

Public Relations Guideline and Corporate Reputation
Management of Thai Government Organizations in
the Era of Information Society

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องค์กรภาครัฐในยุคสังคมข้อมูลข่าวสาร

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Abstract

This research aimed to 1) study public relations guidelines of Thai government organizations, 2) study corporate reputation management of Thai government organizations, and 3) study corporate reputation factors of Thai government organizations. The data were collected from 300 government organization employees and 400 citizens using a questionnaire and then analyzed with descriptive statistics, sum, percentage, arithmetic mean, standard deviation, and second order confirmatory factor analysis with the LISREL program, combined with an in-depth interview with government organization officers about public relations guidelines and corporate reputation management of Thai government organizations.

The findings indicated a concordant cause-effect relationship in corporate reputation of Thai government organizations based on an adjusted model, with Chi-Square (χ^2) of 1041.62, df of 930, p-value of 0.00, RMSEA of 0.02, RMR of 0.19, SRMR of 0.04, GFI of 0.93, and CFI of 1.00. Every element of corporate reputation management had influence on reputation capital at a rate of 60.00 percent. The elements of issue and crisis management and the balanced two-way public relations had influence on corporate reputation the most, at a rate of 66.00 percent. Corporate reputation had

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influence on reputation capital in the aspect of the benefits of operating strategies the most, at a rate of 94.00 percent.

Keywords: Corporate Reputation, Reputation Capital, Public Relations

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ 1) ศึกษาแนวทางการดำเนินงานประชาสัมพันธ์ขององค์กรภาครัฐ 2) ศึกษาแนวทางการจัดการชื่อเสียงขององค์กรภาครัฐ และ 3) ศึกษาปัจจัยด้านชื่อเสียงองค์กรขององค์กรภาครัฐ ในยุคสังคมข้อมูลข่าวสาร โดยเก็บข้อมูลจากแบบสอบถามพนักงานในองค์กรภาครัฐ จำนวน 300 คน และประชาชน จำนวน 400 คน ดำเนินการวิเคราะห์ข้อมูลด้วยสถิติพรรณนา ความถี่ ร้อยละ ค่าเฉลี่ยเลขคณิต ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์องค์ประกอบเชิงยืนยันด้วยโปรแกรมลิสเรลร่วมกับการวิจัยเชิงคุณภาพโดยการสัมภาษณ์เชิงลึกเจ้าหน้าที่องค์กรรัฐเกี่ยวกับแนวทางการดำเนินงานประชาสัมพันธ์และการจัดการชื่อเสียงองค์กรภาครัฐ

ผลการวิจัย พบว่า การทดสอบความสอดคล้องของแบบจำลองปัจจัยด้านชื่อเสียงองค์กรขององค์กรภาครัฐของไทยกับข้อมูลเชิงประจักษ์ เมื่อปรับแบบจำลองแล้วมีความสอดคล้องดี โดยมีค่าไค-สแควร์ (χ^2) 1041.62, df=930, p-value = 0.00, RMSEA=0.02, RMR=0.19, SRMR=0.04, GFI=0.93, CFI= 1.00 ซึ่งการจัดการชื่อเสียงองค์กรภาครัฐมีอิทธิพลต่อทุนทางชื่อเสียง ร้อยละ 60.00 โดยการจัดการชื่อเสียงองค์กรรัฐด้านการจัดการประเด็นและภาวะวิกฤต และด้านการประชาสัมพันธ์สองทางแบบสมดุลมีอิทธิพลต่อชื่อเสียงองค์กรมากที่สุด ร้อยละ 66.00 ส่วนชื่อเสียงองค์กรภาครัฐมีอิทธิพลต่อทุนทางชื่อเสียงองค์กรด้านกลยุทธ์การดำเนินงานมากที่สุด มากที่สุด ร้อยละ 94.00

คำสำคัญ: ชื่อเสียงองค์กร, ทุนทางชื่อเสียง, การประชาสัมพันธ์

Introduction

Nowadays, public relations have been generally accepted as one important device to promote and support operations and development of organizations. As a result, public relations have been included in a core process of corporate operations, for it is a duty of the administration department, which relates generation and maintenance of mutual communication and connection to create understanding, acceptance, and cooperation between relevant institutes and citizens (Lapiratanakul, 2006). In addition, public relations is a policy process an organization uses in the support of policies and operations to strengthen and maintain reputation, prestige, appreciation, faith, and cooperation from citizens. Accordingly, as public relations intends to communicate from an organization to the citizens to develop understanding and acceptance of the organization, it is an obligation of public relations officers and the administration department of the organization to collaborate closely in

order that the public relations officers receive the policy and put it into action quickly. Therefore, public relations officers need to participate by providing advice about public relations planning, policy, and problem solving. This means public relations officers or public relations practitioners of organizations need to know well about the business, the mission, and the duty of their organizations as well as have insight into problems of the organizations. (Pitipattanakosit, 2000)

