & Wachtendorf, 2003; Linnenluecke, 2017). When organizational resilience is taken as a whole, a single definition seems impossible today due to a lack of a theoretical framework (Xiao & Cao, 2017; Linnenluecke, 2017; Duchek, 2020). The meanings of some definitions of organizational resilience by researchers are given in Table 1.

**Table 1.** Definitions of Organizational Resilience

| Author(s) | Definition |
| --- | --- |
| Horne & Orr, 1998 | Resilience is a key attribute for responding effectively to a critical change that disrupts the envisioned event structure without entering a long period of decline. |
| Vogus & Sutcliffe, 2007 | Organizational resilience is the ability of an organization to navigate through challenging conditions in a strengthened and more competent manner in order to maintain positive adaptation in the face of challenging conditions. |
| Somers, 2009 | Resilience is about more than just surviving; it involves identifying potential risks and taking proactive steps to support the organization to thrive under challenging conditions. |
| Fiksel, 2006 | The capacity of a business to survive, grow and adapt in the face of changing conditions. |
| Lengnick-Hall et al., 2011 | Resilience is the ability of an organization to effectively absorb unexpected developments that endanger or damage its existence, to develop strategies appropriate to the circumstances, and to engage in transformative activities as a result. |
| Ortiz-de Mandojana & Bansal, 2015 | The evolving capacity of a business to anticipate and integrate surprises in its environment. |
| Patriarca et al., 2018 | A system characteristic that demonstrates the ability to maintain its functional integrity despite threats and without damage. |
| Gilbert et al., 2012 | Organizational resilience is the ability to be resilient in the face of threats, the ability to transform and the potential to grow even in the face of change. |
| Coutu, 2002 | The capacity of a business to be resilient under exceptional stress and changing conditions. |
| Onan et al., 2021 | The ability of an organization to withstand turbulent events and shock changes, and even to overcome these challenging conditions by increasing its potential. |
| Hobfoll, 2011 | Organizational resilience is the ability to withstand the negative effects of stressful challenges and traumatic experiences. |
| Denyer, 2017 | In order for an organization to continue its activities, it is the ability to adapt to plan unexpected changes for the future. |

**Table 1.** Definitions of Organizational Resilience (Continued)

| | |
|---|---|
| Annarelli & Nonino, 2014 | The ability of an organization to be prepared in advance for adverse impacts from internal and external factors and to recover from disruptions through the impact of strategic awareness and operational management. |
| Duchek et al., 2020 | Organizational resilience is the ability to anticipate future hazards and learn lessons while responding quickly and effectively to these unexpected events, and is a dynamic capability designed with specific purpose to make organizational change easier. |
| Leflar & Siegel, 2013 | Organizational resilience is a business management strategy that moves away from a risk management approach that does not interact with different work areas to a multi-disciplinary approach to increase the organization's adaptability. |

Source: Modified from Yüncü, 2021; Duchek, 2020; İnce et al., 2017; Chen et al., 2021.

Although organizational resilience is discussed from various perspectives, the root of each can be based on the ability to cope and survive the problems, risks, and possible changes encountered (Ruiz-Martin et al., 2018). Clearly, as can be understood from the explanations of the concepts of resilience and organizational resilience, it is a sociotechnical phenomenon with many aspects that examine how organizations manage resources and uncertainty in today's rapidly changing world (Lee et al., 2013; Yurdunkulu & Terzi, 2022). The authors note that an organization with resilience can perceive opportunities even in adversity (McManus et al., 2007). It enables organizations to be ready for emergencies and is therefore based on the concept of organizational resilience, which allows organizations with high resilience to be prepared for these challenges (Youssef & Luthans, 2007).

## 2.1. THE IMPORTANCE OF ORGANIZATIONAL RESILIENCE

This concept, which is very important for organizations to be cautious against unpredictable situations (Kantur & İşeri-Say, 2012), has an undeniable role in our globalizing world. As a matter of fact, it is undoubtedly known that businesses that fail to achieve this are doomed to disappear. Under this title, I revealed the importance of the concept of organizational resilience, which is crucial for organizations.

According to the results of various studies that have examined organizational resilience, it has been noticed that it plays an important role in businesses for different reasons (Kaçmaz, 2021). An organization's level of resilience can significantly affect business continuity after a crisis. By observing internal and external situations, organizations can identify pre-crisis signals and increase resilience (McManus et al., 2008). However, not only adverse developments affecting businesses but also unexpected positive developments can negatively affect the functioning of businesses (Baykal, 2020; Yorulmaz & Baykal, 2023). According to this view, organizations that are resilient organize their activities against all kinds of unexpected events in this framework (Duchek et al., 2020). Organizations with more resilience can provide an advantage to competitors and contribute to their rapid recovery. For this reason, organizational resilience is seen as an essential element. Organizations with more resilience can provide an advantage to competitors and contribute to their rapid recovery. For this reason, organizational resilience is seen as an essential element.

Although resilience is a recent phenomenon in academic texts, what it means for organizations and communities has always been present in strategies, policies, daily routines, and practices (Barr & Wright, 2012). Research conducted in New Zealand emphasized creating resilient communities (McManus, 2008). In this context, resilience has become a desirable hallmark of individuals, communities, corporate organizations, and public authorities (Okun, 2021). In his study, Kumbalı (2018) stated that organizational and social resilience are vital because they are interrelated and provide competitiveness to a business with organizational resilience. He also aimed to find the resilience elements of organizations in times of crisis and to develop strategies to increase the resilience of organizations (McManus et al., 2008). An organization's ability to be strategic in a crisis depends on public awareness of its current situation and potential future impact (McManus, 2008). With strategic awareness and proper management of business operations, it is possible to minimize the damage caused by these potential crises (Annarelli & Nonio, 2016). Organizational resilience is effective in overcoming the challenges of change, gaining competitive advantage, and strengthening resources (Reinmoeller & Van Baardwijk, 2005). Resilient organizations can learn from crisis moments and mistakes. In this way, they can increase their competitive advantage, create a basis for innovation, and improve their sustainability. Organizational resilience, which is of vital importance for businesses, depends on the ability of the organization to survive major crises, its structure, operational system, and functioning order, and therefore, the essence of all these factors depends on resilience (Seville et al., 2008).

## 2.2. CRISIS MANAGEMENT WITH ORGANIZATIONAL RESILIENCE

A crisis is a low-probability, high-impact event that threatens the functioning of a system and is characterized by uncertainty about the means of resolution and a shared belief that decisions must be taken urgently (Pearson & Clair, 1998). The main characteristic of the numerous disasters and crises that societies face today is that the causes of such conditions are not well understood and are triggered by improbable events. Many crises emerge from a pattern due to several events occurring simultaneously, and it is difficult to predict the consequences of such negative events occurring sequentially (Van Der Vegt et al., 2015). Organizational resilience is initially addressed within crisis management and is considered the primary method of knowing what organizations should do in a crisis (Lee et al., 2013). Today, however, organizational resilience is used in the sense of coping with crises as well as performing more successfully despite crises (Lee et al., 2013). After the conceptualization of organizational resilience, it was extended to crisis management (Sutcliffe & Vogus, 2003; Olsson, 2014).

Crisis management is crucial for organizational survival and business continuity because it helps organizations respond to events that have already occurred. While the crisis management process minimizes organizational losses, organizational sustainability depends on learning from uncertainty and critical moments, learning from mistakes, promoting learning, collaborating to adapt, integrating information systems, and sharing power (Zhang & Liu, 2012). According to Wilson (1992), crisis management includes the activities of predicting and identifying possible future crises, taking action against various events that arise within the scope of the crisis, and minimizing the destructive consequences of uncontrollable crises (Preble, 1997). Mallack (1998) underlined that organizational employees need to learn how to build resilience because they can develop and implement positive adaptive behaviors required in a crisis. As a result, when the research on crisis management is taken into consideration, it is seen that crisis management generally creates short-term solution alternatives in the face of crises, and these solutions are focused only on solving the adverse events experienced during the crisis (Kumbalı, 2018).

## 2.3. THE RESEARCH ON ORGANIZATIONAL RESILIENCE

In the field of business and management sciences, resilience studies have gained momentum with the pandemic (Rodriguez-Sanchez et al., 2021). The research conducted in the relevant literature is presented as a result of the studies on organizational resilience. Gittel et al. (2006), in their study, examined US airlines affected by the September 11 terrorist attacks and airline companies in order to evaluate these effects. Within the scope of the study conducted on airline companies operating in the United States, 41 quarterly data for the years 1987-2000 have been analyzed. The authors discussed the relationship between airline relationships, redundancy, and organizational resilience. According to the findings, it is concluded that the short-term survival strategies of companies that want to overcome the crisis by reducing the number of employees affect their sustainability in the long term and cause cuts. After all, companies' relational reserves weaken and affect their performance. Organizations may face a trade challenge when trying to deal with the effects of a crisis. It covers the unexpected costs of an organization's employees in times of crisis, thus strengthening human relations and avoiding damage to the company's performance. Hence, in the long run, trusted relationships are found to preserve financial reserves and consequently increase organizational resilience.

A similar study was conducted by Vogus and Sutcliffe (2007), who presented the conceptual framework and the increasing importance of organizational resilience. Noting that the importance of resilience is not fully appreciated, the authors presented a new research direction on the topic. According to Vogus and Sutcliffe, resilient organizations are cautious about potential risks and do not overemphasize their successes. Fragile organizations believe that merely by continuing their operations, they effectively manage risks and that their capabilities exceed their natural limitations. The researchers emphasized that not only the level of resource stock but also the adequate allocation of existing resources is determined. Organizations with resilience tend to use financial and other resources in response to emerging threats (Vogus & Sutcliffe, 2007).

Ignatiadis and Nandhakumar (2007) focused on the effects of organizational systems on control and flexibility in an organization. In the context of the research applied to the TransCom business, 29 employees were interviewed, and the relationship between the level of control of organizational systems and organizational resilience was determined. According to the study, it is predicted that the effectiveness of corporate systems may increase control and facilitate company operations while reducing organizational resilience.

McManus et al. (2008) studied the link between resilient organizations and resilient societies. It offers a method to facilitate the assessment and development of organizational resilience. They defined the organizational resilience management process as having several dimensions, such as general situation awareness, adaptive capacity, and sensitivity management. Situation awareness, considered the first dimension, measures an organization's ability to perceive the environment in which it operates.

The second dimension measures an organization's capacity to adapt and make rational decisions at the right time in daily business life and during emergencies. The third and final dimension measures the ability to manage critical vulnerabilities that could cause damage to the business. They have developed a streamlined resilience management process to help businesses increase their resilience.

Ates and Bititci (2011) chose the change process as a research topic and aimed to show that it is key to building resilience in SMEs. To improve continuity and organizational resilience, semi-structured one-on-one interviews were conducted with SMEs' administrative managers. The researchers emphasized the need for long-term planning and special attention to external communication. They found that SMEs focus on the implementation stages of change management and ignore human factors and the structure of organizations, thus reducing organizational resilience.

Kantur and İşeri-Say. (2012), this study offers an integrative perspective on organizational resilience. The concept of organizational evolvability, which underlines the increased sensitivity and increased wisdom of the organization after the crisis, is particularly important in the literature regarding revealing the relationship between organizational resilience for the first time. In this model, the authors classified the origins of organizational resilience into four categories, and consequently, organizational evolvability emerged as an outcome. They argued that organizational evolvability refers to an action above resilience and good performance. In this direction, it is seen that positive perceptions are linked to problem-solving, developmental attitude, and hope.

Amann and Jaussaud (2012) tried to determine the resilience of family businesses and non-family businesses in economic downturns. The empirical research is specifically based on the global financial crisis, and the data are tested unlinked from the 1997 Asian crisis. In the study of family businesses in Japan, 98 firms were observed. Given the findings, they found that family-run businesses showed stronger resilience in economic downturns. They showed better resilience to crises, offered stronger financial structures, and continued to exhibit high performance.

McCarthy et al. (2017) developed a new approach to define and understand organizational resilience in research. McCarthy et al. (2017) basically sought to answer the question, *"Why do some organizations cope with adverse environmental conditions better than others?"*. They introduced two innovations to address such questions: configuration theory and evolution theory. A new perspective is offered for understanding adaptive resilience in terms of the challenging environmental factors that force configuration change. Evaluating adaptive resilience using the evolutionary process, the researchers developed two forms of adaptive and one form of non-adaptive resilience based on observing the effects of two external conditions (generosity and degradation) on configuration change by differentiating them.

Tibay et al. (2018) aimed to determine the resilience of accommodation businesses in Auckland. In face-to-face interviews, they found that the resilience characteristics of the businesses within the scope of the study are leadership, employees' core competence, situational awareness, and preparedness plans.

There is a strong relationship between corporate reputation and organizational resilience. Organizations with a positive reputation are seen as precious assets in times of crisis (Coombs & Holladay, 2006). Roberts and Dowling (2002) believe that proper corporate reputation management provides an opportunity to repair or prevent damage caused by catastrophic events. The following hypothesis has been formed:

H1: Organizational resilience has a positive effect on corporate reputation.

# CHAPTER II

# PERCEIVED CORPORATE REPUTATION

## 1. PERCEIVED CORPORATE REPUTATION

This section will emphasize the definition and importance of perceived corporate reputation. Perceived corporate reputation is shaped by factors such as the organization's reliability, responsibility, and competence. In the literature, it is discussed by researchers with various definitions and plays a vital role in developing and managing the reputation of organizations. In this context, what perceived corporate reputation means and how it is evaluated will be examined in detail below.

