PERSONIFICATION OF CIVIL SOCIETY ORGANIZATIONS: A QUANTITATIVE STUDY

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ABSTRACT

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Akti, Dicle

Master's Program in Marketing Communication and Public Relations

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It is essential for non-profit organizations to invest in their reputation in order to survive in the long term and to make a difference in the competitive environment. Although there are many measurement techniques available in the literature, reputation still appears to be a complex phenomenon. In this study, it is expected to be an important resource for a better understanding of reputation management of non-profit organizations, for non-profit organizations to make a difference in the competitive market and to better manage their reputation. For this reason, this study was conducted by comparing a network based anthropomorphic study of reputation with a measure of non profit reputation as a social expectation (Türkel, 2018; Uçar et al., 2015).

Keywords: Anthropomorphism, Reputation, NPO Reputation, Personification Traits, Social Expectation Approach, Civil Society

ÖZET

SİVİL TOPLUM KURULUŞLARININ KİŞİLEŞTİRİLMESİ: NİCEL BİR ÇALIŞMA

Akti, Dicle

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Kâr Amacı Gütmeyen Kuruluşların uzun vadede ayakta kalabilmeleri ve rekabet ortamında fark yaratabilmeleri için itibarlarına yatırım yapmaları esastır. Literatürde pek çok ölçüm tekniği bulunmasına rağmen itibar hala karmaşık bir olgu olarak görünmektedir. Bu çalışmada, kâr amacı gütmeyen kuruluşların itibar yönetiminin daha iyi anlaşılması, kâr amacı gütmeyen kuruluşların rekabetçi piyasada fark yaratmaları ve itibarlarını daha iyi yönetebilmeleri için önemli bir kaynak olması beklenmektedir. Bu nedenle bu çalışma anlamsal ağ analizi kullanılarak yapılan antropomorfizm çalışması ile kar amacı gütmeyen kurumların itibarını sosyal beklenti yaklaşımı ile ölçen bir çalışmanın karşılaştırılması ile yapılmıştır (Türkel, 2018; Uçar vd., 2015)

Anahtar Kelimeler: İnsanbiçimcilik, İtibar, Kâr Amacı Gütmeyen Kuruluş İtibarı, Kişileştirme Özellikleri, Sosyal Beklenti Yaklaşımı, Sivil Toplum

To my lovely Mom and Dad…

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

UN: United Nations

NGO: Non Governmental Organization

EU: European Union

NPO: Non Profit Organization

TDK: Turkish Language Dictionary

US: United States

RQ: Reputation Quotient

SPSS: Statistical Package for the Social Sciences

KMO: Kaiser-Meyer-Olkin

OSR: Organizational Social Responsibility

EA: Emotional Appeal

CP: Corporate Performance

SP: Service Point

SYM: Sympathy

COM: Competence

CHAPTER 1. INTRODUCTION

From Aristotle to the present, there have always been organizations that work to benefit society. These organizations try to keep the expectations of their stakeholders at a high level in order to make a difference in the competitive environment and to survive in the long run, just like profit-oriented organizations. For this reason, the reputation of non-profit organizations is very important for them to continue their activities.

Non-profit organizations with limited budgets and opportunities work on a voluntary basis and aim to mobilize the society by drawing attention to social issues. Therefore, it is very important for these organizations to engage in activities that are reputable, express themselves well, transparent to their stakeholders and gain the goodwill of the society. Therefore, it is essential for NPOs to invest in their reputation to improve their relationship with the community and reach more members, volunteers, funders and supporters. In other words, businesses need to prioritize their reputation in order to survive in this competitive market. Organizations should keep their reputation high, but it should not be forgotten that reputation is a perception formed in the minds of its stakeholders today. For this reason, it is equally important for organizations to measure their reputation in order to maximize their reputation and create a positive perception in the minds of their stakeholders. While many studies in the literature contribute to the literature in terms of theory and developing a new perspective, there are many studies that are missing in practical application. This study is expected to be a resource in terms of giving a better and deeper meaning to the reputation management of non-profit organizations.

Moreover, it will be an important guide for them to make a difference in the competitive market and better manage their reputation. When the literature is examined, it is seen that the social expectation method is widely used (Balan, 2020). According to this approach, performance characteristics of organizations such as service quality and employee skills are taken as a basis. This means that an organization will have a high reputation if it performs well in terms of these features. Therefore, potential driving structures are related to one or more social expectations that focus on higher-order structures such as organizational social responsibility

(Sarstedt and Schloderer, 2010). However, this study aims to compare social expectation with the personality traits method for a deeper understanding and for NPOs to better manage their reputations, as it is a useful personification metaphor as it simplifies understanding while allowing comparison between character traits, personality dimensions, and organizations (Clardy et al., 2012).

For this reason, this research is a study conducted by comparing Selin Türkel's (2018) anthropomorphism study using semantic network analysis and the social expectation approach research conducted by Uçar et al. (2015). In this study, which tries to answer the question of the feasibility of creating a measure between contexts and whether it is really possible, a deep literature review will be presented first. Then, factor analysis and its results will be included and discussed. Finally, the study will be concluded with an explanation of the results and limitations and suggestions for future research.

CHAPTER 2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Concept of Civil Society

2.1.1 Definition of Civil Society

The concept of civil society means being respectable etymologically, it derives from the word "sosaitas" and "site" used in Latin meaning partnership and it was created by combining words such as "civilization" or "citoien" and was used to express the partnership in urban life with this form (Kaypak, 2012). The concept of civil society was used as a reciprocal concept in political society. According to Aristo, the concept of civil society (koiônia politike) was used to demonstrate a political society that encompasses and dominates everyone (Keane, 1988). According to the literature, it is seen that the concept of civil society is defined in different ways, but it can be said that the concept covers the society in general and operates in the political, social, political, etc. fields.

In other words, civil society is the common field established outside the state control by different voluntary organizations that actively participate in the process of finding effective and long term solutions to social problems and, on this basis, work to direct political actors (Keser and Hışım, 2012). Adam Ferguson who is the Scottish Enlightenment philosopher viewed, 'civil society' as a state of 'civility' and as a consequence of civilization (Panwar, 2013). Civil society is an organized social structure that is voluntary, self-generating, surviving with its own support, autonomous from the state (Alp and Adıgüzel, 2019). As well as being defined as non state, non market, and non family, civil society can also be identified in a positive sense as the societal domain within which voluntary associations and associative relations are dominant (Dekker, 2009). Civil society is the total of individuals, institutions and organizations representing the family, the state and the market, emerging voluntarily and whose purpose is to increase public interest (Başel and Şenocak, 2009). Civil society in the prevalent sense; while it is expressing the public sphere of life outside the state control (Colas, 2002), as a general concept; It can be defined as the entire area of the outside of commercial activities and the state (Butcher, 2007). The notion of civil society, in whatever historical or societal

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contents it is discussed, lies at the intersection of human beings enter into in their common existence as the economic, political and social relations (Panwar, 2013). Civil society has a rich and colorful content covering the social, economic and political sphere. Because of this feature, it is claimed that giving any definition about civil society would be unwarranted. As a matter of fact, there is not a single definition in the literature that is agreed upon on civil society (Balaban and Ince, 2015). It can be stated in general that the concept of civil society is a voluntary structure that emerges voluntarily, representing the society, and whose purpose is to benefit the society.

As can be seen, the content, features, emphasis points and classifications of civil society differ in terms of different countries, ideologies and disciplines. Below, both the perception of civil society in Western countries will examine the perception of civil society in Turkey in detail.

2.2. The Concept of Civil Society and Its Historical Development

2.2.1. History of Civil Society Concept in Western Context

It should start with Aristotle to examine the stages of the concept of civil society from past to present. Although civil society is not considered together with democracy in the past, today civil society and democracy are viwed as together. In this context, civil society is regarded as the most important means of getting rid of the authoritarian or military regime against the state and transition to democracy (Tamer, 2010). In this understanding, the difference of civil society from other social orders is that it is the order where right and injustice are separate which means that it is an order based on justice (Kuçuradi, 1998). It would not be wrong to state that the concept of civil society has actually passed through different stages and thought structures from past to present.

Aristotle expressed it as "politike koinonia (political community / society), referring to a society governed by rules that keep the public interest ahead of the private sphere. This term used by Aristotle was later translated into Latin as Societas Civilis (civil society). In this period, there is no distinction between state and civil society, the concept of civil society and political society were used in almost the same sense

(Kaldor, 2003). At that time, "being a member of a civil society used to mean being a member of the state, thus being under the obligation of the act in accordance with its laws and not harm other members (Özkul, 2017). Civil society concept once described by 'social contract philosophers' was now identified by the state. That is, people become a civilized society by 'contract' and then they become a political society. When the term civil society at that time is used in the sense of civilization, the concept can be defined as a political union that prevents citizens from harming each other, prevents social conflict and ensures the security and protection of all individuals (Erdogan, 1998). In other words, civil society, which emerged as a result of people coming together around a political authority with the instinct of securing themselves, their property, life and freedom, had identical meanings with the political authority called the state (Ozer, 2008). Until the eighteenth century, all European thinkers used the term civil society to mean the political order that ensures peace and order by putting its members under laws, but in the middle of the 18th century idea this traditional understanding began to change (Kaypak, 2012). The birth of the cities in the middle ages and the emergence of the bourgeoisie together with the cities paved the way for the formation of civil society.

That is to say, developments in Europe between the 12th century and the 19th century were effective in taking the current form of the concept of civil society (Özet, 2018). These developments mean that the formation of cities in Europe led to an economic revival. During the 17th century the commercialization of land, labor, and capital led to the expansion of the market economy. Along with new geographical discoveries, developments in science and thought led to the emergence of the concept of civil society in European society, which was under the pressure of the medieval church, central empires and feudal rulers (Özkul, 2017). With all these developments, Ferguson stated that trade, manufacturing industry, and trade relations degenerate society and pose a threat to social solidarity in his central constitutional state. Moreover, he stated that the best way to counter the destructive effects of power and wealth and to create public spirit is to establish citizen unions and encourage their strengthening (Erdoğan, 1998). The class of bourgeois has an important place in the formation of civil society (Woods, 1992). According to Keyman, it is a concept that emerged historically in connection with modern society, the market and the bourgeoisie. Keyman, who sees the modern society and civil society as identical,

mentions that there are civil and subjective rights regarding civil society (Keyman, 2004). In the modern age, the idea of civil society, including the views of Karl Marx and Gramsci, is of utmost importance for civil society to gain its present meaning. For example, while Hegel emphasizes the state, Marx and Gramsci underline civil society.

De Tocqueville, a liberal thinker, determined in his work "Democracy in America" that American society solves its own problems with non-governmental organizations and argued that in societies where there is no aristocracy, it can solve its own problems only through these institutions and in this way eliminate dependence on the state. Most of all, it was the first time that civil society was defined as a separate organization area. Also, civil society organizations a needs of democracy, describes as "big and free schools" where values such as trust, reconciliation, tolerance and ensuring equality among citizens are produced (Tamer, 2010). The social and political historical phases that Western Europe went through started with Aristotle, the gradual strengthening of civil society and when it comes to the 18th century, the understanding of civil society, which belongs to this world, is generally formed in the abovementioned framework.

It would not be wrong to mention that the concept of civil society during the 17th and 18th centuries was shaped within the framework of the protection and implementation of political rights. With the collapse of feudalism and absolutism in Europe, the concept of civil society caused the transition from traditional to modern understanding. These ruptures have replaced the state-civil society identity with state-civil society opposition (Aslan, 2010). However, it also would not be wrong to argue that today the classical definitions of civil society of the modern world do not have much validity (Çaha, 1994). By the 20th century, the content of the concept of civil society had been transformed into even more different forms of social interaction. Individuals and groups aimed to democratize the state rather than power in the traditional sense. In this period, this movement peace, environment, women, human rights and so on. It can be associated with the social movements that emerged. It involved the effort to create a public space in which individuals could move and communicate freely, independent state (Kaldor, 2003). Especially, after the Second World War, large institutions such as the UN; it has included concepts

such as environment, women, children and human rights in the policies of democratic institutions and many UN countries. In this way, it both created a mechanism above the states and provided the revival of local civil social movements that developed around these rights (Gündüz and Kaya, 2014). According to Putnam, healthy civil society is the key to functioning democracy. This view emphasizes how important civil society is for democracy. In addition, civil society organizations are the most important centers of social interaction for the formation of democracy (Belloni, 2008). In addition to this view, the concept of civil society today claims that the relationship between the state and civil society is important, in this sense only the democratic state can create a democratic civil society and only a democratic civil society can sustain a democratic state (Aslan, 2010). According to Kaldor (2003), today the concept of civil society is defined as a period where individuals or groups organize in cooperation with local, national and international organizations, make various decisions or cancel the decisions taken for globalizing problems.

To summarize, the concept of civil society has a long history from Aristotle to the present and has been one of the central concepts of European political and social thought for centuries. While the concept of civil society meant being a member of the state in the early periods, after the 18th century, 'civil society' had a more positive connotation in the enlightenment process. Today, the concept of civil society, which is seen as a requirement for democracy, is seen as a necessary concept in Western countries in order to find solutions for international global problems.

2.2.2. *History of Civil Society Concept in Turkey*

The concept of civil society is a relatively new phenomenon in Turkey but not in Europe (Çaha, 2007). For this reason, in order to understand the concept of civil society in Turkey, one must first understand the political institutions and economic structures during the Ottoman period.The concept of civil society did not undergo social, economic and political historical processes in the Ottoman Empire as the western world did (Mardin, 2003). The reason of this, in the Ottoman Empire, the absence of autonomous social classes, that is, civil society elements with social and philosophical content, can be attributed to the strong state tradition and the strong authority of the sultans.

Because of, in the Ottoman society, there was always a political regime dominated by a strong state tradition (Aslan, 2010). The state controlling the political sphere in the Ottoman Empire also controlled the economic sphere. Therefore, the Ottoman state did not allow neither a market economy nor the formation of a middle class independent of the state (Heper, 2011). In Ottoman society, guild means the organization formed by the tradesmen and it is possible to qualify as the most important non-profit organization and social service organization in the Ottoman Empire (Kırpık, 2004). By the duties of the guilds, they were interested in many areas such as the organization of the trade area, production, marketing, education, etc. In this respect, it was very close to the civil society perception. However, the Guilds functioned as a bridge between the tradesmen and the central administration, so they were under the control and administration of the Ottoman state, and therefore they moved away from the perception of civil society (Caha, 1994). The relationship between the state and society started to gain a new dimension with the Ottoman Empire's entry into the Tanzimat process and the rights and freedoms recognized by the reforms (Özkiraz and Arslanel, 2015). From the 19th century, the state elites began to turn state institutions into Western institutions, and modernization efforts were undertaken by the state itself, not by non-governmental institutions. Therefore, all this situations cause the civil society to lose its vitality gradually (Çaha, 1994). In other words, the nature of the concept of civil society has deteriorated as a result of the compulsory modernization efforts of the state.

Especially in recent years, discussions about civil society have escalated. In Turkey, non-governmental organizations, the first examples of which were seen in the 1940s and then showed a great improvement after the 1980s, began to be effective in social life and public sphere (Ercan, 2002). The political structure of the one party period of the Republican era in Turkey; civil society was seen as an obstacle to reaching the level of contemporary civilization and was therefore removed. Moreover, it eliminated many differences in civil society, such as local, religious, cultural and political differences, in order to make people a more civilized society (Yıldırım, 2005). However, in 1950, a multi-party life began and this period enabled a new era in civil society to begin. Many civil society elements that were banned during the Single Party period reappeared in economic, political and cultural fields (Aslan, 2010). During this period, trade union movements were institutionalized, their

association rate increased, and they took part in peasant and urban class social movements. At the same time, rapid urbanization and industrialization led to the demands of new masses to organize and helped civil society to develop from base (Tüsev, 2012). Moreover, entrepreneurial associations based on volunteer membership started to be established in the 1960s and a significant increase was observed in the number of such associations (Güleç, 2018). As a result of the political situation that emerged in the 1970s, the right-left polarization caused the political parties to capture non-profit organizations and caused the associations to be held responsible for the ideological polarization and therefore the right to establish an association was restricted (Doğan, 2002). After the 1983 elections by the end of the period of military rule in Turkey, civil society organizations are considered as mechanisms that will protect individuals across the state. Thus, the concept of civil society was given a magical meaning and started to be used in daily language to name the "form of society free from military rule" (Ercan, 2002). In other words, the whole world 'Non Governmental Organizations', known as' institutions, Turkey's Civil Society Organizations' is called. The term of 'Non Governmental Organizations' was not imagined appropriate in Turkish because the word "civil in the context of the 'Civil Society Organizations' concept refers to ordinary people who do not wear a uniform and is used to describe any individual among the populace (Seyfi and Soydaş, 2014). As a result of all these situations in today, understanding the concept of civil society in Turkey, with can not be specified to contain the same meaning of the concept of civil society in Western Europe.

According to Wedel, military institution had an important role in the implementation the creation of political civility and democracy in Turkey. Hence, treating civil society as "the opposite of military society" raises major drawbacks. However, this perception may be compatible with the Western bourgeois social structure (Ercan, 2002). Undoubtedly, the norm of civil society is a good basis for a democratic political structure to the extent that it meets reality (Therborn, 1998). However, no matter how closely civil society and democratic society are related, they are not equivalent and do not fully meet each other. Because, to be included in the framework of civil society is neither to be considered a democrat on its own, nor to develop an alternative to replace state power (Zariç, 2017). For this reason, it would not be right to consider the concept of civil society as a democratic concept that can

replace the state.

Following the 12 September 1980 military coup in Turkey, the concept of civil society spread rapidly. Especially during the 1980s, the developments in Eastern Europe and the Soviet Union and the success of the passing from military junta administrations to democracy in Europe provided the concept of civil society to be revived all over the world. Habitat II Conference held in Istanbul in Turkey in 1996 Non-Governmental Organizations (NGOs), the term is used in the Habitat II Summit in Istanbul in June, 1996, the official level for the first time in Turkey (Aslan, 2010). Within the meaning of civil society in Turkey after 1980, specific issues that concern only certain groups such as air pollution, health, tourism, environment, human rights, religious rights and women's rights have been emphasized and politics focused on these issues (Çaha, Çaylak and Tutar, 2013). Therefore, can mention that, in the 1990s when the effect of military government diminish in Turkey, human rights, feminism, environmentalism, and the impact of various youth movements has become important developments for civil society.

