The Mediator Role of The Organizational Culture in The Relationship between Charismatic Leadership and Corporate Reputation

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Background and purpose: This study aims to reveal the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation.

Methodology: The universe of the study consists of health sector workers working in Istanbul. The analysis of the data obtained from the survey application of the data collected from 405 employees in the five-point Likert scale was carried out with SPSS 26.0 program, and a 95% confidence level was studied. Frequency and percentage statistics for categorical variables, mean, standard deviation and minimum and maximum statistics for numerical variables are given. In the study, the mediation model was tested with Proces Hayes Regression. Non-hierarchical clustering was used to divide the sample into groups using scale scores, and the Chi-square test was used to relate demographic characteristics with the determined groups.

Results: According to the analysis results, it was concluded that organisational culture has a mediating role in the effect of charismatic leadership on corporate reputation. The results of the mediation role model are mediated by organisational culture in the effect of charismatic leadership on corporate reputation. According to the clustering analysis results, corporate reputation, charismatic leadership, and organisational culture scores are statistically significant variables for clustering.

Conclusion: Together with these results, it is thought that drawing attention to the charismatic leadership behaviours in the health sector and arranging the organisational culture in a way to adapts to it positively affect the corporate reputation perception of the enterprises in line with the proposed solutions and attracts attention will make a positive contribution for both employees and individuals who will prefer health enterprises.

Keywords: Charismatic leadership, Corporate reputation, Organisational culture, Health enterprises

1 Introduction

The distinguishing feature of successful and effective organisations is the formation of their own cultures. Therefore, today's complexity and uncertainty reveal the importance of organisational culture. Organisations increase their competitiveness by adapting to uncertainties, changes, and competitive environments by developing an open and simple organisational culture accepted by employees (Yazıcı, 2022). Organisational culture also positively affects organisational performance and employee motivation (Ouchi, 1981; Schein, 2009). Since organisational culture is important for the institution's life, determining the factors that create and affect the organisational culture is an important requirement for the organisation's effectiveness.

Organisational culture generally represents the routine activities in an organisation (Lundy & Cowling, 1996). More specifically, shared values within an organisation are the set of assumptions and behaviours that employees adopt (Deshpande & Webster, 1989; Martins & Terblanche, 2003). Organisational culture can be seen as the knowledge, habits, behaviours, and values created by the organisation for the compliance and application of all organisational members in achieving the organisation's goals (Srimulyani & Hermanto, 2022; Yazıcı, 2022). This is compatible with the explanation that organisational culture includes the manifestation of symbols, models, and beliefs (Ashrah et al., 2014). Organisational culture should be considered as a lens that helps to understand and diagnose the effectiveness of an organisation's project. Therefore, considering organisational culture and subculture characteristics seems important to implement policies, guidelines, and programs regarding the quality of life in these contexts (Paz et al., 2020).

Over the past decade, numerous theoretical models and empirical studies have been used to determine the personality traits of various types of leaders, and it has been concluded that charismatic leaders can achieve a higher level of development by applying their values and models (De Hoogh et al., 2005). Charisma, the ability to predict future events, is divinely inspired in Greek (Karim, 2016). Charismatic leaders are rare and unusual. Charisma as a trait or a personal quality is a process of charismatic leadership, and charismatic leadership is the dark side of leadership (Judge et al., 2006; Sparks, 2014; Karim et al., 2019). Max Weber coined charisma to describe a form of influence not based on tradition or authority but on people's perceptions that their leaders have extraordinary abilities (Yukl, 1998).

Charismatic leadership is based on the fact that the followers have a need, goal, or desire that is not met by the current order, and their submission to the leader will lead to the realisation of their goals or desires. Charismatic leaders are representatives of innovative and radical change (Conger, 1999). Charismatic leaders have the characteristics of individuals with distinctively dominant tendencies, self-esteem, and correctness of their views (Nikezić et al., 2013; Abbasiyannejad et al., 2015). Charismatic leadership is encouraging certain behaviours in others through personality strength, persuasion, and communication. Charismatic leadership inspires followers to do something or do something better. Charismatic leadership shows its effect by strongly connecting the followers' self-concepts to the mission expressed by the leader (Ansar et al., 2016).

Charismatic leadership is a set of strong and trainable skills (Antonakis et al., 2011). Charismatic leadership, leader effectiveness (Lowe et al., 1996; Awamleh & Gardner, 1999), followers' task performance and attitudes (Kirkpatrick & Locke, 1996; (Meslec et al., 2020), organisational performance (Howell & Frost, 1989; House et al., 1991; Waldman et al., 2001; Wowak et al., 2016), job sat-

isfaction and performance of followers (Lester et al., 2002; Den Hartog et al., 2007). More importantly, charisma is not innate; it can be trained and developed (Antonakis et al., 2012). When the findings are evaluated collectively, it shows that charismatic behaviours create the theoretical charismatic effects on the followers as mentioned above as dependent variables; they get higher performance ratings, they have more satisfied and more motivated followers, and they are seen as more effective leaders by their superiors and followers compared to other people in leadership positions.

Corporate reputation refers to a cumulative business evaluation over a long period (Fombrun, 1996; Gioia et al., 2000). Corporate reputation is a phenomenon that organisations want and strive for to be recognised and to have a positive place in the memories of stakeholders (Nguyen & LeBlanc, 2001). Corporate reputation is an intangible part of the company cluster or its resources (Schweizer & Wijnberg, 1999).

