

The Relationship between Organizational Image and Organizational Citizenship Perception of Academicians[#]

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ARTICLE INFO

Article history

Received: September 11, 2019

Accepted: January 13, 2020

Published: January 31, 2020

Volume: 8 Issue: 1

Conflicts of interest: None

Funding: None

Note: [#]This study was conducted from an MA thesis named “The Investigation of the Relationship between Organizational Image and Organizational Citizenship Perception of Academicians” written by Hale Betül Akıncı under the supervision of Asst. Prof. Hüseyin Serin the Department of Educational Sciences, Istanbul University-Cerrahpaşa, Istanbul, Turkey.

ABSTRACT

Today, organizations have to give a positive image to their internal and external stakeholders. There is a need for a positive image for employees to strive for the benefit of the organization. The aim of this study is to determine the relationship between the perception of organizational image and organizational citizenship behavior of academicians. In order to address this objective the organizational image questionnaire which was developed by Uluçay (2012), and organizational citizenship questionnaire which was developed for higher education institutions by Taşçı and Koç (2007) were used. The questionnaire was applied to 340 academicians. The results show that organizational image perception of the academicians differs significantly according to gender and type of university. According to the findings, organizational image perceptions of female academicians are higher than male academicians, and it is found that organizational image of foundation universities is higher compared to state universities. Also, there is a significant relationship between academicians' organizational citizenship behavior and certain variables such as age, vocational seniority and working year in university. As academicians' age, professional seniority and working year in university increase, so does their performance of organizational citizenship behavior. The results show that there is a positive relationship between organizational citizenship behavior and organizational image.

Key words: Organizational Image, Organizational Citizenship Behavior, Academician

INTRODUCTION

Training activities of higher education is conducted by state and foundation universities in Turkey. It has been an obligation to meet the demands from students and their parents, sustain the quality for higher education organizations in an increasingly competitive environment (Köktürk, Yalçın, & Çobanoğlu, 2008). In today's competitive environment, image is a concept that is continuously increasing in importance. The organizational image, defined as impressions about the organization in the minds of the internal and external stakeholders of the organization, contributes to the organization in many ways if it is positive. Strong image of the organization has an important role in achieving the goals of the organization. Today, higher education institutions allocate considerable amount of resources to have a strong image and ensure the continuity of the strong image (Demiröz, 2014). Having a good image benefits the university in many aspects, especially student satisfaction (Alves & Raposo, 2010; Azoury, Daou & El Khoury, 2014; Brown & Mazarol,

2009; Ivy, 2001; Palacio, Meneses & Perez, 2002; Perez & Torres, 2017).

Today, educational institutions are among the biggest institutions of the countries. At this point, the image of educational institutions has a significant role in terms of the perceptions of educational institutions. Among the educational institutions, higher education institutions are the institutions where image phenomenon is most prominent. This is because whether to have a good image or not is amongst the reason for preferability for both academicians as service providers and students as service person in educational institutions.

With the rapid increase in the number of universities in Turkey in recent years, insufficient resources allocated to universities from the budget allocated to education, can cause universities to have difficulty maintaining their existence only with the financial support of the state. The maintenance of universities can be possible if they create a strong image and have ability to gain new sources (Cerit, 2006). Organizational image is a fundamental decision criterion to

prefer universities. Students shape their decisions according to image of the university, faculty and even the department for both their undergraduate education and graduate education (Nguyen & LeBlanc, 2001; Ivy, 2001). University administrators who want to create a high level of university image can also increase their perception of university image by taking into consideration the expectations and needs of students and responding to these expectations and needs (Polat, 2011).