Moreover, between 1993 and 1995 in Turkey, the abolition of constitutional articles that prohibit organic relations and cooperation between private radio and television broadcasts, political parties, unions, associations, foundations, trade unions and cooperatives are the regulations that contribute to the development and development of civil society (Aslan, 2010). With the Marmara earthquake in 1999, both quest and rescue efforts and humanitarian aid situations developed the interest and trust in civil society in society, and this has shown that the state is not sufficient to produce effective solutions to social problems. There are some important political situations such as the secular-Islamist division, tensions on the Kurdish issue that stretches back the 28 February 1997, and the AKP's 2002 election victory (TÜSEV, 2011). The most important historical developments in the early 2000s, the deepening of EU-Turkey relations. Turkey's EU candidacy acceptance of Turkey-EU relations have been further consolidated. This deepening process that took place in Turkey-EU relations, also contributed significantly to the development of civil society because Turkey's tried to comply Copenhagen political criteria, with the legal and institutional changes with the various democratic reform packages (Keyman, 2006).

As a result, if Turkey has democratic and liberal civil society concept in today, the

reason of this it depends on the liberation of political values from the one-party mentality with the tutelage of the army in political life. Especially, since the 1980s, in parallel with the developments in the world, it is seen that the civil society in Turkey has become parallel to its place in the world. When the literature is examined in depth, it reveals the existence of a civil society identical to Turkish culture from the Ottoman period to the present day.

2.2.3. Definition and Scope of Civil Society Organizations

In the essence of civil organization for people, there are factors such as friendship, companionship, feeling of accomplishing something together, collectivity, voluntary and coming together. It can mention that it is voluntary, independent, non profit and serving a specific purpose for non-profit organizations (Yumurtacı, 2019). Civil organizations are including a sense of synergy and unity. On the other hand, civil society is a term in which people can achieve something together which normally they cannot overcome on their own. (Keyman, 2004). In that sense, civil society indicates unity, volunteering and solidarity.

When defining civil society organizations in academic literature, emphasis is often placed on their independence, and in particular from the state. Many researchers have also used the term self governing as another way of saying that non-governmental organizations are independent (Başpınar, 2016). In addition, the concept of civil society organizations has been defined in different ways since its emergence. When the literature is analyzed, the concept of "Civil Society Organizations" is expressed in many terms, both nationally and internationally. Concepts that can make different connotations in different nations: Non Profit Organizations (NPO), Non Governmental Organizations (NGO's), Third Sector Organizations, Independent Sector Organizations, Voluntary Organizations, Charities-Philanthropic Organizations, Quango Grass-Roots Organization, Initiations, Platforms, Citizen Actions, Neighborhood Initives, Elected or Local Councils, Commisions (Özdaşlı, and Arslan, 2009). Apart from being independent from the direct control of the state, non-profit organizations have three other accepted features: they are not formed like a political party, they are not for profit and they are not a criminal organization so they stay away from violence (Willets, 2001). In addition, when the literature is examined, it is seen that non-profit organizations have many functions determined,

the main functions can be listed as follows (Talas, 2011):

1) To create public opinion to enable individuals to express their demands.

2) To ensure the formation of a pluralistic social structure against commodification and dominant values in the market as a balancing factor.

3) To ensure that the participants, which it has formed within itself and nourished by a pluralistic culture, are individuals who have also gained management experience.

4) To produce pilot projects in order to be able to take on alternative or parallel responsibilities to the state policies on issues such as education, social welfare and employment, and finding or implementing resources for these projects.

When examine the non-profit organizations in a general perspective; human rights, environmental protection, disaster relief, etc. works for businesses and the scope of their activities can be local, national or international (Karns, 2017). However, almost all non-profit organizations are built on four main foundations. These are (Gümüş and Ağaçcı, 2018):

Volunteering: As there should be no legal regulation that proposes or prevents the establishment of the organization, participation should also be voluntary.In other words, it is based on the acceptance of members and democratic enabling the participation of civic organizations.

Independence (Autonomy): Non-profit organizations are supervised by the laws that constitute them within the rules of the society or by the boards authorized by the members for supervision. This means that non-profit organizations are independent from central and local administrations, as well as having different views of public interest than political parties. Although non-profit organizations are outside state structures, they can cooperate closely with state institutions when necessary.

Not for Profit: Non-profit organizations activities for personal profit or gain they do not show. But.permanent employees in these organizations can receive wages.

Having a Vision and an Idea: Non-profit organizations engage in diligent activities in line with their goals and values.

To summarize, if civil society is an iceberg, non-profit organizations are the part above the water (Gray, Bebbington and Collison, 2006). Non-profit organizations are voluntary organizations that are neither in a power struggle nor under the auspices of the government or states to maintain their existence and carry out their activities. They are voluntary organizations that defend their rights for others such as those who are not sufficiently represented, oppressed, neglected, forgotten, and needy. The most important features of non-profit organizations that exist in the national or international arena are that they are non-profit, independent, volunteer oriented and operate in various fields.

CHAPTER 3. REPUTATION AND CIVIL SOCIETY ORGANIZATION

3.1. Reputation

Many things can be associated with the concept of reputation today such as individual, institutions as a society. The Turkish Language Association (TDK) states that the word reputation is Arabic-origin word and is used to mean the sense of being respected, valued, trusted, respectability and prestige (Turkish Language Dictionary, 1992). On the other hand, reputation refers to collective judgments based on individuals' evaluations of the financial, social and economic effects of an institution over time (Barnett, 2006). Based on these definitions, the concept of reputation can be expressed as follows, reputation is a concept acquired later.

Reputation is the social control mechanism in natural societies because it gives us information about a set of criteria of that community, individual or organization. Being loved and respected as well as being reliable and reputable is a very important phenomenon for people. It is necessary to have a good reputation in order to reach a certain position in the social structure and to be a person acclaimed by the society (Karaköse, 2006). Reputation also means how an institution or individual is perceived as a result of some clues from society. Kadıbeşegil's remark about reputation (Kadıbeşegil, 2006, p.55);

> *"Reputation is gained by the appreciation of you by others. When praise ourselves and claim that are good, it does not show our reputation."*

For these tips, it often includes information about the recognition of the institution or individual as good or bad, honesty, reliability, and the benefits and harms it provides to the community. According to the "2008 Billionaires List" of Forbes Magazine, the US businessman Warren Buffet, who has been selected as the richest person in the world, gives his employees a piece of advice that reputation is more important than material values by saying (Litwin, 2009, p.4);

> *"If you lose money for the firm (company) I will be understanding. If you lose reputation I will be ruthless."*

The value of reputation is understood only when it is lost, whereas reputation determines the social stance of a person in the society (Kadıbeşegil, 2006).On the other hand, reputation is the most valuable intangible, abstract concept that determines the success of an institution (Jang, Jae Ko and Chan-Olmsted, 2015). Important remarks that Socrates emphasizes about reputation (Blacketor, 2009, p.334).

> *"Regard your good name as the richest jewel you can possibly be possessed of- for credit is like fire. When you have kindled it, you may easily preserve it, but if you once extinguish it, you will find it an arduous task to rekindle it again. The way to gain a good reputation is to endeavor to be what you desire to appear."*

Not only does their reputation separate them from the crowd, but it also disseminates information about future behavior. Organizations with a good reputation see the future more clearly in many ways because they can make management plans. Just as the concept of reputation is an important concept for individuals and institutions, it is just as important for non-profit organizations. Therefore, the reputational relationship with nonprofits is explained detailly below.

3.2. Trust

Trust is a phenomenon that exists only among living species endowed with enhanced cognitive abilities, and it is generally thought of as a human trait, but it would be a great unfairness to seperate animals (Josang, Hayward and Pope, 2006). According to Stephen R. Covey (Derry, 2016, p.45);

> *"Trust is the glue of life. It is the most important component of effective communication. This is the basic principle that protects all relationships."*

The basic meaning of trust is defined in the Oxford English dictionary as believing or relying on the quality of a person or thing or the reality or qualities of a statement (Misztal 1996). When the literature on the concept of trust is examined in depth; (McKnight and Chervany, 2000) stated in their article that many researchers found trust complex and confusing, and some researchers stated that the concept of trust was difficult to define, adding that the reason for this is that each discipline examines

trust from its own perspective .When the literature is examined, trust can defined as person's confidence in another person's faiths and motives, and the intimacy of that person's sentences. Another view of trust is that people who trust expect their interests to be protected and supported by those they trust (Lewick, Mcallister and Bies 1998). According to Cook (2001), the concept of trust is a concept that tries to produce mechanisms to make people more reliable and takes little risk to trust people, and says that if everyone who interact with each other were reliable, there would be no trust problem.

In addition, the concept of trust has become an increasingly important concept in modern society (Mistzal, 1996). It is stated that the concept of trust has an important place in establishing strong, healthy and correct relations between the society and the people who make up the society and in ensuring the continuity of these relations (İşcan and Sayın, 2010). The concept of trust is not only limited to discussions about how to trust individuals and institutions, but also to discussions about how the qualities of trust and cooperation can be reflected in the state and the market. This does not ignore interpersonal trust in theory; of course it only extends its role (Mistzal, 1996). In other words, trust is a concept that has many functions and directions in social life. The concept of trust is important in many areas such as social and economic relations and its distinctive role in ensuring social solidarity, and realization of any type of relationship is impossible without trust (Özel, 2011). Therefore, it would not be wrong to state that the concept of trust is of great importance for the foundation of relationships.

To summarize, people generally do not prefer to be with people they do not trust and even avoid communicating not only with individuals but also with institutions they do not trust. Therefore, trust fulfills a main function in terms of the emergence and protection of a social order. For this reason, it should be stated about trust that sharing a common life is an indispensable concept for a healthy communication. This situation is valid in cases such as individuals, institutions and the state as well as in non profit organizations. In the following sections, non profit organizations and the relationship of trust will be discussed in detail.

3.3. Non Profit Organizations Reputation

Non profit organizations are actors whose importance is increasing in every country in today's societies, and their interest in social problems and indicators of democratization (Kalkınma Bakanlığı, 2018). These organizations have some significant component suchs as reputation. Having a good reputation is crucial factor for standing out and surviving in today's competitive conditions. On the other hand, having a strong reputation can be significant for the operations and sustainability of a nonprofit organization (Bennet and Gabriel, 2003). What makes non profit organizations different from other organizations is that they are voluntary organizations (Çabuk, 2017).

Therefore, the concept of reputation is as important to profit-organizations as to non profit organizations, because positive reputation not ony helpful for getting financial sources but also it is important in terms of ensuring the participation of members and volunteers (Uçar et al., 2015). Many non profit organizations have strenghtened their relationships with various business partners seeking reputation or wanting to legitimize their business, and this has caused a series of scandals for non profits (Rodriguez and Merino, 2020). At this point, having a good reputation provides a great support for a non-profit organization to cope with adverse situations that arise. Moreover, a good reputation increases public trust and encourages loyalty among donors and other supporters (Bennet, 2013). For this reason, the support of members and volunteers, increasing their prestige and gaining the trust of the public are as important as financial resources for non profit organizations (Özdemir and Yamanoğlu, 2019). At this point, it should be noted that the concepts of reputation and trust are actually related to each other.

It should be mentioned that there is a crucial process between popularity and reputation, such as trustworthiness, because reputation has a concern of gaining trust and approval whereas popularity does not (Zhengdong, 2011). In other words, an organization can be popular for a variety of reasons or scandals, but the recognition of these organizations does not make it a reputable organization. Therefore, in order to increase citizen participation of non profit organizations, it is obvious that they have to win trust of public. It is a fact that a bad event can negatively affect the reputation of the entire non-profit organizations (TÜSEV, 2006). Sarstedt and

Schloderer (2010) emphasized that reputation management is important in the context of a corporate performance goal in addition to treating non profits as donations and customer satisfaction. With the increase in non-profit organizations and the decrease in donations to institutions in recent years, the reputation of non profit organizations has become an important issue (Rodriguez and Merino, 2020). Therefore can mention that their concerns about attracting donors and volunteers have increased with the rise in competition.

Briefly, reputation, which is an intangible value, contributes to the survival of institutions in their vital activities and competitive market conditions, reputation as a structure must first be defined and transformed into a concrete structure (Çabuk, 2017). When the literature is examined in detail, although there are non profits organizations, research on reputation is still limited (Rodriguez and Merino, 2020). The following pages will detail the reputation components and measurement of non profit organizations because examining the factors that affect the reputation of nonprofits help us better analyze the concept of reputation.

Image of NPO: The image is about how the institution is perceived from outside; that is to say, it refers to the concrete thoughts of the society about the institution, how they perceive the institution or the situation that the institution "wants it to be" (Öztürk and Şardağı, 2018). Trust, liability, reputation, status, compliance with moral values, traditions and ideologies of non-profit organizations are the factors that create the image of non profit organizations. Also, the purpose of NPOs with the image that create is not to show a perfect face, but to reflect the true value of their resources (Zhengdong, 2011) In addition, non profit organizations engage in fierce competition over the time, effort, and money potential donors spend to get more support (Michaelidou, Micevski and Cadogan, 2015). Therefore, in today's competitive and resource-scarce world of non profit organizations, these organizations have to achieve a positive image to earn the well-being, trust as well as more donations from people (Huang and Ku, 2016). Therefore, in the formation of their corporate image, the actions of NPOs within the framework of their missions, their solutions to problems and the reflection of all of these on the society are very important. Acceptance of NPOs with a positive image in the society makes it easier for them to have income and voluntary support (Öztürk and Şardağı, 2018). On the other hand,

all these organizations' image plays a huge significant role in shaping donors donations so non profit organizations must know how donors perceive them (Michaelidou, Micevski and Cadogan, 2015). Although foundations do not have a commercial purpose, non-profit organization with a positive image will make it easier to get the support of government agencies, public, commercial organizations, media and other organizations. This situation is very important for non-profit organizations to reach their establishment goals in order to continue their existence. It should not be forgotten that the most important sources of income for non-profit organizations are donations and voluntary member support (Doğanlı, 2015).

Identity of NPO: The concept of organizational identity is a concept that enables organizations to be noticed about who they are and they are separated from other institutions (Şardağı, 2017). In other words, organizational identity can be defined as the characteristics of an organization that its members believe to be different and permanent from other institutions (Kreutzer and Jäger, 2010). Therefore, organizational identity is a concept that has a great impact for non-profit organizations in determining successful and long-term strategies and making right and strong choices (Young, 2001). Generally, when it comes to identity, visual elements such as the emblem and logo of the institution are considered. However, such visual elements constitute only a part of the concept of identity (Şardağı, 2017). Identity is a concept that reflects all characteristics of the organization, including its core values, organizational culture, performance, etc. For this reason, it would be wrong to define organizational identity only as the visual values of the institution (Kreutzer and Jäger, 2010). Concept of identity is great importance of NPOs that stand out with emotional bonding because lack of identity can lead to serious problems such as reduced donations and organizational failure. Therefore, creating organizational identity is one of the key concepts for NPO development and sustainability in the modern world (Li and Zhang, 2020). Identity has the power to affect the perspective of the target audience to positively or negatively and is formed by the combination of many elements. It is a concept that requires strategic planning. The result obtained is decisive in the formation of the image and reputation of the institution (Şardağı, 2017). The ability of non-governmental organizations to successfully fulfill their mission under today's conditions and to gain a solid identity and ensure their sustainability is a concept that requires effort and planning, just like

for-profit organizations.

Culture of NPO: The concept of culture is defined as the DNA of an organization (Kampioni and Ciolfitto, 2015). It is a concept that reflects the identity to the external target audience by ensuring the participation of all employees within the organization, symbols, beliefs, norms within the organization (Şardağı, 2017). Organizational cultures of non profit organizations are naturally action-oriented. In other words, the reason for a non profit organizations to start its operations is to meet the specific needs of a targeted group of people, but given their limited resources, the organizational culture of most NPO is almost solely built around service delivery (Benevene and Cortini, 2010).Organizational culture has great appeal and nurtures commitment in nonprofits, as its members concentrate and work on a particular purpose. There are various factors that make up this strong bond;

- No financial "result" pressure (no profit motive)

- Voluntary employment

- Providing services for the public good (Kwiecińska, 2008).

It should be added that another important factor that constitutes the culture of the institution is the people working in that institution. In other words, as an organization grows and develops, employees present their own experiences (Jaskyte, 2004). It can be stated that this situation enlarges and develops the existing culture.

 In summary, the most important elements that constitute the concept of culture of non-profit organizations are to serve a certain purpose with concentration, sincerity, and without profit. At the same time, all the experiences and shares of all employees and volunteers contributed to the formation and development of the concept of culture in non-profit organizations.

3.4. Non Profit Organization and Trust

The concept of trust, is one of the most important concepts that differentiate the non-profit organization such as concept of reputation (Sarstedt and Schloderer, 2010). When the literature is examined, it is seen that these two concepts are frequently used

together. In a study on the concepts of reputation and trust in non-profit organizations, the two concepts were examined independently of each other. Researchers stated that the two concepts are basically too close to distinguish from each other. Moreover, these two concepts are concepts that affect and are related to each other (Türkel, Uzunoğlu and Kip, 2020). Therefore, it would not be wrong to mention that there is a fine line between them and that they are two very important different two concepts.

The concept of trust occurs at both individual and institutional levels, but trusting an individual and trusting an organization are different concepts from each other. Personal trust is based on interpersonal differences, while organizational trust is focused on institutions rather than individuals and also organizational trust represents trust in the identity or personality of the organization (Demircan and Ceylan, 2003). Making this distinction will allow us to understand the relationship of non profit organizations with the concept of trust. It is not possible for any society to survive without trust. As all institutions and activities diversify and develop, cooperation with other institutions and communication grow, the importance of trust in their trustworthiness increases (Özel, 2011). This situation is valid for non-profit organizations, also it has important difference of these institutions from other profit organizations; NPOs are pioneers of social benefit and change, so their focal points do not only realize their activities and goals. Therefore, the concepts of transparency, sociability and accountability are important for non profit organizations (Özgen, Aydoğdu and Yıldız, 2020). The subject of trust and the perception of trustworthiness are highly important for civil society organization, especially donor trust in NPOs work. Given non profit organizations competing for donors 'money, the perception of untrustworthiness can be very dangerous to a non profit organizations leading to diverting donors' resources to other charities or abandoning interaction with the non profit organizations completely (Keating and Thrandardottir, 2018). Having a high perception of trust for the organizations is of great importance, especially in terms of attracting donors to the institution and keeping them in the institution.