Given such importance of public relations, corporate reputation has become increasingly significant lately. Research about corporate reputation started to be published in academic journals in 1980 – 2003; the number of researches in 2002-2003 doubled from 2000 and a number of books about corporate reputation were published, including a journal *Corporate Reputation Review*. As a result, corporate reputation caught attention of many professionals and academics such as Fombrun and Van Reil (1997), who defined corporate reputation and relevant theories; Gotsi and Wilson (2001); Caruana, Ramaseshan, and Ewing (2001); Davies, Chun, de Silva, and Roper (2001); Wei (2002); Lewellyn (2002); Whetten and Mackey (2002); Mahon (2002); Wartick (2002). It can be said that corporate reputation has become widely of interest among academics and professionals (Barnett, Jermier, & Lafferty, 2006).

From the variety of definitions and fields used in the study of corporate reputation, Fombrun and Van Reil (1997) suggested that corporate reputation could be defined under the perspective of interdisciplinary fields such as economics, strategic management, marketing, organization management, sociology, and accounting, based on the interests of people making the studies. However, Fombrun (1996), the founder of Reputation Institute, argued that in one particular definition, corporate reputation was a result or a combination of corporate images in the mind of stakeholders, which are customer image, community image, investor image and employee image, and also pointed a relationship between corporate reputation and corporate identity by frequently mentioning corporate image together with corporate identity. Likewise, Whetten and Mackey (2002) saw corporate identity was used to define image and reputation of an organization because corporate identity is considered a core of an organization, which is durable and unique in each organization.

Given the importance of public relations operation of government organizations as a mechanism to publicize their work and gain cooperation from citizens, leads to a new point of view towards the organization, which has shifted from the previous emphasis on image to corporate reputation. This new method is believed to be a more sustainable and durable guideline for corporate management than image amid rapidly changing information society and can cover a two-

way communication. Moreover, no studies about public relations of government organizations in Thailand ever adopted a theory of corporate reputation, so it is interesting to find out how Thai government organizations should conduct public relations in the age of information to build good corporate reputation and fulfill their visions and missions as well as the public needs, with this research of public relations direction and corporate reputation management of Thai government organizations in the information society. This study aimed to study the influence of corporate reputation factors in various dimensions, which lead to the directions of proper corporate reputation management in the era of information society.

Literature Review

Corporate reputation has been considered as the most valuable intangible resource that firms can have. Reputation has been defined as an intangible asset where the public and present image and quality of an entity are based on the past demonstration of quality (Almeida & Coelho, 2019). Corporate reputation provides opportunities to organizations in developing and retaining market share, influencing opinion of customers and other stakeholder groups. Organizations shouldn't have doubts on the critical effect of negative actions and incidents towards the loss of good corporate reputation (Sontaite-Petkeviciene, 2014). Corporate reputation is built on external and internal stakeholders' current perceptions it is possible for it to be either positive or negative. Corporate reputation can be studied as a function of both image and identity. Identity is built inside the company, based on the organization's culture. Image is built inside external stakeholders' minds; it refers to their temporal impression of the organization shaped by direct or indirect experiences: how they perceive the organization's identity at a given point in time (Feldman, Bahamonde, & Bellido, 2014)

Considering that corporate reputation is defined as an aggregate perception from internal and external stakeholders, it is possible to conclude that a single reputation rating must exist for each company, unlike organizational image and identity, which can be distinct (Pires & Trez, 2017). The study of Šmaičien and Oržekauskas (2006) defines corporate reputation from a wide variety of sciences while unfolded the confusion of Corporate Reputation and Corporate Image definition. It is showed that Corporate Reputation is a social transmitted process of corporate which has been evaluated by persons who concerned for a long time. It explains about expectations of a company by compare levels of trust, impression, and acknowledgement between the company and its competitors. (Figure 1)