### 1.1. DEFINITION OF PERCEIVED CORPORATE REPUTATION

Reputation is expressed as a personal and collective intellectual whole based on an organization's reliability, responsibility, loyalty, and competence based on general principles (Demir, 2010). In general terms, reputation is other people's perceptions and evaluations of the organization (Honey, 2009). Corporate reputation is the perception of stakeholders and external individuals regarding the activities conducted by the organization since its establishment, including its potential future prospects (Inglis et al., 2006; Smidts et al., 2001). According to Fombrun, corporate reputation is similarly understood as the perceptions held by individuals both within and outside an organization (Carmeli & Freund, 2002). All perceptions and thoughts about the organization are based on the concepts of believing and trusting (Taşlıyan et al., 2023). The fragility of corporate reputation establishes the mainstay of its credibility (Pérez-Cornejo & de Quevedo-Puente, 2023). Davis (2007) adds that perceptions determine organizational reputation, and these perceptions drive reputation analysis, regardless of the reality of these conditions. As vital for businesses as it is for people, reputation is important even for organizations that cannot make financial gains (Logsdon & Wood, 2002; Taşlıyan et al., 2023).

Research shows that reputation has a strong influence on decisions such as which company people will work for, which company they will buy products or services from, and which company they will invest in (Alsop, 2004). As an example of this, in a study conducted, it was observed that the answer to the question "*Would you rather be promoted and stay in the same workplace or move to a company with a higher reputation?*" asked employees in a company with a low reputation was to move to an organization with a high reputation (Hamori, 2003). Corporate reputation refers to an overall assessment of a firm's reputation and desirability (Barnett et al., 2006). Therefore, an organization's reputation is highly indicative of the public's thoughts, feelings, and opinions about it (Karaköse, 2007).

Corporate reputation is considered as a set of judgments that define a company's past behavior and perspective toward the future (Carmeli & Tishler, 2005). Organizations must verify their words and actions to ensure their reputation. Firms cannot build a good reputation in a day with a discourse or a behavior. Corporate reputation is earned through consistent behavior of the organization in the long term. Yoon et al. (1993) emphasize that corporate reputation can be seen as a mirror that presents the organization's past. In other words, the past status of the organization affects its present status (Gümüş & Öksüz, 2009). Therefore, corporate reputation is positioned as a distinctive quality for organizations in sustainability and competitiveness (Argenti & Druckenmiller, 2004).

The corporate reputation is the general perception of its organizations by their stakeholders, whether positive or negative (Pomering & Johnson, 2009). An organization with a solid reputation, as perceived by its stakeholders, has a valuable asset (Fidan, 2021). However, reputation, being more of a high-level perception than a tangible asset, may not easily discern market impacts (Hunt & Morgan, 1995). Even a single adverse situation can be enough to eliminate this reputation capital (Hall,1992,1993).

The outcomes associated with corporate reputation tend to be positive for organizations in general (Lange et al., 2011). A positive corporate reputation provides significant benefits in business lines based on intangible assets such as creativity, intellectual capital, innovation, and superior service to customers (Burke et al., 2011). A positive corporate reputation is a strategic resource because it demonstrates the organization's competitive advantage over its competitors (Carmeli & Tishler, 2005).

A business with a robust corporate reputation has developed harmonious behaviors with stakeholders, benefited, and established cooperative relationships in the past (Taşlıyan et al., 2023). Therefore, it evaluates the contributions and sustainable achievements of both internal and external stakeholders to the organization as a whole (Özbay & Selvi, 2014; Aykan & Sevim, 2013). Organizations' reputation for internal and external stakeholders varies in terms of meaning. For external stakeholders, corporate reputation is a set of strategic evaluations that provide prestige to organizations, strengthen market values, and make the organization attractive (Saylı et al., 2009). Internal stakeholders, on the other hand, are more of an abstract value that expresses the reputation of organizations (Fombrun & Rindova, 2000).

According to Flatt and Kowalczyk (2006), corporate reputation is a multidimensional structure consisting of customers, employees, investors, societies, and their interactions. Interaction and experiences between organizations and stakeholders based on the past period ensure stakeholders' trust and the organization's competitive advantage (Dolphin, 2004). It is seen that different disciplines such as sociology, economics, management, accounting and marketing are the subject of the study by the authors and that each discipline has different perspectives on the subject (Fombrun & Van Riel, 1997). Abratt and Kleyn (2012) argue that an organization has a multitude of reputations, each of which addresses a different circle of stakeholders. Hence, organizations possess a myriad of reputation types and dimensions (Yüncü, 2016). Carroll (2013) lists these diverse reputation types as:

**Table 2.** Types of Reputation

| | |
|---|---|
| Actual Reputation | It consists of its current qualities, which reflect the actual state of the organization. |
| The Communicated Reputation | It consists of what the organization says about itself through media channels. |
| The conceived (or perceived) reputation | It pertains to how people perceive the organization from the outside. |
| The construed reputation | It is the perspective of the top management regarding stakeholders' evaluations of the organization's reputation. |
| The covenanted reputation | It consists of what the brand promises and the expectations of stakeholders. |
| The desired reputation | It is similar to the ideal reputation, but it is at the desired point in the hearts of the organization's leaders. |

Source: Carroll, 2013:4

Many scholars have tried to build an integrative environment that will carry it forward under *'one vision, one voice'* in studies on reputation (Barnett et al., 2000). The corporate reputation literature, which has evolved in a multidimensional manner, has made significant progress and also increased the depth of research on its predecessors (Newburry, 2017). Despite the idea that corporate reputation is a simple construct, it is contradicted by the multiple definitions, conceptual frameworks, and operationalizations that have emerged in research (Lange et al., 2011). To date, it is impossible to say that there is a common consensus in direct proportion to the increase in the number of studies on reputation in the last two decades (Yüncü, 2021). Thus, it is seen that one of the primary obstacles to forming a comprehensive perspective stems from the need for more consensus among studies due to differing viewpoints (Yüncü, 2021). Academicians have identified multiple different perspectives on the concept of corporate reputation, with each field defining this concept within its own approach (see Table 3).

**Table 3.** Definitions of Corporate Reputation

| Author(s) | Definition |
|---|---|
| (Weigelt & Camerer, 1988: 443) | Corporate reputation is a series of attributed qualities to a business based on its previous actions. |
| (Wartick, 1992: 34) | Corporate reputation is the perception of how effectively a business meets the demands and expectations of its numerous stakeholders. |
| (Fombrun, 1996: 165) | Corporate reputation is a perceptual representation that defines the attractiveness of a company across all its critical components based on the company's past activities and future expectations. |
| (Fombrun & van Riel, 1997: 10). | Corporate reputation is a common expression of the past performance of an enterprise and the outputs of this performance, which reveals its ability to convey its past activities and outputs to its various stakeholders. |
| (Balmer, 1998:971) | Corporate reputation refers to the perception that develops over time with the business, focusing on what the company does and its attitude. |
| (Gotsi & Wilson, 2001:29) | Corporate reputation is the overall assessment that stakeholders form over time about how prestigious, valuable, or trustworthy a company is. |

**Table 3.** Definitions of Corporate Reputation (Continued)

| | |
|---|---|
| (Barnett et al., 2006: 34). | It is the collective judgment of observers on the financial, social, and environmental impacts of a business on stakeholders. |
| (Rhee & Haunschild, 2006: 102) | It is the emotional evaluation of customers on the perceived quality of the producer. |
| (Anca & Roderick 2007: 234) | Corporate reputation is the long-term combination of stakeholders' evaluations of what the organization is, how it fulfills its responsibilities, how it meets its expectations and its overall performance in adapting to the socio-political environment. |
| (Barnett & Hoffman (2008: 1) | The collective judgment of observers about the organization is based on analyzing the financial, social, and environmental impacts attributed to the organization over time. |
| (Ljubojevic & Ljubojevic'e 2008: 222) | Corporate reputation is a collective presentation of the overall perception of participants developed over time and based on relevant perceptions of organizational identity programs, performance, and behaviors. |
| (Walker 2010:370) | It is a relatively stable, relevant, and common perceptual representation of a company that compares its past actions and future expectations with specific standards. |
| (Fombrun 2012:16) | Corporate reputation is a collective evaluation of a company's attractiveness for a particular stakeholder group compared to reference groups of companies that are in competition for resources. |
| (Deniz et al., 2017: 37) | Corporate reputation is the ability of a company to create value for its stakeholder groups. |
| (Perez Cornejo et al., 2019: 1252) | Corporate reputation; It includes the expectations of different stakeholders regarding the organization's ability to meet its own interests. |

Source: Compiled by the author.

The common point among these definitions, which focus on different topics, emphasizes that corporate reputation has a dynamic structure (Fombrun & Shanley, 1990; Gray & Balmer, 1998; Saxton, 1998).

### 1.2. THE IMPORTANCE OF CORPORATE REPUTATION

Companies that are aware of the importance of corporate reputation conduct efforts towards gaining a positive business reputation to benefit from the advantages brought by reputation. A solid corporate reputation contributes to attracting a qualified workforce to the business by providing a positive impact on the organization (Sungur, 2015). Employees form the basis of the reputation development efforts of businesses. Undoubtedly, an organization's ability to do its best relies on all employees striving for common goals and objectives (Quirke, 2000 This positive perception created on the employee increases production efficiency and profitability (Özcan & Solmaz, 2019). When employees are aware of the importance of building corporate reputation, they exert more effort and make greater contributions (Öksüz, 2009). Corporate reputation is of vital importance for the long-term sustainability of organizations (Abdullah & Abdul Aziz, 2013).

Corporate reputation holds strategic importance for organizations to gain a competitive advantage (Flanagan & O'Shaughnessy, 2005). Corporate reputation, which is seen as a fundamental resource, is an essential factor in gaining an advantage over other organizations with which it competes and in strengthening the financial position of the organization (Hall, 1992; Artantaş, & Gürsoy, 2020). Corporate reputation also allows for the comparison of organizations (Dowling, 2004). It is recognized as an important resource for companies, mainly because it provides a competitive advantage (Gotsi & Wilson, 2001). Due to competitive markets that necessitate companies to stand out to gain visibility, enhancing the company's reputation is important (Illia & Balmer, 2012). Any change in the company's reputation also shapes its relationship with stakeholders (Lange et al., 2011).

As an example of the question *"Does corporate reputation matter?"*, research on Fortune 500 companies has shown that "admired" companies have higher profitability rates than less "admired" companies (Burke & Cooper, 2011). The idea that a highly prestigious business is the right place for a safe investment facilitates decision-making for those who plan to invest but are not familiar with the relevant sector or company

(Helm, 2007). Corporate reputation is a critical factor in crisis response (Schnietz & Epstein, 2005). According to Alsop (2004), high reputation is an important tool in crisis management. Therefore, a solid reputation can be the key to strong prestige, and additionally, it can prevent negative attitudes from employees, customers, or investors toward the organization, thereby averting potential crises (Healy & Griffin, 2004). Corporate reputation is not only an asset that ensures the survival of a business, but it has also become one of the important assurances of these companies in times of crisis (Shamma, 2012).

When businesses obtain a good corporate reputation, they can differentiate themselves from their competitors in the perspective of stakeholders (Demir, 2018). Reputation is an important element with a variety of positive effects. For example, a positive reputation associated with product quality allows businesses to introduce their products to the market at a higher price than their competitors. By attracting suitable candidates to their organization, businesses can provide employment and make themselves more attractive to investors. Researchers have stated that a positive corporate reputation encourages sales, satisfies customers, and increases loyalty (Ji et al., 2017). Furthermore, it is of critical importance for businesses because it reduces operating costs and positively influences variables such as financial results, consumer confidence, and loyalty (Caruana et al., 2004). For many authors, it is argued that businesses with a good reputation gain a significant competitive advantage and have the ability to attract more customers (Walsh & Beatty, 2007). In the past, companies focused solely on product and service quality, but with today's conditions, the concept of reputation has become increasingly important (Fidan et al., 2014).

According to the utilitarian approach, the advantages that reputation provides to businesses can be listed as follows:

- Positive impact on profit return (Barney, 1991).
- It influences customers' attitudes towards organization and purchasing decisions in products and services. (Yoon et al., 1993).
- Strengthens relationships with employees, customers, lenders and shareholders (Hannon & Milkovich, 1995).
- It attracts investors to the institutio (Nakra, 2000).
- A strong reputation and image of the organization increase customer loyalty (Nguyen & LeBlanc, 2001).

- Employees are willing to accept low wage levels in order to be employed in reputable organizations (Hamori, 2003).
- Enables the media to give more coverage to news about the organization (Fombrun & Van Riel, 2003).
- It increases profitability with customer satisfaction (Chun, 2005).
- Reduces perceived risks and increases people's willingness to trust the organization (Wiedmann &Hennigs, 2006).
- Provides sustainable competitive advantage (Zyglidopoulos, 2005).
- It attracts qualified workforce to the organization (Doorley & Garcia, 2007; Fombrun, 2001; Cravens & Goad Oliver, 2006).
- Provides positive customer attitudes and increases sales (Chun, 2006).
- Provides the opportunity to benefit and profit from investors and financiers (Demir, 2018; Roberts ve Dowling, 2002; Srivastava et al., 1997).

## 2. COMPONENTS OF CORPORATE REPUTATION

In this section, the essential components of corporate reputation will be discussed. These components, which are categorized in different ways by various researchers in the literature, help us to comprehend the factors that affect the reputation of organizations positively or negatively. In this context, the components of corporate reputation will be examined in detail below.

### 2.1. COMPONENTS OF CORPORATE REPUTATION

For stronger and more effective corporate governance, it is necessary to understand the key components that shape corporate reputation and the relative importance of these elements accurately (Alnıaçık et al., 2010). Although the elements that constitute corporate reputation are grouped under different names by researchers, the following concepts are mainly emphasized. With the help of components, it reveals what factors affect corporate reputation positively or negatively (Dörtok, 2004; Kızıl & Naktiyok, 2019). Those that are accepted among the components of corporate reputation in the literature are listed as follows.

