INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES
Vol 15, Issue 3, (2025) E-ISSN: 2222-6990

# Corporate Reputation and Employee Behavior: A Theoretical Review of Key Perspectives and Research Insights

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**To Link this Article:** http://dx.doi.org/10.6007/IJARBSS/v15-i3/24856 DOI:10.6007/IJARBSS/v15-i3/24856

***Published Date:*** 16 March 2025

**Abstract**
This study explores the critical role of corporate reputation as a strategic resource in shaping organizational success. It examines the relationship between corporate reputation and various employee outcomes, including organizational commitment, employee performance, organizational citizenship behavior (OCB), employee engagement, and turnover intention (TOI). Drawing on theoretical frameworks such as Social Identity Theory (SIT), Signaling Theory, Resource base view (RBV), Agency Theory and Stakeholder Theory, the study highlights how corporate reputation influences employee perceptions and behaviors. Previous research insights reveal that a strong organizational reputation enhances employee loyalty, commitment, and performance while reducing turnover intentions. Furthermore, the study underscores that corporate reputation fosters OCB and employee engagement, serving as a competitive advantage in talent retention and organizational sustainability. This research emphasizes the multidimensional impact of corporate reputation on employees, providing insights into its pivotal role in maintaining a motivated, high-performing workforce. The study contributes to the growing literature by offering research insights from the existing literature on CR to scholars and organizations seeking to leverage their reputation to achieve long-term success in competitive markets.

**Keywords:** Corporate Reputation (CR), Organizational Citizenship Behavior (OCB), Employee Engagement, Turnover Intention (TOI), Social Identity Theory (SIT), Signaling Theory, Resource base view (RBV), Agency Theory and Stakeholder Theory

## Introduction

In the age of digitalization, the importance of considering business strategies, policies, and activities while building a company reputation has expanded tremendously (Hamidi et al., 2023). As Yan et al., (2022) emphasized that Corporate/Organizational reputation has lately gained popularity due to its intangible aspect. While Kakar et al., (2021) suggested corporate reputation as one of the most important and strategic resources that has evolved over time and has been linked to a variety of successful outcomes for workers and the firm. And According to Ozcan and Elcxi (2020), Corporte reputation is critical to its long-term viability since firm with a strong reputation and high-performing staff has a competitive advantage in the long run. The theme of organizational reputation has received significant attention in the literature (Etter et al. ,2019). According to Bozkurt and Yurt (2015), "modern organizations have started to emphasize new values, such as the loyalty of their employees, public awareness, trustworthiness, and reputation," in order to remain competitive in adverse market scenarios and compete with firms from across the world.

Pires & Trez (2018) state that "Corporate reputation is defined as aggregating a single stakeholder's perceptions of how well organizational responses are meeting the demands and expectations of many organizational stakeholders". Ruiz et al., (2014) define corporate reputation as "a perceptual representation of past actions and future prospects of a firm that describes its appeal in specific contextual circumstances, with respect to the different criteria and a specific stakeholder, compared against some standard". The organizational reputation relates to workers' perceptions of the organization's previous performance and possible future, as well as its business attractiveness to key constituencies in comparison to other top rivals (Al Haraisa & Al-Haraizah, 2021).

Corporate Reputation (CR) is a vital construct in organizational research, as it encapsulates the collective perceptions and evaluations of stakeholders regarding an organization's credibility, trustworthiness, and overall value. Over the years, the importance of CR has been widely acknowledged due to its significant role in shaping organizational success and influencing stakeholder behaviors. Despite the abundance of studies across various fields addressing CR, for example (Islam et al., 2025; in Bloomberg Financial Market, Bigus et al., 2024; Bashir, 2024; Deniz, 2020 in private hospitals operating in Turkey; Veh, Göbel, & Vogel, 2019; Aksak et al., 2016; the hotel business by Lee and Jungbae 2012; Pires & Trez, 2018; Eckert, 2017; Dowling, 2016 and academic medical centers in Dallas by Brown et al., 2022), there is a noticeable scarcity of review studies that systematically examine its impact on individual outcomes and the theoretical frameworks that have been employed in this domain. This gap in the literature calls for a comprehensive synthesis to map past research, identify current trends, and provide a foundation for future inquiries. Because Scholars are increasingly having difficulty properly following the improvements and directions of a certain study subject due to the massive spike in scientific research undertaken internationally (Snyder, 2019). As a result, the literature review is more vital than ever as a research methodology. As literature review is a strategy of obtaining and synthesizing earlier research that is more or less systematic (Baumeister & Leary. 1997; Tranfield, Denyer & Smart. 2003). An effective and well-conducted review as a research approach provides a firm foundation for knowledge growth and facilitates the formation of theories. According to Popay et al., (2006) assessing the literature allows researchers to filter out research that contributes little (clearing the brickyard), moderate variable findings of similar research (sorting out the bricks), and build edifices of previously undiscovered public knowledge," as cited in Pahlevan-Sharif et al., (2019). Furthermore, the review studies help to strengthen the academic profession by using digital technologies, using systematic review criteria, including bibliometric, advanced synthesis procedures, and transdisciplinary approaches (Kraus et al., 2023). Review studies often have one basic goal: to assess past research in the given field. Although review studies have made significant contributions to knowledge generation, their scope and depth vary (Law et al., 2012). A field must be aware of its historical patterns in order to advance and get insights about probable future developments and implications that contribute to the body of knowledge. A literature review has traditionally been regarded of as a tool for researchers to map the contemporary intellectual environment (Weed, 2006, quoted in Pahlevan-Sharif et al, 2019).