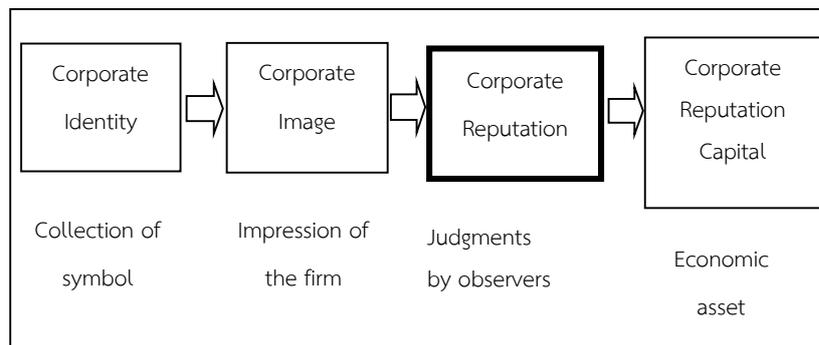


Figure 1 Disaggregating corporate reputation

There were studies about public relations in the future and public relations of government organizations, which described public relations in the information society. For example, Lertphisunh, Srisattarat, Norrapattaveeporn, and Sanartit (2017) studied the outlook of public relations in the future (2011-2020) and found that public relations experts had similar opinions, in the strongly agree level, about the use of media and tools for public relations, that mass media such as televisions, newspaper as well as activity media and specialized media would still be the major means of public relations but there would be increasing use of new media such as the Internet, online social media, and digital media.

In addition, they agreed that good public relations practitioners should be highly skilled and multifunctional. Mahasinpaisan (2012) studied public relation projects of government organizations and non-profit organizations and found that public relations strategies of government organizations had to be consistent with government policies, ministry policies, ministry strategies as well as the National Economic and Social Development Plan and such projects had to be conducted continuously.

The research also found that the major obstacle of public relations operation by state organizations was budget shortfall, so those organizations should manage the limited budget for maximum benefit by using other means of public relations and there should be cooperation and collaboration among organizations to conduct related projects in order to reduce budget cost for each project. Likewise, a research of Changchutoe (2011), which studied public relations strategies amid the trend of social network, showed that popular social media platforms for public relations were Blog, Twitter, Wikipedia, and Facebook and those platforms did not only give information but

also built participation and relationship between organizations and relevant parties which led to good reputation, good image, and supports for those organizations.

According to the research, the content that was most presented on social media included news about the organizations and their missions, executive vision, core value, and their activities.

Methodology

This research combined quantitative and qualitative approaches. The quantitative research used a postal questionnaire to collect data from 700 samples, which consisted of 300 public relations practitioners and 400 citizens aged 20 years and over who have at least 2 years of experience working in government organization chosen with a cluster random sampling method from 7,791,000 population of Bangkok, using the calculation formula of Yamane (1970), check the quality of the data acquisition tools with Cronbach's coefficient alpha. The questionnaire draft was conducted for pre-test with 30 people in Nonthaburi province to review the responses received from respondents, as well as analyze the difficulty of the language using the packaged software, at the value of 0.856.

The two parts of questionnaire were 1) the respondents demographic such as sex, age, education, occupation and salary 2) the questions about the corporate reputation factors were multidimensional construct composed of 11 dimensions, the first 7 dimensions that adapted from RepTrak®, developed by Reputation Institute in the United States, is one of the more popular and well cited measurements for corporate reputation and the last 4 dimensions developed by Santawee and Pritpreecha (2013) were study added in Thai context, as (1) Products and services (2) Innovation (3) Workplace (4) Governance (5) Citizenship (6) Leadership (7) Performance (8) Trustworthy (9) Issue and crisis management (10) Two-way symmetric model of public relations (11) Loyalty to the monarch, all of them were measured in a five-point multi-item Likert scale (5 – absolutely agree, 1–absolutely disagree).

The data were analyzed with descriptive statistics, sum, percentage, mean, standard deviation, and second order path analysis with the LISREL program. In this study, the path analysis is a way of testing how well variables of corporate reputation and corporate reputation capital factors measured.