The image in higher education institutions demonstrates itself in the behaviors of those working in the institution. This situation particularly shows the importance of organizational citizenship due to the fact that an academician whose organizational image is regarded as good feels emotionally connected to the organization. As his commitment to the organization, responsibility, awareness and performance increase, so does his tendency to show organizational citizenship behavior (Carmeli, 2005; Karabey & İşcan, 2007; Topaloğlu, 2010). Organizational citizenship behavior defined as voluntary effort and extra role beyond the standards and job descriptions set for him/her in the working environment; is individual behaviors that contribute to organizational effectiveness which organizations desire (Organ, 1997). Higher education institutions are seen as places where political, moral, economic, scientific and social values arise. Such values have an impact on stakeholders' organizational citizenship behavior. Organizational citizenship behaviors contribute to the improvement of organizational performance by increasing the cohesion between individuals and positively affecting the solidarity among individuals. These behaviors supply changes, harmony, improvement in an organization and provides permanence in the long run. This kind of behaviors increase workers' job satisfaction, performance, confidence, level of motivation and organizational commitment. For that reason, it is considered to be important to develop organizational citizenship behaviors in higher education institutions (Bolat & Bolat, 2008; Schwab, 1980; Tokgöz & Aytemiz Seymen, 2013; Yaprak Kaya, 2015). Research reveals that organizational image and organizational citizenship behavior positively affect employee performance (Amna & Obaid, 2018).

The high level of organizational citizenship behaviors of the academic staff can be seen as a situation which differentiate the university and puts it before others in today's highly competitive market conditions. That's why excessive factors that cause workers to demonstrate organizational citizenship behaviors may contribute to an increase in organizational performance and also in corporate image (Near, Organ & Smith, 1983). There is significant amount of information about the notion of organizational image and citizenship which is a fundamental parameter related to quality of institutions.

LITERATURE REVIEW

There are huge amount of quick changes in various kind of areas. Because image has a significant place among the subjects that are important at the level of individuals and organizations in the world. It is not sufficient for organizations to

supply just good products or service in the market conditions where competition is increasing. But also they must have a good image. The notion of 'image' emerged as a common field of study in the field of management science in the twenty-first century. While contemporary social criticisms emphasize that we live in an image-saturated society, organization and marketing experts state that image creation is one of the most important issues for organizations in the sectors in the society (Christensen & Askegaard, 2001). With the rapid developments in technology, individuals working in organizations should have ability which is appropriate to the conditions of the day. The necessity of effective use of human resources for organizations to establish superiority over their competitors has increased the importance of employee productivity. Organizational citizenship behaviors, which are defined as voluntarily striving for the benefit of organizations, can affect the image of the institution.

Organizational Image

Organizational image consist of broad impressions related to an organization (Lievens, 2017). Organizational image is emotions and beliefs that exists in customers and stakeholders' mind related to an organization (Hatch & Schultz, 1997).

When the word 'image' is said in organizations, it comes to mind to create an image that stakeholders want, to maintain this image and to reconstruct it when necessary (Massey, 2015). Major components of organizational image are identity, personality, communication, brand, logo, name, public relations, responsibility, quality, innovation, participation, etc. Organizational image has also outputs like identification, trust, respect, stability, motivation, satisfaction, job satisfaction, loyalty, organizational commitment (Polat, 2009).

When the literature is reviewed, it is emphasized that quality, program, sports, general appearance and infrastructure, social environment, entertainment, shelter-nutrition, support, student communication when the organizational image in educational institutions is mentioned (Turgut & Akbolat, 2017). It is stated that everyone from the top to the bottom is influential in the formation of organizational image (Uğurlu & Ceylan, 2013). Besides, workers' knowledge, self-confidence, visual harmony of the organization, feedback within the organization and interpretation of feedback, determination of managers and workers about their work affects organizational image (Erdal, Gücüyener & Erdal, 2013). Researches demonstrated that quality of instructors, course contents, evaluation systems, integration with environment, management, physical facilities and visual image affects organizational image (Maric, Pavlin & Ferjan, 2010).

The image of an organization is influenced by the quality of the products of an enterprise and the nature of the relations of the workers, the appearance of its buildings and location, and the manner in which the titles used in the papers in its correspondence are written (Moizer, Benau, Humphrey, & Martinez, 2004). One of the most important benefits of organizational image to the organization is financial. The favorable organizational image allows products and services to be favored even in unfavorable economic conditions, enabling the organization to achieve financial stability

and thereby maintain its profitability (Fombrum, 1996). This demonstrates the contribution of the organizational image to the institutions in addition to the qualitative contribution.

