

# Citra dan Reputasi Organisasi

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# What is Image?

- ❑ The construed external image” is a descriptive view, and refers to how insiders believe external audiences view their organization (Gioia & Thomas, 1991; 1996).
- ❑ “Outsiders’ beliefs about what distinguishes an organization” (Dutton, Dukerich, & Harquail, 1994).
- ❑ “Projective view” encompasses the “characteristics organizational elites want stakeholders to ascribe to the firm,” and refer to this definition of organizational image as the “communicated image”
- ❑ An organizational image is the “shared meanings, attitudes, knowledge, and opinions” of organizational stakeholders, influenced, at least in part, by strategic communications emanating from the organization (Moffitt, 1994).

# What is Image?

- ❑ An image is “something projected” by the organization, and “something perceived or interpreted by others” (Cheney & Vibbert, 1987)
- ❑ Organizational images are therefore created and sustained by both organizations and stakeholders; while the organization is actively attempting to project a particular image of itself, stakeholders are forming perceptions of the organization (Willi, Nguyen, Melewar & Dennis, 2014).
- ❑ This duality is what produces the organizational image, and it is an important aspect of the definition of organizational image presented here. An organizational image is the product of discourse between organizations and stakeholders, not simply the result of one-way communication that ipso facto produces a desired image in the minds of the target audience (Erdem, 2013).

# What is Image?

- ❑ Because of the dialogic nature of organizational images, organizations must strategically communicate with stakeholders to foster certain images and discourage others.
- ❑ “Although the company image portrayed must reflect reality, it is entirely possible as well as desirable to select and promote those characteristics that harmonize with the strategic plans of the company.
- ❑ The characteristics should also be those deemed desirable by the publics important to the company”
- ❑ Development of the firm’s image therefore requires that the organization look to its mission statement and overall purpose, and promote desirable characteristics of itself to its stakeholders-- desirability defined by both the organization and its stakeholders. This process is critical to an organization’s success, and is what is referred to here as organizational image management. (Garbett (1988)).

# What is Reputation?

- ❑ “Corporate reputation is the perception of the corporate identity built up over time, making it much more stable than corporate image. Stuart (1999)
- ❑ Reputations tend to act as a hindrance to change. They state that “if firms value their reputations, the desire to protect them can inhibit them and their managers from engaging in activities constituents deem unacceptable. Established reputations may, therefore, impede managers’ strategic responses to environmental events” Fombrun and Shanley, 1990.
- ❑ Reputation is built in a planned manner by organisations taking necessary notice of the environment in which they operate. (Fombrun)

# What is Reputation?

- ❑ Better regarded companies build their reputations by developing practices which integrate social and economic considerations into their competitive strategies. They not only do things right – they do the right things. In doing so, they act like good citizens. They initiate policies that reflect their core values; that consider the joint welfare of investors, customers and employees; that invoke concern for the development of local communities; and that ensure the quality and environmental soundness of their technologies, products and services. (Fombrun, 1996)
- ❑ Corporate reputation as an intangible asset because they consider it “rare, difficult to imitate or replicate, complex and multidimensional, which needs a lot of time to accumulate, specific, difficult to manipulate by the firm, with no limits in its use and does not depreciate with use”. (Fombrun & Van Riel, 1997)

# What is Reputation?

□ **Reputation fulfills the qualities required by a strategic resource, given that: (Barney 1991)**

1. it is valuable, it has relevance;
2. it is a scarce resource among real or potential competitors;
3. it has a specific character (difficult to imitate) for its social complexity; and
4. it does not have equivalent strategic substitutes.

□ **Reputation is an increasingly important factor for creating and maintaining competitive advantages due to four tendencies in the business environment: (Gardberg & Fombrun)**

1. global penetration of markets;
2. congestion and fragmentation of media;
3. appearance of more communicative markets;
4. commodification (conversion to mass products) of industries and their products