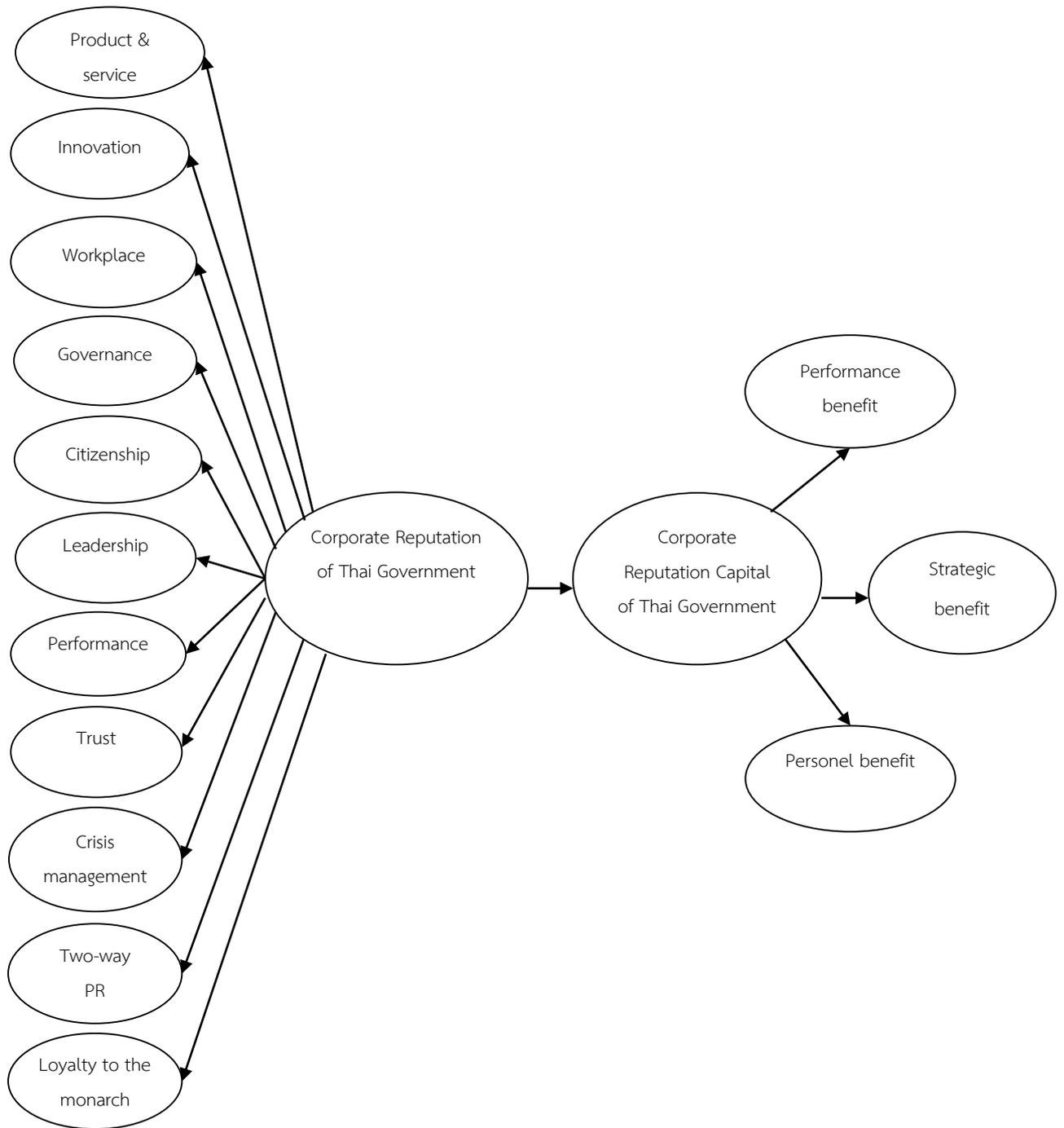


Figure 2 The structural model of corporate reputation of Thai government organizations

The qualitative study collected data from 12 key informants via a in-depth interview with relations practitioners with at least 10 years experience and an in-depth interview with government personnel to analyze public relations direction and corporate reputation management of Thai government organizations. Analyze the data by grouping the data according to the given issues.

Results and Discussion

1. Personal data of questionnaire respondents

The majority of the citizen samples were male (201 people or 50.30 percent) and the rest were female (199 people or 49.70 percent). Most of samples were aged between 26 and 30 (171 people or 42.80 percent) and had a bachelor’s degree (270 people or 67.50 percent). The majority of the samples were private company employees (179 people or 44.80 percent and earned a monthly salary of 15,001 – 20,000 baht (143 people or 35.80 percent).

The majority of the public relations practitioners samples were female (220 people or 73.30 percent) and the rest were male (80 people or 26.70 percent). Most of samples were aged between 31 and 35 (72 people or 24.00 percent) and had a bachelor’s degree (154 people or 51.30 percent). The majority of the samples were operational officers (116 people or 38.70 percent). as shown in Table 1.

Table 1 Demographic and personal data of questionnaire respondents

Demographic	Sum	Percentage
Sex		
1) Citizen		
Male	201	50.30
Female	199	49.70
2) Public relations practitioners		
Male	80	26.70
Female	220	73.30

Table 1 Demographic and personal data of questionnaire respondents

Demographic	Sum	Percentage
Age		
1) Citizen		
20 – 25 years	167	41.80
26 – 30 years	171	42.80
31 – 35 years	44	11.00
36 – 40 years	12	3.00
41 – 45 years	4	1.00
46 - 50 years	1	0.30
51 - 55 years	1	0.30
56 - 60 years	0	0.00
2) Public relations practitioners		
20 – 25 years	18	6.00
26 – 30 years	58	19.30
31 – 35 years	72	24.00
36 – 40 years	40	13.30
41 – 45 years	48	16.00
46 - 50 years	26	8.70
51 - 55 years	22	7.30
56 - 60 years	16	5.30
Education		
1) Citizen		
Primary school	2	0.50
Secondary school	41	10.30
Bachelor's degree	270	67.50
Graduate school	87	21.80
2) Public relations practitioners		
Bachelor's degree	154	51.30
Graduate school	146	48.70