Corporate reputation is an important factor for competitiveness and an important managerial goal in many cases (Balmer & Gray, 2003; Ettenson & Knowles, 2008; Maden et al., 2012). While corporate reputation helps to manage positive relations with customers (Helm, 2007), it affects customers' purchasing decisions as an indicator of service and product quality (Fombrun, 1996). Corporate reputation also fosters a positive relationship with employees and increases employee loyalty by providing a positive identity for them (Fombrun & Shanley, 1990; Balmer, 1995; Van Riel, 1995; Van Riel & Balmer, 1997).

Since charismatic leadership generally shapes the values, beliefs and behaviours of employees in an organisation, the leader's vision and charisma inspire and motivate employees (Ly, 2020). However, corporate culture is needed for these values and beliefs to be effectively communicated and sustained throughout the organisation. Because corporate culture helps to align the behaviours of employees with the vision of the charismatic leader (Pathiranage et al., 2020), although charismatic leaders have a significant impact on an organisation, their tenure may be temporary or subject to change. Organisational culture serves as a stabilising force by institutionalising the values and beliefs the charismatic leader advocates. When the leader's influence wanes or is replaced by new leadership, the corporate culture can sustain the desired values and behaviours and thus protect the corporate reputation in the long term (Crayne & Medeiros, 2021).

Corporate culture is also important in shaping external perceptions of the company. A strong and positive culture, aligned with the charismatic leader's vision, can be a powerful asset in building a positive corporate reputation (Yue et al., 2020). When employees consistently adopt desired values and behaviours, this can be reflected in their interactions with customers, partners, and stakeholders, resulting in a positive reputation for the organisation (Pfajfar

et al., 2022). Relying solely on charismatic leadership for organisational reputation can create a potential risk. The organisation's reputation may suffer if the leader leaves or faces difficulties. However, by developing a strong organisational culture that goes beyond any individual leader, reputation becomes less dependent on the charisma of a single person. This reduces the risk associated with leader change or fluctuations in leadership effectiveness (Klein et al., 2023).

In summary, the mediating role of organisational culture in the charismatic leader relationship is vital because it contributes to a strong and lasting reputation for the organisation by helping to translate the leader's influence into sustainable values, congruent behaviours, external perceptions, and reduced leader dependency. In light of the above information, this study aims to reveal the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation, collect the necessary data, and present it to the literature.

2 Theoretical Framework

2.1 Organisational Culture and Charismatic Leadership

Culture and leadership are two sides of the coin because while leaders create groups and organisations, they also create a culture. After creating the culture in the organisation, it determines the leadership criteria and who can be a leader (Schein, 2004; Streimikiene et al., 2021). Although culture has different effects on the emergence and performance of different types of leaders, an important aspect of organisational culture is to enable us to draw some general conclusions about the emergence and performance of leaders. Organisational culture is a key factor influencing an organisation's charismatic leadership. There are five mechanisms by which a leader's assumptions and values become clear to followers. These five mechanisms are (1) what the leader pays attention to, what he measures and controls, (2) how the leader responds to critical events and organisational crises, (3) role modelling, teaching, and coaching, (4) criteria for awarding and distributing status, (5) are recruitment, selection, promotion, retirement and exclusion criteria (Schein, 1992; Ozgenel, 2020). These constructs are associated with behaviours in the second stage of the charismatic leadership process described by Conger & Kanungo (1987).

At the organisational level, a strong organisational culture encourages the emergence and performance of leaders while hindering the emergence and performance of leaders who advocate culturally inconsistent visions (Mumford et al., 2009; Ahamad et al., 2022). Research on culture has shown that the organisation's leader influences a new culture. On the other hand, leaders who entered organisations

with an established culture did not affect the culture equally. This indicates that an established culture has begun to define leadership. In this sense, a charismatic leader can be the key to cultural change if it emerges under appropriate conditions (Bell, 2013; Attieha & Zouhairy, 2021). Charismatic leaders allow their followers to act freely in achieving their goals while at the same time controlling them. Charismatic leaders provide internal integrity with institutional values to create an organisational culture in their followers (Yazıcı, 2022).

Leaders are accepted as a critical variable in determining the success or failure of organisations (Schein, 2004; Hakovirta et al., 2023). Leadership is not just about visions, transformations, and actions. Leadership empowers others (Antonakis et al., 2004; Hajiali et al., 2022). Leaders also make it possible to achieve organisational harmony (Antonakis, 2006; Snell et al., 2022). Therefore, the leaders' qualities in the institution's top management reflect the organisational culture. In particular, the approaches, values, attitudes, and behaviours of senior managers with leadership characteristics in organisations to general and business life are identified with the organisation and turn into organisational values and principles over time. Just as culture affects leaders, leaders also affect culture. In other words, organisational culture is largely fed by leaders, and organisational culture can also influence the development of leaders. The cultures of effective organisations are created by their leaders, and leaders build a culture that supports the vision (Bass & Avolio, 1993).

2.2 Organisational Culture and Corporate Reputation

Organisational culture and corporate reputation are closely related and interconnected, as they are among the intangible assets of an organisation and provide a competitive advantage (Isci et al., 2016). Organisational culture is a team spirit-oriented value system that includes innovation, competitiveness, results, goal orientation, and sustainability (Robbins & Judge, 2018). All these features of organisational culture contribute to the correct understanding and practical definition of corporate culture, which is not an abstract and difficult concept but a practical and dynamic tool that an organisation can use to carry out its regular activities (Homburg & Krohmer, 2011; Victoria et al., 2021).