#### 2.1.1. Emotional Appeal

Emotional attractiveness dimension includes intangible emotions such as stakeholders' positive feelings about the business, whether the business inspires trust and appreciation (Dayanç Kıyat, 2017). In an environment where competition is intense and similar products appear on the market, organizations send messages through various channels in order to strengthen customer relationships (Odabaşı & Oyman, 2003). Corporate reputation reflects the net emotional reactions of customers, investors, employees, and the public to the name the organization has created, good or bad, weak or strong (Wessels, 2003).

Emotional appeal reflects the degree of liking, respect, and appreciation of the quality of products and services provided to the organization by employees and consumers (Dörtok, 2004). It is stated that the positive relations established with the consumers of the organizations will return to the organization as satisfaction and will bring economic success together (Kruger et al., 2010). Together with the perception that the organization creates its values with its product and service quality, it directly affects the possible trust that may occur in other products and services, as well as directly contributes positively to the corporate reputation (Bekiş et al., 2013). Trust, appreciation, and respect for the organization return profit and loyalty in the long run (Fombrun & Shanley, 1990). Creating trust, one of the elements that shape reputation, is at the center of reputation management, along with consistency, sustainability, and integrity, which together form customer satisfaction (Şatır, 2006).

Another quality that enhances emotional appeal is businesses participating in charitable activities, which also strengthens corporate reputation (Özdemir, 2021). Employees who have admiration, trust, and respect for the organization are more eager to participate in organizational activities (Men, 2012). In this way, corporate reputation is considered an element that affects the process of creating an emotional bond between its stakeholders and businesses (Fombrun et al., 2000). Businesses that do not inspire trust, admiration, and respect fail to win over individuals, so damaging the reputation of the business. Therefore, this dimension is an essential concept in the establishment of corporate reputation within companies.

### 2.1.2. Products and Services

The fact that organization provide quality products and services provides them with significant advantages. Having a reliable image in the market is linked to the quality of the products and services offered to people (Formbrun, 1996). Stakeholders' decisions are determinants in the process of purchasing a product or service, and it is difficult to determine the quality of service without experiencing it (Weigelt & Camerer, 1988). For this reason, stakeholders examine the quality of the products and services offered by the organization and check whether the organization offers innovative products (Kıyat, 2017). The increase in service quality is related to the level of stakeholder satisfaction. Therefore, organizations with good service quality will enhance their corporate reputation and customer satisfaction (Hadi & Indradewa, 2019). One of the crucial issues in corporate reputation is to ensure employee and consumer satisfaction with the services provided (Hillenbrand, 2009). For a company; It is important to stand behind its products, create brand value, and produce new and quality products to have a positive reputation (Fombrun et al., 1999). The high-quality products and services offered by organizations are the first step in gaining a sustainable reputation (Iwu-Egwuonwu, 2011). Because fundamentally, having a high corporate reputation necessitates the quality of products or services to be at a high level and the ability to meet consumer demands in this context at a high level (Fombrun & Van Riel, 2004).

### 2.1.3. Vision and Leadership

The individuals who determine the vision of organizations are known as leaders Leaders have the ultimate authority to set and maintain the organization's strategic goals and achieve organizational performance (Conte, 2018). Hall (1992) points out that the most valuable aspect of reputation is corporate leadership. Leadership in terms of organization is an approach that realizes the effective use of labor and resources as the basic production unit, empowers employees by ensuring that they are included in decision-making processes, supports the sharing of the vision for the future among employees, and aims to increase the success of stakeholders (Formbrun, 1996). A transparent vision for the future, knowing the advantages of market opportunities, and setting achievable goals demonstrate the performance in terms of vision and leadership for the future of organizations (Yüce & Taşdemir, 2019).

### 2.1.4. Financial Performance

Financial performance describes an organization's ability to take risks and compete against financial goals. One of the problems that organizations face in achieving goals is the lack of techniques and resources. Economically strong organizations tend to have more reputation, which in turn brings success (Formbrun, 1996). In the analysis of financial performance, the situation in previous years is focused, and compared with competitors. In this way, the sustainable advantage of organizations can also be recognized (Inglis, 2006). It is widely accepted that there is a positive relationship between corporate reputation and sustainable competitive advantage (Fombrun & Shanley, 1990; Formbrun, 1996; Hall, 1993; Roberts & Dowling, 2002).

Organizations' corporate reputations are built over the long term through consumers' experiences. The importance of corporate identity and corporate image draws attention to this context. The assets owned by organizations build corporate identity. Financial indices shape the perception of organizations' economic strength and corporate image (Nyugen-Lebranc, 2001). In the end, consumers believe that financially strong companies have the ability to provide a good experience (Özdemir, 2021).

### 2.1.5. Social Responsibility

The social responsibility initiatives of organizations in the global market are addressed based on their cultural values (Özdemir, 2021). The sole purpose of organization should not be adopted as the understanding of providing income to shareholders, wages to employees, and products or services to consumers (Ersöz, 2007). Social responsibility is considered a strategic investment, not an activity that causes cost increases (Dima et al., 2013). A solid reputation enhances the competitiveness of the company while delivering high-quality products and services and increasing awareness of social responsibility activities (Feldman et al., 2014). Research indicates that organizations are socially responsible to society. At the end of a crisis, organizations strive to enhance their corporate reputation by engaging in social responsibility activities and providing consumers with experiences (Lewis, 2003).

Organizational social responsibility refers to the research of the activities necessary for the protection and advancement of social welfare within the fields of activity of organizations (Formbrun, 1996). Organizational social responsibility values actions that limit activities harmful to society throughout all processes, from production to consumption, and encourages support for societal well-being (Achenbaum, 1986). In clearer terms, an organization operating within the framework of corporate social responsibility has an obligation to use its business practices and corporate assets for the benefit of society (Kotler & Lee, 2008).

According to the research conducted by Mohr et al., (2001), it is stated that corporate social responsibility plays a vital role in determining the success and corporate reputation of the organization, and states that organizations should raise awareness about corporate social responsibility activities. Social responsibility entails organizations touching upon societal ethical values, as well as incorporating characteristics that align with the goals of the community, in addition to meeting societal expectations through organizational behavior and activities (Wartick, 1985). Social responsibility supports social, economic, and moral development in order to increase the living standards of individuals in society (Murray, 1986).

## 3. ORGANIZATIONAL CRISES AND CORPORATE REPUTATION

Given the delicate and fragile nature of the concept of reputation, scholars are particularly concerned with how crises and disasters can influence perceptions of corporate reputation (Zyglidopoulos, 2001). Crises can arise from various sources, such as the daily interactions of organizations with their stakeholders (Bebbington et al., 2007). The quality of reputation is built among stakeholder groups that examine various dimensions of corporate actions, such as employment, innovation, and leadership; hence, maintaining trust bonds among stakeholders is emphasized as crucial in organizations' efforts to preserve flawless and unharmed reputation capital (Koronis & Ponis, 2012). The problem with corporate reputation is that it relies solely on stakeholders' perceptions and evaluations, which can be subject to variable circumstances and easily changeable short-term perceptions (Koronis & Ponis, 2012). In every crisis situation, the potential for reputational damage to swiftly follow is considered as a possible reputational harm event. In such a scenario, the organization's key stakeholders may distance themselves by reducing their level of engagement, taking an oppositional attitude towards management, demanding to improve contract terms, and/or showing an adverse reaction towards the organization (Zabłocka-Kluczka & Sałamacha, 2020). This situation can also impact the process of acquiring new customers and lead to difficulties in retaining existing customers (Rhee & Valdez, 2009). Thus, it significantly diminishes organizations' ability to cope with challenging situations (corporate resilience).

According to Arpan and Pompper (2003), crisis is a major unforeseen threat that can have negative consequences if not properly evaluated and damage the organizational legitimacy and reputation of the organization. Another perspective, as proposed by Morley (1998), suggests that a poor reputation can lead to crises, thus arguing that organizational crisis stems not only from events but also from the organization’s negative image. According to Tracey and French (2017), a superior level of reputation not only helps mitigate adverse outcomes but also assists in preventing crises, thereby ensuring the organization's secure outcomes. Cravens & Oliver (2006) assert that reputation is perceived as a reservoir or repository by society and stakeholders, protecting the organization during crisis periods.

Corporate reputation can be secured through the use of communication applications that can minimize the effects of crises and support business continuity and recovery (Koronis & Ponis, 2012). Post-crisis communication can be utilized for rebuilding reputation and/or preventing damage to reputation (Coombs & Holladay, 2005). At the same time, corporate reputation can be considered as a reflection of a company's past when evaluated against its competitors, serving as a means for the organization to communicate with its target audience about the quality of its products and services (Bilmez, 2011).

Reputational risk can be characterized as a possible negative reputation related to the business practices of an organization (Perry et al., 2005). Eliminating risks entirely in a company's operations is not possible; however, managers should strive to control economic and social risks in order to mitigate the negative impacts that may arise (Testa, 2006). With its swift response to and proactive efforts following the crisis involving the Tylenol brand pain reliever in 1982, Johnson & Johnson successfully protected the company's reputation by preventing potential negative impacts (Cravens & Oliver, 2006). In short, effective reputation risk management provides benefits for preserving reputation capital in future crises by establishing trust among stakeholders, maintaining social competence in operations, ensuring continuity, strengthening customer and supplier relationships, attracting investments, and attracting the most talented personnel (Gaultier-Gaillarda & Louisot, 2006).

In summary, corporate reputation has the effect of *"businesses gaining value"* in a competitive environment, especially in times of economic recession, by strengthening its relationships with other stakeholders because stakeholders share the view that this contributes to a more resilient organization (Andres & Rounds, 2015). Additionally, research has shown that organizations with a good reputation can maintain their reputation even in the face of difficulties in times of crisis, as reputation protects corporate assets against damage even in times of crisis (Fombrun & Van Riel, 2003).

## 4. CONCEPTS RELATED TO CORPORATE REPUTATION

Understanding the components of corporate reputation and the extent of their impact is a fundamental necessity for managing corporate reputation. Studies focus predominantly on the concepts of corporate identity, image, culture, and communication. Below, concepts related to reputation due to their relationships with it are addressed, and while these concepts complement each other, it is crucial to distinguish between them.

### 4.1. CORPORATE IDENTITY

Corporate identity is the whole of the perceptions of internal stakeholders on an organization (Albert & Whetten, 1985). Identity seeks to answer the *question "Who are we as an organization?"* (Brown et al., 2006). In other words, it is the perception of employees connected to the organization (Albert & Whetten, 1985). According to Fombrun (1996), identity is the visible face of the organization from the central and continuous perspective of employees.

Corporate identity offers various benefits to organizations. These have benefits such as having a corporate position of enterprises, creating a vision for the future, enhancing market value, and mitigating potential risks (Otubanjo, 2007). The concept of corporate identity is closely related to the types of activities and strategies implemented by organizations (Hepkon, 2003). Identity is typically addressed in two dimensions: "organizational identity" and "corporate identity." Organizational identity" was initially proposed by Alberth and Whetten (1985), and it is explained by categorizing organizational members into three groups: central, contingent, and different regarding the organization. Organizational identity is defined as central, enduring, and distinctive (CED) elements (Walker, 2010). Bromley (2001) argues that corporate identity is the set of characteristics that distinguish organizations. Corporate identity, unlike organizational identity, deals with the visual elements of the organization (Hatch & Schultz, 1997). According to Shamma (2012), some of the various prominent corporate identity antecedent definitions are:

*“The construed external image of the firm. What a member believes outsiders think about the organization” (Dutton et al., 1994).*

*“What employees feel and think about their organization. It focuses on questions relating to organizational culture. It gives a business its distinctiveness” (Balmer, 2001).*

*"A strategic manifestation of corporate-level vision and mission, underpinned by the strategies which a corporation employs in its operation or production" (Melewar & Wooldridge, 2001).*

## 4.2. CORPORATE IMAGE

With its widespread use in the literature, the concept of corporate image is defined as the instant mental picture of the organization kept in terms of the target audience (Gray & Balmer, 1998). Fombrun and Shanley's (1990) research found that information on the structural position of an organization in the organizational environment, along with market and accounting indicators that express performance, contribute to the image of an organization. Corporate image is an integration process that encompasses various information used by society to construct the perception of the organization (Carpenter, 2013). Emphasizing different aspects of the organization's identity to various publics may be a cautious approach; however, the organization should avoid displaying a contradictory image (Gray & Balmer, 1998). Because a consistent image between different stakeholder groups is often vital (Gray & Smeltzer, 1985).

Corporate image; It focuses on the outside world's overall impression of the company, including the opinions of customers, shareholders, the media, and the general public (Hatch & Schultz, 2003). Similarly, according to Brown et al. (2006), corporate image is expressed as the mental associations that members of the organization believe others outside the organization hold about the organization. According to Bick et al. (2003), a short-term or instantaneous perspective of an organization over some time is a reflection of its corporate image. Therefore, according to the definitions, the image of the organization can change depending on the perception and how they are perceived in the eyes of the society is discussed in the context of the concept of "corporate image.

