

An Integrated Model to Measure Organization-Public Relationship (O-PR) and Reputation Practises in Malaysian Universities

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ABSTRACT

Public relations are seen as an important part of an organization in helping to bridge the gap with its public so that rapport can be established. Previous researches show that the practises of trust, commitment, community involvement, openness, and customer satisfaction are attributes of Organization Public Relationship (O-PR) practises. However, literature seems to suggest that much research work is needed to develop a model, valid and reliable measurement for this practise. The main goal of this research is to test and compare the model, using confirmatory factor analysis. Questionnaires were distributed to 404 Malaysian university students. Confirmatory factor analysis was done to test whether specific evaluative dimensions relationships based on a theoretical framework that reflects organization-public relationships. The research findings show significant relationships between O-PR practises and organizational reputation. We hope to predict the best O-PR practises, the study elicited that trust; involvement, commitment and satisfaction were shown to have the strongest contributions in O-PR as compared to previous research. The findings of this research will help Public Relations practitioners to measure strategic relationship management and develop the best O-PR practisepractises. The need for improvement in this area requires serious attention, especially to the practises of commitment and customer satisfaction. Conclusions as to the impact of PR as the relationship management of organizations are offered as well as suggestions for future areas of research.

Keywords: *Public relations, organization-public relationship, image, identity, reputation*

INTRODUCTION

Thomlison (2000) defined effective relationship management as the development, maintenance, growth, and nurturing of mutually beneficial relationships between the organization and their audiences. Huang (2001) then defined O-PR as, “the degree that the organization and its public trust one another, agree on who has the rightful power to influence, experience satisfaction with each other, and commit oneself to one another” (p. 12). In building O-PR, Public Relations (PR) professionals must evolve in a participatory communication scheme where the internal and external public of the organization recognise input and create a multidimensional flow of information and relationship to keep stakeholders in balance. Effective PR practises are greatly needed to maintain good relationships and project a good image, identity and reputation of the organization.

The conceptualisation of PR as relationship management between an organization and its public has been gaining momentum among PR scholars and practitioners. It is because they do realise that any organization, whether it wants to deliver or not, has PR practises. Ledingham and Bruning (1998) defined O-PR as “the state which exists between an organization and its key publics, in which actions of either can impact the economic, social,

cultural, or political well-being of the other” (p. 62). Grunig and Huang (2000) viewed that PR makes organizations more effective by building relationships with strategic publics and viewed relationship management in an even more potent role within the organization by acting upon its wider intangible and tangible assets to meet the corporate value enhancing objectives.

Studies of organization-public relationship by most scholars look into three stages: 1) antecedents of relationships, 2) relationship maintenance strategies, and 3) relationship quality outcomes. Antecedents of relationships focus on the reasons why organizations establish relationships between organization and its public (Broom, Casey & Ritchey, 1997; Eyun-Jung Ki, 2006). Relationship maintenance strategies are utilised in maintaining and cultivating the relationship between the organization with its public (Eyun-Jung Ki, 2006). The third stage looks into relationship outcomes as the consequences, or the measures of relationship quality that are produced by effective relationship maintenance. In effect, relationship maintenance strategies lead to quality relationships outcomes (Eyun-Jung Ki, 2006, Grunig & Huang, 2000). The importance of relationship outcome measurement is the main focus of this study.

PROBLEM STATEMENT

Organization-public relationships activities and functions can help an organization to be effective in achieving its stated goals and objectives. Indeed, within the context of O-PR, Grunig and Huang (2000) have argued that PR can help organizations to be more effective by maintaining relationships with their public. And how can O-PRs help achieve organizational effectiveness with the stakeholders? It is proposed that organizational effectiveness can be measured by looking at whether the O-PR activities can help to enhance the reputation of an organization (Haslam, Postmes & Ellemers, 2003). Maintaining and cultivating organization-public relationships is a goal for organization that desire long term, stable, and satisfying relationships with their key public. Without proper relationships management, the desired relationship between organizations and their contractual publics could dissolve. In public relations, the ideal relationship between an organization and its public is perceived as fair and equitable by both parties (Eyun-Jung Ki, 2006). Therefore, effective PR practises are widely needed to manage good relationships within the organization as well as to solve problems between the organization and its key public. As commonly practised, the organization has to offer services to the public that surpass the desired levels of satisfaction to continue to enjoy the goodwill of the public.

This study attempts to replicate and extend previous researches (Adwan, 2013; Huang, 2001; Eyun-Jung Ki & Linda, 2007; Rosli & Adwan, 2013) by adding relational dimensions that could capture specific features that may characterise the O-PR in Malaysia. Specifically, this study assesses the reliability and validity of the proposed measurement. Hon and Grunig (1999) have showed that the derived measurements of O-PR are from individual perception, whereas Jo (2006) has suggested that the measurement of the relationship should be based on the perspectives of the organization and its public.