Corporate reputation is a synthesis of an organisation's stakeholders' views, perceptions, and attitudes, including employees, customers, suppliers, investors, and society (Post & Griffin, 1997; Ledi & Xemalordzo, 2023). Corporate reputation is a perceptual representation of an organisation's past actions and future expectations (Fombrun, 1996; Nardella et al., 2023). In particular, corporate reputation's leadership and vision dimension includes the per-

ception of leaders as visionary managers (Fombrun et al., 2015). Leadership, directly related to corporate reputation, also serves as a lever for a positive organisational culture. The more important the vision, which is one of the important elements of organisational culture, is for the organisation, the more important it is to have managers equipped to put this vision into practice (Meng & Berger, 2013). Senior managers of organisations are people with high visibility in society. Senior managers represent organisations before stakeholders. Therefore, the leadership behaviours exhibited by the managers play an important role in the organisation's personalisation and affect the perception of the organisation's corporate reputation among the stakeholders. Organisations thought to be managed by people with a vision are valued more by stakeholders (Brady, 2005; Karami & Gorzynski, 2022). To create a positive perception of corporate reputation, managers who exhibit leadership behaviours compatible with a strategic perspective supported by appropriate processes and capabilities are needed (Verhezen, 2015).

2.3 Charismatic Leadership and Corporate Reputation

There is a close relationship between corporate reputation and the leader's reputation. The importance of leadership is emphasised in annual surveys of corporate reputation measurement tools such as Reputation Quotient and Fortune's AMAC (Fombrun et al., 2000; Rantanen et al., 2020). Successful companies rely on leaders with power, creativity, and vision to enhance their reputation (Lee, 2004; Fries et al., 2021). Senior managers and employees, who are the most determinant of strategic decisions and corporate results, take decisions to support or defend corporate reputation and act as protectors and supporters of such reputation. A leader's effectiveness is often synonymous with reputation rather than any objective outcome criterion. Maintaining and improving corporate reputation is a top priority for senior managers. Still, there needs to be more emphasis on how companies can develop better practices to protect their reputations. This means that corporate reputation management must become a top priority for leadership (Wessels, 2003). However, despite the undoubted contribution of leadership, the fact that corporate reputation management is a global issue and responsibility should be addressed.

Charismatic leadership is based on values, morals, beliefs, symbolism, and emotions (Antonakis et al., 2016). Charismatic leaders successfully link their future-focused vision for the organisation to an emotionally salient change for subordinates, emphasising the activities necessary to achieve their desired results (Bedell-Avers et al., 2008; Lovelace et al., 2019). If the group is committed to achieving set goals, they use a vision-based approach to

deliver their message to large audiences, providing a sense of meaning and the promise of a better tomorrow. Charismatic leaders express a sense of vision and mission, show determination and communicate high-performance expectations (Waldman et al., 2001; Gebert et al., 2015; Zhang & Wei, 2021).

Meta-analytical studies have also revealed a positive link between charismatic leadership and corporate reputation (Lowe et al., 1996; De Groot et al., 2001). Previous research has suggested that the communication of an optimistic, enthusiastic, and reassuring organisational vision encourages followers to achieve goals (Conger & Kanungo, 1998; Shamir et al., 1993; Mohamed & Otman, 2021) and that the charismatic leader is a highly effective speaker (Bryman, 1992). There is a consensus among leadership theorists that organisational vision is the primary source of charisma, and most research on leadership communication has been developed on visionary or charismatic conversations (Tichy & Devanna, 1986; Conger, 1989; Holladay & Coombs, 1993; Awamleh & Gardner, 1999).

To manage corporate reputation, it is necessary to first understand the components that make up a corporate reputation and which of these components are more effective on social stakeholders. Components of corporate reputation; emotional appeal, products and services, vision and leadership, work environment, financial performance, and social responsibility (Fombrun et al., 2000; Cravens et al., 2003; Van Riel & Fombrun, 2007; Song et al., 2019). Emotional attraction, feeling good about the institution, liking and respecting the institution, and having a great deal of trust in the institution expresses emotional attraction towards the institution. Identification with the institution, loyalty to the institution, consistent behaviour of the institution in its activities, and as a result, gaining stakeholder support and trust indicate emotional attractiveness (Boztepe, 2014).

Products and services, standing behind products and services, developing innovative products and services, offering high-quality products and services, and presenting the real value of products and services are indicators of an institution's performance in terms of products and services (Şatır & Erendağ Sümer, 2008; Abbas, 2020). The leadership and vision dimension of corporate reputation emphasises the influence of the leader on corporate reputation. The leader is the visible face of the enterprise in society. The presence of a strong leader positively affects the reputation of the business. The financial performance dimension shows the profitability of the business, the possibility of growth in the future, and how it is perceived as an investment tool. The fact that the profitability of the business is high and it is seen as a low-risk investment tool strengthens the corporate reputation. With dimension of the working environment, it is meant the quality of management and employees in the enterprise and the suitability of the enterprise to work (Fombrun & Van Riel, 2003;

Pişkin & İlgün Kamanlı, 2020).

Working environment, having a good and effective management approach, working to create a good corporate impression, creating an impression of an institution with good employees, being in contact with all stakeholders, and creating new communication strategies to maintain and strengthen this communication (Agnihotri, 2014). Financial performance, a strong record of profitability, dealing with low-risk investments, having strong expectations of continuing to grow in the future, and tending to be superior to competitors are indicators of an institution's financial performance (Roberts & Dowling, 2002; Fang et al., 2022). Social responsibility, being sensitive to the environment, taking into account the expectations of society, and acting effectively in responding to these expectations constitute the indicator of the social responsibility of an institution (Schwaiger, 2004; Cheema et al., 2020). Social responsibility is one of the important parameters of corporate reputation. The fact that the institution is sensitive to social problems in the society in which it exists and operates and that it acts in the least harmful thought while performing its activities ensures that the institution has a positive reputation in society.