## 4.3. CORPORATE CULTURE

In order to understand corporate culture, it is first necessary to understand the word culture. "Culture" is a word that has many meanings. In terms of organizations, the most appropriate definition in the dictionary would be *"the distinctive customs, achievements, products, outlook, etc., the cultural norms and practices observed by a society or group,"* and this word acquired this meaning towards the end of the nineteenth century (Brown, 1993). Corporate culture; It is expressed as a whole that strongly influences behaviors in the workplace and creates values, symbols, heroes, and stories

(Çiçek & Almalı, 2020). Corporate culture represents how the business processes in the organization are carried out, reflecting the beliefs of the members of the organization about what they find appropriate for their behavior and business processes (Cunha & Cooper, 2002). The pros of an organization's culture, in other words, express a commitment to collaboration, participation, and valuing each other's contributions, including workplace orderliness, people working in teams, and a commitment to beliefs within an organization (Vogelsang et al., 2013). As a result, corporate culture encompasses all members of the organization, is formed and develops at hierarchical levels. The material aspects of the organization (name, products, buildings, logos, top managers, and others) are based on a broad history (Hatch & Schultz, 1997).

## 4.4. CORPORATE COMMUNICATION

Corporate communication is characterized as a tool in which the types of internal and external communication used consciously are most effectively compatible with the groups to which the company is affiliated and create an ideal basis (Van Riel, 1995). Corporate communication covers all communications with corporate stakeholders and can influence the image and reputation of the organization to a greater extent through communication between secondary and tertiary stakeholders (Gray & Balmer, 1998). Moreover, there is a critical relationship between corporate communication, corporate image, corporate identity, and reputation (Gray & Balmer, 1998). To build a corporate reputation, it is necessary to have effective communication skills.

According to Singh and Gupta (2022), corporate communication refers to communication practices that shape the identity, image, and reputation of the brand and can change it while protecting it. Mishra and Mishra (2020) state that corporate communication is an important management strategy that conveys the brand's ideas to stakeholders. Corporate communication is seen as an essential part of communicating with various stakeholders and aligning the stakeholders' interests with those of the organization (Shamma, 2012). According to Fombrun and Rindova (1998), communication that makes a company transparent not only enables shareholders to better appreciate the company's activities but also facilitates gaining a better reputation. Burke (1998) also emphasizes the importance of corporate communication in helping to maintain, foster, and improve a brand’s reputation (Shamma, 2012).

There are various findings that corporate communication will increase trust among employees. Mishra and Morrisey (1990) emphasize that good and bad news should be shared with employees first, and they state that providing reliable information to employees builds trust in managers. In this regard, it is crucial to emphasize that we need to answer two critical questions. The first is whether managers communicate adequately with employees and build trust. The second is whether the trust established is effective in ensuring the organization's reputation in the employees' eyes. This emphasizes the relationship between the reputation of the organization and trust. In this context, the study focuses on understanding the effect of the organization's reputation on building trust in the manager. The above statement supports the following hypothesis:

H2: Trust in manager positively affects perceived corporate reputation.

# CHAPTER III

# TRUST IN MANAGER

## 1. THE CONCEPT OF TRUST

Trust functions as a lubricant in the realm of organizational behavior, smoothing the execution of activities (Ergeneli et al., 2007). Trust, which is an attitude that defines the truster's summary evaluation of the other party in a relationship (Korsgaard et al., 2015; Martínez-Tur & Peiró, 2009), is considered one of the most critical elements of human relations and organizational life (Arı & Tunçay, 2010). Based on a review of research on trust, Rousseau et al. (1998) defined trust as a psychological state that involves the intention to accept vulnerability based on positive expectations about someone else's intentions or actions. In research on trust, it is stated that trust is a psychological phenomenon, and personality theorists conducted the first studies in this field (Arı & Tunçay, 2010).

Trust is a state of willingness for a person to be vulnerable to another person's actions (Krot & Lewicka, 2012). Deutsch (1962) trust is *"actions that increase one's vulnerability to another."* For this reason, trusting behavior involves increasing one's vulnerability to others over which one does not have control over one's behavior (Zand, 1972). This behavior provides confidence to organizations and individuals that they can safely and mutually take the same risks (Butler, 1983). Trust, on the other hand, requires risk and interdependence for it to emerge (Rousseau et al., 1998). Sheppard and Sherman (1998) argue that trust means accepting the risks associated with the depth and type of bilateral dependence inherent in a particular relationship. Butler (1991) defines trust as the willingness to be vulnerable in one's actions towards another person, confront uncertainties, and accept risk. A trust situation's dependency emphasizes the importance of positive interactions between the trusting parties (Tzafrir & Dolan, 2004). Therefore, trust-based behavior has a significant impact on mutual relations.

Trust is undoubtedly an important factor in any relationship, including the relationship between buyers and sellers (Morgan & Hunt, 1994). Therefore, trust is not only crucial in relationships between individuals but also a cornerstone for businesses, which are living and social organisms primarily consisting of people (Çelik & Bilginer, 2018). Trust plays an important role in areas such as the survival of businesses and the realization of their visions, suitability for development, qualified communication, and business effectiveness (Arı & Tunçay, 2010). Trust is essential in work environments because it strengthens and solidifies both intra-organizational and inter-organizational relationships (Svensson, 2005). Relationships of trust increase interaction and collaboration (Connell et al., 2003). Trust has a key role in the confusing issue of directing employees to work and maintaining sustainability with a specific performance (Yasim & Aksay, 2016).

In addition to the concept of trust, the concept of distrust in organizations is also discussed in the literature. Some studies (Lewicki et al., 1998; Kramer, 1999; Kramer & Cook, 2004; Farrell, 2004) treat the concept of distrust as a conceptual construct separate from trust (Lewicki et al., 1998). First of all, it is necessary to understand the concept of distrust, which is defined as the inability to trust the competence or intention of the other party and to have a negative expectation in this context (Arı & Tunçay, 2010); insecurity causes people to resist change (Yılmaz, 2005). The concept of trust, which is based on the "willingness to be vulnerable" that is believed to be trustworthy (Mayer et al., 1995), as trust decreases, there is a shift in the opposite direction: individuals become reluctant to take risks, demand more assurances against betrayal, and increasingly insist on their interests in sanction mechanisms (Tyler & Kramer, 1996).

Trust is examined under two separate dimensions due to its differences in cognitive and emotional trust. In McAllister's (1995) study, cognitively based trust is associated with beliefs about people's trustworthiness, competence, and dependency. In contrast, emotionally based trust requires intense emotional investment in a relationship. In these relationships, Interest, support, and care shown to the person are indispensable elements (McAllister, 1995; Costigan et al., 1998). McAllister (1995) also states that emotional trust is associated with an already existing emotional bond formed with mutual interest and concern between individuals, whereas cognitive trust affects followers' perceptions, attitudes, and perceptions of the leader's knowledge, skills, abilities, and competencies (Wang et al., 2010; Yang et al., 2009). The choice to trust belongs to the individual, the individual can make choices about whom to value and respect under the roof of trust, in line with his/her own reasons, and the cognitive dimension of trust is built on this basis (Lewis & Weigert, 1985). In emotional terms, individuals convey their emotional trust through instinctive bonds by getting to know and understand each other entirely based on their internal decisions (Pennings & Woiceshyn, 1987). Emotional trust has also been described as trust in the heart (Chua, et al., 2008). To summarize, cognitive trust expresses beliefs about the reliability of the other party, while emotional trust emphasizes the importance of emotions in the mutual trust process (Schaubroeck, et al, 2013).

The concept of trust is seen by some authors as a theoretically unintegrated and incomplete field. According to some other authors, focusing on trust situations, conditions, and essential points is more important and useful than creating a universal and single definition (Hosmer, 1995). Although trust refers to many things, there is no single definition of trust (Hoy & Tschannen, 1999). For this reason, Taylor (1989) defines the concept of trust as a concept that is known to society but is difficult to define and define.

**Table 4**. Common Antecedent Definitions in the Literature on Trust

| | |
|---|---|
| McAllister, (1995) | Trust is a person's willingness to act based on someone else's words, actions, and decisions. |
| Lewicki et al. (1998) | Confidence is when a person has confident and positive expectations about someone else's behavior. |
| Griffin, (1967) | Trust is the state of relying on the characteristics of an object, the occurrence of an event, or a person's behavior while aiming to achieve an ambiguous goal in a risky situation. |
| Larzelere & Huston, (1980) | The degree to which a person has goodwill and honesty towards another person or persons. |
| Lewis & Weigert, (1985) | It is to undertake a risky action plan by trusting that everyone involved in the action will act competently and responsibly. |
| Doney & Cannon, (1997) | It is the perceived credibility and good faith regarding the trust's purpose. |
| Gabaro, (1978) | Trust is the level of openness between two people, the expectation that the other party will not engage in abusive or arbitrary behavior and that their normal behavior will be predictable. |
| Cook & Wall, (1980) | It is how much goodwill a person is willing to attribute to and trust in the words and actions of other people. |

Source: Edited by adding to Tzafrir & Dolan (2004).

When I look at the literature, it is seen that trust is defined in different ways. These are the definitions put forward as a result of the first discussions and research about the concept. However, trust is still considered a complex concept, and researchers from different disciplines have defined and addressed their research from various perspectives; this, in turn, has led to results that contradict convergent theories (Moin et al., 2015). In the study of trust, the different meanings presented by scientists contributed to the concept of trust (Rousseau et al., 1998); in this way, a multifaceted perspective on trust is given.

## 2. TRUST IN MANAGER

Human resources play a critical role in the successful adaptation of today's businesses to change and achieve sustainable success. In order to maximize the efficiency provided by human resources, it has been an important factor in ensuring trust in the working environment, especially for the employees to trust the leaders they are constantly interacting with (Taşkın & Dilek, 2010). Therefore, employees' belief that the organization will act in a way that is beneficial, or at least not harmful, from their point of view is important (Tan & Tan, 2000). The belief that the manager will treat the employees in a fair and helpful manner under uncertainty or risky conditions ensures that the employees trust the manager (Altuntaş et al., 2020). Trust in the leader means that employees believe in the integrity of business leaders and accept their honesty, clarity, and justice within the organization without questioning (Demirel, 2008).

The subordinates, even though they may not fully know the level of the leader's self-confidence, determine their attitudes and behaviors by grasping the leader's trust from their behavior (Brower et al., 2000). Managers' ability to periodically share information, to be open to bilateral interaction, to create an organizational environment that enables participation in decisions, to be honest, and fair, to exhibit consistent behavior, and to create a vision increases the trust of subordinates in managers (Yılmaz & Giderler, 2007).

Trust in the manager is considered in the context of interpersonal trust within the organizational structure. The concept of trust is based on trust between individuals. It has two sub-headings: cognitive trust, which refers to other individuals' perception of an individual's truthfulness, commitment, honesty, competence, qualifications, level of responsibility, and trustworthiness, and emotional trust, which refers to *"the phenomenon that reflects strong relationships between individuals as a result of interest and concern for individuals"* (McAllister, 1995; Arslantaş & Dursun, 2008). McAllister (1995) discusses interpersonal trust in two dimensions and explains these dimensions in terms of the relationships between managers and employees. Gökalp et al. (2015) argue that the concept of trust in the manager, which is considered a result of interpersonal relationships, is an emotion that enables the subordinate to believe that they will see favorable results in the manager's decisions and to support the manager's decisions in uncertainty.

Trust in the manager is not limited to interpersonal relationships. For example, basic management practices such as getting employees' opinions, involving them in decisions, performance appraisal, and rewarding also affect organizational trust (Morgan & Hunt, 1994). Trust in managers refers to the relationship between employees and the organization according to organizational expectations and based on employees' perceptions of the organization's managers (Fard & Karimi, 2015). Trust plays a critical role in the success of organizations. Trust; contributes to a positive work environment characterized by honest and supportive relationships (Moye & Henkin, 2006). One of the qualities that make a leader a leader is the ability to create an environment of trust in followers; In other words, to create a sense of organizational trust (Shaw, 1997). Organizational trust refers to individuals' positive expectations and organizational members' expectations of competence, reliability, and helpfulness, including interpersonal trust and organizational trust (Mayer, 1995).

Dirks and Ferrin (2002) asserted that trust in the manager can be analyzed through two theoretical viewpoints: one focusing on the manager's personal qualities and another on the manager's relational approach. In the character-focused perspective, the emphasis is on how the leader's personal characteristics are perceived and their impact on the employee's perception of vulnerability within a hierarchical relationship (Mayer et al., 1995). It shapes the trust between the manager and the employees based on the personal characteristics of the manager.  According to the relationship-based perspective, it focuses on the relationship between the leader and the employee and how the employee perceives this relationship; for example, some scholars define trust in the leader as a concept that operates in accordance with a process of social change (Whitener et al, 1998). Employees respond similarly to the interest, relevance and understanding behaviors exhibited by managers, and as a result of this interaction, trust is created between the manager and the employee.

Dirks and Skarlicki (2004) also noted that confidence in leadership is associated with a well-established set of leadership actions and behaviors. According to Joseph and Winston (2005), "Leaders build and maintain trust through their behavior". Whitener et al. (1998) identified a number of managerial behaviors that can affect employees' trust in managers. Research carried out by Andersen (2005) has shown that the actions of managers perceived by subordinates build trust. While the trust in the leader is generally attributed to the whole organization by the subordinates, the reassuring mutual relations and the sharing of work to achieve the goals help individuals to concentrate on their work, the contribution to the work of the organization is maximized, and in addition, it creates the effect of sincerely accepting the decisions made by the leader with the trust in the leader (Tüzün, 2007).

Managers must carry out their work effectively to achieve organizational goals (Martínez-Tur et al., 2019). In this process, they are often responsible for defending the interests of the organization. These managers are aware that they cannot achieve everything on their own, so relying on team members means that they need to enlist their support to complete the necessary tasks. For a manager, trusting teams is even more significant, as team members' failures can have a negative impact on the manager's performance, which can also affect the overall performance of the organization (Werbel & Henriques, 2009). Unfortunately, the breakdown of trust is a common occurrence in organizational relationships (Yu et al., 2017). In creating a shared vision for the success of teams, leaders must rely on the talents and contributions of team members.

