

## The Investigation Of Organizational Image Perceptions Of Siirt Universty Staff In Terms Of Some Variables

**Esef Hakan TOYTOK**

*Education Faculty, Department of Educational Sciences  
Siirt University, Türkiye  
hakantoytok@hotmail.com*

### ABSTRACT

Universities are the key organizations that have importance on the development of societies and the world. The effectiveness of these organizations are very important in this manner. One of the most fundamental factors that determine the effectiveness of an organization is the staff of that organization. The literature related to the staff performance showed that organizational justice, organizational climate, organizational culture and mobbing have effect on staff performance. Another effective variable is organizational image which can be defined as an opinion about the organization constructed by public and the staff. This opinion is the combination of the decision (s) of managers at the top and the behavior (s) of the staff at the lower levels. The powerful the organizational image, the powerful the sense of belongings of staff. Because of this reason, The basic aim of this study is to determine the organizational image perceptions of Siirt University staff and then determine the results in terms of some independent variables like gender, hometown, job, service period. A quantitative research is conducted with descriptive survey model. The population of the study is all academic and administrative staff working in the Siirt University Kezer campus. The sampling procedure is not applied because population was accessible. At the end of the study, findings indicated that the most perceptible sub-dimension of organizational image was "management quality" and the least one was "organizational ethic". Additionally, there are statistically significant difference in general and some sub-dimensions of organizational image in terms of the variables of gender, hometown and job type.

**KEY WORDS:** Organization, Organizational Image, Quality, Staff

### INTRODUCTION

Image is an originally French word as stated in Turkish Language Organization dictionary. While "image" is used for the concept in French, "imaj" is used in daily life in Turkish. There are many definitions about the concept of image. When these definitions are investigated, most of them focuses on the effect and impression of the appearance of the structure an individual or group; also we can see some definitions with the sum of belief, attitude and value (Dichter, 1985; Davies, Chun, Silva ve Roper, 2003; Schultz, 2007; Şişman, 2002; Kurtuldu ve Keskin, 2002; Gürbüz, 2008). Organizations also have their own beliefs, values and norms. They construct the culture of an organization, and then organizational culture construct organizational identity that is the most fundamental issue identify organizational image. While Dutton and Dukerich'e (1991) define organizational image as the beliefs of individuals in and out of the organization about how they see and how they affect; Gray and Balmer (1998) describe as a picture in the mind of an individual. This created picture is a structure that was constructing depend on individual, group, environmental and regional factors.

All organizations have an image in individuals mind. However, this image may not be image of organization aimed on individual (s) mind (Roberts, 2005). If there is a similarity between perceived and aimed image, this shows the identity of this organization was constructed. The higher the image of an organization in this case the employees' performance and organizational culture, commitment, citizenship is also known to affect so much (Hatch & Schultz, 1997; Karabey & İşcan 2007). In addition to these, organizational image is also effective on job seekers (Cable & Kang Yang, 2006). So, organizational image effect both available staff and qualified new human resources. Bromley (2001) mention four dimension that describe organizational image as staff, humanitarian aspects of organization, normative language and organizational identity. Staff behaviors has a big power to effect the organization in both positively and negatively. Humanitarian aspects of an organization, another property, have also an important affect on the integration of individual and organization. Normative language is another indicator of organization's communication power. At last, organizational identity is the property of how to show itself.

As a conclusion, organizational image concept has a dynamic structure that always changing and developing. Organizations should change their negative images and develop positive images. In this way, organizations have an important acceleration while improving their objectives.

The aim of this study is to determine the organizational image perceptions of Siirt University staff and then determine the results in terms of some independent variables like gender, hometown, job, service period.

## METHODS

A quantitative research is conducted with descriptive survey model. The population of the study is all academic and administrative staff working in the Siirt University Kezer campus. The sampling procedure is not applied because population was accessible. The demographic properties of the participants were demonstrated in Table 1.

Table 1. Participants' Demographic Properties

	N	%
Gender		
Female	39	19,0
Male	156	80,0
Duty Type		
Administrative Personnel	104	53,3
Academic Personel	91	46,7
Year of Service at the University		
0-3 year	65	33,3
4-7 year	58	29,7
8- over the years	72	36,9
Age		
25 and under	21	10,8
26-35 between	118	60,5
36 and over	56	28,7
Hometown		
Siirt	72	36,4
Other	123	63,1
Total	195	100,0

Organizational image inventory, which was originally developed by Polat (2011) and including 7 factors and 35 items, was used as a data collection tool. The data were analyzed by R 3.2.4 (R Core Team, 2016) and SPSS 21,00 statistical packet program. During confirmatory factor analysis of the inventory for construct validity, (DFA reference) "lavaan" library version 0.5-20 described "cfa" function was used (Rosseel, 2012). The relevance of model and data was tested by using Chi-square (Hu and Bentler, 1999), Comparative Fit Index (CFI) (Byrne, 1998; Kline, 2011), Tucker-Lewis Index (TLI) and Root Mean Square of Approximation (RMSEA) (Byrne, 1998). At the end of the analysis, DFA value was found as .52 and above and Fit Index was found as .86 and above. According to the reliability analysis for the inventory, Cronbach's Alpha was found as .96. Additionally, Anova statistic was also used while analyzing the inventory (Satorra, & Bentler, 2001).