3　Methodology

This study was carried out to examine the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation in health institutions in Istanbul. Since the data used in this study are primary data collected to enrich the literature in the field of organisational behaviour, a survey was conducted through a questionnaire. The mediation model was tested with Proces Hayes Regression (model 4). Non-hierarchical clustering (K-Mean) was used to divide the sample into groups by using the scale scores, and the Chi-square test was used for the relationship between the determined groups and demographic characteristics.

3.1　Research Hypotheses and Model

The hypotheses and research model of this study, which was conducted in line with the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation, are explained below.

Hypothesis 1: There is a positive relationship between charismatic leadership and corporate reputation.

Hypothesis 2: Organisational culture has a mediating role in the relationship between charismatic leadership and corporate reputation.

Hypothesis 3: Organisational culture differs significantly according to demographic variables.

Hypothesis 4: Charismatic leadership differs significantly according to demographic variables.

Hypothesis 5: Corporate reputation differs significantly according to demographic variables.

The model of the research regarding the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation is shown in Figure 1 below.
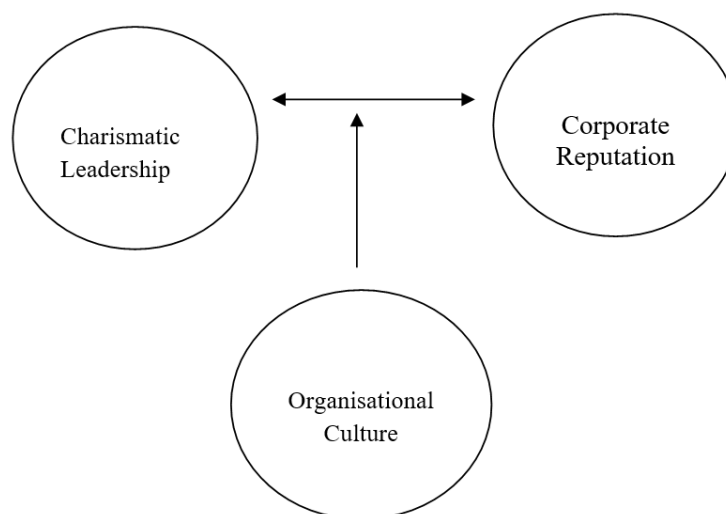

Figure 1: Research Model

3.2 Data Collection

The universe of this study consists of health sector workers in Istanbul. The confidentiality of all participants was ensured, and they were free to terminate their participation at any time. The questionnaire consists of four parts: demographic information, charismatic leadership, corporate reputation, and organisational culture. Items were measured using a five-point Likert scale ranging from (1) "Strongly disagree", (2) "Disagree", (3) "Undecided", (4) "Agree", and (5) "Strongly agree". Demographic information in the study; Consists of five questions: gender, age, marital status, educational status, and the length of time worked in the institution. In the study, the charismatic leadership scale developed by Conger & Kanungo (1994) and used by Özdemir & Pektaş (2020) was used. The charismatic leadership scale consists of six dimensions (defining and explaining the vision, showing environmental sensitivity, exhibiting unusual behaviours, taking personal risks, being sensitive to member needs, and not maintaining the current situation) and 25 items.

In the study by Fombrun et al. (2000) and used by Gül & Avcı (2018), the corporate reputation scale was used. The corporate reputation scale consists of six dimensions (attractiveness, product and service, financial performance, leadership and vision, working conditions, and social responsibility) and 19 items. However, in this study, the leadership vision dimension of the corporate reputation scale was used. Assuming that the questions in the leadership and vision sub-dimension of the corporate reputation scale can be associated with the questions in the charismatic leadership and organisational culture scales, this sub-dimension was examined. The organisational culture scale developed by Denison and used by Kızıloğlu (2017) was used in the study. Denison's organisational culture scale includes four main organisational culture dimensions (participation, consistency, mission, and external adaptability).

Three sub-dimensions have been determined for each main organisational culture dimension, and there are 12 sub-dimensions in total on the scale. For each sub-dimension, three questions were determined to measure these dimensions. There are 36 questions for 12 dimensions in total. Collecting the questionnaires from the target sample took three months, with 405 completed responses returned and approved. Thus, the total sample size of this current study was 405 individuals. Table 2 shows the demographic information of the participants.

3.3 Data Analysis

The analysis of the data was made with the SPSS 26.0 program, and it was studied with a confidence level of 95%. Frequency and percentage statistics for cate-gorical variables, mean, standard deviation and minimum and maximum statistics for numerical variables are given. In the study, the mediation model was tested with Proces Hayes Regression (mobdel 4). Non-hierarchical clustering (K-Mean) was used to divide the sample into groups by using the scale scores, and the Chi-square test was used for the relationship between the determined groups and demographic characteristics.

4 Analysis

One procedure to examine the conformity of the scores obtained from the scales to the normal distribution is to calculate the skewness and kurtosis values. The kurtosis and skewness values obtained from the scale scores between +3 and -3 are considered sufficient for normal distribution (Hopkins & Weeks, 1990). Accordingly, it was accepted that the scores of corporate reputation, charismatic leadership, and organisational culture showed normal distribution (Skewness/Kurtosis coefficients are in the range of -3:+3). Parametric methods were used in the analysis.

Cronbach's alpha coefficient varies between 0-1, according to the evaluation criteria, "the scale is not reliable if it is 0.00-0.40, the scale is low reliability if it is 0.40-0.60, the scale is highly reliable if it is 0.60-0.80, and the scale is highly reliable if it is 0.80-1.00" is expressed (Nunnaly, 1967). Accordingly, the reliability of corporate reputation, charismatic leadership, and organisational culture scales are very high (Cronbach Alpha>0.800).