Organizational Citizenship

One of the areas which institutions are interested in on the management process is organizational citizenship. Organizational citizenship behavior includes voluntary behaviors exhibited to contribute to the effective functioning of the organization (Tanaka, 2013). Organizational citizenship behavior is the behavior which is non-coercive, enables effective functions of the organization to conduct together and cannot be described directly by formal reward system (Acar, 2006). Since the beginning of the 1990s, there has been different emphasis on dimensions in researches on organizational citizenship behavior. In addition, organizational citizenship is handled in terms of altruism, courtesy, conscience, civil virtue/organizational participation and gentleness (Doğan Kılıç, 2013). Improvement of performance and productivity increase are the leading results of organizational citizenship behavior. Workers who work as voluntary more than expected for them provides the performance in organizational level. It is stated that workers who works more than expected contribute the improvement of organization (Chelaget, Kiprop, & Kemboi, 2015).

Employees' efforts in this direction do not include any awards or other expectations; they serve the purpose of putting the organization in a better position. In this respect, organizational citizenship behavior is among the organizational behaviors that today's organizations will welcome with great pleasure.

High participation of employees is effective in achieving and sustaining success for organizations. The voluntary efforts of the employees in the organizations for the benefit of the organization have great effects on productivity. The idea that organizational citizenship behavior increases productivity in organizations is one of the research topics of the study. In addition, organizational citizenship behavior is a concept that correlates with high satisfaction with life as well as job satisfaction (Rastogi & Garg, 2011).

The existence of organizational citizenship behavior in an organization includes the existence of discretionary workplace behaviors other than defined tasks (Jahangir, Akbar & Haq, 2004). This behavior, which contributes to more effective performance of organizations, is expected to contribute to the formation and development of organizational image.

When the literature is examined, separate researches about organizational image and organizational citizenship have been found, as well as the studies revealing the relationship between organizational image and organizational citizenship. Yiğit and Erkmen (2018) state that the effect of organizational image and organizational citizenship behavior on organizational culture and worker performance was positive and meaningful, while Turgut and Akbolat (2017) state that perceived organizational support, organizational identification, organizational trust and job satisfaction play a role in the emergence of the interaction between organizational image and organizational citizenship behavior.

In addition, it is stated that workers have a higher level of desire to exhibit organizational citizenship behavior in case of high organizational image in schools (Karabey & İşcan 2007). In the related literature, there is a link between organizational image and organizational citizenship. However, there was a significant increase in the number of higher education institutions in Turkey recently. With these increases, the organizational image and the perception of organizational citizenship need to be studied in detail. In this study made from this point of view, it was examined the relationship between organizational image and organizational citizenship behaviors of academicians. In addition, it was examined in order to determine whether the organizational image and organizational citizenship behavior of the lecturers who work in non-profit foundation universities with a board of visitors and public state universities differ statistically according to demographic variables, the difference between the groups is statistically significant or not.

METHOD

Research Model

As mentioned above, the main purpose of this study is to examine the relationship between organizational image and organizational citizenship behaviors of academicians, in other words, to examine a possible relationship between two variables-organizational image and organizational citizenship. As Fraenkel, Wallen and Hyun (2011) suggest, correlational or associational research design aims to explore and describe any possible relationship between two or more variables without manipulating the variables. Contrast to other correlational and descriptive studies, correlational research design describes the degree of the relationship or to what extent variables are correlated. Parallel to the purpose of the study, correlational research design was utilized and it was tried to determine the degree and direction of the relationship between organizational image and organizational citizenship behaviors of academicians.

Population and Sample of Research

The population of the research consists of 35090 academicians (lecturers, research assistants, doctor lecturers, associate professors and professors) who are working in foundation and state universities in Istanbul in 2018-2019 academic year (YÖK, 2019).