Firstly, most O-PR measurement have been derived from the perception of only one party (Hon & Grunig, 1999). This approach does not reveal the public relationship from the perspective of both parties. We must reflect on whether a one-way measurement does and tell us something about the nature of the relationship. Hon and Grunig (1999) have stated that, “At some point, public relations researchers should measure relationships as seen or

predicted by both parties. This evaluation would document how organizational decision makers see the relationship as well as how publics see the organization” (Hon and Grunig, 1999, p. 25).

Secondly, the existing scales should ensure the validity and reliability for the robustness of the measurement scale. One initial question of importance asks whether the earlier constructs are reliable and valid. More testing stages and theoretical support can ensure the validity and reliability. In the relationship management literature, relational dimensions developed by Huang (2001), Hon and Grunig (1999), and Ledingham and Bruning (1998, 2000) have provided general measurements for O-PRs, but these measures differ in dimensions. A comprehensive measurement model of O-PRs would enhance the existing relationship measurement scales. To develop a comprehensive measurement model, this study combines extensive existing measurements with unique dimensions in an organization-public setting. Only three studies have attempted to validate the relational dimensions using confirmatory factor analysis (CFA). Kim (2001), Huang (2001), and Jo (2006) to validate the relational dimensions they proposed.

Thirdly, the current measurements of O-PRs have been developed based on the Western culture. As Adwan (2013) and Huang (2001) have pointed out, the development of global PR has become a critical issue in this global age. Adwan, 2013 and Rosli, 2014 have contend that since PR has been developed from the Western culture, the cultural assumptions of PR theory do not necessarily reflect other societal cultures. Thus, a cross-cultural theory of O-PRs becomes important in building PR theory in a global setting. In spite of attempts to develop operational measurements of O-PRs (Bruning & Ledingham, 1998, 2000; Hon & Grunig, 1999; Huang, 2001; Rosli & Adwan, 2013), the development of global measures of O-PRs has been limited in other cultural contexts.

Hon and Grunig (1999) have developed measurement indices to evaluate the success of relationship building efforts through reviewing the literature on interpersonal relationship and psychology. They have concluded that the organization’s long term relationship with its key public could be evaluated by the following four indicators of relationship outcomes: control mutuality, satisfaction, trust and commitment. Huang (2001) has applied five dimensions to measure the O-PR (i.e., control mutuality, trust, satisfaction, commitment, and face and favour), and has added one more cultural variable to reflect the Asian culture. Kim (2001) has also mentioned four dimensions; trust, commitment, community involvement, and reputation, to measure O-PR. Bruning and Galloway (2003) have showed that O-PR has at least five dimensions: anthropomorphism, professional benefits or expectations, personal commitment, community improvement, and comparison of alternatives. Bruning, DeMiglio and Embry (2006) have reported four dimensions that emerged from the O-PR analysis. The dimensions are trust, commitment, local or community involvement, and reputation. Eyun-Jung Ki and Linda (2007) in their study have indicated four dimensions, namely control mutuality, trust, satisfaction, and commitment.

Research Questions

Based on the above discussion of the importance of O-PR, the present study intends to answer the following questions:

1. *What are the reliability and validity key dimensions of relationship quality of O-PR practises and reputation?*
2. *How do relationship quality indicators affect each other?*

3. Which integrated model of O-PR can be developed in measuring O-PR's best practises in Malaysian universities?

Research Objectives

Consistent with the research questions above, the objectives of the study are as follows:

1. To examine the reliability and validity of O-PR practise items in construction practise outcome (trust, involvement, commitment, satisfaction and control mutuality) and organizational reputation.
2. To design a comprehensive instrument to measure O-PR that may influence or characterise O-PR in Malaysia;
3. To test the proposed comprehensive instrument and assess its validity and reliability.
4. To propose the integrated model of O-PR practises in Malaysian universities.

LITERATURE REVIEW

Studies have shown that public relations have value for an organization when it participates in strategic management and helps to achieve the organizational effectiveness. Grunig (2001) and Hung (2005) have contended that relationship theory extended because O-PR practises and types of relationships influence the outcome of the research through the experience of students towards the universities. Grunig et al. (2002) have fully supported the relationship theory for the best PR practises in its capability of building relationships between the organization and its public. They have also expressed the significance of communication in building relationships. Previous work and literature that have used the relationship theory focused only on the constructs of O-PR practises (Kim, 2001) without adding external variables to the model (Bruning & Ledingham, 1999), such as types of relationships (Kim, 2001; Nguen & Leblanc, 2001) and organizational effectiveness. Therefore, the challenge for validating the relationship theory exists in all parts of the current research. In fact, relationship theory is rarely tested in developing countries or even in non-Western cultures, which indicates a problem in the adoption of this theory (Hung, 2005; Kim, 2001; Ledingham, 2003).