This study aims to fill the gap by offering a detailed review of the existing body of knowledge on CR, with a particular focus on its influence on individual outcomes and the theoretical perspectives employed in prior studies. The review spans decades of research, tracing the evolution of thought in this area and identifying critical contributions that have shaped the field. By synthesizing prior literature, this study endeavors to illuminate the relationship between CR and individual behaviors while uncovering the theoretical underpinnings that have informed these investigations. This not only helps contextualize the current intellectual landscape but also provides insights into potential future developments, ensuring that the field continues to advance in meaningful ways.

The significance of this study lies in its contributions to the existing literature in several key areas. First, it provides a comprehensive analysis of the theoretical frameworks that have been utilized to understand CR in previous studies. Theoretical perspectives play a crucial role in shaping research questions, methodologies, and interpretations, and this analysis will help scholars identify the dominant paradigms like; Economic/ Strategic paradigms, Marketing/Branding Paradigm, Sociological/Institutional Paradigm, Ethical/Corporate Social Responsibility (CSR) Paradigm and Media and Public Relations Paradigm with related to theoretical applications. Secondly, this study seeks to identify and categorize the individual behaviors and outcomes that have been examined in relation to CR. Understanding how CR influences individual stakeholders, such as employees, customers, and investors, is essential for translating theoretical insights into practical implications. In addition, this study offers valuable guidance for managers in determining how reputation of organization influence the individuals'/ employees' behaviors. By synthesizing the existing literature, this review serves as a valuable resource for scholars, offering a holistic understanding of the intersection between CR and individual behaviors. Moreover, it highlights critical gaps in the field, paving the way for future studies to address these limitations and contribute to the advancement of knowledge. The insights from this review are expected to not only enrich the academic discourse on CR but also provide actionable guidance for organizations seeking to leverage their reputation to influence stakeholder behaviors and achieve strategic objectives.

In conclusion, this study underscores the importance of CR as a multidimensional construct that extends beyond organizational performance to influence individual-level outcomes. By tracing the evolution of thought in this area, analyzing the theoretical frameworks employed, and examining the behaviors and outcomes associated with CR, this review seeks to provide a comprehensive understanding of the field. It is hoped that the findings of this study will inspire future research to explore new directions, adopt innovative methodologies, and further enrich the literature on CR.

This study's framework is painstakingly arranged to assist readers in understanding its findings. The study begins with a basic overview of CR in the introductory section, followed by a brief description of the methodology used to locate, select, and evaluate relevant literature. This is followed by an in-depth exploration of the various theories that have been applied to the study of CR, providing insights into their relevance, application, and contributions to the field. The next section focuses on individual behaviors and outcomes related to CR, drawing on a wide range of prior studies to present a nuanced understanding of these relationships. Finally, the study concludes with recommendations and suggestions for future research, emphasizing the need for novel theoretical frameworks and the exploration of under-researched areas within the domain of CR and individual outcomes.

**Method**

To identify how researchers in this field conducted studies related to individual outcomes with the corporate reputation and theories related to CR have been used, a thorough examination of all previous studies in the subject matter of Corporates Reputation is being conducted. A thorough literature search was done to locate the previous research papers on CR for this inquiry. This covers all CR articles published by the end of December, 2024 and indexed in Google Scholar, Scopus, Web of Science journals, CORE, Dimensions, and The Lense. A review methodology was created, outlining the search strategy article and selection criteria. To address this issue, on December 20, 2024, an extensive search for research articles was conducted in the most common and highly valued electronic databases: Web of Science, Scopus, and Google Scholar using the search key words "Corporate Reputation", and "Organization Reputation".

After searching for compatible databases, we analyzed the obtained publications based on their titles and abstracts, excluding studies that were clearly not related to CR. We next conducted an eligibility evaluation by carefully examining the entire texts of the remaining publications for inclusion and exclusion.

After the review process, articles that are not available in full text, articles written in a language other than English, and articles that focus solely on other sorts of variables influencing CR and other types of aspects are excluded from this study. This study included the articles typically elaborated the individual outcomes of CR and theories to explain their research. The analysis primarily examines articles published over the past decade while also considering the broader body of literature.

**Results or Findings**

The review of previous research on corporate reputation has identified various theories and individual behavioral outcomes that have been extensively studied in the existing literature. These aspects are briefly discussed as follows:

## Theoretical Review of Corporate Reputation

*Social Identity Theory*

Employees identify with their organization's reputation, which influences their behaviour. Henri Tajfel, a British social psychologist, created social identity theory in the 1970s. He defined it as "the part of an individual's self-concept which derives from his knowledge of his membership in a social group (or groups) together with the value or emotional significance attached to that membership" (Tajfel, 1978, pp. 64-65). According to Ashforth and Mael (1989), the social identity theory holds that people identify themselves in different social categories based on their group affiliations.

The social identity, which reflects how people see the group to which they belong, may be formed through a number of group memberships, including those based on vocation, organization, and work. This social identity is then formed by the individual's assessment of the group and how others perceive it (Luhtanen and Crocker 1992).