Organizational resilience is based on the importance of trust in the manager to establish reliable and solidarity relationships among employees. Employees need to trust their managers to meet their expectations. However, it is known that the trusting behavior of the manager plays a decisive role in the resilience of subordinates (Harland et al., 2005). Based on these results, the following hypothesis of the study is proposed:

H3: Trust in the manager has a positive effect on organizational resilience.

## 2.1. THE IMPORTANCE OF TRUST IN MANAGEMENT

Since it is one of the basic building blocks of social life, the importance of trust is extremely great. In the literature, the importance of trust has been emphasized with comprehensive trust research. Trust, which is considered with a very broad perspective in the relations between individuals, groups and leaders within the organization, is also a concept that cannot be created instantaneously and must be given time. Along with providing an environment of trust in an organization, increasing productivity (Öztürk & Uslu, 2022), creating a positive atmosphere in employee relations, and reducing behaviors that do not comply with the rules can be achieved (Aslan & Özata, 2009; Mishra & Morrissey, 1990).

Social change in an organization refers to an informal agreement between an employee and an organization in which the employee's manager broadly represents the organization to the employee (Konovsky & Pugh, 1994). The employee's relationship with his or her manager is a form of personalized social change. In addition, the personalized social change relationship I are talking about is based on the manager's confidence that he or she will fulfill his responsibilities in the long run (Sjahruddin, et al., 2013). In other words, it is expressed as the belief that employees have in their managers that their contributions to the organization are valued and valued (Kottke & Sharafinski, 1988; Pohl & Galletta, 2016).

With manager support, the manager's encouragement and support of the employee is defined as the degree to which interest and importance are felt from the perspective of the employee, and its significance is emphasized (Babin & Boles, 1996). It is stated that the more influential the managers' support to the employees is, the more the employee's satisfaction within the organization will increase, and as the satisfaction of the employees increases, the effects of stress will decrease, and a higher quality working environment will be created for the employees (Yang et al., 2015).

Trustworthy behavior, which is critical in management, includes the necessary actions and interactions provided by managers that will ensure that employees have confidence in themselves. This behavior takes place in the context of social and economic change, in which managers act responsibly and establish positive relationships with employees. Trusting behaviors exhibited by managers will provide a basis for employees to become "trustworthy managers" by encouraging them to respond positively and become more confident in themselves (Whitener et al., 1998).

Another important issue is that in the case of trust in the leader, it is a a crucial factor as a determinant of job satisfaction. Because the inconsistency between the words and actions of the manager leads to job dissatisfaction with a lack of trust (Koç et al., 2011). When employees in organizations do not trust their managers, it may lead to an increase in the costs of that organization, damage to the structure of individuals and thus organizational groups, adverse conditions such as increased fears, and as a result of this situation, alienation, loneliness, and even hostility may occur in that business (Duman, 2018). In this context, it is clear that it is extremely important for managers who are in the position of leaders of an organization to ensure the trust of their employees in terms of creating positive workplace outcomes. This results in a high level of trust in managers, minimal evaluation costs, and support for other audit systems (Khanifar et al., 2009).

## 3. VARIOUS DIMENSIONS OF TRUST IN MANAGERS

Trust is a concept that is intricate and multifaceted in nature. The dimensions that lead to trust have been examined and discussed many times in the literature. According to older research, the literature shows that while several factors lead to trust, three characteristics of the manager are often emphasized: *"ability, benevolence, and integrity"* (Mayer et al., 1995). Other scholars, such as Dietz and Hartog (2006), Ellonen et al. (2008), and Schoorman et al. (2007), have mentioned three dimensions of trust in later studies: *" integrity, benevolence, and competence."* Butler (1991) identified 10 conditions that enable trust in another party, including *"availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfillment, and receptivity."* If one person believes that the other is integrity, benevolence, and competence (able to keep their promises and responsibilities), they will likely have confidence in the person they trust (Ristig, 2009). In their study, Sitkin and Roth (1993) defined value alignment as *"the compatibility of employees' beliefs and values with the cultural values of the organization."* These dimensions help speed up the decision-making process and encourage cooperative behaviors (Whitener et al., 1998). They contribute to the reduction of conflicts and strengthen positive perceptions towards managers, as well as increase employee satisfaction (Knoll & Gill, 2011). To examine these dimensions within the context of trust in the manager's relationship;

### 3.1. COMPETENCE

Competence is a very important dimension of trust in corporate relations. Studies show that competence is a determining factor in building trust (Biswas & Varma, 2007; McAllister, 1995). The literature shows that a precursor of trust is the employee perception that management is competent and trustworthy (Serin & Balkan, 2014). Organizations now separate the job from the employee by focusing on the competencies that enable employees to perform their jobs at the desired level of performance. In support of this, Biswas and Varma (2007) show that core competence is the level of performance that meets the formal requirements of an employee's job. In addition, a high level of competency is a level of performance that goes beyond the formal requirements of an employee's job and is undertaken independently (Krot & Lewicka, 2012). Competency-based trust can be created relatively quickly because it has a structure that does not rely on emotional interactions (Jeffries & Reed, 2000). Previous meta-analysis studies also show that competence, benevolence, and integrity can be used to predict various types of trust (Knoll & Gill, 2011; Colquitt et al., 2007).

### 3.2. BENEVOLENCE

Benevolence is an important behavior that enhances the well-being of the person being trusted (Krot & Lewicka, 2012). Benevolence is a form of behavior that includes positive expectations of the other party's altruism and, therefore, strengthens the relationship of trust (Tzafrir & Dolan, 2004). Strickland (1958) stated that benevolence is one of the dimensions of trust that should be emphasized. According to McKnight and Chervany (2001), benevolence is the belief that trust is developed by the individual, valued by others and that the individual is inclined to act in ways that consider the interests of others while being concerned for their welfare.

Benevolence is the willingness to consider the interests of the trustee in a decision-making process (Tzafrir & Dolan, 2004). This dimension is the desire to act with understanding and sensitivity to the needs and interests of the person being trusted (Atuahene-Gima & Li, 2002). At the same time, benevolence comes with a desire and willingness to help other members of the organization. According to Ellonen et al. (2008), when companies aim to develop behavioral innovations, the importance of the benevolence component of vertical interpersonal trust emerges. In this context, special attention needs to be paid to managerial actions that affect perceived benevolence (Ellonen et al., 2008). It is emphasized that it is important for managers to demonstrate benevolence, consideration, and sensitivity towards their employees in their decision-making processes. (Krot & Lewicka, 2012). It has been shown that when describing employees' trust in their managers, they emphasize benevolence and integrity more often than competency events (Knoll & Gill, 2011; Lapidot & Shamir, 2007). In the research of Levin and Cross (2004), it was found that trust based on competence and benevolence mediated the relationship between solid bonds and the perceived acquisition of useful information.

### 3.3. RELIABILITY

The first condition for the formation of trust is the reliability of the person or system concerned (Tzafrir & Dolan, 2004). Some of the factors that increase the credibility of employees and managers are that the manager should be accessible, ability, open to new ideas, and generally reliable (Deluga, 1994). If employees behave reliably and consistently over time and in various situations, managers can better predict their future behavior (Tzafrir & Dolan, 2004). As described by Graen and Uhl-Bien (1995), consistent and positive behaviors increase the level of trust in a relationship.

### 3.4. ABILITY

Another element to consider in trusting behavior is the party's ability to be trusted (Mayer et al., 1995). Cook and Wall (1980) stated that talent is an important element of confidence. Many theorists have discussed similar constructions using different synonyms. Theorists such as Cook and Wall (1980); Deutsch (1960); Sitkin and Roth (1993) all saw talent as an important element of trust. On the other hand, theorists such as Butler, Knee, Knoz, Liberman, and Mishra have also used the term competence to explain a similar concept.

Competence: The possession of strength, skills, and knowledge refers to the qualities that can perform what is required adequately and appropriately, and these qualities create trust and confidence in mutual relationships (Butler, 1991; Cook & Wall, 1980). Party awareness increases the willingness to take risks; when employees are highly competent in their work, managers are better able to predict future work outcomes. A synoptic of trust conditions from the literature is given in Table 5.

**Table 5.** Dimensions of Trust

| Authors | Dimension |
|---|---|
| Kee & Knox, (1970) | *"Competence, motives"* |
| Cook & Wall, (1980) | *"Faith in trustworthy intentions, confidence in ability"* |
| Johnson-George & Swap, (1982) | *"Reliability"* |
| Butler, (1991) | *"Availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, fulfillment of promise, receptivity"* |
| Mishra & Mishra, (1994) | *"Openness, competence, caring, reliability"* |
| Mayer, D., & Schoorman, (1995) | *"Ability, benevolence, integrity"* |
| Clark & Payne, (1997) | *"Integrity, competence, consistent behavior, loyalty, openness, respect shown"* |
| Doney & Cannon, (1997) | *"Credibility, benevolence"* |
| Shockley-Zalabak et al. (2000) | *"Competence, openness and honesty, concern for employees, reliability, identification"* |

Source: Tzafrir & Dolan, (2004)

# CHAPTER IV

# THE EFFECT OF TRUST IN MANAGER ON PERCEIVED CORPORATE REPUTATION AND ORGANIZATIONAL RESILIENCE

## 1. THE PURPOSE AND IMPORTANCE OF THE RESEARCH

Today, many businesses face crises due to environmental, financial, economic, and political changes resulting from globalization. It shows that businesses are constantly interacting with the environment and are affected by environmental crises within the framework of the system approach. This relates to how resilient organizations are in unexpected or negative crises. On the other hand, corporate reputation is a critical factor in protecting the present and future assets of businesses and organizations.

While managers strive to benefit the business, how effective employees find themselves and how much they trust their managers is critical. It is essential for employees to feel a sense of belonging to the business and to trust their managers in terms of business efficiency. In this context, the impact of trust in manager on perceived corporate reputation and organizational resilience is vital in determining businesses' ability and long-term success to cope with crises.

This thesis aims to investigate the effect of trust in manager on perceived corporate reputation and organizational resilience. Within the scope of this quantitative research design, relationships, effects, and mediation analyses between variables were carried out based on the perceptions of employees in private-sector enterprises. The analyses aimed to understand how trust in manager affects perceived corporate reputation and organizational resilience and elucidate the dynamics of these relationships.

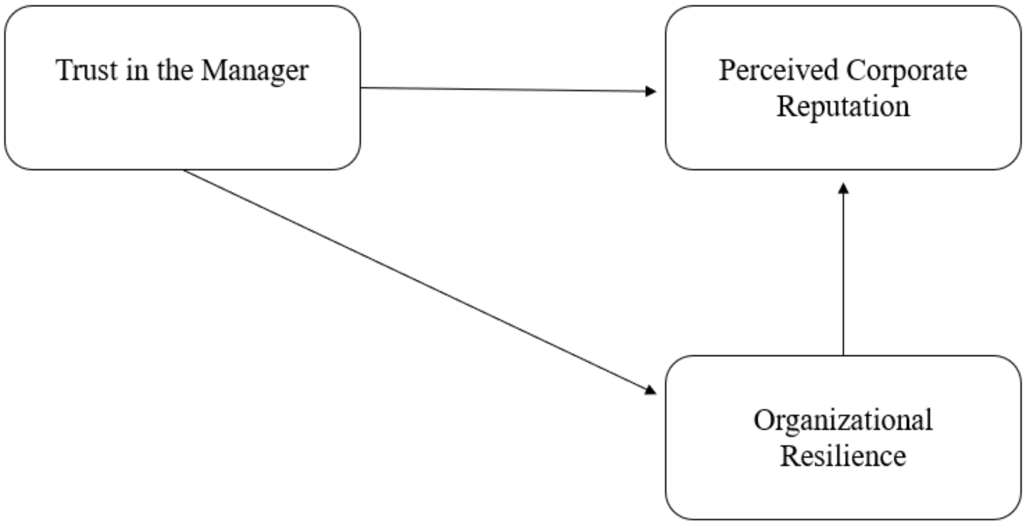
## 2. RESEARCH MODEL AND RESEARCH HYPOTHESES

In this section, the model and hypotheses of the research will be examined comprehensively. First, an overview of the research model will be presented, followed by the hypotheses developed based on this model.

### 2.1. MODEL OF THE RESEARCH

This thesis examines the effect of trust in manager on perceived corporate reputation and organizational resilience. Figure 1 depicts the research model designed to discuss the impact of organizational resilience on perceived reputation and to examine whether trust in manager affects this effect.

**Figure 1.** Model of the Research




## 2.2. HYPOTHESES OF THE RESEARCH

As a result of the literature review, I propose the following research model and hypotheses that examine the relationships between concepts related to organizational resilience, perceived corporate reputation, and trust in the manager. The model and hypotheses of the research are grounded in theoretical information drawn from the literature.

H1: Organizational resilience has a positive effect on corporate reputation.

H2: Trust in manager positively affects perceived corporate reputation.

H3: Trust in the manager has a positive effect on organizational resilience.

# 3. SCOPE AND LIMITATIONS OF THE RESEARCH

Despite the numerous and varied studies on the effect of trust in manager, organizational resilience, and perceived corporate reputation in the literature, the number of studies examining these three factors together is minimal. Therefore, a more detailed exploration of the complex relationships between organizational resilience, perceived corporate reputation, and trust in the manager may represent an important area for future research.

The scope of this study is limited to data collected from 299 employees working in textiles in Denizli. There are few limitations to this research. The first limitation of this study is that it covers only textile sector. Due to the limited number of employees present during the data collection process, the participants were recruited from multiple textile enterprises. Another limitation of this study is the sample size. Respondents represent a proportion of the total working population in the textile industry, which makes it difficult to generalize the results.