Mediation with Process Regression

The indirect effect is the product of the effect (a) of the independent variable (X) on the mediating variable (M) and the effect (b) of the mediating variable (M) on the dependent variable (Y) (a.b). According to the modern approach, In the mediating effect model given, if the indirect effect of X (a.b) is significant as a result of the bootstrap test, the mediation model is considered to be validated. No other tests are needed.

Unlike the Baron and Kenny method, according to the modern approach (Hayes, 2018);

- The total effect (c) need not be statistically significant. Although the total effect is not statistically significant, there may be mediation models whose mediation effect is significant.
- The effect of the independent variable (X) on the mediating variable (M) (a) need not be statistically significant by itself.
- While the effect (ca) of the independent variable (X) is kept under control, the effect of the mediator variable (M) on the dependent variable (Y) alone (b) need not be statistically significant.

Table 1: Descriptive Statistics of Institutional Reputation, Charismatic Leadership, Organizational Culture Scales, Reliability Analysis Results

	Min	Max	Mean	Std Error	Skewness	Kurtosis	CA
Corporate Reputation	3	15	12.27	2.60	-0.93	0.71	0.952
Vision Setting, Explanation	12	30	24.58	4.80	-0.69	-0.04	0.973
Demonstrating Environmental Sensitivity	8	35	28.81	5.53	-1.02	1.45	0.968
Exhibiting Unusual Behaviors	3	15	12.07	2.52	-0.80	0.64	0.932
Taking Personal Risks	4	20	15.99	3.77	-1.11	1.14	0.961
Demonstrating Sensitivity to Member Needs	3	15	12.15	2.71	-1.09	1.34	0.963
Failure to Maintain Current Status	2	10	7.99	1.82	-1.07	1.35	0.895
Charismatic Leadership	41	125	101.59	19.58	-0.78	0.56	0.986
Participation	18	45	36.03	7.42	-0.51	-0.50	0.957
Consistency	9	45	35.78	7.89	-0.73	0.29	0.958
Rapport	14	45	35.98	7.58	-0.66	0.03	0.957
Mission	18	45	35.90	7.32	-0.42	-0.55	0.949
Organisation Culture	63	180	143.69	29.57	-0.53	-0.31	0.988

CA: Cronbach Alpha

- It is not appropriate to describe only qualitative judgments and mediation models using the terms partial mediation and full mediation. It is more appropriate for the scientific approach to report the findings related to the mediation model numerically by calculating the direct effect (c'), indirect effect (a.b) and total effect (c=c'+ab) values instead of partial mediation and full mediation expressions. Direct effect (c') and total effect (c=c'+ab) may not be statistically significant; the insignificance of direct effect and total effect does not eliminate the existence of indirect effect (a.b) and does not invalidate the mediation model.

- Decisions about whether the indirect effect, direct effect, and total effect values are statistically significant should be tested and interpreted with the bootstrap confidence interval (if this is not possible, the Monte Carlo confidence interval), the findings obtained from the bootstrap confidence interval calculations instead of the Sobel test in determining the significance of the indirect effect should be used. In the modern approach, whether the indirect effect (a.b) is significant is seen as a much more important issue. Modern approach; Baron and Kenny do not look for conditions related to the successive steps of the method and argue that even if these conditions are not met, there may be a mediating effect (indirect effect; a.b) (Fritz & MacKinnon, 2007; Hayes, 2018; Hayes & Rockwood; 2017; Preacher & Selig, 2012; Wil-liams & MacKinnon, 2008).

In addition, in the modern approach, it is recommended to test the indirect effect with the bootstrap technique, which produces stronger and more valid results than the Sobel test.

- In the bootstrap technique, a new observation set different from each other is created by repeating the observations in the original data set, and statistical calculations are made with these new data sets (Efron, 1987). In this method, more reliable results are obtained by correcting the bias and skewness related to the distribution. In bootstrap analysis, generally, bias-corrected and accelerated bootstrap confidence interval (BCA CI) values are reported (Efron & Tibshirani, 1994). In the modern approach, it is decided whether there is a mediating effect or an indirect effect (a.b) by looking at the values in the 95% confidence interval (CI) obtained as a result of the bootstrap analysis. Accordingly, if the lower and upper confidence interval values corresponding to the indirect effect (a.b) value do not include the zero (0) value, the indirect effect is considered significant, and it is understood that the mediation effect occurs. One of the additional methods used to talk about the mediation effect is the VAF (Variance Accounted For) value (Chang et al., 2019; Sarstedt et al., 2014; Klarner et al., 2013).

Non-Hierarchical Clustering

It is a guiding research method for summarising and describing large and complex data in multidimensional space. The primary purpose of clustering analysis is to group individuals or objects in line with their similarities, taking into account their basic characteristics (Kalaycı, 2005). In cluster analysis, distance measures, correlation measures or similarity measures of categorical data are used to determine the similarities between the observed individuals or objects by calculating the values of all variables. Cluster analysis groups very similar individuals or objects in the same cluster according to predetermined selection criteria. As a result of the analysis, while the individuals or objects that make up a cluster are similar to each other, they will not be similar to the individuals or objects of other clusters. For this reason, while the clusters are homogeneous within themselves, there will be heterogeneity among the clusters. In the hierarchical clustering method, it is assumed that there are n clusters. As a first step, the two closest clusters are combined. In the second step, the number of clusters is reduced by one, and the renewed distance matrix is found. These two steps are repeated n-1 times. Clusters are determined.

5 Results

51.9% of the employees are males, 36.3% are 32-48 years old, 55.6% are married, 56.3% are undergraduate graduates, and 37.0% have been working in their institution for 0-3 years.