According to social identity theory, individuals are closely linked to their social groups based on their age, gender, and organizational membership (Abrams and Hogg, 1988). Emotional involvement and subjective feelings of commitment to one's team and the organization seem to be more important than employees depending on one another to achieve desired results. For instance, Dutch soldiers on a UN peacekeeping deployment demonstrated this. It was found that commanders were more inclined to believe that military teams were prepared for competition if the troops felt valued and involved (Ellemers, Sleebos, Stam, & De Gilder, 2013).

"The belief that a group has a favorable evaluation (i.e., positive reputation) among outsiders (out-groups) may invoke a positive meta-stereotype among members of the group (in-groups)," according to Rathi and Lee (2015). The in-group members' notion that out-groups have a positive opinion of them due to their affiliation with a certain group is reflected in a positive meta-stereotype. Previous research has demonstrated that when workers feel they are employed by a company that is well-liked by external stakeholders, this results in a positive meta-stereotype that strengthens employees' commitment to the organization's values, missions, and goals while also fostering emotional attachment, organizational identification, and engagement (Men and Stacks 2013).

Chowdhury & Nehal (2020) made the case, in accordance with social identity theory, that an employee's association with a respectable company causes them to feel proud and prestigious. As usual, belonging to a respectable organization will raise one's social status (Yu and Davis, 2019), inspire pride and motivation in oneself (Chowdhury & Nehal , 2020), and increase employees' self-actualization (Cable and Turban, 2003). Additionally, prestigious companies have a beneficial impact on employees' perceptions of themselves and strengthen their sense of belonging to the company (Smidts, Pruyn, & van Riel, 2001). According to Kakar et al., (2021), employees' perceptions of their organization's reputation enhance their sense of belonging within their job and the organization, lowering the intention to leave (Haque et al., 2021). This is in line with the social identity theory (Ashforth & Mael, 1989). According to social identity theory, an organization's good reputation may therefore increase a person's sense of affiliation with it and decrease their desire to quit.

Organizational attractiveness is greatly influenced by its reputation, which is seen as a resource for social identity theory (Younis and Hammad, 2021). According to social identity theory, there appears to be a connection between turnover and organisational reputations (Kakar et al., 2021), and prospective employees want to work for and remain with a reputable company in order to boost their self-esteem (Chaudhary, 2021). According to Alniacik et al. (2011), workers are less inclined to leave their position if they think an outsider values their company. Numerous studies, including those by Sharma & Tanwar (2023), Kakar et al. (2021), Helm (2013), and Alniacik et al. (2011), have employed social identity theory to elucidate the connection between organisational reputation and turnover intentions as well as other organisational outcomes.

*Signaling Theory*

How a company's reputation conveys its principles to its workforce? A framework for comprehending how labor market participants can lessen information asymmetries is provided by signaling theory, which was first developed by Spence (1973) and is widely applied in the management literature e.g., strategy research ( Basdeo et al., 2006; Stern et al., 2014; Bergh et al., 2014; Connelly et al., 2011 & Connelly et al., 2024). This idea states that by doing activities that provide information about unobservable characteristics and expected results, market participants, both individual and organizational, may become more appealing (Bangerter et al., 2012 & Weller et al., 2019). For instance, job searchers can show high competence and set themselves apart from applicants who are unable or unwilling to do the same by investing in formal education such as a degree from a famous university,  (Spence, 1974).

Similarly, companies can utilize signals to draw in workers. According to research, job searchers receive positive signals regarding organizational traits that are hard to see, such culture, from public activities like corporate responsibility initiatives (Jones et al., 2014) or "best places to work" certifications (Dineen and Allen, 2016). Accordingly, the literature emphasizes how important organizational reputation is as a signal (Bergh et al., 2014). Reputation is viewed by stakeholders as a reliable indicator of an organization's "true" qualities, particularly since it is developed over time based on the organization's prior activities (Rindova et al., 2005). Reputation is a significant predictor of employee migration within and between organizations, according to studies that take a signaling theory approach (e.g., Dineen and Allen, 2016; Makarius et al., 2017).

It is commonly believed that highly regarded companies have an advantage when it comes to hiring compared to their less recognized peers. Research demonstrates that a favorable reputation improves job seekers' knowledge of and attraction to the company, which raises the quantity and caliber of applications (Cable & Turban, 2003) and lowers hiring expenses (Bidwell et al., 2015). Because people utilize reputation to draw conclusions about working conditions and other aspects of a job, applicants are drawn to companies with a good reputation (Jones et al., 2014). Additionally, a lot of job searchers apply for positions at reputable companies based on their career goals. As a signal of ability to prospective employers, membership in a prestigious organization improves individuals' external perceptions and increases their marketability (e.g., Bidwell et al., 2015).

It is acknowledged, however, that a favorable reputation may also have unforeseen signalling consequences (e.g., Makarius et al., 2017). There are solid theoretical justifications for the opposing viewpoint, even though a positive reputation is generally viewed as advantageous when it comes to keeping current personnel (Makarius and Stevens, 2019; Rider and Tan, 2015). First, employees that work for a prestigious company are more appealing to other companies (Bidwell et al., 2015). Because they can communicate organizational quality, improve their own reputation, and eventually achieve superior performance, firms have substantial incentives to hire away employees from more respectable competitors (Rider and Tan, 2015; Roberts et al., 2011).