Table 1 Demographic and personal data of questionnaire respondents

Demographic	Sum	Percentage
Occupation		
1) Citizen		
Government official	91	22.80
Private company employees	179	44.80
Private affairs	59	14.80
Students	70	17.50
Other	1	0.30
2) Public relations practitioners		
Practitioner Level	116	38.70
Operational Level	16	5.30
Professional Level	72	24.00
Experienced Level	4	1.30
Senior Professional Level	42	14.00
(Highly Skilled Level	2	0.70
Salary		
Citizen		
Less than 9,001 Bahts	20	5.00
9,001 – 15,000 Bahts	121	30.30
15,001 – 20,000 Bahts	143	35.80
20,001 – 25,000 Bahts	62	15.50
30,000 – 25,001 Bahts	40	10.00
More than 30,000 Bahts	14	3.50

2. Opinions of the citizens and public relations practitioners of government organizations towards the objectives of government organization public relations

The citizens and public relations officers of government organizations had the most opinion about the objective of government organization public relations, that Thai government organizations should conduct public relations to inform the citizens about their services, so that the citizens can cooperate or fully receive benefit from the organizations. The average mean score was 4.82, which falls into the level of strongly agree.

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3. Opinions of the citizens and public relations practitioners of government organizations towards the standard of government organization public relations

The citizens and public relations officers of government organizations had the most opinion about the standard of government organization public relations, that Thai government organizations should strengthen corporate image by designing corporate image and creating guidelines for promoting corporate image constantly. The mean score was 4.79, which falls into the level of strongly agree.

4. Opinions of the citizens and public relations practitioners of government organizations towards the operations of government organizations to create corporate reputation

The citizens and public relations officers of government organizations had the most opinion about the operations of government organizations to create corporate reputation, that Thai government organizations should encourage the officers to work with ethics and honesty. The mean score was 4.83, which falls into the level of strongly agree. The second most opinion found was that government organizations should encourage the officers to be fair with the citizens. The mean score was 4.78, which falls into the level of strongly agree.

5. Opinions of the citizens and public relations practitioners of government organizations towards the reputation capital, which is a value government organizations earn from appreciation, acceptance, trust, and admiration from the citizens and public relations officers

The citizens and public relations officers of government organizations had the most opinion about the reputation capital, that it confirms the quality of work and services for the citizens. The mean score was 4.65, which falls into the level of strongly agree. The second most opinion found was that it can gain cooperation from the citizens and targeted group of operations. The mean score was 4.62, which falls into the level of strongly agree.

6. Test of concordance of a cause-effect relationship model for corporate reputation and reputation capital of government organizations

A test of concordance of a cause-effect relationship model for corporate reputation and reputation capital of Thai government organizations among the citizens and government organization employees showed that the adjusted model was concordant with empirical evidence, at a statistical significance of 0.05, with Chi-Square: χ^2 of 1041.62, df of 930, p-value of 0.00, RMSEA of 0.02, RMR of 0.19, SRMR of 0.04, GFI of 0.93, and CFI of 1.00, as shown in Table 2.

Table 2 Test of concordance of the model and empirical evidence from the citizens and government organization employees

Tested Item*	Acceptable value	Value after adjusting model	Decision
(Chi-Square) χ^2	Not significant (≥ 0.05)	0.00	Not meet condition
χ^2 /Degree of freedom	Not exceeding 3	62.1041/930 = 1.12	Meet condition
RMSEA	Should not exceed 0.7	0.02	Meet condition
GFI	Should exceed 0.9	0.93	Meet condition
RMR	Closest to 0	0.19	Meet condition
SRMR	Should be under 0.08	0.04	Meet condition
CFI	Should be over 0.95	1.00	Meet condition

* From Hooper, Coughlan, and Mullen (2008)

Second order confirmatory factor analysis showed that the elements of issue and crisis management and two-way symmetric public relations can explain corporate reputation management of government organizations at a rate of 64 percent ($R^2 = 0.64$) as shown in Table 5. The element of strategic benefit can explain reputation capital of Thai government organizations at a rate of 94 percent ($R^2 = 0.94$), as shown in Table 5.