Research shows that if the trust in non profit organizations decreases, the financial support of the organization declines and the number of cooperation members and

volunteers reduces (Kalkınma Bakanlığı, 2018). With the formation of the concept of trust, non profit organizations can find volunteers to support their activities more easily. The concept of trust is very important in giving a sense of belonging to the person and thus people support organizations (Özgen, Aydoğdu and Yıldız, 2020). The most important element of non profit organizations that carry out activities for the benefit of society is voluntary members. Volunteer employees are a very important and very valuable agent in non-governmental organizations in terms of achieving quality in activities, reaching the targets in the cheapest and fastest way and ensuring sustainability (Güngör and Gölgeçen, 2013). On the other hand, Volunteers are responsible for many programs and achievements associated with NPOs. Ensuring the continuity of volunteer participation is very important for the NPO because the other three important resources are very limited within the organization (staff, time and funding). Therefore, obtaining voluntary membership and determining effective and efficient methods to retain it is essential for the continuous success of non profit organizations (Martinez and Mcmullin, 2004). It would not be wrong to state that the concept of trust plays a major role in obtaining voluntary membership and subsequently ensuring continuity.

In summary, trust is one of the most important pillars of the continuity of non-profit organizations (Yada Foundation, 2014). If non profit organizations are based on the concept of trust, it can build stronger relationships by further increasing their effectiveness. In this way, they can develop and expand their own goals and reach more stakeholders by developing important projects that the society will approve and gain reputation.

CHAPTER 4. NON PROFIT ORGANIZATIONS REPUTATION AND MEASUREMENT

4.1. Corporate Reputation

This study aims to compare the anthropomorphistic approach and social expectations approach research.However, reputation measurement was predominantly used for businesses before. In other words, most of the studies about NPO reputation and NPO reputation measurements are based on definitions for profit corporate organizations (Rozdriguez and Merino, 2020). In the following pages, reputation measurement of non-governmental organizations will be examined thorogouhly from an anthropomorphism perspective. For this reason, before explaining the NPO reputation measurement in detail, that will mention the basic concepts of corporate reputation and corporate reputation measurement. In the simplest term a reputationcan be defined as (Riel van and Fombrun, 1999, p.1);

> *"Reputation is a corporate assets that is a magnet to attract customers, employees and investors."*

Corporate reputation, refers to the positive or negative reactions of the internal and external stakeholders of the institution to the name of the institution (Fombrun, 1996). Corporate reputation, which expresses the intangible values of the institution, provides a competitive advantage in terms of both concrete and abstract terms. These advantages are those that add value to the organization in terms of financial, market and human resources. A positive corporate reputation is one of the most important factors in the competitive advantage of companies today (Gotsi and Wilson, 2001). Positive corporate reputation increases the performance of the organization, contributes to the formation of successful relationships with customers, and decreases customer dissatisfaction by increasing high quality and profitability for more customers. At the same time, it should be noted that institutions with strong corporate reputation become the institution that job seekers want to work with (Gümüş and Öksüz, 2009). Although there are various definitions for corporate reputation in the literature as stated above, the components that make up corporate reputation need to be clearly explained. Because when the literature is examined, it is seen that the concept of corporate reputation is discussed together with concepts such

as corporate image, corporate identity, or even sometimes is equated with these concepts (Walker, 2010).

Corporate Image: Corporate image is how stakeholders view the organization. In other words, while introducing the external stakeholders' perceptions about the organization (Brotzen, 1999) Meech mention the definition of the image in various ways while defining the corporate image and emphasize that the image represents something "visual"(Meech, 1996). Positive corporate image means making more profit, therefore it provides many convenience in new services, in attracting volunteers and donors for non-profit organizations, etc. Employees, leadership features, customer / citizen satisfaction, after-sales service, advertisements, for corporate image directly influenced by industrial relations and physical appearance. It is recognized as the most important factor for long-term success (Peltekoglu, 2018). The solution suggestions offered by non profit organizations within the framework of their missions in the formation of their corporate image and its reflection in the society are of great importance. Having a positive image enables non profit organizations to be accepted in the society and to obtain income and voluntary support (Öztürk and Şardağı, 2018). As a result, corporate image is an important asset for the organization and it is accepted as an investment that will lose its value if not managed properly.

Corporate Identity: Corporate identity is defined as "the character and system of values of the organization" (Brotzen, 1999). It simply expresses how the organization sees itself, how it is perceived by internal stakeholders. Bromley states that "identity expresses all the features that distinguish one object from another" (Bromley, 2001). Corporate identity consists of a combination of visual elements that make an institution different from others and provide recognition and behavioral elements such as a standard customer communication (Markwick and Fill, 1997) and expresses their thoughts.

The concept of corporate identity is basically about reality; what the institution really is, its strategy, philosophy, history, field of activity, product distribution, product and service types, are the reflections of its formal and informal communication (Baygul, 2008). On the other hand, it is stated that building a correct corporate identity helps target audiences to understand who the institution is, what it does, and what value it

adds to the community (Belasen, 2008). The corporate identity, which was initially considered only as design, was defined in line with visual elements. However, in the following periods, it was stated that identity means more than visuality.

The reasons that are effective in the development of a corporate identity strategy can be grouped under the following headings (Okay, 2003):

• New formation / re-establishment

• Variety

• Change of task profile or product palette

• Restructuring of the organization

• Management change

• Workplace relocation and reorganization

• Merger of organizations

Accordingly, corporate identity is all the features that distinguish an institution from other institutions. It includes the symbol and expressions used by the institution to introduce itself to the public, such as the name, logo of the institution and advertising slogan.

Corporate Culture: Corporate culture defines the common values, symbols, beliefs and behaviors of an organization, department, and team (Warrick, 2017). The corporate culture, which states the common values, symbols, beliefs and norms shared by employees in a managed system, is of great importance for employees who will reflect the identity to the external target audience by ensuring the participation of all employees within the organization (Öztürk and Şardağı, 2018). Corporate culture refers to the unique structuring of norms, beliefs, behaviors that characterize the shape of the organization by bringing together employees. All the elements shared define the basic characteristics of an organization and distinguish it from other institutions. Corporate culture exists even if the members within the organization change (Molenaar et al., 2002). In the below, the basic features of corporate culture

are discussed in general terms; (Kılıç, 2015).

• Culture is a concept that is learned through group experience and can only occur if there is a group history.

• Institutions may have various cultures and sub-cultures in their departments or in different geographical regions, in some cases, these sub-cultures may be in harmony, and sometimes the opposite may create confusion.

• The corporate culture consists of two different dimensions, one of which is the visible dimension, the behavior in the group, the physical and social environment, written and verbal language, the other the invisible dimension includes shared values, norms and beliefs.

• It is stated that the corporate culture tends to change very slowly over time, changes in the marketing environment, general changes in the society affect the corporate culture and they change it gradually.

To summarize, corporate culture is the long-term behavioral patterns formed by the thoughts and images transferred from one generation to another or from one group to another, and this concept makes the institution differentiate from other institutions. Even if the structure within the institution changes, the corporate culture remains.

4.2. Corporate Reputation Measurement

Today, with the understanding of competition gaining importance as a result of globalization, it has become an imperative for institutions to create value monopolies. As a result of globalization, by transferring technology to all over the world, it makes it imitable under products and services. However, literature states that the reputation of the institution's unique internal elements is inimitable (Fombrun and Van Riel, 2015). Therefore, can mention that about reputation in this direction emerges as an important differentiation criterion and creates competitive advantage for the institutions.

Having a good reputation today has become a prerequisite for success among institutions. Also, healthy corporate reputation requires good corporate reputation

management (White, Jones and Sherman, 1998). The first stage of reputation management is to measure it. It is not possible to manage something that is not measured. Institutions have to get learn and measure how they are perceived by different audiences, what factors create their reputation, their strengths and weaknesses, their reputation compared to other competing institutions (Alsop, 2004). Moreover, in academic studies on corporate reputation management, researchers focus on corporate policies related to corporate reputation, marketing communication elements, and the organization's employment channels (Bennet and Kottaszs, 2000). For a more reliable reputation measurement, it is necessary to ask "what for" and "reputation for whom" and related questions. Moreover, there are more than a hundred research scales in measuring corporate reputation. Although the sub titles are different in almost all of these, it is seen that the main titles consist of leadership, management quality, product and service quality, social responsibility, customer satisfaction, employee quality and emotional factors (Kadıbeşegil, 2006). There are many different methods used to measure and evaluate corporate reputations all over the world. The most well-known of these are league tables, reputation quotients, benchmarking and case studies, which will be explained one by one under subheadings below.

- *League Tables:*

League tables are reports that show where an institution is compared to others on a particular subject. These tables describe the polls in which a large number of participants evaluate the corporate success of a predetermined team company over various criteria (Bromley, 2002). League tables, also defined as institutional rankings or report cards, are created using objective or subjective data obtained from institutions or the public sphere. In addition, these league tables' data result in a "measure of quality" assigned to the comparison unit compared to its competitors (Salmi and Saroyan, 2007). In other words, for league tables, the most understandable are tables that show them where one institution is compared to another on a given subject. Although the league tables are highly critical, it can be regarded as carefully constructed quantitative and scientific evaluations (MacMillan et al., 2005). According to Fombrun, attracts attention to available surveys that supply league tables of reputation characteristics. These surveys have some

methodological limitations in the below:

- Prejudiced exemplification squares

- Goals companies perceived according to income dimension

- Restrictions on public companies

- Collusion due to the industry membership of the participants

- Excessive presentment of top directors,

- Example for manageers and fiscal analysts

- Participants can not have direct experience with certain features.

- Mainly pen and paper mail surveys (Broomley, 2002).

- *Benchmarking:*

Benchmarking is imagined as a suitable tool that should be integrated with performance measurement for the identity of best implementation solutions among the industry (Schmidberger et al., 2009). Benchmarking system refers to establishing a standard reputation compared to other reputation measurements and it should be mentioned that the benchmarking system applies to corporate reputation, it does not exist as a benchmarking system for corporate performance (Broomley, 2002). Also, the benchmarking is a systematic study that requires continuity and one-off research, comparison, measurement and evaluation studies can not be regarded as a benchmarking technique (Erdem, 2006). In addition, in order for benchmarking studies to be successful, enterprises must accept change. In other words, the flexibility of enterprises in the face of change, and the implementation of the results open the door to success (Doğan and Demiral, 2008).

- *Case Study:*

This method uses uncompleted situations to find the diversity or uncertainty of the decisions the organization has made (Broomley, 2000). In other words, the case

study is a method that examines determining new or neglected variables and hypotheses, and making inferences about which mechanism works (Sprinz and Nahmias, 2004). Case studies are studies that are brought together as a result of in-depth interviews, observations, questionnaires and analyzes. It can be said that the case studies are mostly descriptive reviews. The researcher looks at how life continues in the unit it is examining, examines the documents he can access, and makes formal and daily conversations with people (Frechtling and Westat, 1997). Some researchers may view this method as a kind of art work rather than a scientific case study. However, the fact that case study does not have a systematic method so does not mean that the study lacks valuable case reports (Broomley, 2002).

- ***Reputation Quotients:***

The Reputation Quotient (RQ) is a standardized measurement method designed by Harris Interactive, a marketing firm whose aim is to investigate the corporate reputation of companies (Baygul, 2008). According to Fombrun, measuring the corporate reputation is very important for an organization to be well managed (Fombrun and Foss, 2005). Therefore, Fombrun suggests a multi-stakeholder corporate reputation measure defined "Reputation Quotient SM" (RQ) (Broomley 2002) that it is consists of 20 items in 6 dimensions scales (Fombrun and Foss, 2005). Below in the figure shows that, reputation quontient components of 20 attributes in 6 key dimensions (emotional impact, products and service, vision and leadership, working environment, financial performance, social responsibility (Wasana 2015). Also, each component examined in more detail below in the table (Wiedmann, Fombrun and van Riel, 2000; Jayawickramarathna (2015).

Table 1. Reputation Quotient (RQ).

Feel good about → Admire and respect Trust	Emotional Appeal	Stakeholders →	Reputation Quontient (RQ)
High quality → Innovative Value for money Stands behind products/service	Products and Services		

Table 1. Reputation Quotient (RQ) (Continued).

Capitalize on market opportunities ➡ Excellent leadership Clear vision for the future	Vision and Leadership		
Well managed ➡ Appealing workplace Employee talent	Workplace Environment	Stakeholders ➡	Reputation Quontient (RQ)
Out performs competitors ➡ Record of profitability Low risk investment Growth prospects	Financial Performance		
Supports good causes ➡ Environmental stewardship Treats people well	Social Responsibility		

Emotional Impact: Corporate reputation describes the rational and emotional loyalties that stakeholders create with a company (Grunig and Hung, 2002). Positive thoughts of the target group towards the institution; it creates a sense of trust towards the institution it is loved and respected, in this situation it is evaluated as emotional impact (Şardağı and Bayçu, 2018). According to Fombrun (1996), a corporate reputation represents the emotional or "net" affective response of the customer, investors, employees and the general public, good or bad, weak or strong on behalf of the company

Products and Service: Having a good reputation is directly proportional to the quality of the products and services offered to stakeholders. Therefore, the qualities of products and services, the way or effort to overcome the crisis, relations with stakeholders are the concepts that affect the reputation of organizations (Bilmez, 2011). They develop innovative and high quality products and services in line with the needs of their customers and stand behind the products and services they offer in all conditions. In this way, it creates an element of trust between the institution and the stakeholder (Şardağı and Bayçu, 2018).

Vision and Leadership: The concept of a leader is the sum of the knowledge and abilities that guide, enlighten to a group of people around certain goals and mobilize

them to achieve goals (Yılmaz and Karahan, 2010). The leader, affecting the performance of the institution, must ensure that the organization successfully achieves its goals by analyzing internal and external situations. In addition, the leader should be a trustworthy person and a good listener. Visionary leaders establish relationships with other people in an empathetic and intuitive way, pay attention to the opinions of the people they work with, and develop new approaches to problems that arise. Also, visionary leaders seek and work towards risky ventures with high financial and moral returns (Doh and Stumpf, 2005).

Working Environment: One of the components that provide reputation in the corporate reputation process is the work environment and employee satisfaction. The satisfaction level of the employees is a condition that also reveals the quality of service (Gruning, 1997). In other words, having a good working environment for the institution is very important for both the institution and the employees in the institution, because bringing qualified employees to the institution, efficiency of business performance and efficiency depends on the working environment of the institution (Şardağı and Bayçu, 2018).

Financial Performance: When the relationship between corporate reputation and financial performance are examined, it is argued that a positive reputation will make customers more loyal, they will focus less on price, and investors will provide more capital. Moreover, he argued that the efforts to assign resources to the intangible reputation of businesses with fixed assets will increase the financial performance of the business, and also showed that positive reputation influences the purchasing tendency of the customers in the supplier selection process (Neville, Bell and Mengüç, 2005). Financial performance is the evaluation of the financial condition of the enterprises, the safety and risk of their investments. Financial performance is generally defined as an indicator of the financial status of businesses and is frequently used in evaluating the success of businesses (Özdoğan, 2006).

Social Responsibility: Corporate social responsibility is the research and study of the activities necessary for the protection and development of social welfare within the framework of their own areas of interest (Sart, Sezgin and Demir, 2018).

Socially responsible behavior contributes positively to companies, such as better

employee motivation, customer reputation and lower transaction costs (Bernardi and Threadgill, 2010). Moreover, social responsibility can be a suitable tool to attract not only employees but also potential employees; in other words, qualified employees. In other words, socially responsible organizations were seen as more attractive employers because it created the perception in people's eyes of not only doing the right thing, but also doing well by doing good (Verčič and Ćorić, 2018).

The good perception created contributes to the increase of the reputation of the institution and this situation increases both the financial value and the intangible value of the institution (Bahar, 2019). In order to alter customer expectations, "reputation" has begun to become the most valuable asset owned. That is why the concepts of reputation and trust are valued so much today. Institutions reveal who they are in order to gain reputation, and position themselves as responsible according to the conditions of the period. Firstly, corporate reputation must be measured in order to be successfully managed. Considering today's institutions, finding and retaining qualified workforce is very important (Çiçek and Almalı, 2019), so this aspect of corporate reputation concept is also very important. In 1999, the research group led by Charles J. Fombrun and Naomi A. Gardberg set out to develop global scale of corporate reputation. The most important point here is that the items of the developed scale are expressed the same in all countries and cultures. For this purpose, the expressions in the developed scale were selected from the psychology, marketing and management literature with cross-cultural validity (Fombrun and Gardberg, 2002). In this way, it will be clearly seen which segments of the society and how the information obtained in this way will change. The current situation and perceptions will provide opportunities for the institution to differentiate (Kadıbeşegil, 2006). Studies in publications such as Financial Times, Asian Business and Manager Magazine prepared on the basis of Fortune Magazine's research were also examined by researchers, and as a result, a scale of 27 items with intercultural validity was reached. Later, the literature on institutional reputation was examined, and the researchers made changes to 5 items of the scale and reached the final scale of 28 items (Fombrun and Gardberg, 2002). Today, very similar products and services are encountered, with the effect of globalization, institutions offer very similar products and services in terms of both quality and price. For this reason, today instruments such as quality and price are insufficient to provide competitive advantage for

institutions so need for an instrument is increasing day by day (Balmer and Greyser, 2003). Institutions or brands with a positive reputation are more preferred by consumers.

Summary, a good reputation is an important concept that should exist even if the institutions are going through difficult times, as it instills trust in people on behalf of the institution in their functioning and decision-making mechanisms (Karatepe and Ozan, 2017). Therefore, accurate measurement of corporate reputation is very important in order to manage organizations successfully (Fombrun and Foss, 2005). As mentioned above, this study aims to compare the anthropomorphistic approach and social expectations approach research. For this reason, the concept of anthropomorphism will be discussed before examining the studies to measure the reputation of non-profit organizations.

CHAPTER 5. CONCEPT OF ANTHROPOMORPHISM

5.1. Anthropomorphism Definition and Scope

When the literature is examined, there are various definitions of the concept of anthropomorphism. Below are the basic definitions in the literature describing anthropomorphism.