Second, because they have knowledge asymmetry about the caliber of applicants, they strive to hire from highly respected companies. As previously said, reputation serves as a signaling function that lowers uncertainty, in this case about the human capital of employees (Rindova et al., 2005). Third, employees receive signals from being associated with a prominent organization. Working for such an organization can make individuals think that they can easily get other employment, according to Makarius et al. (2017). In their words, "a positive reputation may raise perceptions of demand and be regarded as a signal of collective ease of movement, acting as a "stepping stone" and relating to higher voluntary turnover rates for firms with favorable reputations."

According to signaling theory, an organization's reputation acts as a signal to those involved in the job market. This signal affects both the turnover behaviour of an organization's current workforce and the degree to which job seekers are drawn to it (Makarius et al., 2017). At the same time, companies draw conclusions about the qualities of job prospects based on their reputation from previous employment associations. Organization-level signals like reputation are very significant in predicting employee mobility into an organization at an aggregate level, even though other signals (such as credentials and work experiences) may have a greater influence on individual recruiting decisions (Makarius and Stevens, 2019).

The positive media representation of an organisation is known as the reputation signal (Salge et al., 2022; Zavyalova et al., 2017). According to scholars, the media plays a crucial role as an information intermediary in disseminating information about organisations. This information can come from industry experts, journalists, regulatory bodies, and even the organisations themselves (Deephouse & Wiseman, 2000; Pollock and Rindova, 2003; Zavyalova et al., 2012). Indeed, Carroll and McCombs (2003) contended that the news media is mostly responsible for people's knowledge of organizations. They specifically affect how stakeholders assess an organization's capacity and character by choosing, analysing, presenting, and manipulating information in particular ways (Bermiss et al., 2014; Pollock and Rindova, 2003). Basdeo et al. (2006) employed signalling theory in their investigation.

In order to give organisational stakeholders aggregate reputation signals, news media also report and compile the assessments of other information intermediaries (such as ranking organisations) (Deephouse, 2000; Ravasi et al., 2018). Nonetheless, research indicates that the media has an impact on internal members' perceptions of an organisation as well as those of external stakeholders. They get clues regarding their organization's image from the news media (Piening et al., 2020).

The news media give them clues on how their company is perceived (Piening et al., 2020 For an organisation and its members, media coverage can have a significant impact. The media can provide organisations credibility and celebrity by portraying events and issues in a positive light; on the other hand, a negative tone or media coverage of illegal activity can make the public dislike the organisation (Bednar, 2012; Vergne et al., 2018). For instance, research indicates that companies that are targeted by the media have trouble luring and retaining consumers, employees, investors, and alliance partners (Harrison et al., 2018; Petkova, 2014; Zavyalova et al., 2012, 2017).

Crucially, media reputation conveys information about an organization's members as well as its calibre, proficiency, and character. Media criticism of an organisation conveys a bad message about its leadership and staff to the business community and general public (Harrison et al., 2018). The stream of articles about an organisation that are published online, in print, and on television all contribute to the aggregate signal, and each news report may provide reputational cues of its own (Deephouse, 2000; Zavyalova et al., 2012, 2017).

*Stakeholder Theory*

Stakeholder theory is a significant concept in business, management, and accounting, emphasizing the importance of considering the interests and influences of all parties affected by a corporation’s activities Koeswayo et al., (2024). This theory posits that organizations must manage their relationships with all stakeholders, including employees, to achieve long-term success (Shankman, 1999). Employees as key stakeholders who contribute to and are affected by reputation. Stakeholder Theory is rooted in the seminal work of Freeman in 1984. According to Freeman, Stakeholder theory posits that organizations must consider and balance the interests of all stakeholders, including employees, customers, suppliers, and the community, alongside those of shareholders Wicks, (2014). This perspective is crucial in understanding corporate governance and its broader implications which suggests that effective governance practices should account for the needs and aspirations of employees, who are key stakeholders (Hijazi & Habani, 2024). This theory provides a lens through which the study examines the impact of corporate governance on employee engagement, hypothesizing that governance structures responsive to employee needs can enhance engagement and organizational commitment (Koeswayo et al, 20 24). Reputation is originated in the overall perception of the firm’s stakeholder theory (Fombrun et al., 2000).Gotsi and Wioson (2001) proposed that corporate reputation is the stakeholders’ overall evaluation of a firm over time based on their experience with the firm. Berens and van Riel (2004) noted that the studies on the conceptualization of corporate reputation can be classified into three main streams. The first stream emphasizes social expectations and proposes that corporate reputation reflects a summary of the evaluation or judgment of the firm’s actions and achievements (Fombrun et al., 2000; Gotsi and Wioson, 2001). The second stream treats the corporation as an individual and proposes that studies should differentiate between the corporation’s personality traits with which its stakeholders associate (Chun and Davies, 2010). The last stream is a trust-based approach that suggests the reputation is the foundation for others to trust the firm. By far, the most acceptable definition is the first one based on stakeholder theory. In this study, we follow the mainstream of reputation literature and consider corporate reputation as the stakeholders’ overall evaluation and judgment of the corporation over time. Cable and Graham, (20000) used stake holder theory in their study to support the framework. This theory departs from the traditional view that businesses exist primarily to maximize shareholder wealth. Instead, it posits that companies have responsibilities to a broader range of stakeholders, including employees, customers, suppliers, communities, the environment, and shareholders (Koeswayo et al., 2024)

*Agency Theory*

Agency theory, introduced by Jensen and Meckling in 1976, sheds light on potential conflicts between principals (owners or shareholders) and agents (managers) (Abdelnour & El-Farr, 2023). It emphasises the significance of harmonising the interests of different stakeholders within an organisation, which is necessary for good corporate governance. Agency theory is useful in this study to explain how leadership styles might moderate possible conflicts between diverse stakeholder interests, particularly in the context of internal control and corporate governance (Koeswayo et al, 2024). Agency theory emphasized the importance of leadership in ensuring that the organization's aims are in line with the needs and goals of its people (Sonmez Cakir & Adiguzel, 2020; Tyagi, 2021).