The final limitation of the research is the distribution of the questionnaire to sample members through digital channels. The fact that the participants returned to the surveys at different times due to their workload caused the data set to be limited to a certain number.

## 4. RESEARCH METHOD

The questionnaire served as the data collection method in the study. In this part of the research, I present the sample and data collection methods, data collection tools, and sociodemographic information. Ethics committee approval numbered 2023/333 was received for this thesis's research method and tools on 15.11.2023.

### 4.1. SAMPLE AND DATA COLLECTION

The research universe consists of small, medium, and large-scale enterprises operating in Denizli. I utilized the quantitative method in our study to expand the number of accessible individuals and to analyze the data economically. I online obtained the questionnaire using the online survey method between 15.11.2023 and 05.05.2024. I structured the questionnaire in the research design according to the 5-point Likert scale, where "strongly disagree" is represented by 1 and "strongly agree" by 5. The participation of the participants is voluntary, and the principle of confidentiality protects the information of the participants. Data were collected through online and face-to-face interviews with participants.

The aim of this study, targeting textile enterprises, is to ascertain the relationships between the variables of organizational resilience, perceived corporate reputation, and trust in the manager within the scope of Denizli textile workers, as perceived by individuals employed across various enterprises. The questionnaire consists of four parts. The first part includes demographic questions. In the second part, there are questions about organizational resilience; in the third part, there are questions about perceived corporate reputation; and in the fourth part, there are questions about trust in the manager. The data were processed through the Excel Tabulation Program using the PLS-SEM (Structural Equation Modeling with Least Squares) method and the SmartPLS 4 (Ringle et al., 2022) program to analyze the model created in the research.

**Table 6.** Characteristics of the Survey Sample

| Respondents'Age | Frequency | % | Gender | Frequency | % |
|---|---|---|---|---|---|
| 20 to 30 | 120 | 40,1 | Female | 168 | 56,2 |
| 31 to 40 | 116 | 38,8 | Male | 131 | 43,8 |
| 41 to 50 | 46 | 15,4 | | | |
| More than 50 | 17 | 5,7 | | | |
| Total | 299 | 100,0 | Total | 299 | 100,0 |
| Education | Frequency | % | Position in the company | Frequency | % |
| Primary Education | 7 | 2,3 | Manager | 36 | 12,0 |
| High School | 59 | 19,7 | Specialist | 83 | 27,8 |
| Associate Degree | 35 | 11,7 | Office Worker | 102 | 34,1 |
| Bachelor Degree | 110 | 36,8 | Blue-collar | 78 | 26,1 |
| Master Degree | 75 | 25,1 | | | |
| PhD | 13 | 4,3 | | | |
| Total | 299 | 100,0 | Total | 299 | 100,0 |

After completing the questionnaires, hard copies were delivered, and the data was transferred to Excel files. In an effort to maintain data integrity, the data was securely stored in the principal investigator's Dropbox account. Out of a total of 305 participants, the analysis selected 299 suitable participants. Table 6 shows that the participants are predominantly between the ages of 20 and 30 (40.1%), with a majority being women (56.2%). Additionally, 66.2% of the participants have an undergraduate or above educational status. The majority of participants have a relatively high level of education. Moreover, 2.3% of the participants were primary school graduates, 19.7% were high school graduates, 11.7% were associate degree graduates, 36.8% were undergraduate graduates, and 29.4% were graduate students with master's degrees or higher. 34.1% of respondents who completed the survey classify themselves as office workers, and this role accounts for the most significant portion of respondents. Specialists, blue-collar workers, and managers follow office workers, making up 27.8% of the participants.

## 4.2. DATA COLLECTION TOOLS

The study collected data using a questionnaire developed based on the field. In the survey, in order to determine the role of employees' trust in the manager, the 16-item manager trust scale developed by Tzafrir and Dolan (2004) From the scale developed by Yüncü and Koparal (2019) in order to determine corporate reputation perceptions; In order to determine organizational resilience, the organizational resilience scale developed by Kantur and İşeri-Say (2015) was used. The following three sections will provide detailed information about the scales.

### 4.2.1. Organizational Resilience Scale (OR)

The 12-item organizational resilience scale developed by Kantur and İşeri-Say (2015) was designed as a questionnaire graded from 1 (strongly disagree) to 5 (strongly agree). As a result of their analysis, Kantur and İşeri-Say (2015) stated that the 9-item organizational resilience scale was reliable and valid. It was decided to use this scale in our study. Analysis of the data I collected in the pilot trial study supported the findings of Kantur and İşeri-Say, showing that the 9-item scale was more reliable than the original 12-item. For this reason, our research used a 9-item organizational resilience scale.

Kantur and İşeri-Say (2015) developed the organizational resilience scale as a three-dimensional structure. These dimensions are called Robustness, Agility, and Integrity. The first dimension is robustness, which refers to an organization's ability to resist to the end so as not to lose. This dimension consists of four bullet points. The second dimension is agility. Agility refers to the ability of an organization to take the necessary action when necessary. It consists of three elements. The third dimension is honesty. Integrity measures the unity of employees within the organization and the ability of all employees to engage and do what is asked of them. In this study, the reason for evaluating resilience through this scale is that resilience has been improved by empirical tests conducted in Turkish conditions.

### 4.2.2. Perceived Corporate Reputation Scale (CR)

When businesses understand the value of corporate reputation, they need to evaluate their own reputation to determine an effective strategy. Fombrun and Rindova (1996) highlight that a company's perceived image plays a crucial role in determining its success. Although the literature frequently emphasizes that businesses can monitor, measure, and manage corporate reputation, many companies do not know the actual value of their reputation. Since the perception of corporate reputation is an abstract concept, measuring this form of perception is not as easy as it seems. However, many scales have been developed today to improve corporate reputation. Although many scales have been developed to improve corporate reputation, a systematic approach to assessing sustained reputation has not been demonstrated (Berens & Riel, 2004). Studies are carried out for stakeholders in order to abstract reputation. The most widely used of these models is the scale developed by Fombrun et al. (2015).

The perceived corporate reputation scale initially consists of 7 dimensions and a total of 23 items. The 23-item scale developed by Fombrun (2015) was tested, and its reliability was ensured by using only 7 items in a study conducted by Yüncü and Koparal (2019). For convenience, the 7-item scale developed by Yüncü and Koparal (2019) was used in this study. Participants responded on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to indicate their level of agreement with each statement.

The questionnaire was developed by Yüncü and Koparal (2019) and was applied in textile organizations to measure the employee-oriented Perceived Corporate Reputation item of this survey. The developed scale measures corporate reputation in seven dimensions: product and service quality, innovation, workplace environment, corporate governance, citizenship, leadership, and performance. According to Fidan (2021), the measurement of reputation significantly influences businesses' decision-making skills at both tactical and strategic levels.

### 4.2.3. Trust in the Managers Scale (TiM)

Researchers use various scales with different dimensions in studies on trust in the manager. Most studies are developing new measurement methods. In other studies, he often develops these methods to meet his specific needs. Tzafrir and Dolan (2004) developed the executive trust scale used in the research. The research scale consists of 16 items. Five-point Likert scales (1 = strongly disagree, 5 = strongly agree) were used to measure the three dimensions of trust in the questions: harmony, reliability, and concern. The first dimension, harmony, refers to the ability of managers to possess extensive knowledge about the tasks that need to be done. This dimension consists of 5 items. The second dimension is reliability. Reliability refers to the ability of managers in our organization to pay attention to the needs and desires of employees. This dimension also consists of 5 items. The last dimension, concern, refers to the ability of managers to avoid doing anything that would harm the organization deliberately, and 6 items measure it. The study results showed that trust is a dynamic aspect of relationships built and enhanced through positive reciprocal interactions (Mengue, 2000).

## 5. ANALYSIS AND RESULTS

This section will explain how the collected data is analyzed. The quantitative method was used to increase the number of accessible participants. The questionnaire was administered to respondents electronically via Google Forms. After collecting the data, a table was created by converting the demographic information into a meaningful format.

### 5.1. DATA ANALYSIS

The data were collected by preparing an online questionnaire and distributing the survey link to the participants through various internet tools. After collecting the data, demographic information was initially processed into a meaningful format, creating a table to determine the percentages of each group, including gender, education level, and position within the company.

Social science researchers have long leveraged statistical analysis tools to increase their ability to discover, improve, and validate research findings. In this study, PLS-SEM was used using SmartPLS 4 (Ringle et al., 2022) software. A traditional two-step method (Dayan et al., 2023) was adopted to evaluate the model, as shown in Figure 1. First, the measurement model was tested, and then the structural model was evaluated using SmartPLS (Hair et al., 2021). The purpose of the measurement model is to check the reliability and validity of the variables in the model. The structural model aims to examine the relationships between variables and test hypotheses. The findings obtained in this process were used to test the main hypotheses of the study and to interpret the results.

## 6. RESEARCH FINDINGS

This chapter is the part where the research findings of the thesis are explained. Firstly, information about the measurement model, structural equation model, and validity analysis of the scales is presented.

### 6. 1. MEASUREMENT MODEL

During the research process, measurement was carried out using Smart-PLS (Ringle et al., 2022) software to evaluate the validity of the scales. Before the evaluation of the structural models, the measurement models were tested. Because, after all, before we can test the importance of the relationships in the model, the measurement models must have satisfactory validity and reliability (Fornell & Larcker, 1981). The measurement model was used to evaluate the reliability and validity of the structure, and three features of the PLS analysis were taken into account: internal reliability (Cronbach alpha and composite reliability), discriminant validity (Fornell-Larcker criterion, HTMT criterion), and convergent validity (average variance extracted, (AVE)) (Hair et al., 2014). The actual reliability estimation calculated based on the measurement and structural modeling results is often referred to as composite reliability (CR) (Peterson & Kim, 2013). This CR value is an essential criterion in assessing the reliability of scales or structures. To perform hypothesis tests, the validity and reliability coefficients of the scales must be sufficient. One of the most commonly used methods for assessing composite reliability is the Cronbach coefficient α (Cronbach, 1951). Values range from 0 to 1, with a higher value indicating a higher confidence level (Hamid et al., 2017). According to Hair et al. (2014), studies can accept Cronbach's alpha/Composite Reliability (CR) values between 0.60 and 0.70, but these values should exceed 0.70 in later stages. In order to ensure convergent validity, an Average Variance Extracted (AVE) value above 0.50 is important in terms of measurement modeling and is a frequently sought-after criterion. (Hair et al., 2017). It is generally expected in the literature that the factor loadings of the scales used in the studies are above 0.60 (Nunnally, 1978). Before proceeding to the measurement test of the research model, factor analysis of the newly created scale was performed. First, outer loading values were analyzed. Items with outer loadings below 0.5 should be excluded only if their removal increases the recommended composite reliability (CR) and average variance extracted (AVE) criteria (Hair et al., 2016). Therefore, I deleted four scale factor loads (C2, C4, C6, H3) that did not meet the minimum criterion of 0.5. However, some statements (CR1, CR5, CR6, CR7; R3, A1; H1, H2, H3, C1, C2, C4, C5, C6) were excluded from the scale because they did not meet the reliability and validity criteria, although their outer loadings were sufficient. Afterward, I repeated reliability and validity tests to incorporate each factor into the model, establishing a structure with 32 statements and three factors which I ensured through reliability and validity.

The factor loads of the scales I used in our research were above 0.80, indicating that the scales strongly represent the factors (Table 7).

**Table 7.** Measurement Model Results.

*Reliability and Validity*

| | Agility | CR | Concern | Harmony | Integrity | OR | Reliability | TiM |
|---|---|---|---|---|---|---|---|---|
| CR2 | | 0.841 | | | | | | |
| CR3 | | 0.871 | | | | | | |
| CR4 | | 0.888 | | | | | | |
| OR_R1 | | | | | | 0.829 | | |
| OR_R2 | | | | | | 0.860 | | |
| OR_A2 | | | | | | 0.789 | | |
| OR_A3 | 1.000 | | | | | | | |
| OR_I1 | | | | | | 0.837 | | |
| OR_I2 | | | | | 1.000 | | | |
| OR_R4 | | | | | | 0.830 | | |
| TiM_R4 | | | | | | | 1.000 | |
| TiM_R5 | | | | | | | | 0.846 |
| TiM_H4 | | | | 1.000 | | | | |
| TiM_H5 | | | | | | | | 0.873 |
| TiM_R1 | | | | | | | | 0.862 |
| TiM_C3 | | | 1.000 | | | | | |
| TiM_R2 | | | | | | | | 0.890 |
| TiM_R3 | | | | | | | | 0.889 |

Notes: OR (Organizational Resilience); OR_R1,R2,R4 (Robustness Dimension 1); OR_A2,A3 (Agility Dimension 2); OR_I1,I2 (Integrity Dimension 3); TiM_R1,R2,R3,R4,R5 (Reliability Dimension 1); TiM_H4,H5 ( Harmony Dimension 2); TiM_C3 (Concern Dimension 3).

Researchers examine measurement models regarding internal consistency, reliability, and validity. Therefore, according to these findings, the measurement items are vital regarding their internal consistency and reliability. When evaluating convergent validity, factor analysis results such as AVE (Average Variance Extracted) are considered factor loading. Regarding convergent validity, the calculated mean-variance (AVE) value for each measurement structure exceeds 0.50, supporting convergent validity and internal stability (Fornell & Larcker, 1981). Tables 7 and 8 show the scales' factor load values and validity and reliability values. According to Table 8, AVE values range from 0.688 to 0.761. Considering the structure's AVE values and factor charges, it can be concluded that the structure provides convergence validity. Apart from this, the AVE scores for any two structures should be greater than the square of the predicted correlation between these two structures (Dayan et al., 2023).