It has been argued that people have a tendency to perceive every being as themselves and transfer this anthropology to all kinds of objects. This human perception is described as the anthropomorphic thought (Hume, 1875). Anthropomorphism consists of the combination of the Greek "anthros" meaning human and "morphos" form words. Anthropomorphism is defined as "personification of abstract objects or animals, attribution of human characteristics to non-human beings and situations" (Delikan and Şener, 2020). The dictionary meaning of anthropomorphism means the attribution of human characteristics and human behavior to inanimate objects, animals or natural events (Epley, Waytz and Cacioppo, 2007). According to Guthrie, impetus to liken clouds, knotted branches and other non human forms in the sky to human faces or to consider voices that cannot identify as human voices at night is a universal phenomenon (1997). In this sense, non human beings are imagined or existing attributing human-like qualities, motivations, faiths, and emotions to their behavior is the basis of anthropomorphis"(Epley, Waytz and Cacioppo, 2007). When this is the case, daily life often encounter situations in which animals, natural phenomena and supernatural phenomena, mechanical and technological means are humanized.

Anthropomorphism is generally used synonymously with the concept of animism, but there is a slight distinction between them. While animism is a concept that believes that all beings and the universe carry a soul, anthropomorphism is a process involving animism in which human gives a soul to the non-human beings and attributes emotional and mental properties to that object (Barış, 2012). In the literature, that view of anthropomorphism exists from the most primitive period to the present. Literature states that in the Paleolithic period, about 40,000 years ago, on the cave walls, the first examples of zoomorphic (animal-shaped) artworks represent the oldest evidence of anthropomorphism. Many philosophers and scientists think

and study on this subject but the idea of anthropomorphism in modern understanding started with Francis Bacon in the 1600s (Mitchell, Thompson and Miles, 1997). Since Bacon's period, idea of anthropomorphism has evolved and changed considerably. Moreover, it occupies such a huge place in daily life that this concept exists in many places from the childhood to adulthood. Burke and Copenhaver stated that anthropomorphism can be used to facilitate digestion of a very powerful and important message. For example, Aesop, which is read by almost every child during childhood, shared a personal philosophy through animal tales and made an opinion about the human condition and made positive recommendations regarding social change (Burke and Copenhaver, 2004). It's fair to say that anthropomorphism as a storytelling tool is an excellent tool for telling stories that can be devastating.

In conclusion, from the beginning of human history to behavioral modernity, an illustration of anthropomorphism was applied. For anthropomorphism, any object or scene can actually represent a person, a human quality, or a human activity. It is real fact that it has a history that goes from past to present, almost everywhere in lives. By attributing human qualities to non-human objects, any message or situation becomes more permanent, more understandable and thanks to this situation it stays longer in human memory. Nowadays, it is seen that brands frequently use the concept of anthropomorphism. For this reason, the relationship between anthropomorphism and brand will be examined below.

5.2. Anthropomorphism and Brand Relationship

The brand is an object that is the subject of the consumer's humanization effort. (Epley, Waytz, Akalis and Cacioppo, 2008). When the literature is checked for relationship of anthropomorfizm and brand, anthropomorphism is a phenomenon which is also applied as a brand strategy. Marketers in today's world endeavors to transform products / services, brands or companies into relationship partners for consumers by giving them human qualities (Fournier, 1998). With the concept of anthropomorphism, it enables consumers to perceive brands as human in this way.

In other words, it makes it possible to attribute human qualities to the brand in question, to examine the brand as a living entity and to facilitate brand positioning (Aydın and Unal, 2019). In anthropomorphism, branded product is thought to be a

real person (Türkel, 2018). In short, explicit personal character elements are loaded onto brands and emotions are integrated. These character elements including brand personality are specified as follows: Brands; demographic characteristics such as age, gender, social class; life style (activities, interests and ideas) as well as various human personality traits such as sensitive, sincere, interesting, sociable, understandable and reliable (Aaker, 2009). Anthropomorphism, when used in brands, ensures that the consumer has positive and negative feelings towards the brand. While it is thought that positive feelings mostly lead to brand love, the negative feeling can be seen as a feeling of hate (Bernhard, 2015). This situation actually ensures that within the brand personality approach, there is the idea that consumers will buy brands that match their personalities (Tığlı, 2003). In the literature, it is stated that brands have a wide variety of personality traits like people and that consumers tend to brands that are compatible with their self-identities, thus developing a positive attitude towards brands similar to their own image (Eren and Dal, 2019). When the literature is checked, anthropomorphism can occur in 4 different ways (DiSalvo, Gemperle and Forlizzi, 2005):

Structural Anthropomorphic Form: Structural anthropomorphic form structure is the bodily imitation of the human body and its functioning. Therefore, it benefits from the knowledge of human anatomy and physiology and reflects the human body. In short, the existence of shapes, volumes or mechanisms that mimic the perspective or functioning of the human body is evidence of the structural anthropomorphic form.

Gesture Based Anthropomorphic Form: This anthropomorphic form deals with human behavior, imitating how people communicate with each other through their bodies and focusing on human behavior. It makes use of human non-verbal communication knowledge and mirrors the expressive power of the human body. The use of movements and postures, which are the elements of human behavior, to show any meaning, intention or direction can be given as an example of gesture-based anthropomorphic form.

Anthropomorphic Form of Character: Anthropomorphic character form is a form that is related to imitating people's social roles, functions, briefly personality traits. It also underlines the purpose of individual action. The display of personality traits or

habits of individuals is evidence of the anthropomorphic character form.

Aware Anthropomorphic Form: While the aware anthropomorphic form is based on the principle of imitating people's thinking and questioning skills, it also identifies the social qualities of being human. Also, the ability to create or use abstract ideas, to actively participate with others, is evidence of the conscious anthropomorphic form.

Human formalization, which states that objects also have a soul and are likened to people with a mind and language, is widely used to create product preference in consumers and is a phenomenon that is frequently used in brands (Yücel, 2000). This situation supports that consumers understand brands as human beings and draws attention to the importance of the concept of "brand anthropomorphism".

5.3. Anthropomorphism, Brand Personality and Corporate Character

Research in the field of marketing in the literature has been drawing attention to the concept of brand anthropomorfism for many years. The concept of brand anthropomorphism can be defined as the perception of a branded product as a real person (Guido and Peluso, 2015). In this way, literature stated that brands with anthropomorphic characteristics have emotional states, minds, spirits and conscious behaviors (Puzokovai Kwak and Rocereto, 2013). In this sense, it is possible to mention that anthropomorphic brands have various emotional states, minds and conscious behaviors.

In this respect, researchers consider brand anthropomorphism as a structure that includes brand personality traits (Eroğlu, Çolakoğlu and Köse, 2020). However, when the concept of brand personality is checked, as consumers adopt brands with human personality traits, brands are generally more permanent in the memory of the consumer and unlike other brands, they have taken place in the eyes of the consumer (Aaker, 1997). Strong and differentiated brands develop and grow the firm significantly, but this opens the door to a copy of a brand by competitors. However, it is not possible for them to replicate a strong brand personality. Since the concept of brand personality is an important concept for us to understand the brand correctly with its relevant human personality traits, the strong brand personality that is in the minds of the consumers when they think of the product, makes it different from its

competitors (Geuens, Weijters and Wulf, 2009). The researcher Aaker (1997), who formally defined the concept, suggested that brand personality is the "set of human characteristics associated with the brand". In other words, in order for a brand to achieve more positive results, it must have a strong, positive and consumer-specific brand personality (Fournier, 1998). Brand personality and image management have been one of the most important parts of a company's marketing program, as consumers have difficulty expressing differences in physical characteristics among brands, because brand personality is one of the most important factors that differentiate the organization from other organizations (Sung and Kim, 2010). However, when human characteristics are attributed to an organization, it differentiates the institution from other institutions, so the concept appears as an institutional character. (Davies, Chun, da Silva and Roper, 2004). These concepts which are happy, loyal, ruthless, friendly, etc. distinguish the other organization from other institutions by attributing human qualities to organizations with concepts (Bromley, 2001). Corporate character, defined as how stakeholders distinguish an organization, is a multidimensional structure expressed in terms of human characteristics.

In other words, an institution can be defined as an innovative, exciting or sincere person. Moreover, corporate character has also been used to describe employees' views on corporate personality or character tagged to organizations (Chun, 2006). When the literature is examined, researchers define institutional character as how a stakeholder distinguishes an organization in terms of its human characteristics. In other words, according to the researchers, this also raises the idea that it is useful to determine what makes an organization different in the eyes of stakeholders.

5.4. Non Profit Organization Reputation Measurement

Non profit organizations are faced with increasing competition both in attracting more volunteers and collecting more donations (Sarstedt and Schloderer, 2010). Although competition is considered as a concept belonging to the private sector and related to commercial profits, it refers to the process of competition between all organizations that offer the same or similar products and services, share the same or similar resources, and have the same or similar opportunities (Chen, 1996). In this framework, the contributions of corporate reputation to civil society organizations

are evaluated in the context of competitive advantage of reputation.

Therefore, the areas that will directly affect the organizational activities of civil society organizations such as reaching volunteers, donations, cooperation with other public and private sector organizations, reaching various funds and resources have become increasingly competitive with the increase in the number of civil society organizations (Çabuk, 2017). It is possible to define the concept of reputation as an activity to develop the capacity of the institution or individuals to explain their issues and to negotiate around the solution of the issues. In this respect, reputations for non profit organizations are an indicator that can be used to measure the results of both the design of the relationship and the performance in the relationship (Yada Foundation, 2014).

The reputation study, which was carried out with an anthropomorphic approach, was first conducted by Selin Türkel (2018). The researcher asked 212 people participating in the study to personify non-profit organizations that they consider to be respectable and disreputable and give adjectives that describe them; Positive, such as "useful", "honest" and "reliable"; These are adjectives with negative personality traits such as "manipulative", "deceptive", "unreliable" and "liar". The anthropomorphism approach provides clues as to what the reputation of NPOs means to donors. This method, which is based on the adjectives used by people in daily life, enables the easy expression of the memorable organizations of non-profit organizations. According to the researcher, the presence of adjectives in this study related to reputable and unreputable of NPOs also points to a unique aspect of the research. It is thought that it will make a methodological contribution to the literature, both because it brings NPOs to the focus compared to other studies and because it makes network analysis in the interpretation of reputation structure.

When the measurement research as other civil society in Turkey, Didem Çabuk (2017), the research that has been done; the reputation index by stakeholders of civil society organizations operating profit determined in the context of the perceived credibility of the non-profit organization and developed a scale. According to factor analysis as of non-governmental organizations operating in Turkey exhibits a four-dimensional structure consisting of 26 indicators. As a result of the research factor analysis, a four dimensional management structure and communication capacity,

trust and competence were obtained. These components are addressed more detaily in the below.

Trust: Working as an extension of the party, excluding certain people and groups in the society, thinking they are wasting their resources, being disappointed, doubting where they spend their income, preferring to donate to another NPO active in this field, selfish ones ignoring being a non-profit organizations and the existence of the facts it conceals constitute the elements.

Management Structure: It includes to components to be managed successfully, to be a dynamic management structure, to care for donors, to create financial resources, to be a financially stable NPO, to be an innovative NPO rather than an imitator.

Communication capacity: Effective communication with the public, taking place in the media with positive news, satisfactory website, effective use of social media, media coverage of the campaigns it organizes, weak communication activities are included.

Competence: The area in which it operates valuable for Turkey / an important issue not to be the best NPO in the area in which it operates, to be experienced NPO in the area in which it operates, to be a specialized area in which it operates NPO, in its fields of activity work better by another NPO that and operates Working with experts in the field is included.

It can be shown that the scale developed by the researcher has five common items with the scale developed by Sarstedt and Schloderer (2010), and the overlap of some items in the scale developed by Bennet and Gabriel (2003) (Çabuk, 2017). Therefore, considering that there are limited number of NPO reputation studies in Turkey, this shows that it has similarities with measurement tools developed abroad and that it is important that the remaining items are only culturally remarkable (Türkel, 2018).

When the literature is examined, Uçar et al. (2015), can reach the information about the reputation measurement of a non-profit organization in Turkey. This research was conducted on the social expectation approach and in fact, the reputation scales of Baygül (2008) and Sarstedt and Schloderer (2010) were used in the study.The scale included in the study of Sarstedt and Schloderer (2010) is significant point because it

is the adaptation of the corporate reputation scale developed by Schwaiger (2004) for non-profit organizations.The research results revealed that there are five factors that affect the reputation of the non profit organization (Competence, social responsibility, corporate performance, attractiveness and donation-volunteering) (Uçar et al., 2015). The table below provides more detailed information about the five factors that affect the reputation of this non profit organization. Source: (Uçar et al., 2015)

Table 2. Attitudes Towards and Five Factors Affecting the Reputation of the Non profit Organization.

Competence
I like this organization
If this organization stops its activities, I can feel its absence.
I feel closer to this organization than other organization.
The services of the organizationis liked by everyone.
Organizationis the best non-profit organization.
The organizationis known around the world.
I believe that the organizationis working at high quality.
The organizationhas qualified employees.
The projects / campaigns / services of the organizationis of high quality.
It deals with the organizationdonors.
Social Responsibility
The organization is reliable in the eyes of donors.
The organizationis innovative rather than imitator.
The organizationis a well-established organization
The organizationacts in accordance with the structure of the society.
The organizationis open to giving information to the public.
The organizationcomplies with ethical / moral rules.
The organizationis a reliable institution.
Corporate Performance
The organizationhas an influence on other institutions.
The organizationis an economically stable institution.
The organizationdecisions regarding the future are clear.
Attractiveness

Table 2. Attitudes Towards and Five Factors Affecting the Reputation of the Non profit Organization. (Continued)

The money donated to the organization is used for good purposes.
I can see myself as a salaried employee of the organization.
I like the physical appearance of the organization (institution buildings, brochures, etc.).
The organizationis successful in attracting qualified (competent) employees.
Donation-Aid-Volunteering
The organizationmakes it easy to donate.
I donate more to the organization than I do to other organization.
I can volunteer for the organization.

When the five dimensions in the table are focused on detailly, the first dimension is that competence includes all cognitive evaluations and attitudes towards an organization. It is also measured by the recognition of professional performance (Sarstedt and Schloderer, 2010). This scale was adapted from Schwaiger (2004) to measure NPO Reputation from the corporate reputation scale. For the Schwaiger qualification dimension; by identifying the main drivers of this dimension, they obtained data on how to manage the company's reputation components. Since there is not literature study on managerial competence, researcher found it appropriate to state this component as the amount of competence that stakeholders assign to a company, using elements that refer to a company's performance, ability to do business globally, and reputation the best competitor in the market . For example, Schwaiger speaks of "… the best opponents in their market", while Sarstedt and Scholoderer are "the top NPO in the market as much as I know" (Sarstedt and Schloderer, 2010).This dimension is an important component of reputation measurement as it gives data on how to manage the reputation components of the organization.

On the other hand, when it comes to second dimension, social responsibility, being a good citizen, assuming social responsibility and dealing with environmental issues can ingratiate the company, but it is not a goal for investors. For instance, if a company has low values of sympathy in the eyes of consumers, it is important to create social and sponsorship programs that show the social responsibility of the

company and make it more attractive in the eyes of the consumer (Schwaiger, 2004). In other words, relational factors such as social responsibility are of great importance for corporate reputation because it creates a strategic area and provides a competitive advantage for organizations (Uçar et. al., 2015). When the research of Sarstedt and Schloderer (2010) is examined, by definition, this view is a formative depiction of the driving structures of NPO reputation. Moreover, researchers argue that social responsibility itself is a defining element of the non-profit organizations' field of activity. This component is another influential component, as it is a defining element of the non-profit organizations' fields of activity and depicts the driving structures of the NPO reputation.

Moreover, as for the third dimension is performance, it gives a message about the specific organizational values and norms, and the working conditions in the organization (Turban and Greening, 1997). Non profit organizations need to perceive reputation as an organizational performance goal as well as financial income generation and donor satisfaction. Researchers argue that the right corporate performance can shape NPOs' reputation. Therefore, organizational performance is an important factor for NPO reputation and the importance of reputation management is emphasized at this point (Schloderer, Sarstedt and Ringle, 2014). Attractivness is another important dimension that is the "attractiveness" component appears to be appropriate for the non-profit sector as well as for the profit sectors (Sarstedt and Schloderer, 2010). Significant visible changes and innovations in an organization's social programs and policies affect the organization's reputation and its attractiveness as an employer, so an organization's social policies and programs may attract potential applicants (Turban and Greening, 1997). Although attractiveness primarily activates the loveability dimension, this component also expresses the physical appearance of the organization (Schloderer, Sarstedt and Ringle 2014). For example, this dimension include dimensions of I could see myself working at ..., and I like the physical appearance such as company buildings, branch offices. (Sarstedt and Schloderer, 2010)

On the other hand, the final dimension is donation aid and volunteering. The concept of reputation for NPO emerged as an important point to receive donations from philanthropic people and the support of volunteers (Sarsted, Schloderer and Ringle,

2014). This made it one of the most important intangible assets of an NPO and the most important point for the sustainability and survival of the organization (Çabuk, 2017). As Sarsted and Schloderer (2010) adapted their research from Schwaiger's (2004) corporate reputation, when examining the items under this heading, for example, Schwaiger stated that the products or services by ... are of high quality, while Sarsted and Schloderer stated that NPO reputation projects or the campaigns ... is high quality. Moreover, should mention that information about this part, Uçar et al (2015) in their studies, they are included under the name of donation, aid and volunteering in accordance with the research subject while this section is under the title of "quality" in Sarsted and Schloderer's study. Volunteer support and donation are the cornerstone of nonprofits, this component is important in understanding whether the person wants to be a donor or volunteer. As mentioned above, each dimension in itself is an important point for NPO reputation measurement. Each dimension examines a different perspective in NPO reputation measurement and made sense of it with sub-items.

Another research conducted by YADA to examine the reputation of non profit organizations. The research, which separately determines the factors affecting the reputation of non-profit organizations both in the eyes of public administrators and society, is based on the results of two separate studies carried out by YADA. In both of the surveys, the reputation of the non profit organizations was more negatively rated, 66% for the public and 52% for the society. When the determinants of reputation are listed in an extra-low order, the items of "being ideological / acting out of purpose, being interest-oriented and active" in the eyes of administrators and "passivity, social benefit and ineffectiveness" come to the fore (Yada Foundation, 2014).

Torlak and Tiltay (2012) the corporate reputation of four different non-profit organizations operating in the business world and post-disaster relief was measured in order to provide a positive perception and effective communication on the target audiences of non-profit organizations. Also reputation scale developed by Sarstedt and Schloderer (2010) was used in their research that the research is an applied study and it is descriptive (Torlak and Tiltay, 2012). Research has concluded that non-profit organizations should focus more on reputation management in order to be

properly understood by the society and to support their activities.