In the study, the mediating role model of organisational culture in the effect of charismatic leadership on corporate reputation was tested. The dependent variable is corporate reputation, the independent variable is charismatic leadership, and the mediating variable is organisational culture. According to the results, the independent>mediator model (F=1668.908; p=0.000<0.05), the independent/intermediary>dependent model (F=916.770; p=0.000<0.05) and the independent>dependent model (F=1398),786; p=0.000<0.05) is statistically significant. Charismatic leadership has a positive and statistically significant effect on organisational culture (B =1.355; p=0.000<0.05) and organisational culture on corporate reputation (B =1.355; p=0.000<0.05). The total effect (B =0.117 [0.111-0.123]), direct effect (B =0.061 [0.048-0.073]) and indirect effect (B =0.056 [0.025-0.080]) of charismatic leadership on corporate reputation is statistically significant. Since the indirect effect is significant, the mediation effect can be mentioned. VAF=0.056/0.117=0.478 was calculated. Accordingly, organisational culture partially mediates the effect of charismatic leadership on corporate reputation.

Table 2: Distribution of Demographic Characteristics

		N	%
Gender	Male	210	51.9
	Female	195	48.1
Age	18-24	108	26.7
	25-31	90	22.2
	32-48	147	36.3
	48 +	60	14.8
Marital Status	Married	225	55.6
	Single	180	44.4
Educational Status	Associate	45	11.1
	Undergraduate	228	56.3
	Postgraduate	132	32.6
Length of Work	0-3 year	150	37.0
	4-10 year	126	31.1
	11-20 year	84	20.7
	20 years +	45	11.1

Table 3: Mediation Role Model Results

Tested way	Effect				Model	
	B	Std error mean	t	%95 CI (B)	R²	F
Charismatic Leadership> Organisational Culture	1.355*	0.033	40.852	1.290-1.421	0.805	1668.908*
Organisational Culture > Corporate Reputation	0.042*	0.004	9.900	0.034-0.050	0.820	916.770*
Charismatic Leadership > Corporate Reputation						
Total Impact	0.117*	0.003	37.400	0.111-0.123	0.776	1398.786*
Direct Impact	0.061*	0.006	9.488	0.048-0.073	x	X
Indirect Impact	0.056*	0.014	x	0.025-0.080	x	x

*p<0.05 significant effect, p>0.05 no significant effect; Process (model4 ; n=2000 Bootstrap)

Table 4: Cluster Analysis Results

	Cluster1	Cluster2	F	p
Corporate Reputation	9.15	13.45	478.208	**0.000***
Vision Setting, Explanation	19.30	26.57	340.975	**0.000***
Demonstrating Environmental Sensitivity	22.70	31.11	344.897	**0.000***
Exhibiting Unusual Behaviors	9.22	13.14	380.802	**0.000***
Taking Personal Risks	11.97	17.51	304.071	**0.000***
Demonstrating Sensitivity to Member Needs	9.24	13.24	310.112	**0.000***
Failure to Maintain Current Status	6.27	8.64	205.991	**0.000***
Charismatic Leadership	78.70	110.22	431.232	**0.000***
Participation	26.29	39.71	760.905	**0.000***
Consistency	25.41	39.69	760.004	**0.000***
Rapport	26.05	39.72	744.940	**0.000***
Mission	26.42	39.48	699.230	**0.000***
Organisation Culture	104.17	158.61	841.209	**0.000***

*p<0.05 significant variable, p>0.05 not significant variable; Cluster analysis (K avg)

Cluster analysis was applied by making use of the employees' corporate reputation, charismatic leadership, and organisational culture variables. The analysis focused on 2 clusters. The results of the 3 clusters were also examined, but one of the clusters was not considered appropriate since very few employees were included. K-Mean was used as the method. According to the results of the analysis, overall corporate reputation, charismatic leadership, and organisational culture scores are statistically significant variables for clustering (p=0.000<0.05). When the averages of the clusters were examined, it was observed that the existing features were low in Cluster1 and high in Cluster2. There are 112 (27.4%) employees in Cluster 1 and 294 (72.6%) employees in Cluster 2.

There was no statistically significant correlation between the cluster of employees and their gender (X2=0.297;

Table 5: The Relationship between the Identified Cluster and Demographic Characteristics

		Cluster1		Cluster2		X²	p
		n	%	n	%		
Gender	Male	60	54.1	150	51.0	0.297	**0.586**
	Female	51	45.9	144	49.0		
Age	18-24	3	2.7	105	35.7	130.927	**0.000***
	25-31	0	0.0	90	30.6		
	32-48	78	70.3	69	23.5		
	48 +	30	27.0	30	10.2		
Marital Status	Married	87	78.4	138	46.9	32.257	**0.000***
	Single	24	21.6	156	53.1		
Educational Status	Associate	3	2.7	42	14.3	86.288	**0.000***
	Undergraduate	33	29.7	195	66.3		
	Postgraduate	75	67.6	57	19.4		
Length of Work	0-3 year	12	10.8	138	46.9	65.243	**0.000***
	4-10 year	33	29.7	93	31.6		
	11-20 year	42	37.8	42	14.3		
	20 years +	24	21.6	21	7.1		

*p<0.05 significant relationship, p>0.05 no significant relationship; Chi-square test

p=0.586). Employees' age (X2=130.927; p=0.000<0.05), marital status (X2=32,257; p=0.000<0.05), education status (X2=86,288; p=0.000<0.05) There is a statistically significant correlation between working time in the institution (X2=65,243; p=0.000). The age of employees in Cluster1 is higher, while employees in Cluster2 are lower. The rate of being married is higher in Cluster1 and the rate of being single in Cluster2. While the rate of postgraduate graduates is higher in Cluster 1, the rate of associate graduates is higher in Cluster 2. In Cluster1, the working time in the organisation is higher, and for Cluster2, the working time is lower.