# Conclusion

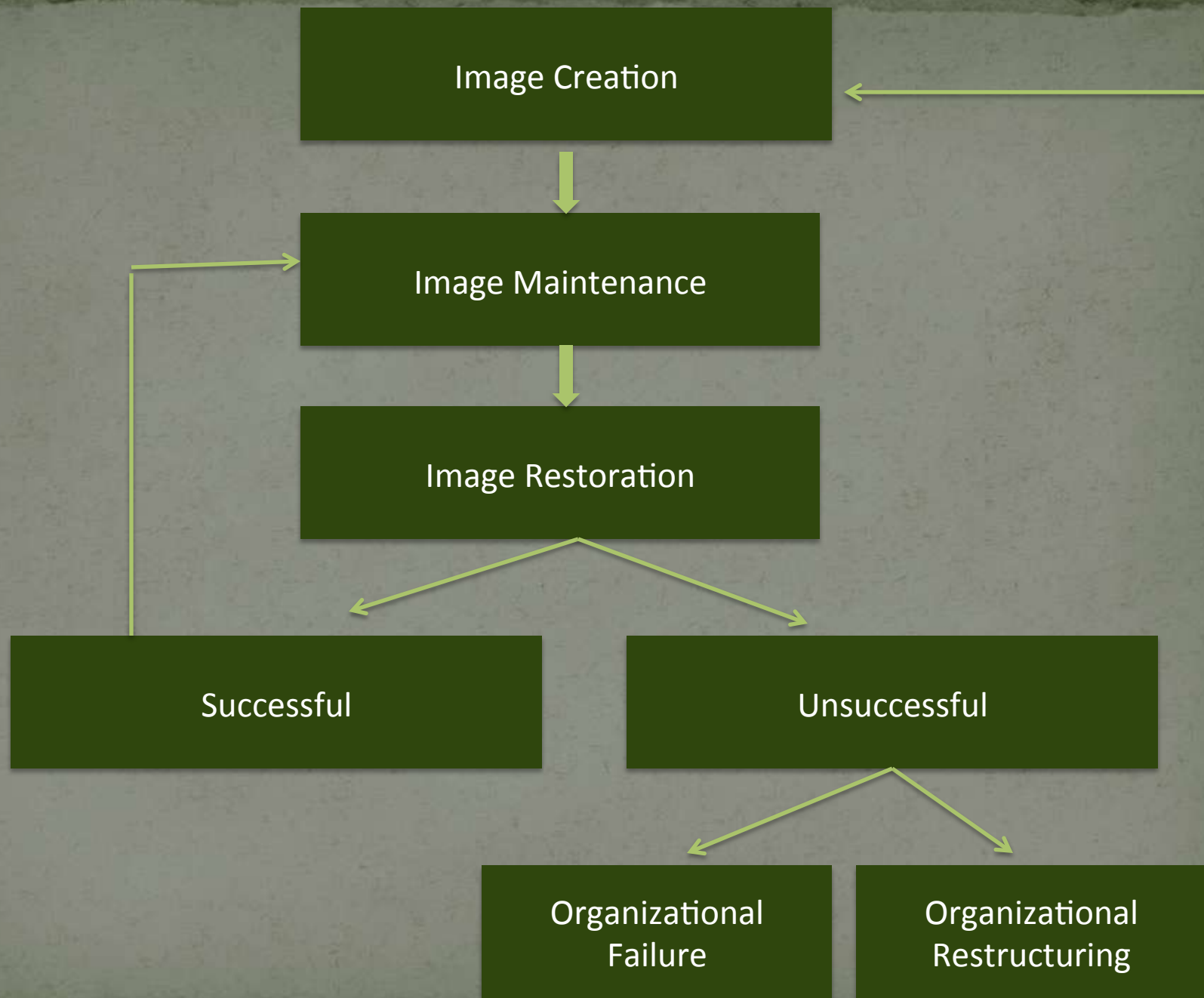
- ❑ Organizational identities are based on the core values of the organization, and are the actions taken and perceptions held by internal stakeholders. Organizational reputations are developed by external stakeholders and are based upon organizational actions, among other things. Organizational reputations are not static, they are dynamic, but they are less mutable than organizational images.
- ❑ It is also important to note that organizational images are not based upon organizational reputations— rather, they share a dynamic, interdependent relationship.
- ❑ In this relationship, corporate images that stakeholders form can be influenced by their overall evaluation of the company, i.e., its corporate reputation and at the same time a firm's corporate reputation is largely influenced by the corporate images that stakeholders form every day for the organization.