Literature shows that, the scale developed by Sarstedt and Schloderer in 2010 was used by many researchers and other researchers developed a new scale based on this scale. The important point for this study; Sarstedt and Schloderer claimed that the image and reputation of non profit organizations are completely different concepts (Türkel, 2018). In addition, noting that there is no suitable scale in the literature for nonprofits, they determined the reputation dimensions of these organizations and developed an index to measure these components. Using both qualitative and quantitative methods, the authors found that the reputation of nonprofits consists of six dimensions (Sarstedt and Schloderer, 2010).

Table 3. Reputation Index of 6 Dimensions by Sarstedt and Schloderer.

Likeability	Competence	Quality	Performance	Osr	Attractiveness
Identify better with	Recognized world wide	High quality projects campaign	Very well managed	Socially conscious	High quality employees
Likeable or organization	Top NPO in its market	Takes care of donators	Economically stable	Fair attitude	See myself working at.
Regret more if no longer existed	Performs at a premium level	Reliable partner	Clear vision about future	Follow ethical standards	Like physical appearance
		Innovator rather than imitator		Directy invested	Professional organization
		Influence on government		Forthright in giving information	

When discuss Sarsted and Schloderer 2010 six dimensions in detail, likeability is the first dimension of NPO reputation while expressing emotional attitudes and emotional judgments towards an organizations. The second dimension is competence

includes all cognitive evaluation attitudes towards an institution measured by the recognition of professional performance (Sarsted and Schloderer, 2010). The third dimension, "quality," includes elements such as creating a quality project campaign, being a trusted partner, being innovative rather than imitator, engaging with donors, and influence on governments. On the other hand, performance dimension, if an organization is well managed, economically stable, and has a broad vision, as well as a positive performance of an organization, it means that it will have a high reputation level. Unlike performance and financial success, the fact that an NPO is by nature, non-economic determinants are one of the key issues of NPO reputation and therefore have a decisive influence on stakeholders' perceptions of an NPO is the definition of the OSR factor. The final dimension is attractiveness which defines the visibility or perceptibility of an organization. Although most researchers only refer to media presence that does not prove the direction of the relationship between this dimension and reputation, stakeholder assessment of an organization seems more important than the presence of the media, as NPO reputation is defined and conceptualized as an attitude-related structure (Sarsted and Schloderer, 2010).

When the studies in the literature are examined to define and measure corporate reputation, it is seen that there is more than one component that explains reputation and that reputation is measured using these components. In Sarstedt and Schloderer's (2010) study, each of these components creates various images in different minds and the combination of these creates a general perception of the organization in the minds of the society (Uçar et al., 2015). Therefore, it can be suggested that this study is another important study that has been added to the literature to measure the reputation of non profit organizations.

However, when the literature is examined, Bennet and Gabriel study is the first research about the reputation measurement of NPO (Sarstedt and Schloderer, 2010). Researchers have developed a tool that will measure how people perceive the main elements of the philanthropic image and reputation in their studies on philanthropic organizations in the UK, and can also be used as a benchmark for the executives of charitable organizations (Bennett and Gabriel, 2003). Moreover, in their research, which proposes that the image and reputation of charitable organizations can not be seperated in terms of perception, qualities that define the two concepts separately

have been reached and these qualities "Being compassionate, using assets wisely, being dynamic, being well-known NPO, not being political, being idealistic, focusing on beneficiary expenditures instead of management expenditures, being reliable, authoritative, sincere, warm and accessible" (Bennett and Gabriel, 2003). Research content is limited to type of particular NPO. However, its findings can be usually included by large non-profit organizations. Study results should be considered with great care because of the fact that the researchers neglected the reputation construct's epistemic nature and use problematic definitions regarding the measurement models (Sarstedt and Schloderer, 2010).

Considering the literature, many researchers have developed a reputation measurement tool that can be evaluated within the social expectations approach. This approach means measuring the reputation with the behaviors people expect from organizations (Berens and Van Riel, 2004). Sarstedt and Schloderer (2010) and Bennet and Gabriel (2003) are the best examples of this approach to NPO reputation measurement. Researchers have developed a measurement tool that can be evaluated within the scope of social expectations approach (Türkel, 2018). However, communication is the primary method for building reputation in today's media culture since reputation is primarily developed through mass media, communication is a critical component of managing reputation effectively, especially in times of crisis when the public interest is at its peak and reputation is underattack (Thiessen and Ingenhoff, 2008). Therefore, Eisenegger and Imhof (2008) establish a three-dimensional definition of reputation that includes a cognitive, affective, and normative dimension that defines reputation's logic in modern society. This structure will be discussed in detail below.

According to the researchers, Eisenegger and Imhof (2008) developed a three-dimensional structure to classify reputation as stated above and these three different views are objective, social and independent from each other. In this research, the purpose of reputation dimensions consisting of organization-specific attributes referring to carrier identity and character may be to reveal three familiar NPOs that participants deem reputable or reliable (Türkel, Uzunoglu and Kip, 2020). Also, each of these three views is defined by a specific efficiency of action and evaluation that determines the logic of reputation (Eisenegger and Imhof, 2008).

Researchers' the first classify is the "Functional Reputation". It is related to representatives' own competencies and achievements (Eisenegger, 2009). In the process of building reputation, it follows a cognitive logic and is an indicator of technical competence. It is about how well a particular person fulfills the performance role assigned to him or how well an organization serves the purpose for which it is established (Eisenegger and Imhof, 2008).

The second classification is "Social Reputation". It relates to social norms and values. This type of reputation consists of a much wider spectrum. All such representatives must adhere to social norms (Eisenegger, 2009). In the social world, highly normative world relations dominate, and moral correctness or inaccuracy is the criterion for distinction established (Eisenegger and Imhof, 2008). It is formed by a context that defines how legitimate the actions of reputation holders appear. Therefore, it does not follow the logic of such various functional systems. It should be mention that, social reputation acts as an indicator of social dignity, ethical legitimacy and integrity.

Last classification is the "Expressive Reputation". According to this reputation structure, the expressive reputation of a representative does not develop separately from the objective and social worlds. However, in order to establish an expressive reputation, the reputable refers to certain personal traits to evoke a positive emotional response on a third party and to look attractive. Therefore can mention that about the expressive reputation is manifested in a positive or negatively charged emotionality towards the owner of the reputation and can be read from given or reserved signs of sympathy, admiration, charm, and uniqueness.

According to Eisenegger and Imhof (2008) reputation has a functional, social and emotional dimensions. Emotional evaluation logic prevails in the subjective world. In this world, a respected person or institution expresses certain personal characteristics to cause a positive emotional response in a third person. Therefore, the second question in the survey of in this thesis, there are personality adjectives which have been studied under a multidimensional concept of reputation consisting of functional and social and emotional components (Thiessen and Ingenhoff, 2011). When the table given below is checked, emotional reputation part includes emotional personality adjectives which are open-minded, sensitive, well-informe,

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straigthforward, hardworking and compassionate. This part can be summarized the emotional dimension of reputation is actually based on evaluate that defines the emotional appeal of stakeholders to the organization (Buhmann, 2015). When check the functional reputation is, there are rational personality adjectives such as successful, powerful and effective under the dimension of functional reputation. Funcitional reputation is perceived as an assessment of competence expressed by an organization achieving its performance targets (Ingenhoff and Sommer, 2011). All organizations must show their social standards and values to the whole world (Eisenegger and Imhof, 2008). Therefore social reputation refers to social responsibilities such as moral and ethical standards in society (Ingenhoff and Sommer, 2011) so straightforward, open-minded, wellinformed and smart are included in the social reputation dimension. The adjectives in this thesis study are shown in detail in the table below according to factor analaysis results.

Table 4. Personality Adjectives of Functional, Social and Emotional Reputation.

Functional Reputation	Social Reputation	Emotional Reputation
Strong	Helful	Open-minded
Active	Kind	Sensitive
Successful	Reliable	Well-informed
Smart		Straigthforward
		Hardworking
		Compassionate

The third and fourth questions in the survey, which was prepared based on the studies of Baygül (2008), Sarstedt and Schloderer (2010), include 27 questions about the factors that determine the corporate reputation of the same people (competence, social responsibility, corporate performance, attractiveness). Institutions, 5 items were excluded from the analysis as a result of the survey, and 22 items were gathered under 3 factors.

These three factors are "Organizational Social Responsibility and Emotional Attractiveness", "Corporate Performance and Service Score" and finally, "Sympathy

and Competence". Accordingly, there are 3 factors and 22 items in this thesis according to factor analaysis results. Separate items for each of the 3 factors structures and its contents are listed in detail below.

Table 5. Organizational Social Responsibility and Emotional Appeal.

This organizationis a reliable organization.
I can works as a volunteer for this organization.
This organizationfollows ethical / moral rules.
The money donated to this organizationis used for good purposes.
I like this organization.
I feel closer to this organizationthan other institutions.
This organizationis open to give information to public.
This organizationis innovative rather than imitator.
This organizationis trustworthy in the eyes of donors.
I can see myself as a salaried employee of this organization.
I donate more to this organizationthan I do to other organization.
I believe that this organizationworks at high quality.

Emotional appeal means having good feelings about an organization and pleasant emotional responses to situations that may occur in connection with it (Wepener and Boshoff, 2015), while according to Gupta and Zeithaml (2006), this situation is means to "approach behaviors "and this situation means that it is contain all positive attitudes, that can be directed to a specific place, such as the desire to stay, explore, study and be connected. On the other hand, approach behaviour is defined as a behavioral disposition towards any object and encouraged or driven by a positive or desirable event or possibility" (Elliot and Thrash, 2002). Considering all these situations, 6 items fall under the title of emotional appeal. Moreover, the "Organizational Social Responsibility" structure used in the article prepared by Fatma Uçar et al. (2015) actually fits the OSR structure dimension in the article prepared by Sarsted and Schloderer (2010). However, the clause "The money donated to this institution is used for good purposes." falls within the item of credibility, which is very important for reputation. Credibility means the degree of trust the organization gives to people (Fombrun, Gardberg and Sever, 1999).

Credibility depends on the capability of an organization to communicate the credibility of its employees and to reveal the customer's trust in the organization. The strong credibility contributes to the organization's reputation, and the employees with whom the client interacts build trust in the organization (Zeithaml, Bitner and Gremler, 2006).

Table 6. Corporate Performance and Service Point.

This organization makes it easy to donate
This organizationtakes care of its donors
I like the physical appearance of this organization (institution buildings, brochures etc.)
This organizationhas influence over other institutions
The projects / campaigns / services of this organizationare of high quality
This organizationis an economically stable organization.
This organizationhas qualified employees.

For corporate performance, it can be mentioned that it is the evaluation of the financial strength and management of the organization. This often points to the quality of the good employer and the ability of the organization to take care of the interests of its employees, and whether it is seen as a solid for organization to work (Wepener and Boshoff, 2015). Corporate performance is a multi-dimensional structure. Therefore, reputation is expected to be multidimensional and express the unique dimensions that stakeholders' decisions about the organization based on the organization's performance (Fombrun, Gardberg and Sever, 1999). The other dimension is service point, it is meaning the especially to the functionality of an organisation's service delivery its user-companionship. Managers responsible for the reputation of the organization should create a strong emotional bond between themselves and their customers. This situation; while showing the solid financial performance of the organization with its entire team and the strong social reasons of the organization to its stakeholders, it is able to show the organization's employees by treating them well. In addition organization should also make sure that the service points meet the expectations of the customers (Boshoff, 2015).For example, when the above items are checked, "this institution takes care of its donors", " this

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institution has qualified employees", "I like the physical appearance of this institution (institution buildings, brochures etc.)" and "The projects / campaigns / services of this institution are of high quality " are the items related to the service point of the organization, while other items is related to corporate performance dimension.

Table 7. Sympathy and Competence.

This organizationis recognized worldwide.
This organizationis the best non-profit organization.
The services of this organizationare liked by everyone.

The researcher stated that reputation developed by Schwaiger (2004) is not a one-dimensional category based on economic indicators but two-dimensional. Cognitive dimension was first specified by the author that is competence dimension while another dimension includes the emotional side so it is dimension of sympathy (Schwaiger, 2004). When the literature was checked, it was found that it was difficult to use the concept of competence as both an inclusive and a specific term. However, with the tautological definition provided by Dooley et al (2004); for competence is the based behavioral anchors are describe as the performance of knowledge, skills and capability (competence) acquisition. In this way, "This institution is recognized worldwide." and "This institution is the best non-profit institution." are dimension of competence. Understanding the logic of the concept of "sympathy", which is one of the concepts use in this chapter, is important for understanding this chapter, so it is necessary to get down to the origin of the word. Therefore, in the modern sense, and the word "sympathy" can be used to express a shared positive emotion, such as joy or love (Boddice, 2016). Therefore, "The services of this institution are liked by everyone." is sympathy dimension. In this way with sympathy dimension emphasize that the sympathy connection expressed through emotion and intimacy is the cause of the emotional factor while with competence dimension, stakeholders can evaluate the organization's ability in an objective and reasonable manner. Regarding the company's ability to conduct business at the international level, the concept of its diversification capabilities and strong performance is an objective indicator of its ability level (Alloza, Carreras and Carreras, 2013).

CHAPTER 6. METHODOLOGY

After the literature review, the methodology chapter will describe the research technique. This chapter will cover topics such as the research objective, importance of the research, hypotheses, data collection and analysis of the results.

6.1. Research Objective

The purposes of this study are to quantify personality traits approach and by employing correlation design to compare measurements of social expectation and personality traits approaches, which are two different methods. When the literature is examined, it is seen that the social expectation method is widely used (Balan, 2020). According to this approach, performance characteristics of organizations such as service quality and employee skills are taken as a basis. This means that an organization will have a high level of reputation if it performs well in terms of these features. Therefore, potential driver structures are related to one or more social expectations that concentrate on higher-level structures such as organizational social responsibility (Sarstedt and Schloderer, 2010).

However, this study aims to compare social expectation with the personality traits method for deeper understanding and for NPOs to better manage their reputations because character traits is a useful personification metaphor as it simplifies understanding while allowing for comparison between personality dimensions and organizations (Clardy, 2012). Personality traits that people attribute to organizations (Berens and van Riel, 2004) define the important characteristics that constitute the distinctive and consistent method of the organization regarding its environment (BPP Learning Media, 2012). By comparing these two different methods, it aims to provide a better and deeper understanding of the literature and to contribute to the reputation management of NPOs because today it is a great necessity for non-profit organizations to invest in their reputations to strengthen their relations with the society and to reach more members, volunteers, donors and supporters (Türkel, 2018). Nowadays, various theoretical methods and perspectives have been established to assess an organization's reputation, but these measurement tools sometimes lack practical applications and in understanding results (Bromley, 2002). Therefore, this study aims to compare the anthropomorphistic approach semantic

network analysis research with by Türkel (2018) and social expectations approach research by Uçar et al. (2015). With this way, this study also purpose to provide see it in practical application in NPOs by putting it into a quantitative structure with the method of comparison.

The said comparison was made over the dimensions; in other words, with the dimensions of the social expectation approach such as competence, social responsibility and organizational social performance, and the dimensions of personality traits approach such as strong, helpful and open-minded etc. compared. In summary, this study aims to see its applicability in terms of NPO and to contribute to the NPO reputation literature by quantitative it.

6.2 Importance of the Research

This thesis is of huge significance in that it provides considerable insight into the literature and it contributes to NPO reputation by comparing two important approaches measuring NPO reputation such as the social expectation approach and personality traits. For this reason, this study was conducted by comparing the semantic network analysis utilizing anthropomorphism study by Türkel (2018) and the social expectation approach research conducted by Uçar et al. (2015). As mentioned above, while many studies contribute to the literature in terms of theory and developing a new perspective, there are many studies that are missing in practical application. Therefore, this research is a valuable study in terms of giving a quantitative structure to the qualitative network analysis work on behalf of the NPO and to be seen in practical application.

The social expectations approach, which provides clearer guidance for managerial purposes, includes certain components that define how an organization handles different stakeholder relationships such as reputation structure, product quality, customer orientation, financial performance (Helm, Gobbers and Storck, 2011) while personality traits important features of the organization's distinctive and consistent method of dealing with its environment. Therefore, corporate character is a useful concept in defining and comparing organizations, as it focuses on factors that are consistent, stable, and differ from organization to organization (BPP Learning Media, 2012). The social expectation approach is an internalized social norm about what

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individuals and organizations, and thus society as a whole, should do (Hasegawa et al., 2007). Whereas, the concept of organization character is defined as "how stakeholders distinguish an organization expressed in terms of human characteristics" (Davies et al., 2004). The attribution of human characteristics to inanimate objects, that is, the concept of anthropomorphism, is a concept that has always existed in almost all societies. For this concept, Burke and Copenhaver state that "It can be used to make a very powerful and important message easier to digest." (2004). In addition, this concept leads to the development of an emotional bond between the being and the human, thus making the human's relationship with the being long-lasting (Türkel, 2018). Therefore, this thesis is important to better understand for the management of non profit organization's reputation. In addition, this research will be an important resource for non-profit organizations to make a difference in the competitive market and better manage their reputations. Today, NPO plays an important role in recognizing social problems, seeking solutions and even achieving social goals in various areas where public administrations are ineffective or not (Ciucescu and Alecsandr, 2009). For this reason, it is essential for non-profit organizations to invest in their reputation in order to stand out in the competitive environment in which they operate (Çabuk, 2017). A good reputation can help a nonprofit raise funds, increase donor engagement, attract to volunteers, recruit high-quality employees, and gain public trust (Shuang, Kim and Deat, 2017).

In summary, this thesis study is a valuable study in that it yields profound insight into the literature by comparing these two important methods, both in terms of gaining a quantitative structure and being seen in practical application. Moreover, it will be an important resource for non-profit organizations to better manage their reputation and use their limited resources more accurately.

6.3. Hypotheses

With this study, it is aimed to compare the personality characteristics of the non-profit organizations with the factors that determine the non-profit organization reputation of the same organizations in the context of competence, social responsibility, organizational performance, attractiveness, donation-aid and volunteering. Accordingly, the following questions will be answered.

H1: There is a relationship between social reputation component of personality traits and social expectation dimensions.

H1A: There is a relationship between social reputation and organizational social responsibility-emotional appeal.

H1B: There is a relationship between social reputation and corporate performance-service point.