The sample of the study consists of 340 academicians who were determined by convenience sampling method from 3 state and 3 foundation universities in Istanbul. Convenience sampling is one of the widely used types of sampling in the social sciences. In this type of sampling, researchers select participants from individuals that are easy to reach, suitable for research, and volunteer (Gravetter & Forzano, 2012). Accordingly, researchers collected data from six universities where they could easily collect data for the purpose of the research. After giving information about the research, data were collected from the volunteers who participated in the research.

Data Collection Tools

In this research, personal information form, organizational image and organizational citizenship behavior scales were used as data collection tools in order to determine the relationship between academic image and organizational citizenship perception of academicians.

In the research, Organizational Citizenship Behavior scale developed by Taşçı and Koç (2007) using the scale items created by Podsakoff, MacKenzie, Moorman, and Fetter (1990) and Smith, Organ, and Near (1983) for higher education institutions was used to determine the views of academicians on organizational citizenship behaviors and Organizational Image Scale developed by Uluçay (2012) was used in order to determine the organizational image perception of academicians.

Cronbach Alpha internal consistency coefficient was calculated to test the reliability of the expressions in the scales used in the study. Organizational citizenship scale expressions were $\alpha = 0.799$; organizational image scale expressions had a reliability of $\alpha = 0.944$. Since the reliability coefficients of the expressions in both scales are greater than .50, it can be said that the scales are good and very reliable.

Data Analysis

In the study, the scales used as data collection tools were applied to the sample group and SPSS 25 package program was used in the analysis of the obtained data. After determining that the scales had sufficient reliability, it was examined whether the difference between the groups formed according to demographic variables was statistically significant in order to determine whether organizational citizenship and organizational image levels differ statistically according to demographic variables. In addition, the relationship between organizational citizenship behavior and demographic variables was examined. Before the statistical analysis, descriptive statistics were presented for each group

and then it was examined whether the data was distributed normally for each group. Parametrical methods were used in cases where the data showed normal distribution, whereas nonparametric methods were used in cases where the data did not provide abnormality. While determining whether organizational image and organizational citizenship behavior differ according to demographic variables, normality of data and homogeneity of variances were taken into consideration. In case of assumptions, independent samples t-test was used from parametric tests and in the absence of assumptions, Mann Whitney U test was used. Pearson Product-Moment Correlation Coefficient was used to determine the relationships between variables.

FINDINGS

This section contains the findings of the research. Firstly according to demographic variables the findings about organizational image and organizational citizenship behavior of academicians are given. Then, findings related to the relationship between organizational image and organizational citizenship behavior of academicians are presented.

According to Table 1, it can be said that the organizational images of female academicians are higher than men.

According to Table 2, it can be said that the opinions of academicians working at foundation universities on employees, product service quality and organizational image are higher than academicians working at public universities.

According to Table 3, it is possible to say that as the age of academics increases, the levels of altruism, conscience and organizational citizenship will increase as well.

According to Table 4, it is possible to say that as the professional seniority of academicians increases, the levels of altruism, conscientiousness and organizational citizenship will increase as well as supporting the development of the organization.

According to Table 5, it is possible to say that as academic year increases, the levels of conscientiousness,

Table 1. Mann whitney U test results of organizational image according to gender of academicians

	Gender	n	Rank average	Row total	U	p
Working environment	Male	166	169.86	28197.00	14336.00	0.907
	Female	174	171.11	29773.00		
Communication activities	Male	166	156.31	25947.00	12086.00	0.009
	Female	174	184.04	32023.00		
Social responsibility	Male	166	162.78	27021.00	13160.00	0.156
	Female	174	177.87	30949.00		
Employees	Male	166	155.16	25757.00	11896.00	0.005
	Female	174	185.13	32213.00		
Management quality	Male	166	162.19	26923.00	13062.00	0.127
	Female	174	178.43	31047.00		
Product and service quality	Male	166	156.48	25975.00	12114.00	0.009
	Female	174	183.88	31995.00		
Organizational image	Male	166	158.68	26341.00	12480.00	0.030
	Female	174	181.78	31629.00		