According to Lindenmann (2003), tools and techniques for measuring and evaluating the relatively short-term outputs and outcomes of specific PR programmes, events, and campaigns have existed for quite a number of years. But up until now, the measuring of success or failure of long-term relationships stemming from PR efforts, does not exist. Outputs are usually the immediate result of a particular PR programme or activity. More often than not, they represent what is readily apparent to the eye. They also measure whether the communication materials and messages that were disseminated have resulted in any opinion, attitude, and/or behavioural changes on the part of those targeted publics to whom the messages were directed.

For at least 25 years, PR scholars have asked two fundamental questions: "How do you measure the effects of PR?" and "How do you show the value of PR to an organization and to the society?" In Malaysia none of public relations scholars has come into interest on measuring OPR practises. Communication researchers have known how to measure several effects of PR for many years. Nevertheless, they know how to evaluate the effects of PR techniques and programmes better than they know how to measure the value of PR to an organization and to the society. This research explores the constructs and validity of items in measuring the O-PR practises in Malaysia. In achieving a good relationship outcome with

their public, the universities should focus on contractual relationship management in its practises. Students as contractual stakeholders are the customers of higher education and without them, there is no relationship to manage. A valid measurement scale for O-PRs can offer practitioners and scholars a way to measure relationship as they develop. Hung (2005) and Grunig (2001), Adwan (2013) have contended that relationship theory extended because O-PR practises and types of relationship influence the outcome of the research through the experience of patients towards the hospital. Grunig (2000) and Grunig et al. (2002) have fully supported the relationship theory for the best public relations practises in its capability in building relationships between the organization and its public. They have also expressed the significance of communication in building relationships. Previous work and literature have used relationship theory only to focus on the constructs of O-PR practises (Kim, 2001) without adding external variables to the model (Bruning & Ledingham, 1999), such as types of relationship (Aaker & Blanco, 1995; Kim, 2001; Nguen & Leblanc, 2001) and organizational effectiveness.

Most theories relating to relationship practises, such as relationship theory, open system, and two-way symmetrical theory, were created in developed countries. In fact, relationship theory is rarely tested in developing countries or even in non-western cultures, such as Malaysia, which indicates a problem in the adoption of this theory (Hung, 2005; Kelly, 2001; Kim, 2001; Ledingham, 2003; Littlejohn, 1983; Prior–Miller, 1989;). However, measurement constructs can be tested in a non-western setting like the Malaysian public universities. Therefore, the challenge for validating the relationship theory exists in all parts of the current research.

Theoretical Framework

Communication is viewed as a means of linking organizations and their public in the relationship management paradigm. The scale developed by Hon and Grunig (1999) has been one of the most widely utilised means of measuring relationships in PR researches (Hon & Brunner, 2001; Hung, 2005; Jo, 2006; Jo et al., 2004; Jo & Kim, 2003; Yang, 2007; Yang, 2005). The original scale is composed of four relationship outcome indicators (satisfaction, trust, commitment, and control mutuality) and two relationship type indicators (communal relationship and exchange relationship). This six-dimension O-PR scale has been widely used to assess the relationships between publics and organizations across different types of organizations, cultures, and countries. Hon and Grunig (1999) have suggested that the type of existing relationship between an organization and its public might influence the relationship outcome. Therefore, some factors which are used to measure the O-PR as proposed by Hon and Grunigs (1999) are trust, commitment, community involvement, openness, and satisfaction.

PR practises will create a relationship between an organization and its key public. In this study, university reputation is the dependent variable. Some factors were used to measure this dependent variable as proposed by Jensen and Hansen (2006). The theoretical framework presented in Figure 1 shows an overall relationship among variables, it suggests that PR practise dimensions, O-PR, and O-PR status, have significant relationship with university reputation.