Considered by each attribute of corporate reputation, the attribute ‘government organizations should support Royal Initiative Projects’ can explain corporate reputation management of Thai government organizations the most, at a rate of 50 percent ($R^2 = 0.50$), followed by the attribute ‘government organizations should support and provide an opportunity for career path of officers equally’, the attribute ‘government organizations should take prompt actions when there is a crisis’, and the attribute ‘government organizations should hold celebrations on the auspicious occasions constantly’, which can explain corporate reputation management of Thai government organizations at a rate of 48 percent ($R^2 = 0.48$), as shown in Table 2. Speaking of reputation capital, the attribute ‘corporate reputation leads to suggestions about operations and services for the citizens and targeted group’ can explain reputation capital of Thai government organizations the most, at a rate of 46 percent (R -square = 0.46).

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The corporate reputation has a positive influence on corporate reputation capital. The Path Coefficient is 0.60 corporate reputation can explain reputation capital at a rate of 36 percent ($R^2 = 0.36$). as shown in Table 5.

Table 3 Confirmatory factor analysis of elements and attributes of corporate reputation management of Thai government organizations

Element of Corporate Reputation	Attribute of corporate reputation	Factor loading	SE	t	R²
1. Products and services	1.1 Government organizations should provide a one-stop service.	0.53	-	-	0.40
	1.2 Government organizations should offer good and impressive services.	0.67	0.50	12.42	0.44
	1.3 Government organizations should charge an appropriate service fee.	0.54	0.29	8.87	0.17
	1.4 Government organizations should provide extensive points of services.	0.62	0.05	11.94	0.38
2. Innovation	2.1 Government organizations should offer new types of services to facilitate citizens.	0.67	-	-	0.42
	2.2 Government organizations should adopt new and modern technologies to serve citizens.	0.67	0.05	13.48	0.50
	2.3 Government organizations should quickly adapt to social and business changes.	0.65	0.05	13.09	0.44

Table 3 Confirmatory factor analysis of elements and attributes of corporate reputation management of Thai government organizations

Element of Corporate Reputation	Attribute of corporate reputation	Factor loading	SE	t	R ²
3. Workplace	3.1 Government organizations should give fair remuneration to officers.	0.85	-	-	0.40
	3.2 Government organizations should ensure well-being of officers.	0.83	0.14	13.48	0.47
	3.3 Government organizations should support and provide an opportunity for career path of officers equally.	0.38	0.18	13.53	0.48
4. Governance	4.1 Government organizations should encourage officers to work with transparency and accountability.	0.71	-	-	0.47
	4.2 Government organizations should encourage officers to work with ethics and honesty.	0.77	0.06	13.78	0.44
	4.3 Government organizations should encourage officers to be fair with citizens.	0.77	0.06	13.95	0.46
5. Citizenship	5.1 Government organizations should be responsible for the environment such as surrounding communities.	0.73	-	-	0.43
	5.2 Government organizations should support good social activities such as scholarship provision.	0.23	0.17	13.13	0.42
	5.3 Government organizations should create positive influence to the society such as fostering volunteer spirit in officers.	0.53	0.49	13.42	0.45

Table 3 Confirmatory factor analysis of elements and attributes of corporate reputation management of Thai government organizations

Element of Corporate Reputation	Attribute of corporate reputation	Factor loading	SE	t	R²
6. Leadership	6.1 Government organizations should have good operation and service management.	0.68	-	-	0.41
	6.2 Government organizations should have leaders who are opinion leaders of the society.	0.71	0.09	13.39	0.42
	6.3 Government organizations should have excellent administration.	0.62	0.04	13.82	0.46
	6.4 Government organizations should establish certain corporate vision.	0.67	0.05	13.49	0.43
7. Performance	7.1 Government organizations should work to answer the needs of citizens.	0.63	-	-	0.44
	7.2 Government organizations should work better than targets.	0.70	0.05	12.75	0.39
	7.3 Government organizations should improve the operations constantly to generate benefit.	0.63	0.05	13.40	0.46
8. Trustworthy	8.1 Government organizations should be able to gain reliability from citizens and the society.	0.62	-	-	0.45
	8.2 Government organizations should present only the truth to citizens and the society.	0.57	0.04	13.77	0.45
	8.3 Government organizations should operate with honesty and goodwill for service users and citizens.	0.67	0.05	13.92	0.47

Table 3 Confirmatory factor analysis of elements and attributes of corporate reputation management of Thai government organizations