Agency theory can and has been used to explore the principal's interorganisational connection with the agent (supplier) (Shevchenko et al., 2020), but it can also be utilised in earlier stages to investigate how internal actors organise their interactions. Agency theory has been used extensively to investigate the interaction between organisation and agent/supplier (Eisenhardt, 1988; Sumo et al., 2016; Odongo et al., 2019). Agency theory has been applied to assess risk in public-private partnerships, governance frameworks, performance management, and contracting agreements (Zsidisin and Ellram, 2003; Haq et al., 2018; Bloomfield et al., 2019).

In the context of internal control, Eisenhardt (1989) builds on this by discussing how proper control systems can align the interests of different stakeholders, thus reducing agency costs and fostering a conducive environment for employee engagement (Vardaman et al., 2023). Additionally, as explored Davis et al. (2018), the impact of leadership styles demonstrates how different leadership approaches can influence agency relationships, reinforcing or mitigating the perceived agency problems, thereby affecting employee commitment and motivation. Thus Agency Theory has been applied in the study of Koeswayo et al., (2024) to understand a comprehensive framework how governance structures, internal control mechanisms, and reputation management can impact employee engagement within organizations.

This theory is particularly relevant in corporate governance and financial management. Agency Theory, focusing on the relationships between principals and agents and the challenges of aligning their interests, provides a crucial lens for examining corporate governance, internal control, and corporate reputation, particularly in their influence on employee engagement.

*Resource Based View Theory*

The Resource-Based View (RBV) hypothesis, which proposes that organizations acquire an edge by using their distinct resources) and it asserts that unique organizational resources and capabilities are crucial for achieving competitive advantages (D'Oria et al.,(2021). Koeswayo et al. (2024) applied this idea to their research, which found that governance, internal control, and reputation are significant resources. Corporate governance helps to match employee and corporate objectives (Konadu et al., 2021). A positive business reputation can increase employee engagement and pride in their firm (Brown et al., Citation2022). Leadership style, particularly transformational leadership, is critical for leveraging these elements to increase employee engagement (Lai et al., 2020). Using RBV theory, this study emphasizes the interdependence of these components in determining how engaged people are at work. Roberts and Dowling (2002) employed this idea in their study to assess corporate reputation as an organization's essential resource. As an intangible asset, corporate reputation plays a significant role in stakeholders' perceptions, including those of employees (Batrancea et al., 2022; Pires & Trez, 2018). A robust corporate reputation is a valuable resource that can provide a sustained competitive advantage (Batrancea et al., 2022). This idea is further supported by Shirin & Kleyn (2017) those who found a positive correlation between corporate reputation and employee engagement. From an RBV perspective, a strong reputation is a unique resource that differentiates a firm from its competitors (Pires & Trez, 2018; von Berlepsch et al., 2022), enhancing its attractiveness to current and potential employees and fostering higher engagement levels.

**Corporate Reputation and Individual Variables**

*Corporate Reputation and Organizational Commitment*

Employees admire and respect organizations that maintain high ethical and social responsibility standards. Being a member of the group fosters respect and boosts employee devotion and loyalty (Sheik et al., 2022). Organizational reputation supports a company's long-term performance by encouraging more employee devotion and satisfaction (Hossin et al., 2021). According to Almeida and Coelho (2019), an organization's reputation has a significant impact on employee commitment. Employees' opinions of the business reputation and their sense of self-worth are directly influenced by their awareness of the corporate reputation (Chun et al., 2013 & Fu et al., 2014). As a result, organizational reputation improves employee loyalty to the organization (Fu et al., 2014).

Based on Helm's (2011) poll of hotel industry workers, who were asked about their devotion to lodging places and restaurants, the employees thought the hotels had a positive reputation. A hotel's strong image makes workers feel better about themselves and boosts their feeling of pride in their job. People who work for reputable firms are more confident in themselves because they mirror the company's image onto themselves. This creates a strong psychological tie with the organization, increasing commitment (Chun et al., 2013). A company's positive image among its employees will definitely encourage workers to contribute to the firm, resulting in both profit and a decrease in turnover Alnehabi, (2023). According to Almeida and Coelho (2019), organizational commitment has a significant impact on the relationship between corporate reputation and individual performance.

In the opinion of Sobhani et al. (2021), working for a more reputable organization may boost workers' psychological and motivational engagement and commitment to their employer, lowering their desire to leave. According to study by Fu et al., (2014); Almeida & Coelho, (2019); Hossin et al., (2021); and Shaik et al., (2022), organizational reputation and dedication have a strong positive relationship. Kibozi and Michael (2018), Scheepers and Reddy (2019), Ahakwa et al. (2021), and Freire & Azevedo (2023) all found a negative relationship between organizational commitment and a desire to quit the firm. As a result, the aforementioned research indicates that organizational commitment may successfully and significantly mediate between employee intentions to leave their jobs and corporate reputation.