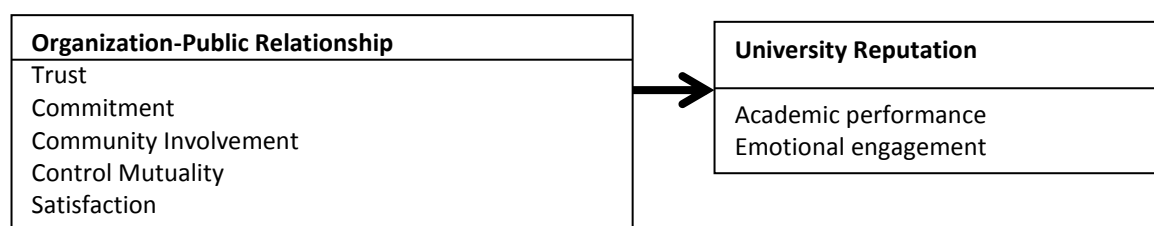


Figure 1: Theoretical framework development.

CONCEPTUAL AND OPERATIONAL DEFINITION OF VARIABLES

University Reputation

Organizational reputation is the ability of PR to achieve the aims of the organization to maximise its profit and interact with its surrounding public (Jo, 2006). It can be measured by receiving information on academic performance and emotional engagement that demonstrates responsible attention to the said attitudes and responses within contractual stakeholders (students) and university management. Organizational researchers examine reputation in a manner of social identity, and reputation is portrayed as an important and intangible resource that may significantly contribute to an organization's performance and even to its survival (Fombrun & Shanley, 1990). By adjusting Fombrun and Gardberg (2000) scale for the university reputation context, the researchers conceptualized the following three dimensions of university reputation, (a) quality of academic performance, (b) quality of external performance and (c) emotional engagement.

Community Involvement

Community involvement in PR indicates that organizations should consider the needs of the community and build its practises according to the well-being of the community. Community involvement requires the recognition of community attitudes and opinions concerning the applied management procedures. Moreover, Bruning and Ledingham (1999) have pointed out that, when an organization is managing a community relationship, it is important that the organization be open with its community members, engage in activities that forge the social and economic aspects of the community and takes an active role in community development.

Trust

Trust is one of the important concepts in O-PR. Hon & Grunig (1999) and Jo (2006) have stated that trust is a primary indicator in relationship quality particularly in organization-public relationships. Without trust, public will not support and commit with organization activities. Openness is part of trust which involves and discovers the feelings and beliefs of the relationships between an organization and its clients (Hon & Grunig, 1999). The nature of trust is said to include integrity, dependability and competence. Decision makers need to take action towards complaints. In addition, customer complaints information is used to stimulate improvements in the organization's relationships with the public and build openness, which leads to greater trust between the two groups (Grunig & Huang, 2000). In summary, trust is a firm belief which the public holds that an organization is reliable, honest, and stands by its words as accomplishes its promised obligation (Eyun Jung Ki, 2006).

Commitment

Commitment is defined as a psychological state generated by an individual's perception, belief and emotions which provokes the willingness or intention of developing and maintaining a stable and durable relationship. Eyun Ju Ki (2006) has defined commitment as, the belief that an on-going relationship with the other party is important as to warrant maximum efforts in maintaining it. This means that the committed party believes the relationship is worth working on to ensure that it endures indefinitely. Hon and Grunig (1999) have said that commitment is a degree of believing and feeling the relationship between the organization and public. Bruning and Galloway (2003), Ledingham and Bruning (1998) have explained that commitment is one of the O-PR practises that affect how the public perceives and behaves toward the organization and is a very important factor that must be built to achieve a productive relationship (Jahansoozi, 2007).

Satisfaction

The mutual satisfaction phase of public relations encourages organizations and their publics to compromise and make complementary adjustments to one another so both can benefit from their relationship. According to Stafford and Canary (1991), satisfaction occurs when "the distribution of rewards is equitable and the relational rewards outweigh costs". Eyun Ju Ki (2006) has defined satisfaction as calculated by the extent to which the benefits of the relationships exceed the expectations that both parties have and a satisfying relationship produces more benefits than costs. This study defines satisfaction as "the extent to which each party feels favourably toward the other."

Control Mutuality

Most researchers in O-PR, have found that control mutuality is one of the two major variables mediating effects of public relations strategies on conflict resolution with the other being trust and is pertinent to excellent public relations practises. Grunig and Huang (2000) have defined control mutuality as a cognitive aspect of the extent of the reciprocity by which public opinions are shared with the management of an organization. Control mutuality, as a norm of reciprocity and the empowerment of stakeholders, is important to the interdependence among relational partners and the stability of a relationship (Grunig & Huang, 2000; Huang, 2001). Therefore, control mutuality might be the most important aspect of assessing the current O-PR and the expected O-PR in monopolistic relational settings.

METHODOLOGY

Research question 1 and 2 were analysed using the Pearson correlation and AMOS. The Pearson correlation examined the relationship between the perceptions of the relational factors of O-PR practises. Research question 2 examined the relationship between the perceptions of the relational factors of relationship practises and organizational reputation. Research question 3 was analysed using multiple regressions and AMOS to predict the most important O-PR practise (trust, commitment, community involvement, control mutuality, and satisfaction) and to determine the predictor practise with the greatest influence on reputation.