H1C: There is a relationship between social reputation and sympathy-competence.

H2: There is a relationship between emotional reputation component of personality traits and social expectation dimensions.

H2A: There is a relationship between emotional reputation and organizational social responsibility-emotional appeal

H2B: There is a relationship between emotional reputation and corporate performance- service point.

H2C: There is a relationship between emotional reputation and sympathy-competence.

H3: There is a relationship between functional reputation component of personality traits and social expectation dimensions.

H3A: There is a relationship between functional reputation and organizational social responsibility-emotional appeal.

H3B: There is a relationship between functional reputation and corporate performance- service point.

H3C: There is a relationship between functional reputation and sympathy-competence.

6.4. Data Collection and Analysis of Results

This part of thesis study contains development of research instrument, measurement and procedure and selection of the sample.

6.4.1. Development of Research Instrument

As mentioned above, the purpose of this study is to contrast the approaches of social expectation and personality traits, which are two different methods of survey research. Therefore, this study contrasts by Türkel (2018) anthropomorphistic method semantic network analysis research with Uçar et al. (2015) social expectancies approach research. In other words comparisons were made over the dimensions competence, social responsibility and organizational social performance etc. dimensions of the social expectation approach and made compared to personality traits dimension such as strong, helpful and open-minded etc.

Since adding the characteristics of different institutions will give more valid results in terms of realizing a measurement approach, the research has been carried out on three different organizations. Therefore, this survey proceeds through three different organizations to obtain reliable data. In this way, this thesis will be examined whether quantitative measurement is appropriate for different non profit organization. As a result of the study, none of the three organization will be selected and it will measure human relations with the current reputation scale. Especially, in this survey, the participation of people who have donated at least once to any organization was preferred. Also, it was taken into account that the participants were at least 18 years old in order to participate in the research, and care was taken to ensure that the proportions of female and male participants were close to each other.

6.4.2. Universe and Sample

Since the number of people who donated at least once could not be reached, the population of İzmir over the age of 18 is taken as a basis. According to the 2020 Izmir population data; the number of people over the age of 18 in İzmir is 3.353,209 (Nufusu, 2021). Also, as seen in the table 8, when the margin of error is 5% and the confidence level is 90%, the sample size is suggested as 273. The sample size of this study was 300.

Table 8. Sample Size.

Trust Level and Sample Size Calculation Table for Acceptable Error of Study	
Acceptable Error +/-	5 %
Universe Size	3.353.209
Trust Level	90 %
Recommended Sample Size	273

6.4.3. Measurement and Procedure

In this thesis, a survey was utilized as a measuring instrument. The survey's scale features will be discussed in depth further down. This study was carried out on three non-profit organizations that come to mind first in the society in Turkey. However, In order to test the reliability and validity of the research, a pilot study of 30 people was first conducted. After the pilot test, the main population addressed for this research was carried out on a sample of 299 people in the province of Izmir. As sample selection criteria in survey research; generally people who donate to NPOs at least once with their own consent are preferred. In addition, 12 questions were added to the survey to obtain demographic information from respondents, involves gender, age, marital status, personal income, household income, education, occupation, and donor-donation status.

The multiple choice method was used in the first question of the survey, and according to the survey, the participant was asked to choose one of the three non-profit organisations which is the first to be thought in society. The second question, in order to examine the personality traits of these three institutions in Türkel (2018) with the participants were asked to what extent they agreed with in the 13 adjectives. All items were analyzed with a Likert-type scale classified from 1 (strongly disagree) to 7 (strongly agree).

While the concept of reputation is generally based on a theory-based definition that distinguishes between cognitive and affective components of reputation (Eberl, and Schwaiger, 2005), it was concluded that reputation has a functional, social and emotional dimension because it can be distinguished between a functional reputation and a social reputation that results from satisfactory moral norms in society (Eisenneger and Imhof, 2008). Therefore, 13 personality traits were grouped under these 3 dimensions that are functional reputation, social reputation and emotional reputation. Social reputation, which is related to social norms and values (Eisenegger, 2009) it includes adjectives of helpful, kind and reliable whereas emotional reputation contains 6 personality adjectives that are open-minded, sensitive, well-informed, compassionate, straightforward and hardworking final dimension is functional reputation is related to the success and technical competence of an organization and how successfully the organization fulfills its purpose (Schwaiger, 2004) so it has 4 personality adjectives that are strong, active, successful and smart. Third and Fourth questions, based on the studies of Baygül (2008), Sarstedt and Schloderer (2010), include 27 questions about the factors (competence, social responsibility, corporate performance, attractiveness) that determine the corporate reputation of the same organization. However, 5 items were excluded from the analysis as a result of the questionnaire study, 22 items were grouped under 3 dimensions. These dimensions that are; Organizational social responsibility and emotional appeal, corporate performance with service point and final dimension is sympathy with competence. Each dimension has different sub-dimensions. While the organizational social responsibility and emotional appeal dimension has 12 sub-dimensions, there are 7 sub-dimensions of corporate performance with service point, and finally, the sympathy with competence dimension has 3 sub-dimensions. There are two items in the 5th question and it measures the extent to which share the message of the institution on social media and around with a 7-point Likert-type scale, and finally, 12 questions were added to the questionnaire to obtain demographic information.

SPSS 25.0 (Statistical Package for Social Sciences) package program has been used to analyze obtained data for evaluating the validity and reliability of the results. A correlation analysis, which examines various dimensions, was used for two important approaches. As a result, this study is quantitive in that it explains the comparison

between two important approaches.

6.4.4. Sampling Selection

As is mentioned above, this study aims to quantitatively examine the approach of social expectation and the personality traits. Survey research as sample selection criteria; Persons who have voluntarily donated to an NPO at least once was more preferred. In the survey research, 300 people living in Izmir were reached but one participant left blank one question so only one of the questionnaires was invalid. In the end, there are 299 eligible surveys structuring the sample. Also, the study used convenience sampling, in which participants are categorised based on characteristics such as age, gender, education level, and income level.

Convenience sampling method is a cheap and least time-consuming sampling type that meets certain practical criteria such as easy accessibility and being an inexpensive method, and aims to easily collect material from the target audience of the participants (Etikan et al., 2016). Therefore in this study included particular criteria such as gender, age, working status etc. in this survey, convenience sampling is the most appropriate sampling.

CHAPTER 7. RESEARCH FINDINGS

7.1. Pilot Test Findings

The pilot test aims to examine the corporate reputation of the first 3 non-profit organizations from the list of "non profit organizationsthat come to mind first in society" with 30 students. For this purpose, the corporate reputation scales in the studies of Baygül (2008), Sarstedt and Schloderer (2010) was taken as basis and the personality characteristics of these three institutions (Türkel, 2018) and the factors that determine the corporate reputation of the same institutions (competence, social responsibility, corporate performance, attractiveness). According to pilot test surveys measured results of it is clearly that the survey items are understandable.The reliability analysis results for the second question that measures the 13 items with personality adjectives from SPSS shows that the Cronbach's Alpha rate is 0,923. In the studies of Baygül (2008), Sarstedt and Schloderer (2010), the factors determining the institutional reputation of the institutions (competence, social responsibility, corporate performance, attractiveness, donation-aid, volunteerism) were found in the 3rd and 4th questions in the second part of the survey according to corporate reputation scales. There are total of 27 items but 23 items were used in the pilot study that the Cronbach's Alpha value was 0,904. Finally, the Cronbach's Alpha value for the 5th question consisting of two items was found to be 0.889. As it is seen from the Cronbach's Alpha numbers that are between 0.80< a <1.00, shows that the scale is extremely reliable (Taber, 2017) Based on the results obtained from reliability analysis, the first scale question with 13 items and the second scale question with 23 items, and third scale questions 2 items which are explained in the literature review above, were put in the final survey.

7.2 Descriptive Research Findings

7.2.1 Sample Qualities

7.2.1.1 Demographic Characteristics

This section includes statistical tables about the demographic characteristics of the sample.

Table 9. Gender Distribution.

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	138	46,2	46,2	46,2
Male	161	53,8	53,8	100
Total	299	100,0	100,0	

As is seen from Table 9, 46,2% of the participants are female and 53,8% of the participants are male that means the gender distribution of the sample is similar.This proximity of gender distribution indicates the representativeness of the study.

Table 10. Age Distribution.

	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	35	11,7	11,8	11,8
26-35	47	15,7	15,8	27,6
36-45	63	21,1	21,2	48,8
46-55	55	18,4	18,5	67,3
56-65	62	20,7	20,9	88,2

Table 10. Age Distribution. (Continued)

66 and above	35	11,7	11,8	100,0
Total	297	99,3	100,0	

Participants under the age of 18 are not permitted to take part in this survey. 11,7 % of the participants are between the ages of 18-25, 15,7 % are between the ages of 26-35, 21,1 % are between the ages of 36-45, 18,4 % are between the ages of 46-55 and finally 11,7 % are above the age of 66.

Table 11. Marital Status.

	Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Single	114	38,1	38,1	38,1
Married	185	61,9	61,9	100
Total	299	100,0	100,0	

Table 11 apparently shows that percentage of marital status indicates that 61, 9 % of participants are married while 38, 1 % are single.

Table 12. Education Level.

	Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Literate	3	1,0	1,0	1,0

Table 12. Education Level. (Continued)

Primary school	12	4,0	4,0	5,0
Secondary School	18	6,0	6,0	11,0
High School	70	23,4	23,4	34,4
University	160	53,5	53,5	88,0
Master and Above	36	12,0	12,0	100,0
Total	299	100,0	100,0	

In the research where every education level is represented, it is seen that 1,0 % of participants are illiterate, primary school graduate are 4,0 %, secondary school graduate are 6,0%, high school graduate are 23,4 % while graduate level are 53,5 % finally master's degree level and above and 12,0%.

Table 13. Personal Income Level.

	Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
0-3000 TL	104	34,7	34,7	35,1
3001-6000 TL	132	44,1	44,1	125,4
6001-9000 TL	36	12,0	12,0	96,7
9001- 12000 TL	10	3,3	3,3	100,0
12001-15000 TL	7	2,3	2,3	37,1

Table 13. Personal Income Level. (Continued)

15001 and Above	10	3,3	3,3	40,5
Total	299	100,0	100,0	

According to acquired findings, 34,7 % of the participant's personal income is between 0-3000 TL, 44,1% have personal income between 3001- 6000TL, 12,0 % have personal income between 6001-9000 TL, 3,3% have personal income between 9001-12000 TL, 2,3% have personal income between 12001-15000 TL and 3,3% of the participants have personal income between 15001 TL and above.

Table 14. Household Income Level.

	Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
0-6000 TL	125	41,8	41,8	41,8
6001-1200 TL	118	39,5	39,5	81,3
12001-18000 TL	27	9,0	9,0	90,3
18001-24000 TL	14	4,7	4,7	95,0
24001-30000 TL	6	2,0	2,0	97,0
30001 – and Above	9	3,0	3,0	100,0
Total	299	100,0	100,0	

Based on the findings from Table 14; 41,8 % of the participants have between 0-6000 TL household income, 39,5 % have 6001-12000 TL, 9,0 % have 12001-18000

TL, 4,7 % have 18001-24000 TL, and 2,0 % participants have at least 30001 TL home income level.

Table 15. Work Status.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	173	57,9	57,9	57,9
No	126	42,1	42,1	100,0
Total	299	100,0	100,0	

It is clear from Table 15 that the percentage of working status, 57.9% of the participants are working and 42.1% are not working.

Table 16. Occupation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Housewife	32	10,7	10,7	49,5
Retitred	38	12,7	12,7	38,8
Students	34	11,4	11,4	11,4
Workers	38	12,7	12,7	62,2
Officer	42	14,0	14,0	76,3
Middle Level Manager	38	12,7	12,7	89,0

Table 16. Occupation. (Continued)

Senior Manager	15	5,0	5,0	100,0
Academician	11	3,7	3,7	92,6
Industrialist	7	2,3	2,3	95,0
Others	44	14,7	14,7	26,1
Total	299	100,0	100,0	

As is seen from Table 16; 10,7% of participants are housewife, 12,7 % are retired, 11,4 % are students, 12,7 % are workers, 14,0 % are officer, 12,7 % are middle level manager, 5,0 % are senior manager, 3,7 % are academician, 2,3% are industrialist and 14,7% are others.

Table 17. Monetary Donation to Any Non-profit Organization Before.

	Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Yes	227	75,9	75,9	75,9
No	72	24,1	24,1	100,0
Total	299	100,0	100,0	

It is apparent from Table 17, 75, 9% of the participants are monetary donation to any non profit organization before while 24, 1 % are not before monetary donation to any non profit organization.

Table 18. Monetary Donation to the Non-profit Organization You Have Chosen Above.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	170	56,9	56,9	56,9
No	129	43,1	43,1	100,0
Total	299	100,0	100,0	

Table 18 shows that 56.9% of people make monetary donations to nonprofits of their choice but 43, 1 % people do not monetary make donations to non profit organization of their choice.

Table 19. Voluntary Member of the Non-profit Organization You Have Chosen Above.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	60	20,1	20,1	20,1
No	239	79,9	79,9	100,0
Total	299	100,0	100,0	

As can be seen from Table 19, while 20.1% of the participants are voluntary members of the non-profit organization they have chosen above, 79.9% are not volunteer members of the non-profit organization they have chosen.

7.3. Reliability Analysis

For the reliability analysis of the questionnaire, the scale was arranged as a 7-point grading scale in order to make a detailed evaluation in the SPSS (Statistical Package for the Social Sciences) statistical program. The average score was given as 1 point for Strongly disagree, 2 points for Disagree, 3 points for Partially Disagree, 4 points for Undecided, 5 points for I partially agree, 6 points for Agree and 7 points for Strongly agree is calculated.Cronbach's alpha coefficient method is used to identify the internal reliability of second question, third and fourth questions in survey that are seven points likert scale.The scale's reliability is strong when the Cronbach Alpha Coefficient is between 0 and 1, and the number is closer to 1. If the alpha is between 0.00 and 0.40, the scale is not dependable; if the alpha is between 0.40 and 0.60, the scale is trustworthy; if the alpha is between 0.60 and 0.80, the scale is quite trustworthy; and if the alpha is between 0.80 and 1.00, the scale is highly trustworthy (Taber, 2017). Considering the reliability levels for second question which is based on the study of Türkel (2018), it is seen that the scales discussed are highly reliable and in the below table 1, 2 and 3 shows the detailed.

Table 20. Social Reputation Reliability Statistics.

Cronbach's Alpha	N of items
,835	3

There are 3 items in the dimension of social reputation, which is related to social norms and values, and they are helpful, kind and reliable.As can be seen in the table above, the Cronbach's Alpha value of the social reputation dimension is 0,835 which indicates that the reliability is very high.

Table 21. Emotional Reputation Reliability Statistics.

Cronbach's Alpha	N of items
,911	6

The term "emotional reputation" refers to an assessment of an organization's emotional appeal to its stakeholder and includes 6 items that are open-minded, sensitive, well-informed, compassionate, straigthforward and hardworking. Also Cronbach's Alpha value is 0.911 so this is shows that reliability is very high.

Table 22. Functional Reputation Reliability Statistics.

Cronbach's Alpha	N of items
,813	4

Functional Reputation is about how successfully a person performs in the position that has been allocated to him, or how well an organization accomplishes the goal for which it was created. Therefore, this dimension contains 4 items that are strong, active, successful and smart. As table shows, Cronbach's Alpha value is 0,813 so it is indicated that it is also highly reliable.

Another scale used in this thesis 22 items likert scale was adapted from non-profit organizations by Uçar et al (2015), actually this scale based on corporate reputation scales in studies by Baygül (2008) and Sarstedt and Schloderer (2010). When check the reliability dimension of this scale, conclude that it has high reliability dimensions, as in the study of Türkel (2018), which is shown in detail in the tables 4 and 5 while table 6 shows the value of 0,742 so it is acceptable dimension because Cronbach alpha value of 0.7 or higher indicates acceptable internal consistency (Yıldız and Uzunsakal 2018).

Table 23. Organizational Social Responsibility and Emotional Appeal Reliability Statistics.

Cronbach's Alpha	N of items
,917	12

Organizational social responsibility and emotional appeal dimension have 12 items and Cronbach's Alpha value is the 0,917 and it indicates that it is extremely reliable. All 12 of these items are detailed below;

This organization is a reliable organization

I can work as a volunteer for this organization

This organization follows ethical / moral rules.

The money donated to this institution is used for good purposes.

I like this organization.

I feel closer to this organization than other organization.

This organization is open to give information to public.

This organization is innovative rather than imitator.

This organization is trustworthy in the eyes of donors.

I can see myself as a salaried employee of this organization.

I donate more to this organization than I do to other organization.

I believe that this organization works at high quality.

Table 24. Corporate Performance and Service Point Reliability Statistics.

Cronbach's Alpha	N of items
,845	7

Corporate performance and service point dimension's Cronbach's Alpha value is 0,845 and it has also high reliability. These all 7 items are as follows;

This organization makes it easy to donate

This organization takes care of its donors

I like the physical appearance of this organization (organization buildings, brochures etc.)

This organization has influence over other organization

The projects / campaigns / services of this institution are of high quality

This organization is an economically stable institution.

This organization has qualified employees.

Table 25. Sympathy and Competence Reliability Statistics.

Cronbach's Alpha	N of items
,742	3

Last reliability table is sympathy and competence and it includes only three items that are this orgnaization is recognized worldwide, this organization is the best non-profit organization and lastly the services of this organization are liked by everyone. As table in the above shows that it is Cronbach's Alpha value is the 0,742 so it has reliability.

7.4. Findings Related to Factor Analysis

In the below table was factor analysis of study of personality traits that are helpful, straightforward, kind, successful, strong, compassionate, active, open-minded, sensitive, well-informed, hardworking, reliable and smart. Results related to factor analysis are presented below in tables of total variance explained, component matrix and rotation sums of squared loadings.

Table 26. Explanatory Factor Analysis Results for Personification Scale.

Component	Factors			Total Component Correlation
	Factor 1	Factor 2	Factor 3	
Open-minded	0,848			
Sensitive	0,762			
Well-informed	0,744			
Straightforward	0,676			

Table 26. Explanatory Factor Analysis Results for Personification Scale (Continued).