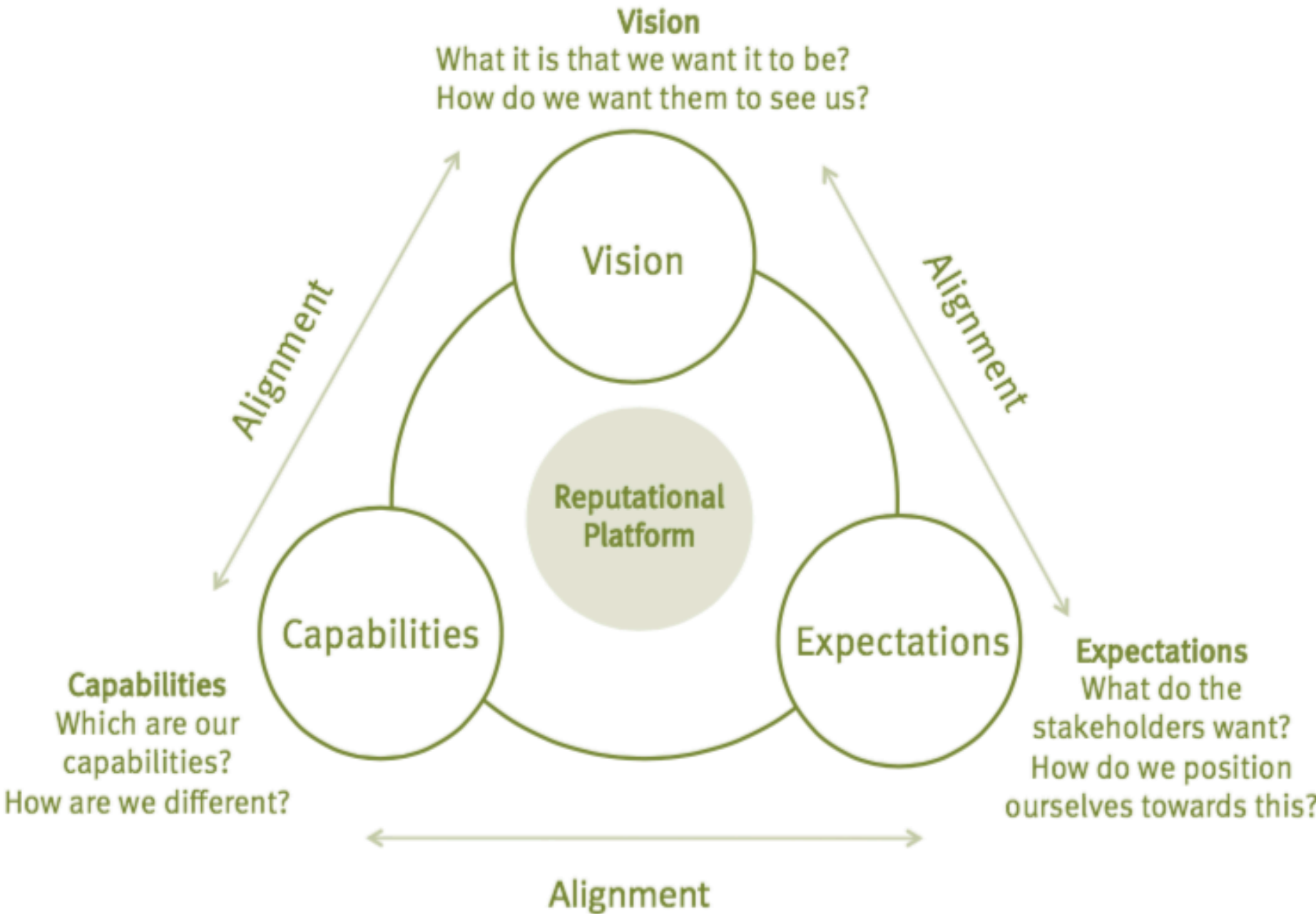
# Conclusion

- ❑ Much literature has been written about organizational identity management and organizational reputation management.
- ❑ The concern in this manuscript, however, is in organizational image creation and maintenance.
- ❑ The management of organizational images is more possible than reputations because of the malleability of images (Gilpin, 2010).
- ❑ *'Reputation' and 'image' are not generally something that can be managed directly, but are omnipresent and the global result of a firm's or individual's behavior. Attempting to manage one's reputation might be likened to trying to manage one's own popularity (a rather awkward, superficial and potentially self-defeating endeavor)*

(US public relations academics) *David Finn, Doug Newsom and others*



# Organization's Reputational Management Platform



# Image vs Reputation

**'Corporate image** is the immediate mental picture that audiences have of an organization.

**'Corporate reputations**, on the other hand, typically evolve over time as a result of consistent performance, reinforced by effective communication, whereas corporate images can be fashioned more quickly through well-conceived communication programs.' Gray and Balmer 1998

# Differences between organizational identity, organizational image, and corporate reputation

	Organizational Identity	Organizational Image	Corporate Reputation
Stakeholders: Internal or external	Internal	External	Internal and external
Perceptions: Actual or desired	Actual	Desired	Actual
Emanating from inside or outside the firm	Inside	Inside	Inside and outside
Positive or negative perception of the firm possible	Positive or negative	Positive	Positive or negative
Relevant question	"Who / what do we believe we are?"	"What / who do we want others to think we are?"	"What are we seen to be?"

# SOURCES

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