6 Discussion

This study is one of the few studies investigating the relationship between charismatic leadership, corporate reputation, and organisational culture. The most important finding of the study is that organisational culture mediates the effect of charismatic leadership on corporate reputation. The mediating role of organisational culture may depend on certain contextual factors. For example, certain dimensions of organisational culture may enhance or weaken the impact of charismatic leadership on corporate reputation in different situations. The specific nature and characteristics of culture, together with external factors, may influence the strength and direction of the relationship.

Among the results of the study, charismatic leadership was found to be significant in both organisational culture and corporate reputation. These findings show that charismatic leadership is an important factor in shaping organisational culture and corporate reputation. In addition, there are findings similar to our study in the literature. Avolio et al. (1991) examined the effect of charismatic leadership on organisational performance and found that charismatic leadership is positively related to organisational culture, which in turn affects corporate reputation. House et al. (1991) investigated the relationship between charismatic leadership and organisational culture in a multinational organisation. They found that charismatic leadership has an important effect on shaping the organisational culture, and this, in turn, affects the reputation of the organisation.

Walumbwa et al. (2008) investigated the effects of transformational leadership (including charismatic leadership as a component) on organisational culture and corporate reputation. The findings revealed that transformational leadership is positively related to both organisational culture and corporate reputation. Kalshoven et al. (2011) investigated the impact of charismatic leadership on organisational culture and corporate reputation in the context of the Chinese business environment. The results showed

that charismatic leadership positively affects organisational culture, which in turn increases corporate reputation. Sosik & Cameron (2010) examined the relationship between charismatic leadership, organisational culture, and perceived corporate reputation. The findings showed that charismatic leadership is positively related to both organisational culture and corporate reputation.

According to another finding of our study, age, marital status, educational status, and working time in the organisation are important factors in understanding how employees are clustered according to these variables. According to the results of the clustering analysis using the corporate reputation, charismatic leadership, and organisational culture variables of the employees, all corporate reputation, charismatic leadership, and organisational culture scores are statistically significant variables for clustering. This shows that these variables play an important role in distinguishing different clusters within the employee population. However, the analysis also shows that there is no statistically significant relationship between employee cluster and gender. This means that gender does not contribute significantly to the formation of clusters based on corporate reputation, charismatic leadership, and organisational culture. On the other hand, there are statistically significant relationships between the clustering of employees and their age, marital status, educational background, and working time in the organisation. These variables affect the clustering patterns, indicating that employees with different age groups, marital statuses, educational backgrounds, and working time in the organisation tend to be associated with different clusters based on corporate reputation, charismatic leadership, and corporate culture.

Jung & Avolio (2000) investigated the relationship between age, culture, and leadership effectiveness and suggested that the effectiveness of leaders may vary among different age groups due to generational differences and changing experiences. Another study by Uzonwanne & Nwanzu (2017) examined the impact of marital status on leadership styles and behaviours and found that married individuals may exhibit different leadership characteristics compared to single individuals. House et al. (2002) investigate the relationship between educational background and leadership effectiveness in different cultures and suggest that higher levels of education may positively affect leadership skills and behaviours. Mukherjee & Sen (2022) focus on the impact of CEO tenure on corporate reputation and show that longer CEO tenures can contribute to increased reputation due to the stability and knowledge they bring to the organisation.

In the study, which deals with the creation and management of the corporate reputation of 4 and 5-star hotels in Athens, as well as the role of leadership in corporate reputation, it has been concluded that the level of corporate reputation will increase as the level of charismatic leadership increases (Stavrinoudis & Chrysanthopoulou,

2015). In a study conducted on the employees of public institutions in Malaysia, it was seen that the stronger the leaders exhibit charismatic leadership communication, the better the perception of the reputation of the public institution will be (Jamal & Bakar, 2015). In a study examining the effect of charismatic leadership characteristics of school principals on the institutional reputation of schools according to the opinions of teachers, it was found that there was a positive and significant relationship between the charismatic leadership characteristics of school principals and the institutional reputation of schools (Demir & Yirci, 2021).

Since the health sector is an important service sector, it is one of the sectors where the perception of corporate reputation is felt intensely by stakeholders. To increase the corporate reputation perceived especially by external stakeholders, it is necessary to evaluate and try to increase the corporate reputation perceived by internal stakeholders. In sectors such as the health sector, where customer satisfaction must be high for success, it is extremely important to create a desirable organisation.

7 Conclusion

The aim of this study, which was conducted on 405 health sector employees in Istanbul, is to reveal the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation. However, the leadership and vision dimension of the corporate reputation scale was used in this study. Assuming that the questions in the leadership and vision sub-dimension of the corporate reputation scale can be associated with the questions in the charismatic leadership and organisational culture scales, this sub-dimension was examined.

According to the results of the mediating role model, organisational culture mediates the effect of charismatic leadership on corporate reputation. According to the clustering analysis results, corporate reputation, charismatic leadership, and organisational culture scores are statistically significant variables for clustering. These results of the study seem to be consistent with similar studies mentioned before. With these results, it is thought that the study will draw attention to charismatic leadership behaviours in the health sector, and in line with the proposed solutions, it is thought that regulating the organisational culture in a way that will adapt to this positively affect the perception of corporate reputation of the enterprises in line with the proposed solutions will contribute positively for both employees and individuals who will prefer health enterprises.