Element of Corporate Reputation	Attribute of corporate reputation	Factor loading	SE	t	R ²
9. Issue and crisis management	9.1 Government organizations should have a good crisis management plan.	0.60	-	-	0.44
	9.2 Government organizations should be able to control a crisis from the past until present.	0.61	0.05	13.31	0.41
	9.3 Government organizations should take prompt actions when there is a crisis.	0.50	0.08	13.96	0.48
10. Two-way symmetric public relations	10.1 Government organizations should exchange information with other organizations and the targeted citizens.	0.74	-	-	0.42
	10.2 Government organizations should negotiate and compromise when there is a conflict with service users or citizens.	0.72	0.06	12.88	0.42
	10.3 In the operation, government organizations should make mutual decision with relevant persons or targeted citizens.	0.84	0.07	12.31	0.37
11. Loyalty to the monarch	11.1 Government organizations should follow the philosophy of sufficiency economy.	0.70	-	-	0.43
	11.2 Government organizations should hold celebrations on the auspicious occasions constantly.	0.78	0.06	13.25	0.48
	11.3 Government organizations should support Royal Initiative Projects.	0.75	0.06	13.34	0.50

Table 4 Analysis of a cause-effect relationship of elements and attributes of reputation capital of Thai government organizations

Element of Reputation Capital	Attribute of Reputation Capital (Endogenous Observed Variables)	Factor loading	SE	t	R²
1. Performance benefit	1.1 Corporate reputation confirms the quality of work and services for citizens.	0.81	-	-	0.45
	1.2 Corporate reputation helps gain cooperation from citizens and the targeted group.	0.80	0.08	14.77	0.45
	1.3 Corporate reputation leads to suggestions about operations and services for citizens and the targeted group.	0.71	0.07	14.86	0.46
2.Strategic benefit	2.1 Corporate reputation protects and alleviate the damage from a crisis on the organizations.	0.91	-	-	0.37
	2.2 Corporate reputation helps build confidence of citizens and government toward operations of the organizations.	0.66	0.05	13.27	0.40
	2.3 Corporate reputation can be an operating strategy of the organizations.	0.73	0.05	13.81	0.44
	2.4 Corporate reputation helps create sustainability for the organizations in the Thai society.	0.84	0.06	13.82	0.44

Table 4 Analysis of a cause-effect relationship of elements and attributes of reputation capital of Thai government organizations

Element of Reputation Capital	Attribute of Reputation Capital (Endogenous Observed Variables)	Factor loading	SE	t	R ²
3. Personnel benefit	3.1 Corporate reputation can support decision making of officers to become part of the organizations.	0.77	-	-	0.42
	3.2 Corporate reputation leads to low turnover and resignation.	0.67	0.14	12.34	0.34
	3.3 Corporate reputation encourages officers to work at their full capability.	0.87	0.07	12.77	0.37

Table 5 Analysis of a cause-effect relationship of corporate reputation and reputation capital of Thai government organizations

Element of corporate reputation	Reputation Capital	Standard-score Coefficient	SE	t	R ²
Corporate reputation	Reputation Capital	0.60	05.0	52.12	0.36
Corporate reputation	1. Goods and services	0.71	0.06	12.74	0.51
	2. Innovation	0.72	0.05	13.28	0.52
	3. Workplace	0.78	0.06	13.92	0.60
	4. Governance	0.76	0.05	14.67	0.58
	5. Citizenship	0.79	0.05	14.39	0.62
	6. Leadership	0.76	0.05	14.11	0.58
	7. Performance	0.77	0.05	14.27	0.59
	8. Trustworthy	0.77	0.05	14.49	0.59
	9. Issue and crisis management	0.80	0.05	14.82	0.64
	10. Two-way symmetric public relations	0.80	0.06	14.43	0.64

Table 5 Analysis of a cause-effect relationship of corporate reputation and reputation capital of Thai government organizations

Element of corporate reputation		Standard-score Coefficient	SE	t	R ²
Reputation capital	11. Loyalty to the monarch	0.63	0.05	11.99	0.40
	1. Performance benefit	0.93	06.0	20.16	87.0
	2. Strategic benefit	0.97	06.0	05.15	94.0
	3. Personnel benefit	0.91	06.0	25.15	82.0

7. Public relations operation and corporate reputation management of Thai government organizations in the information society. From an in-depth interview with academics, the findings can be concluded as follows.

7.1 Thai government organizations should give more importance to targeted groups of citizens and stakeholders, by providing information for and creating good relationships with those people and conducting citizen-centered public relations.

7.2 Thai government organizations should use online and social media together with mass media to inform and communicate with targeted groups of citizens for faster information presentation. However, the organizations must beware of online news and information that is not screened or verified by reasonable officers.

7.3 There should be a two-way communication between government organizations and targeted groups of citizens or stakeholders, to open an opportunity for the people to express opinions about and examine the operations of government organizations.