It is essential to ensure discriminant validity when conducting latent variable analysis (Bollen, 1989; Fornell & Larcker, 1981). Without this, researchers cannot have assurance of the correctness of the assumed structural pathways or whether they result from statistical inconsistencies. Thus, it refers to the extent to which the structures differ empirically from each other and the degree of differences between the overlapping structures (Hamid et al., 2017). Regarding discriminant validity, the composite reliability score (0.70>) meets the requirements (Table 8). For example, the structure's composite reliability (CR) coefficients range from 0.901 to 0.941 and are 0.901, 0.917, and 0.941 for CR, OR, and TIM, respectively. Therefore, according to these results, the measuring materials are vital for internal consistency and reliability. According to the data in Table 8, the Cronbach alpha values of the structures range between 0.834 and 0.921. Hair et al. (2017) stated that it would be more technically feasible to apply a different measure of internal consistency reliability, called compound reliability because Cronbach's alpha is sensitive to the number of items on the scale and takes less account of internal consistency reliability. Cronbach's alpha and CR (Composite Reliability) values sufficiently indicate that internal consistency reliability is achieved (Hair et al., 2022; Henseler et al., 2016). Therefore, it can be said that internal consistency and reliability are ensured.

**Table 8.** Measurement Model Results.

*Reliability and Validity*

| Construct Dimension | Cronbach's alpha | Composite Reliability (rho_a) | Composite Reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| CR | 0.834 | 0.836 | 0.901 | 0.751 |
| OR | 0.886 | 0.891 | 0.917 | 0.688 |
| TiM | 0.921 | 0.922 | 0.941 | 0.761 |

Notes: CR: Corporate Reputation; OR: Organizational Resilience; TiM: Trust in the Manager

In addition to the validity values in Tables 7 and 8, researchers use the Fornell-Larcker criterion to evaluate discriminant validity between scales (Fornell & Cha, 1994). The Fornell-Larcker criterion states that the correlations of each factor with its subscales should be higher than the correlations with other factors (Fornell & Larcker, 1981). This criterion is essential to ensure the scales' discriminant validity. According to the Fornell-Larcker criterion, the coefficients at the intersection of the variables express the square root of the AVE coefficients of the relevant variables. In contrast, the other coefficients express the correlation coefficients between the variables (Korkmaz & Altıntaş, 2024). The square root of the AVE coefficients should be greater than the other coefficients in the same row and column (Yıldız, 2021).

Tables 9 and 10 present the Fornell-Larcker and Heterotrait-Monotrait (HTMT) values used to calculate discriminant validity (Henseler et al., 2015). Table 9 shows that the variables indicated in bold are the square root of the average variance extracted (AVE) and are higher than the correlations with any other structure. This demonstrates that the Fornell-Larcker criterion is met. These results are essential for the validity of the structural model.

**Table 9.** Measurement Model.

*Discriminant validity: Fornell-Larcker Criterion*

| | Agility | CR | Concern | Harmony | Integrity | OR | Reliability | TiM |
|---|---|---|---|---|---|---|---|---|
| Agility | **1.000** | | | | | | | |
| CR | 0.692 | **0.867** | | | | | | |
| Concern | 0.509 | 0.706 | **1.000** | | | | | |
| Harmony | 0.476 | 0.641 | 0.594 | **1.000** | | | | |
| Integrity | 0.704 | 0.753 | 0.588 | 0.636 | **1.000** | | | |
| OR | 0.800 | 0.748 | 0.583 | 0.615 | 0.801 | **0.829** | | |
| Reliability | 0.388 | 0.485 | 0.427 | 0.400 | 0.512 | 0.484 | **1.000** | |
| TiM | 0.663 | 0.783 | 0.742 | 0.790 | 0.795 | 0.783 | 0.573 | **0.872** |

In evaluating discriminant validity, in addition to the Fornell-Larcker criterion, the HTMT (Heterotrait-Monotraite Ratio) coefficients recommended by Henseler et al. (2015) are also checked. When using HTMT as a criterion, it is evaluated against a set threshold. If the HTMT value is higher than this threshold, it can be concluded that there is no discriminant validity. The heterotraite-monotraite (HTMT) value is recommended to be below the threshold value of 0.90<. From the HTMT results, the values (bold letters) in Table 10 show that there are no discriminant validity problems because it is at the limit of the criteria where the HTMT is 0.89. As can be seen in Table 10, the fact that the threshold value specified for the HTMT coefficient is within the required range indicates that this criterion is met.

**Table 10.** Measurement Model.

*Discriminant Validity: Heterotrait-monotrait (HTMT) criterion*

| | Agility | CR | Concern | Harmony | Integrity | OR | Reliability | TiM |
|---|---|---|---|---|---|---|---|---|
| Agility | | | | | | | | |
| CR | 0.759 | | | | | | | |
| Concern | 0.509 | 0.770 | | | | | | |
| Harmony | 0.476 | 0.700 | 0.594 | | | | | |
| Integrity | 0.704 | 0.823 | 0.588 | 0.636 | | | | |
| OR | 0.849 | 0.865 | 0.614 | 0.648 | 0.844 | | | |
| Reliability | 0.388 | 0.529 | 0.427 | 0.400 | 0.512 | 0.514 | | |
| TiM | 0.690 | 0.891 | 0.773 | 0.822 | 0.828 | 0.861 | 0.598 | |

The SRMR value should be less than 0.080 <to guarantee a good model fit to the data (Hair et al., 2017). The standardized Root Mean Square Residual (SRMR) value of

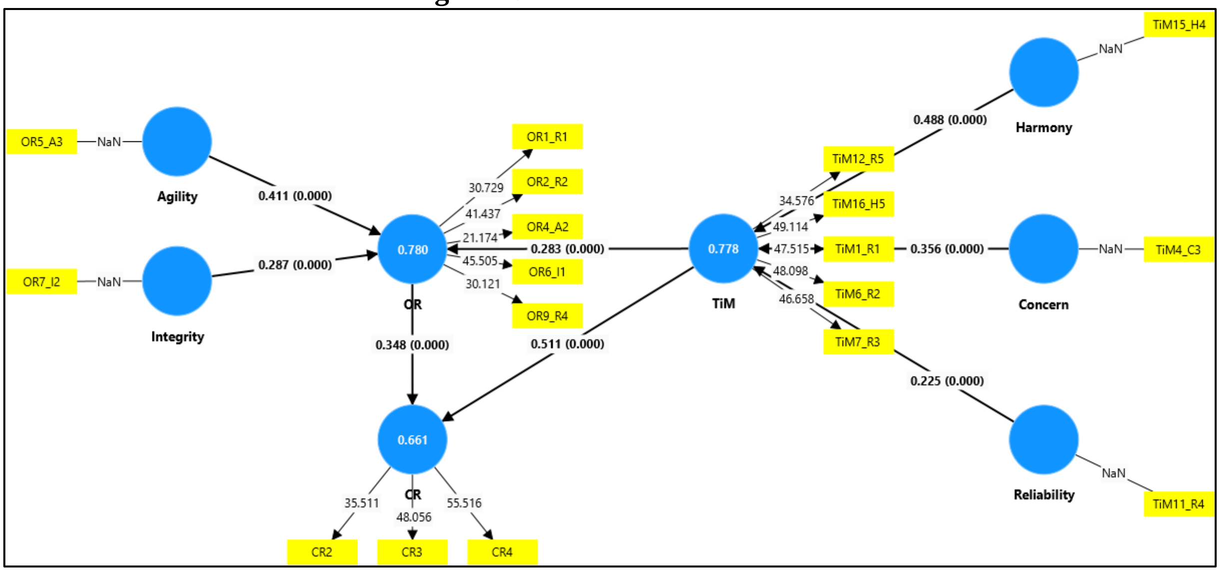
the model is 0.054, which is below the recommended threshold, indicating that the model fits the data well. All these findings show that all variables are statistically unique and that the measurement model fits nicely with the data (Henseler et al., 2015). Together with the HTMT analysis, the reliability and validity analyses of the measurement model have been completed. According to the results, the measurement model can be considered reliable and valid.

## 6.2. STRUCTURAL MODEL

The reliability and validity tests of the measurement model have been completed, and the required threshold values have been met. Now, it is necessary to proceed to the stage of evaluating the structural model. In this part of the study, the relationships between the variables in the model were examined in the Smart PLS 4 program (Ringle et al., 2022) using path analysis. To conduct these evaluations, it is recommended that the bootstrap approach be used with a sample of 5000 people (Hair et al., 2013; Preacher & Hayes, 2004). The Structural Model allows the measurement of implicit variables with indicators (Sander et al., 2014).

Figure 2 shows the structural equation model depicting the effect of trust in managers on perceived corporate reputation and organizational resilience. It presents the structural equation model path diagram.

**Figure 2.** Structural Model




The path coefficient expresses the relationship between independent (exogenous) and dependent (endogenous) latent variables and determines the level of influence of independent variables on dependent variables (Sözbilir, 2021). The path coefficient value should be between -1 and 1 (Sander & Teh, 2014). The t-value is used to indicate whether the path coefficients are statistically significant. (Nitzl, 2010; Fuchs, 2011; Chin, 2010). According to Hair et al. (2010), the values in the t-test should be higher than 1.96 ($p<0.05$), indicating that it is statistically significant and corresponds to a 95% confidence interval. Otherwise, if the p-value does not exceed this threshold value, the results are generally not considered statistically significant. Tables 11 and 12 display each hypothesis's t-statistic and path coefficient results.

**Table 11.** Structural Model Results.

*Path Coefficients and direct effects.*

| Direct Effect | Original sample (O) β | Sample mean (M) | Standard deviation (STDEV) | T statistics (\|O/STDEV\|) | P values |
|---|---|---|---|---|---|
| Agility -> OR | 0.411 | 0.410 | 0.038 | 10.876 | 0.000 |
| Concern -> TiM | 0.356 | 0.357 | 0.044 | 8.123 | 0.000 |
| Harmony -> TiM | 0.488 | 0.486 | 0.040 | 12.261 | 0.000 |
| Integrity -> OR | 0.287 | 0.288 | 0.054 | 5.270 | 0.000 |
| **OR -> CR** | 0.348 | 0.350 | 0.070 | 4.990 | 0.000 |
| Reliability -> TiM | 0.225 | 0.226 | 0.037 | 6.154 | 0.000 |
| **TiM -> CR** | 0.511 | 0.509 | 0.067 | 7.619 | 0.000 |
| **TiM -> OR** | 0.283 | 0.283 | 0.058 | 4.883 | 0.000 |

According to the findings, it shows that there is a statistically solid and significant direct effect between Agility -> OR (β=0.411, t=10.876, p=0.000). This indicates that agility is a critical factor in organizational resilience. Concern -> has a positive and significant effect on TIM, and these values show the total impact (β=0.356, t=8.123, p=0.000). This indicates that Anxiety has a substantial and positive impact on TIM. Harmony -> TiM, harmony has a powerful and significant direct impact on TIM (β=0.488, t=12.261, p=0.000). Concern -> has a positive and significant effect on TiM, and these values indicate the total impact (β=0.356, t=8.123, p=0.000). This shows that concern has a substantial positive impact on TiM. Harmony -> TiM: Harmony has a powerful and significant direct effect on TiM (β=0.488, t=12.261, p=0.000). There was a significant positive effect between them for integrity-> OR (β=0.287, t=5.270, p=0.000). OR -> CR organizational resilience has a direct and significant effect on organizational reputation (CR) (β=0.348, t=4.990, p=0.000). This shows that organizational resilience plays a vital role in enhancing the organization's reputation and acknowledges H1. Reliability -> TiM indicates that reliability significantly and positively affects TIM (β=0.225, t=6.154, p=0.000). TiM -> CR (β=0.511, t=7.619, p=0.000) and TiM -> OR (β=0.283, t=4.883, p=0.000) indicate that TiM has a significant and positive effect on

Organizational Resilience (OR) and Corporate Reputation (CR). Therefore, H2 and H3 are accepted.

These values indicate each path's importance level and statistical significance in the model. The fact that all p-values were 0.000 indicates that all path coefficients are statistically significant and the confidence level is high. Furthermore, the height of the t-statistics suggests that these pathways strongly support the relationships in the model.