Sampling Method

A random sampling method was used to draw respondents from the lists of student names, which were obtained from the universities' management. The collected names of the students were entered in a computer to ensure that the samples were truly randomly selected. In the process of conducting the main study, 220 questionnaires were distributed to each university. Out of this number, 31 were excluded due to incomplete or unreturned questionnaires. A total of 404 responses were usable for subsequent analysis, giving a response rate of 94.8%. A total number of 404 students participated, where 202 students were from University Utara Malaysia and 202 respondents were from University Sains Malaysia. Of the respondents, 26.7% ($n = 108$) were males and 73.3% were females. Most were 20-22 years old ($n = 404$, 59.9%) and undergraduate students ($n = 404$, 97.5%).

Data Collection Method

The questionnaire was divided into three parts. Part one was devoted to collecting demographic information. Part Two of the PR practises was designed to collect information about the O-PR practises, including trust, community involvement, commitment, satisfaction and control mutuality. Part Three was designed to determine organizational effectiveness by measuring the respondents' perception of the university's reputation.

Instrument Reliability and Validity

To refine the measures of relationship quality indicators, Confirmatory Factor Analysis (CFA) was employed. As the instrument used in this research was replicated from previous researchers, CFA was used to confirm the theoretical factor structure. CFA is one of the most widely used procedures for evaluating construct validity. Construct validity was measured based on the average amount of variance in indicator variables accounted for by each factor in the confirmatory factor analysis. CFA was performed to evaluate the adequacy of the factor structure for the relationship quality dimensions that had been constructed using AMOS 22. Previous measurement models have been suggesting multiple relational dimensions, assuming all sub dimensions have equivalent components (Jo, 2006). In this research, all relational dimensions were treated equally to be included in the measurement model. The relational dimensions are trust (12 items), commitment (11 items), involvement (5 items), control mutuality (8 items), satisfaction (9 items), external relationship (7 items), and communal relationship (4 items).

This study assessed factor loading, communality, Average Variance Extracted (AVE) and construct validity as part of the convergent validity process. The study found that a nineteen-item scale with five dimensions has achieved the recommended cut-off (see Table 1).

The second CFA was done to identify all of the indicators in the quality measurement model of O-PR relationships with organizational performance which was measured by three dimensions, namely Quality of Academic Performance (five items), Emotional engagement (six items) and Quality of External Performance (seven items), which were developed by Alessandri, Yang, and Kinsey (2006).

Table 1: Measurement Items

Variable	No. of Items (before CFA)	No. of Items (After CFA)	Scale	Source/Year
Trust	12	4	Five-point	Bruning & Ledingham (1999), Jo, Hon, & Brunner (2004).
Commitment	11	4	Five-point	Bruning & Ledingham (1999), Jo, Hon, & Brunner (2004).
Involvement	5	3	Five-point	Bruning & Ledingham (1999), Jo, Hon, & Brunner (2004).
Satisfaction	9	5	Five-point	Jo, Hon, & Brunner (2004).
Control Mutuality	8	3	Five-point	Jo, Hon, & Brunner (2004).
Communal Relationship	7	0	Five-point	Eliminated
Exchange Relationship	4	0	Five-point	Eliminated
Performance of reputation				
Quality of academic performance	5	5	Five-point	Alessandri, Yang, & Kinsey (2006)
Emotional engagement	6	5		

FINDINGS

O-PR Dimension Reliability and Validity Model Test

CFA was used to identify all of the indicators in the quality measurement model higher than .70 standardised factor loadings (Bagozzi & Yi, 2012; Hair et al., 2010). There were three indicators on the trust and involvement scale, and three other indicators appeared on the O-PR scale. The results of the CFA showed that all indicators loaded significantly on their assigned construct, $p < .05$. The factor loadings were all over .70. As shown in Table 2, the square multiple correlations (R^2) and construct reliability (CR) are higher than .50 (Hair et al., 2010). Meanwhile, the Average Variance Extracted (AVE) values are higher than .50 (Fornell & Larcker, 1981; Hair et al., 2010).