**Corporate Reputation and Performance**

A positive business reputation can increase employee engagement and pride in their organization (Brown et al., 2022). Many studies in employment relations have focused on individual employee performance Brayfield., & Crockett, (1955) ;(Viswesvaran et al. 1996); Viswesvaran and Ones (2000); Shahzadi et al. 2014., Diamantidis., & Chatzoglou, (2018); Triansyah et al., 2023; Firdaus et al., 2025). Individual performance refers to an employee's behaviors or activities that are important to the organization's goals (Campbell, 2008; Campbell et al., 2013). Employees that perform well are viewed as a valuable asset and cutting-edge organizational resource (Aghdasi et al. 2011; Nazari et al. 2011; Yang and Driffield 2012; Rao et al. 2014). Carmeli and Tishler (2006) noted that individuals with a high degree of intelligence can control their emotions, resulting in improved performance. Thus, employee performance is critical to the organization's success (Pan 2015).

Although empirical data is scarce, it appears that the organization's reputation boosts employee loyalty while also improving individual performance and so producing better results (Karatepe 2011). There is a positive relationship between corporate reputation and employee performance Almeida et al., (2019) & Pedersen et al., (2025). Tangngisalu et al., (2020) described by their study that firm reputation influences the employee performance. Bank reputation plays a critical role in driving employee performance, bank performance and revenue growth Alnehabi (2024). As Hossin et al., (2021) indicated that sustainable organizational reputations is the best way to enhance employee and organizational sustainable performance. CSR actions, also known as CR, with respect to various stakeholders, including employees, may increase their individual performance. Similarly, a stronger reputation in the workers' view usually correlates with programs of benefits and incentives that promote and lead to greater performance (Samnani and Singh 2014).

*Corporate Reputation and Organizational Citizenship Behavior (OCB)*

Smith et al. (1983) initially introduced the phrase "organizational citizenship behavior" in 1983, based on the notion of "willingness to cooperate". Later, Organ (1988) defined organizational citizenship behavior as "individual behavior that is discretionary, not directly or explicitly recognized by a formal reward system, and that promotes the effective functioning of the organization in the aggregate". Furthermore, Farh et al. (2004) examined the implications and internal structure of OCBs and chose three dimensions to assess OCBs in the Chinese context: altruism, conscientiousness, and voice. They proposed that altruism relates to the viewpoint of individual OCBs (internal citizenship performance), conscientiousness to job/task OCBs (job/task citizenship performance), and voice to the organizational perspective of OCBs (organizational citizenship performance). Numerous more empirical research validated their findings. As a result, the dimensions developed by Farh et al. are used in this study to establish the idea of employee OCBs. According to cognitive consistency theories, when discrepancies cause stress, an individual seeks psychological equilibrium.

Employees who acknowledge a positive reputation for their organization are more likely to generate belief-consistent feelings of identification, such as continuing to work at the company and supporting various voluntary, extra-curricular behaviors to improve service delivery or make valuable suggestions to the firm (Magnini et al., 2013). Employees who perceive a strong corporate social responsibility reputation will be driven to serve as positive spokespersons for the company (Morhart et al., 2009) and commit themselves to enhancing organizational effectiveness and efficiency, which are exactly the characteristics of OCBs. Employees who perceived excellent treatment reputation will create high work satisfaction (Kim and Brymer, 2011), commitment (Grant et al., 2008, 2009), and retention to the organization (Moncarz et al., 2009), which would lead to other types of OCBs.

Corporate social-responsibility reputation is an employee's perception of a company's performance in maintaining a balance between economic development and the welfare of society and the environment (Bhattacharya et al., 2012; Homburg et al., 2013), whereas employee-treatment reputation is an evaluation and judgement of how an organization treats its employees. Employees who perceive a favorable corporate reputation are more likely to commit themselves to increasing the firm's competitiveness through OCBs.

*Corporate Reputation and Employee Engagement*

Corporate reputation is increasingly being seen as a strategic resource within the RBV framework (Pires & Trez, 2018). It is useful because a high reputation may have a substantial impact on stakeholders' attitudes and behaviors, particularly those of present and prospective workers (Baumgartner et al., 2020). It is uncommon and difficult to replicate since establishing a favorable reputation involves constant, long-term efforts in quality, dependability, and ethical behavior. Furthermore, once created, reputation is difficult for rivals to recreate, making it an irreplaceable asset. A good company reputation attracts talent (Junça Silva & Dias, Citation2022).

Highly talented workers are drawn to reputable organizations, which they perceive to be more attractive employers. This is especially significant in companies where skill is a key distinction. Once attracted, maintaining these individuals becomes easier since the good qualities of the business reputation lead to job satisfaction and organizational commitment (Alniacik et al., 2011). According to RBV, the firm's distinctive and valued resources may be used to promote a variety of organizational outcomes, including employee engagement (D'Oria et al., 2021). Employees that are engaged are more enthusiastic, committed, and productive (Sahni, 2021). A respected organisation may encourage healthy employee attitudes and behaviors by instilling a sense of pride and belonging (Lu & Roto, 2016, ; Lowe 2010). Empirical research strengthens this theoretical perspective. Shirin and Kleyn (2017) found a strong relationship between business reputation and employee engagement. According to their findings, employees at businesses with a solid reputation are more likely to be engaged, motivated by the pride and prestige associated with their employer. Similarly, a research by Almeida and Coelho (2019) found that employees in reputable organizations are more motivated and committed. Hadi and Ahmed (2018) claim that a firm with effective branding has higher staff retention. According to Ali, (2020), a great corporate reputation lowers employee weariness even under insecure working situations, such as the desire to resign. This observation is consistent with that of Gatzert & Schmit (2016). They discovered that organizations with a strong reputation had an edge when hiring staff with higher qualifications.