**Table 12.** Structural Model Results.

*Structural analysis and Specific indirect effects.*

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (\|O/STDEV\|) | P values |
|---|---|---|---|---|---|
| Harmony -> TiM -> OR | 0.138 | 0.137 | 0.030 | 4.537 | 0.000 |
| TiM -> OR -> CR | 0.098 | 0.100 | 0.031 | 3.136 | 0.002 |
| Reliability -> TiM -> OR | 0.064 | 0.064 | 0.017 | 3.779 | 0.000 |
| Agility -> OR -> CR | 0.143 | 0.144 | 0.032 | 4.492 | 0.000 |
| Concern -> TiM -> CR | 0.182 | 0.182 | 0.034 | 5.340 | 0.000 |
| Harmony -> TiM -> CR | 0.249 | 0.247 | 0.038 | 6.603 | 0.000 |
| Concern -> TiM -> OR -> CR | 0.035 | 0.036 | 0.012 | 2.900 | 0.004 |
| Harmony -> TiM -> OR -> CR | 0.048 | 0.048 | 0.016 | 3.048 | 0.002 |
| Reliability -> TiM -> OR -> CR | 0.022 | 0.023 | 0.008 | 2.766 | 0.006 |
| Concern -> TiM -> OR | 0.101 | 0.101 | 0.024 | 4.169 | 0.000 |
| Integrity -> OR -> CR | 0.100 | 0.100 | 0.026 | 3.764 | 0.000 |
| Reliability -> TiM -> CR | 0.115 | 0.115 | 0.024 | 4.722 | 0.000 |

The assumed indirect relationship between the variables was revealed in the entire mediation analysis. First of all, the effect of "Harmony" on "OR" through "TiM" was found to be significant (β = 0.138, P = 0.000), which indicates that compliance increases organizational resilience through trust in the manager. Similarly, the effect on "CR" through "TiM" also appears to be significant (β = 0.249, P = 0.000). This finding indicates that compliance strengthens corporate reputation through trust in the manager. The effect of the "Reliability" variable on "OR" through "TiM" was also found to be significant (β= 0.064, P = 0.000), and the effect of "Reliability" on "TiM" and "CR" was also substantial (β = 0.115, P = 0.000). This shows that credibility increases organizational resilience through trust in the manager and corporate reputation. The direct effect of "Agility" on

"OR" is significant (β= 0.143, P = 0.000), and agility has a substantial impact on organizational resilience. The effects of the "Concern" variable on "TiM" and "CR" were also found to be substantial (β = 0.182, P = 0.000; β = 0.101, P = 0.000). These findings reveal that employees' concerns increase organizational resilience through trust in the manager and corporate reputation. The effect of "integrity" on "OR" was found to be significant (β = 0.100, P = 0.000). This shows that integrity enhances corporate reputation through organizational resilience. Finally, the indirect effect of "TiM" on "CR" through "OR" is also significant (β = 0.098, P = 0.002). All indirect effects in the table were found to be substantial and support the effects of the variables in relationships, trust in managers, and perceived corporate reputation through organizational resilience.

I aim to construct an Importance-Performance Matrix Analysis (IPMA) to extend the baseline analysis findings using the hidden variable scores obtained in the PLS-SEM results. IPMA estimates the path model relationship and expands the understanding of PLS-SEM analysis results by including mean values of hidden variables, adding dimension to the analysis (Ringle & Sarstedt, 2016).

The necessary conditions for conducting importance-performance analysis in the research model were checked. It was determined that the required criteria were met in terms of scaling interval and coding of the indicator direction. In the next stage, "outer weights" were analyzed. Table 13 shows that all indicators are positive.

**Table 13**. Structural Model Results.

*Outer Weight*

| | Agility | CR | Concern | Harmony | Integrity | OR | Reliability | TiM |
|---|---|---|---|---|---|---|---|---|
| CR2 | | 0.364 | | | | | | |
| CR3 | | 0.401 | | | | | | |
| CR4 | | 0.388 | | | | | | |
| OR1_R1 | | | | | | 0.223 | | |
| OR2_R2 | | | | | | 0.249 | | |
| OR4_A2 | | | | | | 0.218 | | |
| OR5_A3 | 1.000 | | | | | | | |
| OR6_I1 | | | | | | 0.272 | | |
| OR7_I2 | | | | | 1.000 | | | |
| OR9_R4 | | | | | | 0.242 | | |
| TiM11_R4 | | | | | | | 1.000 | |
| TiM12_R5 | | | | | | | | 0.217 |
| TiM15_H4 | | | | 1.000 | | | | |
| TiM16_H5 | | | | | | | | 0.227 |
| TiM1_R1 | | | | | | | | 0.240 |
| TiM4_C3 | | | 1.000 | | | | | |
| TiM6_R2 | | | | | | | | 0.231 |
| TiM7_R3 | | | | | | | | 0.231 |

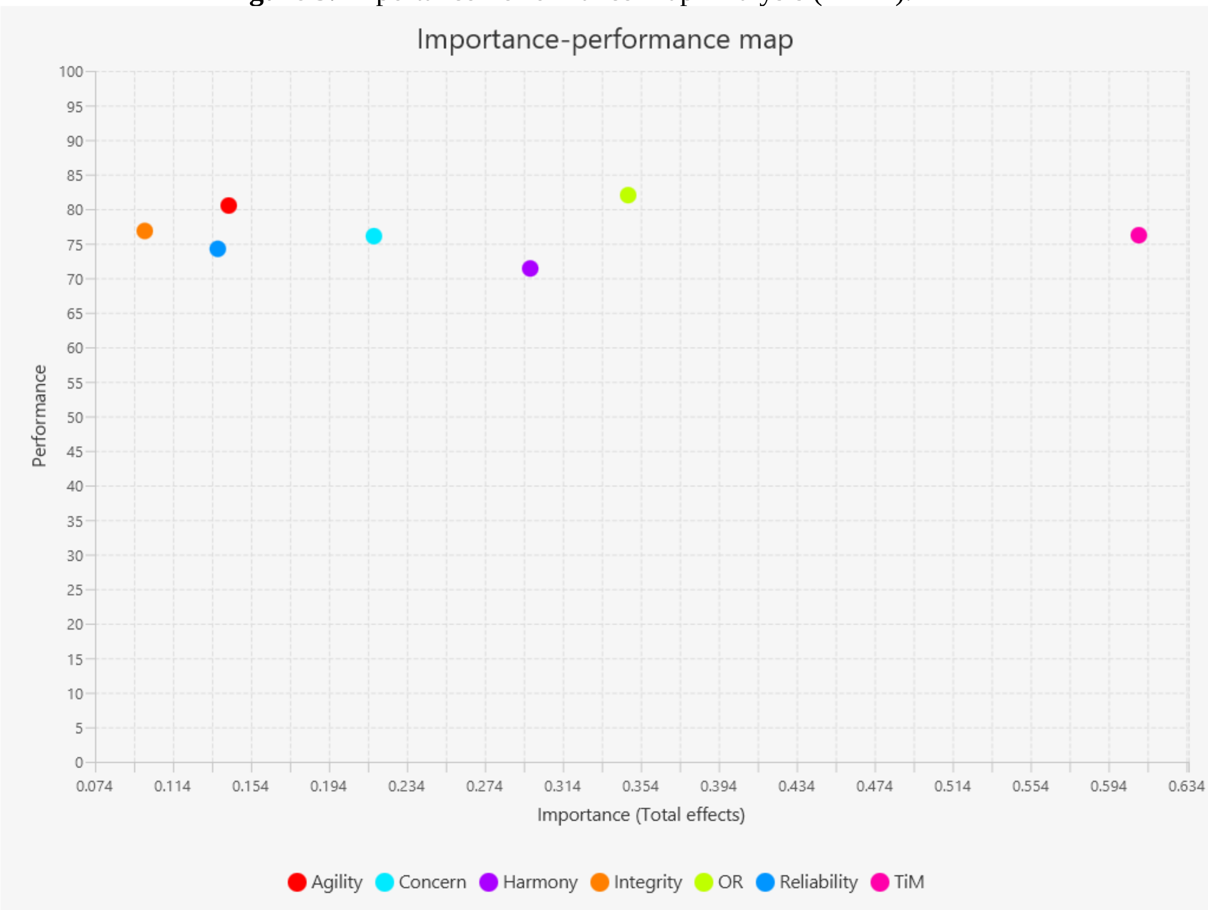
These values suggest that CR3 is slightly more important than CR2 and CR4 in measuring CR structure. Along with the moderate importance of other indicators, it is the most critical indicator for the TiM structure.

**Table 14.** Structural Model Results.

*Total Effect*

| | Agility | CR | Concern | Harmony | Integrity | OR | Reliability | TiM |
|---|---|---|---|---|---|---|---|---|
| Agility | | 0.143 | | | | 0.411 | | |
| CR | | | | | | | | |
| Concern | | 0.217 | | | | 0.101 | | 0.356 |
| Harmony | | 0.297 | | | | 0.138 | | 0.488 |
| Integrity | | 0.100 | | | | 0.287 | | |
| OR | | 0.348 | | | | | | |
| Reliability | | 0.137 | | | | 0.064 | | 0.225 |
| TiM | | 0.610 | | | | 0.283 | | |

**Figure 3.** Importance Performance Map Analysis (IPMA).




In Figure 3 for IPMA, the performance of the structures in the model is on the vertical axis, and the importance values (total effects) are on the horizontal axis. In this context, "TiM" is seen as the structure of the highest importance. This also means that the "TiM" structure is the structure of the highest importance for healing. The importance values of the other structures are OR, Harmony, Concern, Agility, Reliability, and Integrity, respectively. The total impact on the model is given in Table 14. As a result of the analysis, the total effect of the model is 0.61. This shows that the trust factor in the manager is vital and needs to be improved.

## DISCUSSION

The impact of trust in manager on perceived corporate reputation and organizational resilience in shaping this effect seems to be an essential issue. In this context, the main focus of the study is to explain the impact of organizational resilience and trust in the manager on corporate reputation. Based on the empirical results, this study confirmed that trust in the manager mediated the relationship between the impact of an organization's resilience and its reputation.

To achieve the research objective, it was first necessary to demonstrate the impact of organizational resilience on corporate reputation, as suggested by Zabłocka-Kluczka and Sałamacha (2020), Al-Maliki et al. (2023), Tracey and French (2017), Koronis and Ponis, (2012) and others. The study by Zabłocka-Kluczka and Sałamacha (2020) shows that a slight increase in organizational resilience positively affects corporate reputation. This finding coincides with the one by Tracey and French (2017). The empirical results confirmed the expected relationship. Corporate reputation serves as a source of resilience, as well as "adaptive resilience" and "rebound resistance" (Tracey & French, 2017). In the study conducted by Fombrun (1996), he defined that corporate reputation is a critical structure for the sustainable success of an organization. In today's market service environment, the durability of the organization is vital for many companies, as well as the organization's reputation.

Later, in addition to the above aspects, the issue of trust in the manager was introduced. It has been concluded that trust in the manager affects both paths and contributes to the indirect impact on organizational resilience and corporate reputation. The concept of trust, which arises from the mutual communication of the employees within the organization and has been discussed as a research subject quite frequently in recent years, includes values such as mutual interaction, loyalty, commitment, honesty, and support (Erkmen & Esen, 2013).

When employees have confidence in their managers, their attitudes improve positively (Abbas et al., 2021). Managers play an essential role in increasing employees' sense of trust in the workplace (Yan et al., 2022). Corporate reputation contributes to the trust of various stakeholders, such as customers and companies' suppliers (Safdar et al., 2020). According to Yan et al. (2022), employees' trust in their organization positively affects the firm's reputation. The more firms and managers invest in the well-being of their employees, the more employees appreciate their firms and spread positive words about their organization. This contributes to an increase in corporate reputation. Firms that look out for the interests of employees and general stakeholders increase the company's reputation by increasing trust (Yan et al., 2022).

Erkmen and Esen's (2014) study found that the employees' positions had a significant relationship between corporate reputation practices, trust in managers, and employees' behavior towards customers. If an organization has reputation practices, it shows that it is a reputable and trustworthy organization (Erkmen & Esen, 2014). As a result, this study revealed that such practices contribute to the increase of trust in managers within the organization. Therefore, it has been shown that corporate reputation practices increase trust in managers. Trust is vital for the organization and the employees (Huff & Kelly, 2003). This discussion underscores the role of corporate reputation practices not only in fostering trust but also in shaping customer-facing behavior for employees. By building trust in managers, businesses can not only increase their overall reputation but also strengthen their relationships with internal and external stakeholders.

In addition to the economic, social, political, reputation, or durability of the organization, the crises experienced in organizations today may also affect the crisis of trust in managers. It can be said that successful organizations are built with critical characteristics such as trust in leaders/managers and trust in the corporate vision. Of course, in various sample groups, different factor structures can occur. However, this study confirmed the resulting factor structures.

When the descriptive statistics of the variables are examined, it is seen that the mean values of trust in managers and its dimensions are high. Organizations and managers should know how sensitive and vital trust is in organizational life. They should be mindful of the positive results it will create individually and organizationally.

## CONCLUSION AND SUGGESTIONS

This study examines the effect of trust in manager on perceived corporate reputation and organizational resilience. I obtained the analysis data from textile employees in Denizli. In addition to demographic questions, the online survey includes questions about organizational resilience, perceived corporate reputation, and trust in the manager. I tested the study using the measurement model and the structural model method (PLS-SEM).

As a result of the analysis, it was determined that there was a significant relationship between perceived corporate reputation and organizational resilience. Every increase in organizational resilience leads to a rise in perceived corporate reputation. As an unexpected effect, it revealed that trust in the manager plays a critical role in the impact of organizational resilience on perceived reputation. The results of the analysis show that organizations can improve their perceived reputation by enhancing characteristics such as agility, integrity, and compliance and increasing trust in the manager. As supported in the literature, it directly affects the corporate reputation studies of managers within the organization (Carter, 2006). While answering the question, "Is there a relationship between trust in the manager and the effect of organizational resilience on perceived corporate reputation?" this also raises the question: Why haven't other practitioners studied the relationship between these three variables before?

This study raises another question that may interest future research: Is trust in the manager an unexpectedly critical factor? This study reveals that trust in the manager is an unexpectedly crucial factor. Future research should delve deeper into the effects of managerial trust on variables. It has been observed that trust in the Manager strengthens these two relationships. These findings suggest that we can reinforce perceived reputation by increasing confidence in managers. In this context, understanding the impact of trust in the Manager on organizational resilience and reputation will provide an essential source of information for management and sustainability. It suggests generalizing these relationships and extending their application through studies of different sectors and cultural contexts. Future research should examine the effects of trust in the Manager on other variables in more detail. For management and sustainability, it is crucial to understand the impact of trust in managers on organizational resilience and reputation.

This thesis makes essential contributions both theoretically and practically. Theoretically, organizational resilience helps us better understand the relationships between trust in the manager and perceived reputation, while in practice, it guides managers and organizational leaders on what to focus on in reputation management. Businesses should develop policies that increase trust in the manager to strengthen their reputation. In addition, investments should be made in training and development programs to increase organizational resilience.

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