Hardworking	0,627			
Compassionate	0,585			
Helpful		0,802		
Kind		0,771		
Reliable		0,670		
Strong			0,869	
Activite			0,695	
Successful			0,678	
Smart			0,516	
Reliability	**0,911**	**0,835**	**0,813**	**0,933**
Explained Variance (%)	**29,642**	**21,358**	**20,600**	**71,600**
Eigenvalues	**7,298**	**1,163**	**0,847**	
KMO =0,929; χ2(78) =2428,727;Bartlett's test of sphericity (p) = 0,000				

Before the exploratory factor analysis application, the Kaiser-Meyer-Olkin (KMO) test was applied to test whether the sample size was suitable for factor analysis. As a result of the analysis, it was determined that the KMO value was 0.929. In line with this result, it was concluded that the sample adequacy was "adequate" for factor analysis. Values between 0.5 and 1.0 are considered acceptable as KMO values, while values below 0.5 indicate that factor analysis is not suitable for the data set in question (Altunışık et al., 2010).In addition, when the results of Bartlett Sphericity test were examined, it was seen that the chi-square value obtained was acceptable. $\chi2(78)$ =2428,727; $p<0,05$). It was tested whether the correlation matrix is equal to the unit matrix, and the p-value was found to be 0.000 as a result of the Bartlett sphericity test. In this case, the correlation matrix is not equal to the unit matrix and the dataset is suitable for factor analysis (Taş and Özel, 2017).

In the explanatory factor analysis performed to reveal the factor design of the personification study, 13 components were collected in three dimensions that are social reputation, emotional reputation and functional reputation. These factors explain 71,600% of the total variance. Büyüköztürk states that an item-total

correlation of 0.30 and higher indicates that the items have high discriminative power. Accordingly, it is seen that the items of the scale have high discrimination power (Büyüköztürk, 2002).

When the reliability of the scale was evaluated, the reliability coefficient was found to be 0.933 and it was determined that it had a good degree of reliability. A Cronbach Alpha value greater than 0.6 indicates that the scales used are reliable. Therefore, it can be mentioned that the internal consistency of the scale used in the study is good.

Table 27. Explanatory Factor Analysis Results for Social Expectation Scale.

Components	Factors			Total Component Correlation
	Factor 1	Factor2	Factor3	
This organization is a reliable organization	0,917			0,776
I can work as a volunteer for this organization.	0,846			0,671
The money donated to this organization is used for good purposes.	0,809			0,680
This organization abides by the code of ethics /morality.	0,805			0,782
I feel so closer to this organization than other organization.	0,737			0,706
I like this organization	0,732			0,491
This organization is open to providing information to the public.	0,637			0,739
This organization is innovator rather than imitator	0,601			0,724

Table 27. Explanatory Factor Analysis Results for Social Expectation Scale (Continued).

This organization is trustworthy in the eyes of donors.	0,587		0,673
I can see myself as a salaried employee of this institution.	0,586		0,509
I can donate more to this organization than I do to other organisations.	0,579		0,657
I believe that this organization works with high quality.	0,501		0,825
This organization makes it easy to donate.		0,796	0,562
This organization takes care of its donors.		0,783	0,496
I like the physical appearance of this organization (organization buildings, brochures, etc.).		0,763	0,558
This organization has influence on the other organization.		0,593	0,586
The projects/ campaigns/ services of this organization are of high quality.		0,545	0,735
This organization is an economically stable organization.		0,526	0,684

Table 27. Explanatory Factor Analysis Results for Social Expectation Scale (Continued).

This organization has qualified employees.		0,513	0,558
This organization is recognized worldwide.		0,917	0,326
This organization is the best of non-profit organizations.		0,687	0,628
The services of this organization are appreciated by everyone.		0,597	0,638
Reliability	**0,917**	**0,845**	**0,742**	**0,940**
Explained Variance (%)	**46,978**	**7,878**	**6,310**	**61,165**
Eigenvalues	**10,335**	**1,733**	**1,388**	
KMO =0,909; χ2(210) =3011,192; Bartlett's test of sphericity (p) = 0,000				

Before the exploratory factor analysis application, the Kaiser-Meyer-Olkin (KMO) test was applied to test whether the sample size was suitable for factor analysis. As a result of the analysis, it was determined that the KMO value was 0.909. In line with this result, it was concluded that the sample adequacy was "adequate" for factor analysis. Values between 0.5 and 1.0 are considered acceptable as KMO values, while values below 0.5 indicate that factor analysis is not suitable for the data set in question. (Altunışık et al., 2010).

In addition, when the results of the Bartlett Sphericity test were examined, it was seen that the chi-square value obtained was acceptable $\chi2(210) =3011,192; p<0,05)$. In the explanatory factor analysis performed to reveal the factor pattern of the scale, 22 items were collected in three dimensions that are organization social responsibility and emotional appeal, corporate performance and service poin finally sympathy and competence. These factors explain 61,165% of the total variance. Büyüköztürk states that an item-total correlation of 0.30 and higher indicates that the

items have high discriminative power. Accordingly, it is seen that the items of the scale have high discrimination power (Büyüköztürk, 2002).

When the reliability of the scale was evaluated, the reliability coefficient was found to be 0.940 and it was found to have a good degree of reliability. A Cronbach Alpha value greater than 0.6 indicates that the scales used are reliable. This shows that the internal consistency of the scale used in the study is good.

Table 28. Descriptive Statistics of the Sub-dimensions of the Scales.

Sub-Dimensions of the Scales	Min	Max	Median	$\bar{X}$	SS
Social Reputation	0,00	0,85	0,80	0,78	0,006
Emotional Reputation	0,00	0,85	0,81	0,79	0,006
Functional Reputation	0,44	0,85	0,81	0,79	0,003
OSR and EA	0,18	0,85	0,80	0,77	0,006
CP and SP	0,33	0,85	0,78	0,77	0,005
SYM and COM	0,30	0,85	0,78	0,76	0,006

When examine the table, score average of social reputation 0,78±0,006, emotional reputation 0,79±0,006, functional reputation 0,79±0,003, organizational social responsibility and emotional appeal 0,77±0,006, corporate performance and service point 0,77±0,005 and sympathy and competence 0,76±0,006 are seen as.

Table 29. Normality Analysis Results of the Sub-dimensions of the Scale Used.

Sub-Dimensions of the Scales	Skew		Kurtosis		State
	Statistics	Std. Error	Statistics	Std. Error	
Social Reputation	-4,606	0,164	30,433	0,326	Not normal
Emotional Reputation	-4,557	0,164	31,640	0,326	Not normal
Functional Reputation	-2,299	0,164	8,043	0,326	Not normal
OSR and EA	-3,605	0,164	16,707	0,326	Not normal
CP and SP	-1,801	0,164	6,207	0,326	Not normal
SYM and COM	-2,189	0,164	6,414	0,326	Not normal

The results of the normality analysis of the sub-dimensions of the scale used in the research are given in the table. The normal distribution of the data used depends on the skewness and kurtosis values being between ±3 (Shao, 2002). It is seen that the skewness and kurtosis values of the data are not between ±3 and they do not have a normal distribution.

7.5. Findings and Discussion Related to Research Hypotheses

In this study, nine hypotheses were developed, as described in the methodology section. Because the study's data did have a normal distribution, hypotheses were tested using the Spearman's Test.

H1: There is a relationship between social reputation component of personality traits and social expectation dimensions.

Table 30 H1 A. Correlations between social reputation and organizational social responsibility (OSR) - emotional appeal (EA).

			Social Reputation	OSR and EA
Spearman's rho	Social Reputation	Correlation Coefficient	1,000	0,548
		Sig. (2-tailed)	.	0,000
		N	295	256
	OSR and EA	Correlation Coefficient	0,548	1,000
		Sig. (2-tailed)	0,000	.
		N	256	257

Correlation is significant at the 0.01 level (2-tailed).

According to the results of Table 30, the 2-tailed significance level (0.000) is less than 0.01, so there is a relationship between social reputation and organizational social responsibility with emotional appeal. In other words, the correlation coefficient number (0,548) is between 0 and 1, which means there is harmony between the adjectives under the organizational social responsibility and emotional

appeal.

According literature, human relations are based on personality characteristics and emotional connection (Delbaere, McQuarrie and Phillips, 2011). While emotional attractiveness shows the perceived values, culture and quality of the relationship established by the institutions with the stakeholders, the reputation of the institution with high emotional attractiveness is also strong (Çekmecelioğlu and Dinçel, 2013). Working in an organization with a high reputation allows the individual to be proud of the institution they work for and as a result positive attitudes and behaviors are displayed (Bogan, 2020). According to the literature, it can be said that a strong perception of reputation has a positive effect on emotional attractiveness because a potential employee thinks that he/she can obtain easliy the desired benefits by working in an organization with high reputation (Alnıaçık et al., 2011). For this reason, it is very important for organizations to have a strong perception of reliability in order to establish a positive reputation because credibility affects employee cognation of organizational reputation and employee engagement (Men, 2012). Therefore, it can be said that reputation plays an important role in building trust (Schultz et al., 2019)

According to the literature; it is seen that with the social responsibility practices of an institution, institutions create positive emotions on their stakeholders and increase the values and reputation of the institution (Çiftçioğlu and Gök, 2018). According to Sarstedt and Schloderer (2010), the perception of reliability and corporate social responsibility can be considered in one dimension in relation to the social responsibility of an organization. According to Eisenegger, the concept of perceived this social responsibility is considered as a reputation driver located above the reputation structure, affecting social reputation (Eisenegger and Schranz, 2011).In other words, social responsibility practices draw attention to the fact that they strengthen the reputation of institutions, create satisfaction, respect and trust towards the institution and have an impact on the perception of the institution as high quality (Çiftçioğlu and Gök, 2018). Through social reputation which is related to social norms and values (Eisenegger, 2009) it provides to determine the perception of commitment to social rules and ideals of the person (Ingenhoff and Sommer, 2011).

In other way, since the concept of social responsibility and social reputation are

heavily interrelated, it not only reveals the ethical principles and trust imposed on the institution itself, but also reveals the smallest violations in the organization (Eisenegger and Schranz, 2011). For this reason, it is important for an organization to create a strong sense of social responsibility and to emphasize how reliable and honest the social reputation of that organization is.

As seen in previous studies, it can be clearly stated that there is a positive relationship between the concept of emotional attractiveness and organizational social responsibility and social reputation in this study. Moreover, this positive correlation is not surprising because they are all related and mutually supportive concepts.In short, an institution with a positive perception of social responsibility ensures a strong emotional appeal from its stakeholders, which in turn ensures a strong social reputation.

Table 31 H1 B. Correlations between social reputation and corporate performance (CP) - service point (SP).

			Social Reputation	CP and SP
Spearman's rho	Social Reputation	Correlation Coefficient	1,000	0,470
		Sig. (2-tailed)	.	0,000
		N	295	236
	CP and SP	Correlation Coefficient	0,470	1,000
		Sig. (2-tailed)	0,000	.
		N	236	238

Correlation is significant at the 0.01 level (2-tailed).

Table 31 shows that, the 2-tailed significance level (0,000) is smaller than 0, 01. Therefore this situation indicates there is relation between social reputation with corporate performance and service point. In other words, the correlation coefficient number (0,470) is between 0 and 1, which means there is harmony between the adjectives under the social reputation component title and CP and SP.

According to literature, the relationship of organizations performance and reputation, can mention that, various social actions may contribute to the organization's performance by spilling the importance of the stakeholders (Zu, 2008). In particular, the concept of quality affects social reputation significantly, and social reputation can also contribute significantly to organizational performance (Lu, Abeysekera and Cortese, 2015). For example, an organization has qualified employees or attracts qualified employees makes a company's reputation as an employer a critical success factor (Dögl and Holtbrügge, 2013).

Therefore, in order to maintain the positive social reputation associated with social norms and values, it requires adherence to both coded and uncoded social norms (Eisenegger, 2009) because the performance of an organization determines the level of meeting the expectations of its stakeholders (Rummler and Brache, 1995). For this reason, satisfying the expectations of an organization's stakeholders is an important point for the performance and reputation of the organization.

According to literature, this situation is especially prevailing in NPOs. According to Sarstedt and Schloderer (2010), many NPOs have adopted many values to improve their corporate performance, their competitive positioning, staff retention, and service strategy and delivery to attract donors. Therefore it can be mentioned that good service points and product quality benefits the organization not only by reducing waste, reducing deficiencies in products and services and reducing cost, but also by increasing competitiveness of an organization through building a good reputation (Wang, Lo and Hui, 2003). Social reputation, as manifested by an organization's socially responsible ethical plays a significant role in stakeholders' overall and corporate performance, assessment of organizational reputation (Carroll, 2015).

Therefore, as in this study, it is not surprising that corporate performance and services points have a significant relationship with social reputation. In fact, as seen in the literature all these concepts are always interrelated and support each other. The projects/campaigns/services of this organization are of high quality, this organization has qualified employees, etc. Having sub-components are components related to social reputation as stated in the literature.Therefore, this correlation supports to the literature.

Table 32 H1 C. Correlations between social Reputation and sympathy (SYM)-competence (COM).

			Social Reputation	SYM and COM
Spearman's rho	Social Reputation	Correlation Coefficient	1,000	0,454
		Sig. (2-tailed)	.	0,000
		N	295	278
	Sympathy and Competence	Correlation Coefficient	0,454	1,000
		Sig. (2-tailed)	0,000	.

Correlation is significant at the 0.01 level (2-tailed).

According to the results of table 32, the 2-tailed significance level (0,000) is less than 0, 01 so it is means that there is relation between social reputation and sympathy and competence. In other words, the correlation coefficient number (0,454) is between 0 and 1, which means there is relationship between the adjectives under the social reputation component title and sympathy and competence with social reputation.

According to literature, competence perceptions answer the question, "Is this entity capable of carrying out its intentions?" Being perceived to have the ability to implement their intentions indicates competence. Therefore can mention that reputation actually is make contact to, competence, reliability and other attributes essential (Aaker, 2012). A strong reputation for organizations is possible through reliable, sincere and transparent communication with their social stakeholders, leaving positive perceptions about the corporation in the minds of social stakeholders, and gaining trust and sympathy from the stakeholders (Özcan and Solmaz, 2019). Therefore, Phan et al. (2014) stated that, it is essential for the NPO to have a reliable and competent reputation in its relationship with stakeholders, to increase its potential to obtain additional resources, to increase its recognition by building trust.

Organizations that can become a competent and reliable organization in their field

can contribute to their reputation and increase their recognition by gaining the sympathy of their stakeholders. As for social purposes, organizations with collaborative intentions are seen as reliable and kind .Therefore social reputation defines reputation in terms of social expectations and expresses the influence sympathy that spreads from the company to various stakeholder groups (Carroll, 2011). According to the literature, people who attach importance to the products or services of the organization now pay attention to who they buy that product or service from. For this reason, today, stakeholders have started to prefer organizations they trust and sympathize with more.Therefore, it can be stated that organizations with high reputational value have become more important by stakeholders (Özcan and Solmaz, 2019).

According to this significant correlation, it is not surprising that sympathy and competence are compatible with social reputation because if an organization is perceived as a competent and reliable organization by stakeholders, it is approached with sympathy by stakeholders, thus increasing the recognition, likebility and social reputation of the organization.

H2: There is a relationship between emotional reputation component of personality traits and social expectation dimensions.

Table 33 H2 A. Correlations between emotional reputation and organizational social responsibility-emotional appeal.

			Emotional Reputation	OSR and EA
Spearman's rho	Emotional Reputation	Correlation Coefficient	1,000	0,667
		Sig. (2-tailed)	.	0,000
		N	289	255
	OSR and EA	Correlation Coefficient	0,667	1,000

Table 33 H2 A. Correlations between emotional reputation and organizational social responsibility-emotional appeal (Continued).

		Sig. (2-tailed)	0,000	.
		N	255	257

Correlation is significant at the 0.01 level (2-tailed).

It is apparent from table 33, there is a relationship between emotional reputation with organizational social responsibility and emotional appeal as the 2-tailed significance number (0,000) is smaller than 0, 01. In other words, the correlation coefficient number (0,667) is between 0 and 1, which means there is a positive consistency between emotional reputation with organizational social responsbility and emotional appeal.

Today, many organizations can survive by creating emotional bonds with their stakeholders, and social responsibility is one of the most important factors in creating this bond (Sucu, 2020). There are results indicating that there will be a positive relationship between social responsibility practices that meet the expectations of stakeholders and organizational commitment in the literature. Therefore, the sensitivity of the organization to social responsibility creates a positive perception of reputation among the stakeholders and strengthens the emotional connection of the individual to the organization (Dinçel, 2012). The consequences of reputation are defined in terms of stakeholders' behavioral intentions, such as loyalty and trust mediated by their emotions (Laaksonen et al., 2011).

For example, many other qualities, such as the social responsibility perception adopted by an institution, provide the emotional appeal of that organization and make the organization worth working for in terms of labour force (Çekmecelioğlu and Dinçel, 2014). Thus, emotions administer human perception and that reputation as an emotional experience has a powerful impact on stakeholder decision making. Reputation is a system of ideas that influence and is influenced by cognitive and emotional processes (Laaksonen et al., 2011). According to this meaningful correlation, emotional appeal factor is how the stakeholders feel about an organization (Sarstedt, Wilczynski and Melewar, 2013). According to this result,

emotional reputation indicates how positive or negative sympathy for an organization is evaluated (Thiessen and Ingenhoff, 2011). As a positive result of social responsibility perception, emotional attractiveness can be mentioned. In other words, if an organization has a strong perception of social responsibility, it becomes an organization that is emotionally preferred by its stakeholders. Therefore, it is not surprising that this correlation is positive and this result supports the literature.

To summarize, emotional reputation is centered on the kind of emotional impact made by the individual character of the organization (Eisenegger, 2008). It should be noted that this relationship has the highest correlation among all the correlations in this thesis, as this correlation confirms that it occurs through emotional mechanisms and a strong emotional reputation is important in the formation of an organization's character. According to Ingenhoff (2011), emotional reputation unity demonstrates an organization's character, justice, and trustworthiness. Therefore, this meaningful correlation shows that emotional appeal and the concept of social responsibility are directly related to emotional reputation.

Table 34 H2 B. Correlations between emotional reputation and corporate performance - service point.

			Emotional Reputation	CP and SP
Spearman's rho	Emotional Reputation	Correlation Coefficient	1,000	0,562
		Sig. (2-tailed)	.	0,000
		N	289	236
	CP and SP	Correlation Coefficient	0,562	1,000
		Sig. (2-tailed)	0,000	.
		N	236	238

Correlation is significant at the 0.01 level (2-tailed).