## RESULTS

The average and standard deviation values, which were related to the variable "organizational image", were demonstrated in Table 2.

Table 2. Average values of organizational image perceptions

Dimensions		$\bar{X}$	S.s.
Dimension 1	Quality of Service	2,65	0,78
Dimension 2	Quality Management	2,38	0,92
Dimension 3	Financial Soundness	2,80	0,82
Dimension 4	Working Environment	2,60	0,83
Dimension 5	Social Responsibility	2,48	0,85
Dimension 6	Emotional Attractiveness	2,58	0,86
Dimension 7	Corporate Ethics	2,87	0,85
General		2,61	0,85

According to Table 2, the average value of organizational image perceptions of Siirt University staff was found in the region of agree ( $\bar{X} = 2,61$ ). When the averages of sub-factors were evaluated, "management quality ( $\bar{X} = 2,38$ ), social responsibility ( $\bar{X} = 2,48$ ) and emotional appeal ( $\bar{X} = 2,58$ )" sub-factors were found in the region of mostly agree. Maximum value was found in organizational ethic sub-factor ( $\bar{X} = 2,87$ ) and minimum value in management quality sub-factor ( $\bar{X} = 2,38$ ).

Additionally, significant difference between Siirt university staff organizational image perceptions were searched with respect to gender. The data were presented in Table 3.

Table 3. Analysis results with respect to gender independent variable

Gender		N	$\bar{X}$	S.s.	F	t	p
General	Female	39	2,38	0,720	1,642	-2,103	.040*
	Male	156	2,67	0,769			
Quality of Service	Female	39	2,49	0,742	0,302	-1,450	.150
	Male	156	2,69	0,787			
Quality Management	Female	39	2,05	0,781	2,708	-2,529	.010**
	Male	156	2,46	0,938			
Financial Soundness	Female	39	2,70	0,882	0,556	-0,883	.380
	Male	156	2,83	0,802			
Working Environment	Female	39	2,25	0,811	0,004	-3,011	.000***
	Male	156	2,69	0,819			
Social Responsibility	Female	39	2,34	0,792	0,663	-1,161	.250
	Male	156	2,52	0,861			
Emotional Attractiveness	Female	39	2,33	0,844	0,123	-2,042	.040*
	Male	156	2,64	0,850			
Corporate Ethics	Female	39	2,67	0,806	0,978	-1,651	.100
	Male	156	2,92	0,862			

Note: Significant for \*  $p \leq .050$ , \*\*  $p \leq .010$  and \*\*\*  $p \leq .001$ .

According to Table 3, the significant differences were found in gender independent variable on general organizational image perceptions (for  $p \leq .050$ ), in a sub-dimension of management quality (for  $p \leq .010$ ), working environment (for  $p \leq .00$ ) and emotional appeal (for  $p \leq .050$ ).

Significant difference on Siirt university staff organizational image perceptions with respect to job type were searched and the data were demonstrated in Table 4.

Table 4. Analysis results with respect to job type dependent variable

Duty Type		N	$\bar{X}$	S.s.	F	t	p
General	Administrative Personnel	104	2,445	0,736	0,189	-3,33	.001***
	Academic Personel	91	2,802	0,759			
Quality of Service	Administrative Personnel	104	2,510	0,748	0,249	2,705	.007**
	Academic Personel	91	2,808	0,790			
Quality Management	Administrative Personnel	104	2,227	0,862	2,855	2,435	.016*
	Academic Personel	91	2,545	0,962			
Financial Soundness	Administrative Personnel	104	2,575	0,784	0,075	4,306	.000***
	Academic Personel	91	3,059	0,783			
Working Environment	Administrative Personnel	104	2,508	0,801	1,405	-1,61	.109
	Academic Personel	91	2,700	0,863			
Social Responsibility	Administrative Personnel	104	2,320	0,805	0,804	2,886	.004**
	Academic Personel	91	2,665	0,864			
Emotional Attractiveness	Administrative Personnel	104	2,389	0,851	0,325	3,338	.001**
	Academic Personel	91	2,789	0,814			
Corporate Ethics	Administrative Personnel	104	2,623	0,827	0,1	4,491	.000***
	Academic Personel	91	3,148	0,802			

Note: Significant for \*  $p \leq .050$ , \*\*  $p \leq .010$  and \*\*\*  $p \leq .001$ .

According to Table 4, due to staff job type independent variable, significant difference were found general organizational perceptions (for  $p \leq .001$ ), and in some sub-dimensions like service quality (for  $p \leq .010$ ), management quality (for  $p \leq .050$ ), financial soundness (for  $p \leq .001$ ), social responsibility (for  $p \leq .010$ ), emotional appeal (for  $p \leq .001$ ) and organizational ethic (for  $p \leq .001$ ).