However, it is vital to remember that the link between corporate reputation and employee engagement is influenced by a variety of moderating and mediating factors. For example, Liu et al. (2022) emphasize the importance of cultural context on employee engagement. The influence of company reputation on involvement varies by culture, with certain societies placing a higher value on organizational connection. Men and Stacks (2013) also address how leadership strategies influence the employee empowerment and organizational reputation. Transformational leadership styles, for example, may boost the favorable benefits of company reputation on employee engagement (Decuypere & Schaufeli, 2020; Xu et al., 2022).

*Corporate Reputation and Turnover Intention*

In today's cutthroat economic environment, organizational reputation is essential to any company's viability (Yan et al., 2022). Because an organization's reputation in society affects employees' intents to leave the company (Antons et al., 2023). As a consequence of this, organizational reputation has a negative impact on the intention to turnover (Ahmad Saufi et al., 2023).

According to a study on the banking industry in Saudi Arabia by Alnehabi.M (2023), improving business reputation will reduce employees' intentions to leave their jobs. Since, many factors contribute to employee retention among organizations with better reputations. By virtue of things like a positive work environment, a sense of pride in belonging to the organization, the satisfaction of stakeholders with the organization's services and goods, and involvement in decision-making, employees are more likely to stay with a company that has a good reputation (Deniz, 2020). Likewise, Sobhani et al.'s study from 2021 on bank workers found that employee morale and self-esteem are increased when a bank has a powerful reputation, and that desire to leave is adversely correlated with employees' perceptions of the bank's reputation.

Multiple studies have considered the relationship between working for a company with a good reputation and workers' job happiness, social identity, and desire to leave the company and found substantial outcomes (Bartels et al., 2007; Helm et al., 2013). Organizations with strong corporate reputations have an edge in luring and retaining competent workers, according to Alniacik et al., (2011), since employees are less inclined to leave their jobs when they feel that outsiders hold their employer in high esteem. As quitting a well-known company tribulation, one's self-concept, (Mignonac et al. 2006).

In academic settings, reputation is regarded as a critical component for employee motivation and retention. It also plays a crucial role in lowering faculty members' intentions to leave their positions in the higher education sector, according to Kakar et al. (2021). Similarly, Ramasamy & Abdullah (2017) conducted interviews with faculty members and discovered that their assessments of the university's image and reputation had a major influence in influencing their decisions to quit their jobs. As Tanwar and Prasad (2016) discovered while a qualitative study on IT professionals, that when IT professionals had a favorable opinion of the organization's reputation, they were more inclined to stay on as employees.

The long-term viability of a business is heavily reliant on reputation in this digital age (Badawi et al., 2022). The organizational reputation (OGR) is one of the most important strategic resources that has been established through time and is linked to a variety of successful outcomes for both the firm and its personnel (Kakar et al., 2021). Al Haraisa & Al-Haraizah (2021) stated it as, an organization's reputation relates to how its current and former workers see it in relation to its past and prospective future performance and business attractiveness to key constituencies.

According to Lee (2020), corporate reputation is a broad evaluation of an organization's present and future positions made by internal and external stakeholders based on past activity. Nguyen and LeBlanc, (2018) describe an organization's reputation as a reflection of its earlier actions and decisions. As expressed by Deniz (2020), an organization's reputation is founded on the views and perceptions of its staff, which are based on interactions with customers, clients, and other stakeholders. According to Pires and Trez (2018), corporate reputation is defined as the sum of a stakeholder's assessments of how effectively organizational responses are satisfying the needs and expectations of various organizational stakeholders. For businesses to stay ahead of the competition in today's ever changing global economy, it is essential to develop and maintain a favorable corporate image.

A company's reputation is like a window into its inner workings; it reveals the firm's values and goals. Accurate portrayal of the company's reputation enables stakeholders to have a deeper understanding of the business (Brickson, 2005). When it comes to internal and external stakeholders, a company's reputation may significantly influence the development of trust, communication, and social responsibility activities (Morsing, 2006). A compelling reputation helps in the attraction and retention of talented employees and provides a competitive edge (Zhu et al., 2020), which improves organizational financial performance and profits (Kakar et al., 2021). Furthermore, organizational hh reputation influences employees' attitudes and behavior (Deniz, 2020), whereas a negative OGR perception may have a negative impact on employees' attitudes and behavior. Additionally, workers in companies with poor reputations could exhibit undesirable attitudes and actions (Al Haraisa and Al-Haraizah, 2021), which include lower motivation, productivity, and performance levels (Deniz, 2020).