* $p < 0.05$

Table 2. The t-test results of the organizational image according to the type of university where the academicians work

	Type of University	n	M	S	SD	t	p
Working environment	Public	200	3.1043	0.87440	338	0.273	0.785
	Foundation	140	3.0776	0.89982	338		
Communication activities	Public	200	3.3857	0.85150	338	-1.868	0.063
	Foundation	140	3.5592	0.82955	338		
Social responsibility	Public	200	3.3186	0.92656	338	-1.955	0.051
	Foundation	140	3.5163	0.90555	338		
Employees	Public	200	3.1740	0.58363	338	-4.971	0.000
	Foundation	140	3.5143	0.67136	338		
Management quality	Public	200	3.1383	0.71244	338	-1.245	0.214
	Foundation	140	3.2381	0.74780	338		
Product and service quality	Public	200	3.1967	0.49134	338	-2.766	0.006
	Foundation	140	3.3476	0.50079	338		
Organizational image	Public	200	3.1897	0.63542	338	-2.059	0.040
	Foundation	140	3.3375	0.67317	338		

* $p < 0.05$ **Table 3.** Correlation between organizational citizenship behaviors and age of the participants

	n	r	p
Sup. Dev. of Org. and Alt.	340	0.116*	0.033
Courtesy	340	-0.098	0.071
Conscientiousness	340	0.216*	0.000
Sportsmanship	340	0.104	0.056
Organizational citizenship	340	0.170*	0.002

* $p < 0.05$ **Table 4.** Correlation between organizational citizenship behaviors and professional seniority of the participants

	n	r	p
Sup. Dev. of Org. and Alt.	340	0.153*	0.005
Courtesy	340	-0.101	0.064
Conscientiousness	340	0.265*	0.000
Sportsmanship	340	0.091	0.095
Organizational citizenship	340	0.196*	0.000

* $p < 0.05$

sportsmanship and organizational citizenship will increase. However, it was concluded that courtesy behaviors would decrease as the university year increased.

According to Table 6, the correlation coefficient between the overall scores obtained from the organizational citizenship scale and the organizational image scale was found to be $r = .36$. There is a low positive and significant relationship between these two scales. According to this result, it can be said that as organizational citizenship scores increase, organizational image scores will increase.

DISCUSSION

The aim of this study is to reveal the opinions of the faculty members working in foundation and state universities

Table 5. Correlation between organizational citizenship behaviors of the participants and year of work in the university

	n	r	p
Sup. Dev. of Org. and Alt.	340	0.067	0.215
Courtesy	340	-0.140*	0.010
Conscientiousness	340	0.215*	0.000
Sportsmanship	340	0.117*	0.031
Organizational citizenship	340	0.136*	0.012

* $p < 0,05$ **Table 6.** Correlation analysis for the relationship between organizational image and organizational citizenship behaviors

		Organizational Image
Organizational Citizenship	Correlation coefficient	0.361
	p	000

on organizational image and organizational citizenship according to demographic variables. 340 volunteer academicians participated in the study. The data obtained from the volunteer academicians were analyzed in SPSS 25 package program and the results were analyzed in the light of the findings in the literature.

Discussion about Organizational Image

As a result of the research when the gender variable was examined, it was found that the organizational image of academicians differed significantly according to gender. Organizational image of female academicians are more positive than men. In this study, Erdoğan, Umurkan, and Kuru (2013) found significant difference according to the gender variable. These researchers found that female teachers

had a more positive organization image than male teachers. Similarly, Şimşek (2017) and Kılıçaslan (2011) found that teachers' organizational image differed by gender, but Şimşek (2018) and Kılıçaslan (2011) concluded that women teachers' organizational image were more negative than male teachers. Şişli and Köse (2013) found that the organizational image of male students was more positive than female students. Demiröz (2014), Uğurlu and Ceylan (2013) and Gürbüz (2008) concluded that teachers' gender did not affect their image about their schools. When the sub-dimensions were examined, it was observed that the images of male and female academicians about working environment, social responsibility and management quality were similar; however, female academicians' images on communication activities, product and service quality and employees were more positive than men's. Çetin (2016) on the other hand, found that organizational image does not differ in any sub-dimension according to the results of her research.