When the Table 34 is checked, it demonstrates that there is a relationship between

correlations between emotional reputation with corporate performance and service point because as the 2-tailed significance number (0,000) is smaller than 0, 01. In other words, the correlation coefficient number (0,562) is between 0 and 1, which means there is a positive consistency between emotional reputation with corporate performance and service points.

According to Eisenegger, reputation bearers are assessed based on the emotional appeal of their own personalities, how distinctive they appear and emotional dispositions toward and organization's concrete traits (Eisenegger, 2009). In other words, the performance of the institution, its vision and its ability to respond to customer expectations are seen as factors affecting the reputation of the institution before the stakeholders (Geçikli, Erciş and Okumuş, 2016). If an organization performance and services etc. if tangible features such as these are high and successfully, that organization does the right things in the right way and works effectively and efficiently. Therefore, stakeholders get the products and services they want with better quality and lower cost (Karadal and Diri, 2013). As stated in the literature, "products and services" etc. It is seen that the dimensions have a great effect on the emotional dimension and this has a significant effect on job application and purchase intention (Helm et al., 2011). In addition, when organizations differ from their competitors, they maintain their existence, establish emotional bonds with their stakeholders and as a result, they provide loyalty to the organizations (Geçikli, Erciş and Okumuş, 2013). Therefore, the emotions and, most crucially, the conduct of stakeholders are influenced by cognitive dimensions (Einwiller and Kuhn, 2011). In other words, the concrete characteristics of the organizations affect the stakeholders' emotions. The emotional components describe stakeholders' internal psychological moods and emotional reactions to the concrete characteristics of the company (Carroll, 2015).

According to Thiessen and Ingenhoff (2011), emotional reputation is related to how positively or negatively it is evaluated, arising from sympathy for an organization. For this reason, an organization's high performance, quality service points are important for the formation of emotional reputation by the stakeholders. According to this correlation, it is necessary to understand that the effect of emotional reputation on organizational performance and service points is important

in developing the performance strategy and service points of organizations. Therefore, this result supports the literature.

Table 35 H2 C. Correlations between emotional reputation and sympathy-competence.

			Emotional Reputation	SYM and COM
Spearman's rho	Emotional Reputation	Correlation Coefficient	1,000	0,474
		Sig. (2-tailed)	.	0,000
		N	289	276
	SYM and COM	Correlation Coefficient	0,474	1,000
		Sig. (2-tailed)	0,000	.
		N	276	281

Correlation is significant at the 0.01 level (2-tailed).

Table 35 shows that, the 2-tailed significance level (0,000) is smaller than 0, 01. Therefore this situation indicates there is relation between emotional reputation and sympathy with competence. In other words, the correlation coefficient number (0,474) is between 0 and 1, which means there is harmony between the adjectives under the emotional reputation component title and SYM and COM.

Competence, which is seen as the strongest effect in the formation of emotional reputation (Ingenhoff and Buhman 2016, p: 8) is related to concepts of hardworking, knowledgeable, intelligent, qualified, efficient, etc. (Ingenhoff and Buhman, 2016). In other words, competency is associated with the effective performance of a particular job (Klewes and Wreschniok, 2009). In order for an organization to be a competent organization and show a strong performance, that organization must have qualified employees. In this case, an organization with qualified employees undoubtedly has a great contribution to its reputation (Çiftçioğlu and Gök, 2018).

As a result of concept of competence, strong performance, global recognition, and perception of an organization as one of the best competitors seems reasonable

(Schwaiger, 2004). According to Thiessen and Ingenhoff (2011) sense of sympathy for an organization and the assessment of how well or badly it is perceived both qualify as emotional reputation. Therefore, sympathy for an organization is generally the outcome of an organization's performance and moral standards (Cetinkaya and Özutku, 2012).

According to the literature, it is not surprising that this correlation is significant because the concepts of competence, sympathy and emotional reputation complement and support each other. This correlation result supports the literature.

H3: There is a relationship between functional reputation component of personality traits and social expectation dimensions.

Table 36 H3 A. Correlations between functional reputation and organizational social responsibility-emotional appeal.

			Functional Reputation	OSR and EA
Spearman's rho	Functional Reputation	Correlation Coefficient	1,000	0,616
		Sig. (2-tailed)	.	0,000
		N	291	256
	OSR and EA	Correlation Coefficient	0,616	1,000
		Sig. (2-tailed)	0,000	.
		N	256	257

Correlation is significant at the 0.01 level (2-tailed).

Table 36 apparently shows that there is a relationship between correlations between functional reputation and organization social responsbility with emotional appeal as the 2-tailed significance number (0,000) is smaller than 0, 01. In other words, it is clearly seen that there is conformity between the adjectives under the functional reputation component title and OSR and EA. The correlation coefficient number (0, 616) is between 0 and 1, which means there is a positive relationship between

emotional reputation and OSR with EA. In order to examine the meaningful correlation in this section, it is necessary to first review again the items of these two approaches.

According to literature, functional reputation (Schwaiger, 2004), which is related to the success and technical competence of an organization and how successfully the organization fulfills its purpose, acts together with social responsibility in the effort to achieve success (Kaid and Bacha, 2007). Organizations that attach importance to social responsibility activities have the opportunity to attract, motivate and retain more qualified personnel, productivity and quality increase, and risk management becomes more effective (Argüden, 2007). This is a desire for a corporation to be environmentally responsible as well as economically competitive and socially responsible (Smaiziene and Jucevicius, 2013).

Therefore, with the increasing awareness of social responsibility, the products and services produced by organizations that have stronger social aspects and contribute to the development of society are more preferred and more respected (Çicek, 2017). Therefore, stakeholders have a positive attitude towards the organization that they like and respect in terms of emotional (Franzen and Moriarty, 2015) with this emotional appeal, the stakeholders start to prefer the institution that is successful in social responsibility and meets the expectations of the stakeholders.

In summary, it is not surprising that this relationship is consistent, because people's positive perceptions are based on an organization's functional success and reputation, their sense of social responsibility, and their emotional bond with stakeholders. Therefore, the result of this correlation supports the literature because all the components are interconnected.

Table 37 H3 B. Correlations between functional reputation and corporate performance -service point.

			Functional Reputation	CP and SP
Spearman's rho	Functional Reputation	Correlation Coefficient	1,000	0,600

Table 37 H3 B. Correlations between functional reputation and corporate performance -service point. (Continued)

		Sig. (2-tailed)	.	0,000
		N	291	236
	CP and SP	Correlation Coefficient	0,600	1,000
		Sig. (2-tailed)	0,000	.
		N	236	238

According to result of table 37, there is a relationship between correlations between functional reputation with corporate performance and service point as the 2-tailed significance number (0,000) is smaller than 0, 01. In other words, it is clearly seen that there is conformity between the functional reputation component with CP and SP. The correlation coefficient number (0, 600) is between 0 and 1, which means there is a positive relationship between functional reputation and CP with SP.

Functional reputation, which is related to abilities and success (Eisenegger, 2009) is important for an organization because organization with strong reputation successfully improve the aim of their organisation (Thiessen and Ingenhoff, 2011). Functional reputation is considered as the essential part of a reputation portfolio (Smaiziene and Jucevicius, 2013) because the reputable company is likely to increase performance values in other performance areas besides economic performance. For example, it has advantages such as reducing company costs and employee turnover, attracting and retaining stakeholders, and creating strong competition (Özbağ and Çekmecelioğlu, 2019).

Moreover, the reputation refers to resources that help organizations meet their needs and improve performance competitively (Chen and Otubanjo, 2013). These resources provide information about the core competencies of the organization and are also signals that influence the evaluations of stakeholders (Bahar, 2019). According to this relationship, organizational performance is related to the financial soundness of the organization and how its management is evaluated. The items evaluating the employer dimension and the service scores dimension that shape the reputation

emerge as an important result of this study (Oliver, 2015). Organization with a strong functional reputation successfully advance the aims of their responsibilities (Eisenegger and Imhof, 2008); therefore, it means that the product or service is of high quality for customers, their expectations are met, and therefore stakeholders dissatisfaction is reduced (Çiftçioğlu and Gök, 2018).

To summarize, according to the literature, strong performance and quality service points are a major factor in the development of functional reputation. This result of correlation also demonstrates this and supports the literatüre.

Table 38 H3 C. Correlations between functional reputation and sympathy-competence.

			Functional Reputation	SYM and COM
Spearman's rho	Functional Reputation	Correlation Coefficient	1,000	0,473
		Sig. (2-tailed)	.	0,000
		N	291	277
	SYM and COM	Correlation Coefficient	0,473	1,000
		Sig. (2-tailed)	0,000	.
		N	277	281

Correlation is significant at the 0.01 level (2-tailed).

It is obvious from Table 38, there is a relationship between functional reputation with SYM and COM appeal as the 2-tailed significance number (0,000) is smaller than 0, 01. In other words, it is clearly seen that there is a correlation between the adjectives under the functional reputation component title and SYM with COM. The correlation coefficient number (0,473) is between 0 and 1, which means there is a positive relationship between functional reputation and SYM with COM. Before examining the final correlation, it is necessary to examine the sub dimensions of the two approaches.

This finding is also similar to the literature. Functional reputation is an indicator of

success and tehnical competence and is linked to how great an agent fulfills the role assigned to him or her or how successful an organization serves the purpose for which it was created (Kaid and Bacha, 2007). According to Ingenhoff and Buhmann (2016) functional reputation evaluation of competence and success as indicated by the attainment of organization's specific goals are the foundation of functional reputation. In this respect, the organization differentiates itself from its competitors and begins to give importance to its reputation in an effort to establish both a rational and emotional bond (Geçikli, Erciş and Okumuş, 2016). Various driver variables are identified on the independent side of the reputation structure in this fashion, and these characteristics affect the cognitive or emotional dimension of reputation (Ihlen, Bartlett and May, 2011). Concept of sympathy refers to feelings of attraction and sympathy, while functional refers to views about competencies and competition (Ingenhoff and Buhmann, 2016). It is valuable for organizations to give importance to their functional reputations for understand their competencies and expectations of their stakeholders because organizations look at institutions with high qualifications with sympathy. This is an important point because stakeholders develop a sense of loyalty towards the organization by looking more sympathetically towards the organization with which they have emotional ties (Geçikli, Erciş and Okumuş, 2016). Thus, stakeholders who are satisfied with the competence of the organization continue the existence of the organization, support for progress and success.

In conclusion, functional reputation is an indicator of the organizations' success and technical competence (Eisenegger, 2008). Therfore, it is not surprising that functional reputation has a meaningful relationship with the concepts of competence and sympathy. Since all these concepts are related to each other, this correlation also supports the literature.

7.6. Findings Summary

In the below table summarizes the research findings in relation to the research hypothesis.

Table 39. Hypotheses Results

HYPOTHESES	Results
H1 A. There is a relationship between social reputation and organizational social responsibility-emotional appeal	*Accepted*
H1 B. There is a relationship between social reputation and corporate performance-service point	*Accepted*
H1 C. There is a relationship between social reputation and sympathy-competence	*Accepted*
H2 A. There is a relationship between emotional reputation and organizational social responsibility-emotional appeal	*Accepted*
H2 B. There is a relationship between emotional reputation and corporate performance- service point:	*Accepted*
H2 C. There is a relationship between emotional reputation and sympathy-competence	*Accepted*
H3 A. There is a relationship between functional reputation and organizational social responsibility-emotional appeal	*Accepted*
H3 B. There is a relationship between functional reputation and corporate performance- service point	*Accepted*
H3 C. There is a relationship between functional reputation sympathy and competence	*Accepted*

Since each dimension actually serves a common purpose and is based on personality traits, it is not surprising that all the hypotheses of this study are valid. In this study, "social reputation, emotional repuation, and functional repuation", which is a list of elements that characterize the reputation of the non profit organizations, was filled with personality traits adjectives for each dimension of reputation. The point as detailed above, is that while there are overlapping aspects that can be found in all three dimensions, they are different enough to be analysed separately. It can also be

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mention that in this study, it is aimed to develop an approach between the two main streams of reputation measurements by comparing the personality traits of the NPO with the social expectations approach. Therefore, it can be stated that this thesis study aims to encourage the development of a reputation measurement model.

CHAPTER 8. CONCLUSION

Following the sixth chapter detailing the findings, the final section of this thesis study provides the study's conclusion as well as limitations and delimitations and contributions and further research.

Reputation is described as a multidimensional attitude construct that encompasses an entity's cognitive and emotional qualities (Eisenegger and Imhof, 2008) and this structure has a serious counterpart in the literature. Cognitive aspects are connected to the organization's competence and performance (functional reputation), as well as its social responsibility and integrity (social reputation). These two cognitive components have an impact on the entity's emotional reputation (affective-expressive reputation) (Thiessen and Ingenhoff, 2011).This important structure (functional reputation, social reputation and emotional reputation) in the literature has been filled with adjectives related to personality traits with this study. All of the findings in this thesis show that anthropomorphism may be used to account for the assessment of NPO reputation. Anthropomorphism shows that attributing human-like mental states to non-human factors that is facilitates relationship-supportive behavior (Golossenko, Pillai and Aroean, 2020). In other words, when the distinctive goals of a unique and different entity are clear, anthropomorphizm facilitates a stakeholder's ability to understand it so that it finds itself warmer, more comfortable and familiar, and accordingly stakeholders see it as less risky (Yener, 2013).

Many studies on reputation in the literature support this study. For example, through social reputation which is related to social norms and values (Eisenegger, 2009) it provides to determine the perception of commitment to social rules and ideals of the person (Ingenhoff and Sommer, 2011). In other way, since the concept of social responsibility and social reputation are heavily interrelated, it not only reveals the ethical principles and trust imposed on the institution itself, but also reveals the smallest violations in the organization (Eisenegger and Schranz, 2011). Moreover, emotional reputation is centered on the kind of emotional impact made by the individual character of the organization (Eisenegger, 2008) a strong emotional reputation is important in the formation of an organization's character. According to Ingenhoff (2011), emotional reputation unity demonstrates an organization's

character, justice, and trustworthiness. Therefore, this meaningful correlation shows that emotional appeal and the concept of social responsibility are directly related to emotional reputation.In addition, According to Ingenhoff and Buhmann (2016) functional reputation evaluation of competence and success as indicated by the attainment of organization's specific goals are the foundation of functional reputation. In this respect, the organization differentiates itself from its competitors and begins to give importance to its reputation in an effort to establish both a rational and emotional bond (Geçikli, Erciş and Okumuş, 2016). In short, many studies in the literature actually argue that each of these components serves a common purpose but is valuable enough to be examined separately. For more detailed information on this topic, see discussion section 6.5.

Although there are many measurement tools in the literature, reputation still seems to be a complex phenomenon (Melewar and Alwi, 2015). In this study, which tries to answer the question of the feasibility of creating a measure between contexts and whether it is really possible; As detailed above, although there are overlapping aspects between reputation in all three dimensions (social, functional, and emotional), it is different enough to be analyzed separately and valuable enough to be considered separately to the each other.

To measure the reputation of an NPO, functional reputation related to competence and performance, social reputation related to social responsibility and social concept, emotional reputation related to affective and expressive are a suitable way to measure NPO reputation. From this point of view, it is a valuable study in terms of comparing the reputation structure of non-profit organizations with the social expectations approach and the personality traits approach to better understand and see the applicability of the personality traits approach.

Limitation and delimitation

The limitations and delimitations of this thesis work are given below.

First of all, since the study was conducted in İzmir, it was delimited in scope. Similarly, another limitation is that the subjects are surveyed with people living in Izmir who have donated at least once to a non-profit organization. This is related to

the time and financial possibilities of the researcher. Having only one researcher during the survey research is not suitable for data collection from other provinces.There are sectoral delimitations in the study. It is a sectoral delimitation that survey research is conducted with at least one-time donors to at least one non profit, rather than NPO staff, volunteers, or regular donors.

As a limitation in this thesis, it is possible to mention about social desirability bias in relation to the personality traits approach and the social expectations approach. The propensity of study respondents to pick replies that they believe are more socially desirable or acceptable, rather than ones that represent their real thoughts or feelings, is referred to as social desirability bias; This bias results in overreporting of socially acceptable replies or underreporting of socially undesirable/less desired reactions (Grimm, 2010). Therefore, this is a limitation as it involves collecting data on personal or socially sensitive topics for research.

Although likert scales have some advantages, for example; (a) data may be relatively quickly from large numbers they gathered survey, (b) they can give highly reliable human ability estimations, and (c) the validity of the interpretations drawn from the data provide can be collected (Nemoto and Beglar, 2014). There were some limitations in survey design and implementation. In this research survey sample size was 300 and this is ideal, but a relatively larger survey response may need to be conducted for more reliable results. Because of it is difficult to measure what people beliefs, particularly. It is difficult to measure with common measure that allows one to compare individuals (Ambrose et. al., 2004). Therefore, for a better scenario, the measurement sample size can be increased or another method can be applied.

Contributions

The theoretical contribution of this study, although a measurement tool could not be developed, a measurement approach was developed and filled the social, functional and emotional reputation which is very important in the literature. It is thought that this study will provide good insight into npo if used in npo's. Empirical proof is ensured of data from three NPO, each in a different NPO with in this study. Also this study conclude that there is value in the implementation of the personality metaphor. Moreover, personality traits will have good and bad aspects, and also it can be ripe or

inripe, but it is significant to treat each organization or section of an organization as unique (Davies et al., 2014). Since each NPO tries to be a unique institution, it should be noted that this study also may allow to measure the personality traits of each NPO with its differences.

Moreover, there is a state that for practical contributions, there is a potential to compare with different NPO's social, functional and emotional reputation for increase their own score. In other words, NPO can invest and develop strategies to compare and improve these three types of different reputation dimensions (social, functional and emotional) with different stakeholders. For example, an organization that is social reputation good in the eyes of stakeholders may not be good in terms of functional reputation. This method provides the opportunity to develop a strategy and make improvements in the area where it is lacking.

Suggestions of further research

For further studies, while measuring the personality traits of organizations, the relationship between personality traits of individuals can be looked at and this can be made into research questions. Since the study was conducted in Izmir, it is limited in scope so can be applied throughout the country. The other suggestion is about the measurement method, that the sample size of the research can be increased or another measurement method can be used, such as interview. Moreover, by removing the sectoral limitations in the study, the survey research can be applied to NPO staff, volunteers or regular donors, and not to at least one-time donors, thus expanding the scope of the research.

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