Table 2: Construct Validity and Reliability of O-PR Dimensions

	Items	Factor loading	R^2	AVE	CR
INVOLVEMENT	Involvement1	0.769	0.592	0.601	0.819
	Involvement2	0.770	0.593		
	Involvement3	0.787	0.620		
TRUST	Trust4	0.705	0.497	0.509	0.806
	Trust10	0.699	0.488		
	Trust6	0.745	0.555		
COMMITMENT	Trust8	0.705	0.498	0.614	0.863
	Commit1	0.706	0.499		
	Commit2	0.788	0.620		
	Commit3	0.861	0.742		
CONTROL MUTUALITY	Commit4	0.771	0.595	0.647	0.843
	CM5	0.757	0.573		
	CM6	0.862	0.742		
	CM7	0.790	0.624		

	Satis1	0.722	0.522		
	Satis2	0.743	0.553		
SATISFACTION	Satis3	0.730	0.532	0.576	0.871
	Satis4	0.864	0.747		
	Satis5	0.722	0.522		

As shown in Table 3, overall, the CFA supports the five-dimension model with fewer than the original items in the proposed model. The loadings for each variable on the latent factor were satisfactory. The goodness-of-fit (GOF) of the five-factor model achieved a good model fit. The normed chi-square value at 2.888 ($\chi^2 = 355.23$, $df = 123$) was acceptable (Hu & Bentler, 1999; Kline, 2011). The other GOF achieved the recommended threshold (SRMR = 0.034, CFI = 0.942, and RMSEA = 0.068), suggesting that the model fitted the data reasonably well (Byrne, 2010; Hair et al., 2010; Kline, 2011). Thus, the final model fitted the data and can be applied to measurement of the student-university relationship.

Table 3: Goodness-of-Fit Measures of the Relationship among Relationship Quality Outcome Indicators

Measurement model	χ^2	df	χ^2/df	SRMR	CFI	RMSEA
Original model	2868.630	758	3.784	.062	.776	.083
Respecified Model 1	756.993	231	3.277	.039	.898	.075
Respecified Model 2	515.384	142	3.629	.038	.912	.081
Final Model	355.230	123	2.888	.034	.942	.068

Model from data in all items (original data) and model 1 and 2 are done by CFA after deleting a few items. GFI = goodness of fit index; SRMR = Standard Root Mean Square Residual; RMSEA = Root mean square of approximation.

Discriminant Validity

To assess the discriminant validity of the proposed O-PR instrument, we applied two types of assessments: (1) the square correlation between any two constructs less than .75 (Grewal, et al., 2004) and (2) to compare the squared correlation between two constructs with their Average AVE (Fornell & Larcker, 1981). The analysis showed confidence and no issue on discriminant validity since AVE was greater than the square correlation estimate of the two constructs.

Table 4: Discriminant Validity for O-PR Dimensions

	TRT	SAT	COMM	INV	CM_1	CR
AVE	0.527	0.577	0.614	0.601	0.646	
TRT	1.000					0.833
SAT	0.514	1.000				0.890
COMM	0.370	0.352	1.000			0.909
INV	0.343	0.402	0.240	1.000		0.868
CM_1	0.238	0.291	0.297	0.118	1.000	0.875

Goodness-of-fit indices: Measurement model of O-PR on Performance of Reputation

To achieve the integrated model as proposed in the research questions, we used the criteria used by previous researchers to determine the relevant variables for the subsequent

analysis. First, item loadings (standardised regression coefficient) must exceed .70 or at least one standardised factor loading (Bagozzi & Yi, 2012; Hair et al, 2010) and the AVE values higher than .50 (Fornell & Larcker, 1981; Hair et al., 2010).

Table 5: Construct Validity and Reliability of O-PR Dimensions and Performance

	Items	Factor loading	R ²	AVE	CR
Involvement	Involve1	0.801	0.642	0.601	0.819
	Involve2	0.758	0.575		
	Involve3	0.768	0.589		
Trust	Trust10	0.740	0.548	0.527	0.769
	Trust6	0.712	0.506		
	Trust8	0.725	0.526		
Commitment	Commit1	0.702	0.500	0.612	0.862
	Commit2	0.788	0.622		
	Commit3	0.861	0.742		
	Commit4	0.767	0.588		
Control mutuality	CM5	0.753	0.566	0.642	0.843
	CM6	0.852	0.726		
	CM7	0.796	0.634		
Satisfaction	Satis1	0.715	0.511	0.580	0.873
	Satis2	0.743	0.553		
	Satis3	0.863	0.745		
	Satis4	0.740	0.547		
	Satis5	0.735	0.541		
Emotional engagement	EE1	0.795	0.632	0.677	0.912
	EE2	0.726	0.528		
	EE4	0.837	0.701		
	EE5	0.887	0.787		
	EE6	0.857	0.735		
	Quality of academic performance	QoaP1	0.868		
QoAP2		0.862	0.744		
QoAP3		0.810	0.657		
QoAP4		0.847	0.717		
QoAP5		0.816	0.666		

Goodness-of-Fit Measurement Model

As shown in Table 6, the overall CFA supports the five-dimension model with the organization reputation performance as the proposed model. The loadings for each variable on the latent factor were satisfactory. The normed chi-square valued at 2.921 ($\chi^2 = 946.39$, $df = 324$) was acceptable (Hu & Bentler, 1999; Kline, 2011). The other goodness-of-fit achieved the recommended threshold (SRMR = 0.033, CFI = 0.921, and RMSEA = 0.069), suggested that the model fitted the data reasonably well (Byrne, 2010; Hair et al., 2010; Kline, 2011). Thus, the final model fitted the data and can be applied to measure the student-university relationship of O-PR dimension with reputation.