Significant difference on Siirt university staff organizational image perceptions with respect to hometown were searched and the data were demonstrated in Table 5.

Table 5. Analysis results with respect to hometown dependent variable

Hometown		N	$\bar{X}$	S.s.	F	t	p
General	Siirt	72	2,76	0,755	0,000	2,070	.040*
	Other	123	2,53	0,762			
Quality of Service	Siirt	72	2,85	0,781	0,361	2,764	.006**
	Other	123	2,53	0,759			
Quality Management	Siirt	72	2,59	0,928	0,057	2,475	.014*
	Other	123	2,25	0,899			
Financial Soundness	Siirt	72	2,82	0,774	0,173	0,276	.783
	Other	123	2,79	0,846			
Working Environment	Siirt	72	2,76	0,845	0,062	2,043	.042*
	Other	123	2,51	0,817			
Social Responsibility	Siirt	72	2,59	0,856	0,326	1,338	.183
	Other	123	2,42	0,842			
Emotional Attractiveness	Siirt	72	2,73	0,802	0,853	1,966	.051
	Other	123	2,48	0,876			
Corporate Ethics	Siirt	72	2,98	0,862	0,065	1,437	.152
	Other	123	2,80	0,847			

Note: Significant for \*  $p \leq .050$ , \*\*  $p \leq .010$  and \*\*\*  $p \leq .001$ .

According to Table 5, due to staff hometown independent variable, significant difference were found general organizational perceptions (for  $p \leq .001$ ), and in some sub-dimensions like service quality (for  $p \leq .010$ ), management quality (for  $p \leq .050$ ) and working environment (for  $p \leq .050$ ).

## DISCUSSION

The findings of this study, which was aimed to investigate the organizational image perceptions of Siirt university staff, indicated that there was a significant difference on gender independent variable. When the reason of that difference was investigated, it was seen that organizational image perceptions of male staff was higher than female's one. Especially the highest sub-dimension of this significant difference was found on working

environment. The reason of that may be the small number of female staff in organization and higher expectations of females from their organization. When job type independent variable was searched, a significant difference was found between academic and administrative staff in favor of academic one. Especially in financial soundness and organizational ethic sub-dimensions, the organizational image perceptions of academic staff was higher than administrative staff. Lastly, on the independent variable of hometown, the significant difference was found between the staff whose hometown is Siirt and out of Siirt. The staff whose hometown is Siirt has higher organizational image perceptions than the staff whose hometown is out of Siirt. In the studies related to the organizational image perceptions of other universities and organizations; Tezişçi (2013) determined the different university education faculty students' organizational image perceptions, the significant differences on gender, age, grade level and department were found. Cerit (2006) found similar results in his study. Polat (2011) found that in addition to these, organizational image perceptions of students significantly predict the academic achievement. In other two studies (Karabey & İşcan, 2007; Bal, 2011), the staff who found attractive the external organizational image, more strongly identified the organization and positively effect organizational citizenship behaviors. This effect is not only on the working staff, but also on the new job applicants of the organization Cable & Kang Yang (2006).

## CONCLUSION

As a results of the study findings, the level of organizational image perceptions of Siirt University staff is not high, especially it is low on the management quality image perceptions. Due to some independent variables, when the significant differences were searched, significant difference were found on gender, job type and hometown independent variables. In terms of gender variable, there was a significant difference on the favor of males. It was seen that organizational image perceptions of females were less than males. The reason of that may be the small number of female staff in organization and higher expectations of females from their organization. When job type independent variable was searched, a significant difference was found between academic and administrative staff in favor of academic one. Especially in financial soundness and organizational ethic sub-dimensions, the organizational image perceptions of academic staff was higher than administrative staff. The reason of that difference may be the supplementary payment of academic staff named "academic promote", there is no such a payment for administrative staff. In addition to these, another reason of this difference may be caused from an idea that during administrative staff appointments and assignments there were no objective assessment. Lastly, on the independent variable of hometown, the significant difference was found between the staff whose hometown is Siirt and out of Siirt. The staff whose hometown is Siirt has higher organizational image perceptions than the staff whose hometown is out of Siirt. The reason of that difference may be the retain from criticizing their own institutions.

As a conclusion, the organizational image perceptions of Siirt university staff were not on the desired level, this may negatively effect the organizational culture, identity and quality. The higher the organizational image perceptions for both internal and external factors, the easier to reach the organizational aims. So, organizations should develop strategic plans to increase the organizational image perceptions, often control these plans and revise them it necessary. All administrators in management process have important responsibilities to accomplish these plans.

## RECOMENDATIONS

Researchers related to organizational image, by determining image perceptions of organizations, make some experimental studies to improve these perceptions and by using the results of these studies, may search the effects of it on quality, satisfaction and culture.

For practitioners, necessary awareness about the future benefits of organizational image should be gained by giving a positive organizational image perception creation ways education.

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