Empirical investigations determined that employees often leave companies with poor reputations (Deniz, 2020; Kakar et al., 2021). Reflecting the extent to which an organization receives public attention and is evaluated positively by stakeholders, the construct of organizational reputation has received considerable attention in the literature (Etter et al., 2019). An organization's own reputation act as a signal to current and potential employees about its attractiveness as an employer, whereas the reputations of applicants' prior educational and employment affiliations are among the factors that influence its hiring decisions (Bidwell et al., 2015; Makarius et al., 2017). Regardless of their industry, business organizations must separate themselves from their rivals to thrive in today's competition In the modern global economic system, one of the characteristics that companies are paying close attention to their business reputation (Berkup, 2015). Because building and maintaining a positive corporate image is critical for organizations to stay ahead of the competition in today's rapidly evolving global marketplace. An organization's reputation is like a window into its inner workings; it shows what the firm believes in and aspires to achieve. The firm's reputation is accurately portrayed, enabling stakeholders to understand the organization more deeply (Brickson, 2005).

According to several studies (Bitektine et al., 2020; Boivie et al., 2016; Pollock et al., 2019; Ravasi et al., 2018), an organization's reputation is a significant factor in social rating. Business survival and economic growth depend on bank reputation (Ruiz & Garcia, 2019). Modern corporations are starting to place greater emphasis on new values like employee loyalty, public awareness, integrity, and reputation in order to compete with businesses around the world and stay competitive in more difficult market conditions. Whatever their field, business organizations need to stand out from their competitors to survive in the current market (Bozkurt and Yurt, 2015).

One of the most important factors in boosting the competitiveness of both goods and services is reputation (Balakrishnan & Foroudi, 2020; Qalati et al., 2021). Positive reputation and negative reputation are the two different sorts of reputation. A good reputation is extremely beneficial to the business, whereas a bad reputation will harm its performance. Companies seek positive reputations because they may lessen or even completely remove the consequences of a poor reputation on other facets of the business, in addition to enhancing performance and buy intention (Jung & Seock, 2016). Business reputation is a quality that organizations pay significant attention to in the contemporary global economic system (Berkup, 2015).

According to Offer (1997), a company's reputation is a hard to quantify yet precious asset. Building and maintaining a favorable corporate image is essential for businesses and non-profit organizations alike to keep ahead of the competition in today's quickly changing global economy. The satisfaction and quality of the services and products, corporate transparency, social responsibility, staff qualifications, social facilities, the rights granted to staff, the salary policy, and preventing unfair competition are just a few of the factors that contribute to an organization's reputation (Golgeli, 2014). According to Fombrun et al., (2015), reputation is a narrow and centralized term that is dependent on the social expectations of stakeholders or on their perspectives.

Odriozola et al., (2015), indicated a company's reputation is a source of competitive advantage and a way to stand out in the market. The application of concepts related to how customers view an organization and how that influences both potential and current employees can lead to the development of an organization's reputation; this reputation can be upheld if the goals and policies of the organization are in line with the preferences of the customers, even when doing so involves risks and uncertainty (Hosain et al., 2020). The phrase "bank reputation" (also known as "corporate or organizational reputation") refers to a group of observations and opinions made by many parties and serves as a long-term asset for the competitiveness of the organization (Chowdhury & Nehal, 2020).

**Conclusion and Discussion**

This study underscores the pivotal role of corporate reputation as a strategic organizational resource with significant implications for employee behavior and organizational outcomes. Drawing on theoretical frameworks such as Social Identity Theory, Signaling Theory, Resource-Based View, Stakeholder Theory, and Agency Theory, the research demonstrates how corporate reputation influences key employee-related variables, including organizational commitment, performance, organizational citizenship behavior (OCB), employee engagement, and turnover intention.

The findings reveal that a robust corporate reputation fosters employee loyalty, enhances engagement, and reduces turnover intentions, all of which contribute to organizational sustainability and competitive advantage. Furthermore, a positive corporate reputation supports the development of OCBs, which are essential for fostering a collaborative and productive workplace. These insights are particularly relevant in a digitally connected world where the reputation of organizations is more visible and impactful than ever.

By emphasizing the multidimensional impact of corporate reputation, this research highlights its role in shaping a motivated, high-performing workforce. For organizations, the study offers practical implications: by prioritizing strategies that enhance reputation, companies can cultivate a committed and engaged workforce while positioning themselves strongly in competitive markets.

*Future Directions*

While this study offers a comprehensive review of existing literature on corporate reputation, several directions for future research are suggested to advance understanding of its impact. Longitudinal studies are needed to explore the long-term sustainability of corporate reputation's effects on employee behaviors and organizational outcomes. Cross-cultural comparisons could enhance the generalizability of findings by examining variations across cultural and regional contexts. Sector-specific analyses would provide insights into industry-specific dynamics, while research on the role of digital media could clarify the influence of online reputation relative to traditional mechanisms. Incorporating emerging theoretical frameworks, such as institutional theory or dynamic capability theory, may yield novel perspectives on the evolving nature of corporate reputation. Additionally, examining employee-specific variables, such as demographics, and conducting intervention-based research to test strategies for enhancing corporate reputation could offer practical and actionable insights for organizations. Addressing these areas would deepen understanding of the intricate relationship between corporate reputation and employee behavior, underscoring its strategic importance for organizational success.

**Acknowledgements:** Not applicable
**Authors' contributions:** Tahira Khalis, Dr.Bahyah Binti Abdul Halim, Dr. Asif Sanaullah, Muhammad Hammad
**Competing interests:** The authors declare that they have no competing interests
**Funding:** This study was conducted without any involvement of funding affiliations.

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