Table 6: Fit Measures of the Relationship among Relationship Quality Outcome Indicators

Measurement model	χ^2	df	χ^2/df	sRMR	CFI	RMSEA
Original model	5541.970	1550	3.575	.056	.767	.080
Respecified Model 1	2479.282	695	3.567	.037	.851	.080
Respecified Model 2	1078.141	353	3.054	.035	.910	.071
Final Model	946.391	324	2.921	.033	.921	.069

Model from data in all items (original data) and model 1 and 2 are done after measurement model assessment. GFI = goodness of fit index; SRMR = Standard Root Mean Square Residual; RMSEA = Root mean square of approximation. *Normed chi-square <3 - acceptable fit (Hu & Bentler, 1999; Kline, 2011). *SRMR - < .05 (good fit) (Hair et al., 2010) *RMSEA .05 – .08 (acceptable fit) (Byrne, 2010; Hair et al., 2010; Kline, 2011). *CFI .925 - >.90 (Hair et al., 2010).

Discriminant Validity

To assess the discriminant validity of the proposed integrated model, we applied two types of assessments: (1) the square correlation between any two constructs less than .75 (Grewal, et al., 2004) and (2) to compare the squared correlation between two constructs with their AVE (Fornell & Larcker, 1981). The analysis showed confidence and no issue on discriminant validity since AVE was greater than the square correlation estimate of the two constructs.

Table 7: Discriminant Validity for O-PR Dimensions with Reputation Performance

	SAT	COMM	QOAP	EE	INV	CM	TRT
AVE	0.580	0.612	0.707	0.677	0.601	0.642	0.527
SAT	1.000						
COMM	0.356	1.000					
QOAP	0.345	0.243	1.000				
EE	0.575	0.222	0.542	1.000			
INV	0.402	0.245	0.213	0.408	1.000		
CM	0.294	0.312	0.118	0.194	0.265	1.000	
TRT	0.572	0.364	0.453	0.22	0.286	0.241	1.000

Correlations Test

Prior to performing a regression statistical analysis, a correlation analysis was conducted to check the relationships between independent and dependent variables in addition to identifying any violations of regression assumptions, especially multicollinearity. RQ2 in the current study indicated a significant relationship between O-PR and image, identity, and reputation. The Pearson correlation is 0.619. The results showed a strong relationship between O-PR dimensions with reputation performance management. The significant effect of O-PR ($p < 0.05$) indicated that the probability of O-PR improvement will improve the reputation of public universities in Malaysia. Among the O-PR practises, satisfaction had the highest correlation with reputation ($r = 0.664$) and trust ($r = .627$). Control mutuality was the

lowest practise correlated with image ($r = 0.343$). As the result in Table 8 suggests, a significant positive relationship exists.

Table 8: Pearson Correlation of (RQ1) ($n = 404$)

	Pearson Correlation	Reputation
Organization-public relationship practises	Sig. (2-tailed)	.572**
Trust		.627**
Commitment		.473**
Involvement		.472**
Control Mutuality		.343**
Satisfaction		.664**

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

The study helped to create the best O-PR practise between the organization and its public. The best practises will increase the efficiency and reputation performance of the organization, especially when they have good practises of trust, commitment, involvement, satisfaction and control mutuality in enhancing the relationship with their public especially with the students, their contractual stakeholders. The best types of relationships will also improve organizational effectiveness, which enhances the building of organizational image, identity, and reputation among the stakeholders.

Table 9 shows the significance of trust, commitment, community involvement, patient satisfaction, and openness, as the p value is less than 0.05. Based on the p and Beta values among the independent variables, satisfaction had the strongest contributing predictor and explained 37.5% as the variance in relationship organization effectiveness. Trust stood as the second predictor (28.5%) and commitment the third (10.8%), while involvement and control mutuality practises were low contributors towards the universities in developing its identity, image and reputation. The R^2 value was 52.2%.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723(a)	.522	.514	.47248

a Predictors: (Constant), trust, commitment, involvement, control mutuality, satisfaction

The results of the current research showed that all O-PR factors justify the effectiveness of public universities reputation. The model of this effect is significant.