Practical Implications

Recognising the impact of charismatic leadership on organisational culture and corporate reputation, organi-

sations can prioritise leadership development programs that emphasise the development of charismatic leadership qualities. Organisations can focus on creating a strong and positive organisational culture that is aligned with the desired corporate reputation. This alignment can be achieved by promoting shared values, norms, and behaviours among employees. Understanding the mediating role of organisational culture enables organisations to manage their corporate reputation more effectively. They can leverage charismatic leadership and culture-building initiatives to shape external perceptions and enhance their reputation.

Theoretical Implications

This study highlights the interaction between charismatic leadership and organisational culture and provides insights into the integration of leadership and cultural theories. It deepens our understanding of how leadership influences culture and how culture influences organisational outcomes. The findings contribute to mediation theory by demonstrating the mediating role of organisational culture. This extends the theoretical understanding of the mechanisms through which charismatic leadership influences organisational reputation. The study may shed light on boundary conditions where the mediating role of organisational culture is more or less evident. It paves the way for further research to explore the contextual factors that regulate the relationship between charismatic leadership, organisational culture, and corporate reputation.

Work Limitations

Findings may be limited to specific sectors, organisational contexts, or cultural settings. Replicating the study across different organisations and contexts would help to establish the generalisability of the findings. The study may have relied on cross-sectional data or correlational designs that limit the ability to determine causality with certainty. Longitudinal or experimental designs may provide stronger evidence of causal relationships between charismatic leadership, organisational culture, and corporate reputation. Measurement of variables such as charismatic leadership, organisational culture, and organisational reputation may be subject to measurement biases or limitations. The use of multiple data sources and validated measurement scales may increase the robustness of the study.

Future Research

Future research on the mediating role of organisational culture in the relationship between charismatic leadership and corporate reputation could focus on several key are-

as to deepen our understanding. For example, conducting longitudinal studies can provide insights into the dynamic nature of the relationship between charismatic leadership, organisational culture, and corporate reputation over time. Examining these variables at multiple points in time allows researchers to capture causal directionality and potential reciprocal effects between them. Investigating the mediating role of organisational culture in different cultural contexts can contribute to a more comprehensive understanding of the relationship. Comparing findings across cultures may shed light on the extent to which the mediating effect of organisational culture may differ or remain consistent in different settings. Given the multi-level nature of organisations, future research could investigate how charismatic leadership influences organisational culture and subsequently affects organisational reputation at different levels, such as individual, team, and organisational levels. Understanding the cascading effects between these levels may provide a more nuanced understanding of the mediating role of organisational culture. Investigating the underlying mechanisms through which organisational culture mediates the relationship between charismatic leadership and corporate reputation is crucial. For example, future research could explore how specific cultural dimensions (e.g., values, norms, communication patterns) serve as mediators and shape the impact of charismatic leadership on corporate reputation. Examining the boundary conditions that influence the relationship between charismatic leadership, organisational culture, and corporate reputation can improve our understanding of when and under what conditions this relationship is strengthened or weakened.

Factors such as industry type, organisational size, and environmental turbulence may moderate this relationship and should be considered in future studies. Future research could explore alternative mediation models to better understand the mediating role of organisational culture. For example, examining whether organisational culture partially or fully mediates the relationship between charismatic leadership and corporate reputation may provide a more nuanced understanding of the underlying processes. Combining qualitative and quantitative research methods can provide a more comprehensive understanding of the mediating role of organisational culture. Qualitative methods such as interviews or case studies can complement quantitative analyses, providing rich insights into the experiences and perceptions of individuals within the organisation.

Overall, future research should seek to deepen our understanding of the complex interplay between charismatic leadership, organisational culture, and organisational reputation. By considering these pathways, researchers can contribute to theory development, provide practical insights for organisations and contribute to a broader understanding of leadership and organisational dynamics.

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Appendices

This article is an original work that has not been published in any journal.

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Mediatorska vloga organizacijske kulture v razmerju med karizmatičnim vodenjem in ugledom podjetja

Ozadje in namen: Pričujoča raziskava ugotavlja posredniško vlogo organizacijske kulture v razmerju med karizmatičnim vodenjem in ugledom podjetja.

Metodologija: V raziskavi so sodelovali delavci zdravstvenega sektorja, ki delajo v Istanbulu. Analiza podatkov, pridobljenih z uporabo ankete s petstopenjsko Likertovo lestvico, zbranih od 405 zaposlenih, je bila izvedena s programom SPSS 26.0, preučevana je bila 95-odstotna stopnja zaupanja. Podane so frekvencne in odstotne statistike za kategorične spremenljivke, povprečje, standardni odklon ter minimalne in maksimalne statistike za numerične spremenljivke. V raziskavi smo mediacijski model testirali s procesom Hayes Regression. Za razdelitev vzorca smo uporabili nehierarhično združevanje, test hi-kvadrat pa je bil uporabljen za povezavo demografskih značilnosti z določenimi skupinami.

Rezultati: Rezultati raziskave so pokazali, da ima organizacijska kultura posredniško vlogo pri v razmerju med karizmatičnim vodenjem in ugledom podjetja. Rezultati analize grozdenja so pokazali, da so ugled podjetja, karizmatično vodenje in rezultati organizacijske kulture statistično pomembne spremenljivke za grozdenje.

Zaključek: Glede na rezultate raziskave lahko zaključimo, da opozarjanje na karizmatična voditeljska vedenja v zdravstvenem sektorju in ureditev organizacijske kulture na način, da se temu prilagaja, pozitivno vplivata na percepcijo korporativnega ugleda podjetij. Rezultati predstavljajo pomemben prispevek za zdravstvena podjetja.

Ključne besede: Karizmatično vodenje, Korporativni ugled, Organizacijska kultura, Zdravstvena podjetja