7.4 Thai government organizations should provide training for their public relations officers to improve skills and knowledge in operations, especially new media or social media skill and information technology skill.

8. Public relations operation and corporate reputation management of Thai government organizations in the information society from an in-depth interview with public relations practitioners of Thai government organizations, the findings can be concluded as follows.

8.1 The published or disseminated information should be true, accurate, and complete. Information that government organizations send to message receivers must be true and accurate and must come from scholars or reliable staff of the organizations.

8.2 There should be a data warehouse to collect all useful information at one place for easy examination and communication to target groups.

8.3 News and information that is published or disseminated by other media sources should be investigated and verified for accuracy. Any incorrect or misleading information must be corrected as quickly as possible.

8.4 In the information society where news and information is flooding, news sending by public relations of government organizations should be concise and easy to understand.

8.5 Using a two-way communication approach will allow public relations practitioners to know and understand attitudes and opinions of the target groups, which will be helpful in the analysis and planning of objectives and strategies for public relations.

8.6 Before starting a public relation campaign, the target group of the campaign must be clearly defined in order to choose the suitable public relations method.

8.7 Public relations practitioners should regularly publish news about their government organizations, especially the information that is useful for their target groups.

8.8 Government organizations should adhere to the principles of ethical practice, quality operations, transparency, and accountability, as well as create good corporate image via Corporate Social Responsibility (CSR) activities.

8.9 Apart from reporting their project performance to the public, government organizations should conduct CSR activities regularly to pay back to the community.

8.10 Executives of government organizations should see public relations practice as the first priority.

Based on the results of both sections of the research, the researchers were able to conclude that the direction of public relations operations of government organizations in the era of information society should be implemented: 1) Government organizations should take an approach to manage the corporate reputation as the main strategy for public relations operations. 2) Government organizations should set standards and indicators for public relations operations, as well as continuously evaluate the public relations operations from stakeholder groups. 3) Government organizations should develop communication capabilities both at the corporate and individual levels in accordance with the development of communication technology.

Conclusion

The benefits of better corporate reputation result from relationships between many elements of an organization. Corporate reputation is created by the organization itself from the value given by stakeholders. Moreover, officers tend to work at their full capacity with organizations with good reputation and have low turnover or resignation rate (Roberts & Dowling, 2002). Puente et al. (2007) viewed that corporate reputation can maintain and protect assets and reputation capital of an organization. In addition, sociologically, corporate reputation is believed to be a social aftermath that can be used to enhance relationships between organizations and stakeholders to create positive opinions towards the organization (Rose & Thomsen, 2004).

The findings from this research suggest that, in the conduct of public relations and corporate reputation management of government organizations in the information society, the organizations should give importance to promotion of corporate image by designing corporate image and creating guidelines for promoting corporate image constantly.

Regarding the management of corporate reputation, issue and crisis management and two-way symmetric public relations can explain corporate reputation management of government organizations the most, which is in line with a study of Santawee and Pritpreecha (2013) on business corporates in Thailand, which found that those private corporates gave importance to a two-way symmetric model of public relations from stakeholders like customers and employees. This is possibly because both government and private organizations in Thailand have only used public relations to present information and promote new products of the organizations, usually based on press agency/publicity, public information, and asymmetrical models, which still lack the aspect of work ethics.

Particularly, the first two models are one-way persuasive communication to change attitudes and behavior of targeted groups, while the third model is communication of public relations officers to present only positive organization information to achieve the corporate goal (Grunig & Hunt, 1984). Yet, the fourth model, which is a two-way symmetric public relations, has been increasingly interested by business organizations and stakeholders in the Thai society, especially the idea of conflict resolution with negotiation and compromise (Grunig & Hunt, 1984).

Organizations need to increase the importance of issue management so that the issue does not become a crisis. However, if the issue cannot be managed and enter a crisis. Therefore, it enters the crisis management phase, which is to control the damage that will occur.

That point of view then reflects that the crisis is damaging the corporate reputation, which Goztas, Koler, and Alemdar (2007) proposed that if a crisis occurs with an organization with a good reputation or having reputational assets, it will help the organization to reduce the loss.

Suggestions

1. Suggestions for applying the findings.

1) Government organizations should use the approach for managing the corporate reputation as the primary strategy for operating public relations.

2) Government organizations should set standards and indicators for operating public relations, as well as ongoing public relations assessments from stakeholders.

3) Government organizations should develop communication potential both at the corporate level and personal level in accordance with communication technology developments.

2. Suggestions for further work

1) There should be research on corporate reputation management and the measurement and evaluation of the government organizations reputation.

2) There should be research to delve into the needs and satisfaction of stakeholders for operating public relations and corporate reputation management for each individual organization in particular.

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