DISCUSSION AND CONCLUSION

The research results showed that these scales to be good measures of public perceptions of their relationships with its public, strong enough so that public relations professionals and researchers now can use these questions to measure the perceptions of relationships. The study contributes knowledge concerning the measurement of O-PR practises with universities reputation as well as the types of relationships in different environments. The study supports what has been examined in previous research which deals with the factors of O-PR practises and reputation. This study went a few steps further by using quantitative measurements of the students' perspective to support the factors of O-PR practises to produce organizational effectiveness in enhancing organizational reputation.

This study is supported by the relationship management theory, which was developed in the 1990s. Different scholars have used the relationship management theory such as Grunig (1999), Ledingham and Bruning (2000), and Kim (2001), in line with the relationship management theory and constitutes a contribution to this research. Relationship theory considers communicating, negotiating with the public, resolving conflicts and balancing the relationship between the organization and its public. Hon and Grunig (1999) have noted that relationship theory changed the focus from the communication specifically to looking at practising the relationship between the organization and its strategic public. Therefore, the researchers utilised the relationship theory as the most suitable theory to explain the behaviour of the universities and its relationships with their contractual stakeholders. These research findings also support Huang's (2001) method of measuring O-PR, that relationships consist of more than one fundamental feature and four relational features representing the construct of O-PRs (control mutuality, trust, commitment, and satisfaction). The estimated parameters from higher construct (O-PR) to five relational dimensions (trust, satisfaction, commitment, control mutuality, and involvement) showed relatively higher loadings, suggesting that the five dimensions have stable explanatory power.

Aside from the theoretical contribution of this study, managerial contributions can be provided to demonstrate how the top management can extend more support to all the contractual stakeholders in the public universities. Enhancing the O-PR can be by increasing the level of trust, commitment, community involvement, control mutuality and satisfaction, which in turn improves the efficiency of PR practises. In addition, management and practitioners should use these as guidelines to focus their improvements on these key points in measurements and managing an effective relationship with their public. Moreover, the variables that affect organizational effectiveness the most were trust, commitment, satisfaction and involvement. An effective organization cannot be achieved without a good reputation. These outputs can be enhanced by practicing excellent O-PR by combining a healthy practise of trust, commitment, community involvement, satisfaction and control mutuality.

The study helps create best O-PR practises between the organisation and its public. The best practise will increase the efficiency and performance of the organisation, especially when they have good practises of trust, commitment, community involvement, satisfaction and openness in enhancing the relationship with their public, especially the students (contractual stakeholders). This view is consistent with scholars who viewed relationship types as more of antecedents of relationship outcomes (Hon and Grunig, 1999; Hung, 2005). Therefore, even though all six dimensions are useful to assess overall OPR quality, this study adopts the approach that views relationship types as the antecedents of relationship and defines OPR in terms of four relational outcomes: satisfaction, trust, commitment and control mutuality. Relationship theory considers communicating, negotiating with the public, resolving conflicts and balancing the relationship between the organisation and its public. Therefore, the researchers utilized the relationship theory as most suitable to explain the behaviour of students as contractual stakeholders towards the university.

The Relationship of O-PR and Reputation

These findings are consistent with previous research by (Huang, 2001; Jo, Hon & Brunner, 2004). An effective organization cannot be achieved without good relationship practises with

their contractual stakeholders. The universities' reputation, especially the quality of academic performance and emotional engagement can be achieved by combining a healthy practise of trust, commitment, involvement, satisfaction and control mutuality.

The O-PR dimensions of trust, commitment, satisfaction and involvement are significantly related in projecting and promoting the reputation of universities. The key findings of this research also support the findings by Yang and Grunig (2005) and other empirical researches on the link between O-PRs and organizational reputation. Fombrun (1996) has emphasised quality relationship practise as the key contribution towards favourable reputations: *'To acquire a reputation that is positive, enduring, and resilient requires managers to invest heavily in building and maintaining good relationships with their company's constitute'* (Fombrun, 1996, p.21). The findings of this study assist the managers to appreciate the centrality of public relations practises in projecting and promoting the image, identity and reputation of their organisation.

According to Jo, Hon, and Brunner (2004), future research should consider: (a) extended to a variety of organizational types and publics, (b) the measurement scale of items should be refined based on the contexts by adding appropriate items of variable constructs and (c) a refined measurement should incorporate the specific cultural dimension that can explain the relationship more accurately. Indexing generic and culture-specific dimensions across cultures may help in high validity and reliability of instruments.

BIODATA

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