When the organizational image of academicians were examined according to the type of university, a significant difference was found. The organizational image of the academicians working at the foundation university are more positive than the academicians working in the public university. The insurance of academics working in state university is higher than academics working in foundation universities. Academicians working on contact in foundation universities may have to give more importance to organizational image to recruit successful students of the university they work for. This finding is consistent with the results obtained by Şişli and Köse (2013). When the sub-dimensions were examined, it was found that the images of the academicians working in the foundation university about the employees and the product service quality were more positive than the academicians working in the public university, but the images about the working environment, communication activities, social responsibility and management quality were similar.

Discussion about Organizational Citizenship Behavior

As a result of the research, it was found that there is a positive relationship between the organizational citizenship behaviors of academicians and the age of academicians. From this point of view, it is possible to say that as the age of academicians increases, organizational citizenship levels will increase. Because young academicians have less experience than experienced academicians, less recognition of their institutions may result in lower levels of organizational citizenship. Njagi (2018), while reaching similar results in his study; Fok (2011), on the other hand, concludes that young workers exhibit more organizational citizenship behavior in contrast to this result. When the sub-dimensions were examined, no significant relationship was found between the level of courtesy and sportsmanship of academicians and their ages. However, the relationship between the support of development of the organization and altruism and conscience and the ages of academicians were found to be positive and statistically significant.

As a result of the research, it was determined that there is a positive relationship between the organizational citizenship

behaviors of academicians and professional seniority. From this point of view, it is possible to say that as the professional seniority of academicians increases, organizational citizenship levels will increase. Considering that senior academicians have been working in the university for a long time, it can be stated that the fact that they have learned from their experience and they accept that the possibilities and the structure of university will not change will cause an increase in their organizational citizenship levels. This finding is consistent with the studies of Demiröz (2014), Özer (2012), Yılmaz (2010; 2012), Ölçüm-Çetin (2004) and Çetin, Yeşilbağ and Akdağ (2003). In the study of Yaylacı (2004), it was observed that behaviors in some sub-dimensions and organizational citizenship behavior had a positive relationship with seniority. However, Njagi (2018), Yılmaz and Taşdan (2009), Polat and Celep (2008), and Polat (2007) found no statistically significant difference in organizational citizenship behaviors of teachers according to seniority. When the sub-dimensions were examined, no significant relationship was found between the level of courtesy and sportsmanship of academicians and professional seniority. However, the relationship between the support of the development of the organization and altruism and conscience and the professional seniority of academicians were found to be positive and statistically significant.

As a result of the research, it was found that there is a positive relationship between the academic citizenship behaviors of the academicians and the year of working in the university. As the academic year of the university increases, organizational citizenship levels of academicians also increase. It can be said that academicians who have more working time in the institution have higher level of belongingness, and it has a positive effect on organizational citizenship behaviors. Yücel and Samancı (2009) found working time to be the most effective variable on organizational citizenship behavior, while Polat and Celep (2008) found that working time did not show significant differences with teachers' perception of organizational citizenship. When the sub-dimensions were examined, it was concluded that the higher the conscientiousness and sportsmanship levels of the academicians, the more their courtesy behaviors would decrease.

Discussion about Correlation between Organizational Image and Organizational Citizenship Behavior

According to the research results in the literature, having a good image of the university benefits the university in many respects (Alves & Raposo, 2010; Azoury et al., 2014; Ivy, 2001; Palacio et al., 2002; Brown & Mazzarol, 2009; Perez & Torres, 2017) and organizational image is associated with many concepts that are important for universities (Amna & Obaid, 2018; Bektaş, 2010; Mert & Yılmaz, 2018). In this study; the relationship between organizational citizenship behavior and organizational image, which was previously investigated in relation to many concepts like; organizational learning values (Taşcı & Koç, 2007), organizational culture (Chen & Carey, 2009), performance (Latham & Skarlicki, 2009; Rose, 2012), academic achievement (Khalid, Jusoff,

Othman, Ismail, & Rahman, 2010), organizational commitment and job satisfaction (Çetin, 2011), psychological well-being (Rastogi, 2011), commitment to work (Runhaar, Konermann & Sanders, 2013), organizational justice (Tziner & Sharoni, 2014), leadership styles (Tekbulut, 2017), organizational identification and organizational silence (Turgut & Akbolat, 2017) was examined and as a result of the research, it was found that there was a positive relationship between organizational citizenship behavior and organizational image perception of academicians. As the image of organizations develops positively, the levels of organizational citizenship behaviors of academicians increase as well. Academicians working at foundation and state universities must demonstrate organizational citizenship behavior in order to demonstrate their commitment to their institutions and this should be reflected to external stakeholders. Therefore, it is a necessity to feel the existence of organizational citizenship behavior and organizational image in a way that supports each other. This result is consistent with the results of Turgut & Akbolat (2017), Demiröz (2014), Taşhyan, Paksoy and Hırlak (2013), and Karabey and İşcan (2007).

The researches in the literature show that organizational citizenship behavior has an impact on many important issues such as performance of academicians (Latham & Skarlicki, 2009; Rose, 2012), academic achievement (Khalid et al., 2010; Demiröz, 2014; Burns & DiPoala, 2013) and internal motivation of students (Chen & Carey, 2009) in higher education institutions. In this study, the relationship between organizational citizenship behavior and organizational image was investigated and as a result of this research, it was found that organizational citizenship behavior contributed to university image. The association of organizational citizenship behavior with organizational image as well as many concepts which are important for higher education institutions supports the other studies in the literature.

CONCLUSION

The aim of this study is to determine the relationship between the organizational image and organizational citizenship behavior of academicians. The results show that organizational image of the academicians differs significantly according to gender and type of university. According to the findings, organizational image of female academicians are more positive than male academicians, and it is found that organizational image of foundation universities is more positive compared to state universities. Also, there is a significant relationship between academicians' organizational citizenship behavior and certain variables such as age, vocational seniority and working year in university. As academicians' age, professional seniority and working year in university increase, so does their performance of organizational citizenship behavior. As a result of the research, it was found that there is a positive relationship between organizational citizenship behavior and organizational image of academicians. As the image of organizations develops positively, the levels of organizational citizenship behaviors of academicians increase as well.

Recommendations and Implications

When the findings obtained are examined, it is important to investigate the organizational image in universities since it is important at the point of preference of universities. Also, giving importance to images can provide a competitive advantage for universities in the higher education sector, which has a rapidly changing and competitive structure. Universities should determine the level of their current image, should carry out various activities in order to have a good image (social responsibility projects, university promotions, etc.) and manage this image well in order to maintain the created image perception. In addition, the relationship between organizational image and organizational citizenship was determined in the study. Therefore, universities that want to have a good image should give importance to organizational citizenship behavior and create a working environment that supports this behavior within the organization. It is important that managers demonstrate fair management because it is a behavior that will reveal the organizational citizenship behavior of academicians. In order to establish organizational citizenship behavior as a desired and expected behavior in organizations, universities should adopt a management understanding that will enable academicians to exhibit organizational citizenship behavior.

In this study, organizational image and organizational citizenship behavior of academicians in higher education institutions were investigated. The scope of the research can be extended by including the opinions of students who are among the internal stakeholders of higher education institutions. It is determined that there is a positive relationship between organizational image and organizational citizenship behavior so the effect of these two concepts on each other can be taken into consideration in studies conducted on behalf of organizational image and citizenship. Due to the limited number of studies investigating these two concepts in the literature, more relational and causal researches can be conducted on organizational image and organizational citizenship behavior in universities.

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