

## Reputation and multiple stakeholder outcomes: The role of organizational culture and customer trust

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**Abstract:** In the current landscape, characterized by significant volatility, organizations are increasingly focused on grasping and harnessing the perceptions of their varied stakeholders to establish an enduring competitive edge. As such, organizational culture, business reputation, and customer trust are vitally important concepts for practitioners and academicians because of their possible influence on external and internal stakeholders. Given the amplified importance of the multi-stakeholder standpoint, this study engages in path analysis using SPSS-AMOS software to examine the mediating influence of perceived company reputation between organizational culture and customer trust on one side and employee engagement and customer satisfaction on the other side among 135 Lebanese hotel visitors and 189 Lebanese hotel staff through a questionnaire survey using a convenience sampling technique. The results acknowledge the influence of culture and consumer trust on reputation and multiple stakeholder outcomes. Additionally, reputation influences customer satisfaction but not employee engagement. Finally, reputation partially mediates the connection between trust and satisfaction but does not mediate the relationship between culture and employee engagement. This study can contribute to the Lebanese hotels' management efforts in improving hotels' reputation and satisfying customers through positive organizational culture and customer trust.

**Keywords:** *Customer satisfaction, Customer Trust, Employee engagement, Organizational culture, Perceived reputation.*

### 1. Introduction

Employees and customers hold varied perceptions of hotels, leading to multiple associations that shape their attitudes and behaviors. These reactions significantly influence the hotels' strategic positioning and overall market performance in a competitive landscape. Therefore, hotels need to understand and enhance the perceptions held by diverse stakeholders. Doing so will allow them to effectively differentiate themselves from competitors and achieve excellence in their respective markets [1, 2].

In today's competitive setting, a hotel's reputation reflects the legitimacy of its operations and behavior [3] and serves as a key performance indicator. It functions as a signal that reduces customer opacity about product quality; fostering increased loyalty and encouraging word-of-mouth referrals [4, 5]. Furthermore, a strong reputation alleviates employees' concerns regarding their employer's attributes [6]. Ultimately, reputation forms perceptions of various stakeholders and influences their attitudes and actions about hotels [7].

However, business reputation is highly affected by organizational culture [8-11]. In this manner, Organic firms frequently improve their culture by promoting employees' ambitions, supporting them with a collaborative atmosphere, and motivating them to take advantage of chances, which are the foundation for success and competitive advantage [11]. Empirical research suggests that organizational culture, which embodies the shared beliefs and values of employees regarding operational practices, and

establishes norms for behavior within the organization [12] plays a significant role in forming perceptions of a business reputation and affecting stakeholders' attitudes and behaviors, including organizational commitment, employee turnover intentions, job satisfaction, pride in membership, employee engagement, among others [3, 13-16].

Ultimately, customer trust represents a fundamental component that significantly shapes perceptions of an organization and influences customer attitudes and behaviors towards it. Research indicates that trust strongly predicts perceived reputation, customer commitment [17] and customer loyalty [18, 19]. As organizations frequently strive to develop robust relationships with their stakeholders [20, 21] establishing trust is essential for cultivating strong, enduring customer relationships [22]. Within a market relationship, trust is recognized as the reliability level afforded by the merchant to the consumer. Consequently, customer trust mitigates risk and perceived uncertainty, thereby enhancing customers' perceptions of a business's overall success [23].

Lebanon is an outstanding country positioned along the Mediterranean Sea, noted for its enticing seaside resorts and hospitality services. The nation's strategic location, combined with its rich history and cultural diversity, has led to the evolution of the tourism sector, which is, therefore, fostering a service-oriented economy in which tourism plays a vital role in contributing to the national Gross Domestic Product (GDP) [24, 25].

Nevertheless, the country has been grappling with extraordinary crises, pandemics, and political instability for many decades, significantly affecting the tourism sector, particularly hotels and their reputation. This decline is reflected in the contribution of tourism to the national GDP, which plummeted from 19.1% in 2018 to just 2.5% in 2021 [25, 26]. As a result, hotels in Lebanon have faced rising operating costs, revenue losses, reduced occupancy rates, and employee layoffs. In response, Lebanese hoteliers strive to recover swiftly, aiming to mitigate their losses and enhance their competitive edge by improving their reputations [27, 28].

Additionally, Customers are more likely to choose businesses with favorable reputations. They view such companies as capable, honest, and respectful of others' needs when making decisions [29]. Customers also have high expectations for well-respected brands and believe they offer better services [30]. As a result, service industries are increasingly working on building strong customer relationships [29]. However, research connecting hotel reputation with guest satisfaction in the landscape of Lebanese hotels is limited to the researcher's knowledge. Thus, exploring ways to improve customer satisfaction by considering how hotels are perceived is important.

Human resources are essential in fostering distinctive customer service within the hotel industry. Many companies in advanced nations have embraced the concept of employee engagement as a response to significant economic pressures; however, the landscape in the Arab world, particularly in Lebanon, remains relatively unclear. Engaged employees exhibit higher productivity levels, are more likely to achieve corporate objectives, exhibit greater patronage to the organization, and maintain a strong customer focus. Furthermore, a positive hotel reputation significantly enhances a firm's appeal to potential employees. Ali and Ali [31] noted that reputable organizations attract top talents. Consequently, sustaining a strong hotel reputation is critical for enhancing employee engagement [32].

This paper investigates the mediating role of perceived hotel reputation in the relationship between customer trust, organizational culture, and various stakeholder outcomes in the Lebanese lodging sector. This study offers pertinent insights for managers who aim to enhance their hotels' reputation among employees and customers, who are critical stakeholders. Moreover, this research tackles a significant essential gap in the existing research by investigating both the consequences and antecedents of perceived reputation, areas that have been largely neglected. Acquiring this knowledge is essential for hotel managers who seek to improve their reputation among stakeholders and secure a competitive edge in the marketplace [21, 33, 34].

## 2. Literature Review

### 2.1. Reputation

Various academic disciplines, including strategy, economics, accounting, and communications, contribute distinct perspectives to the knowledge of business reputation. Strategy specialists consider business reputation an intangible resource that is challenging to attain, replicate, or substitute. They recognize it as a critical facilitator for a long-lasting competitive edge and a possible mobility obstacle [35]. In contrast, economy experts perceive reputation as an indicator of a firm's expected behavior under specific circumstances. From an accounting perspective, business reputation is classified as an intangible resource that drives up the worth of a business, though quantifying it remains challenging. Communication specialists assert that reputation is shaped by company relationships with multiple stakeholders [36].

Despite these divergent definitions, there is a consensus across disciplines that business reputation is the cumulative assessment of a company's former conduct by its stakeholders. This assessment illustrates the company's potential to provide valuable benefits for a range of stakeholders in the future [36].

Business reputation significantly influences employees as they represent the company [32, 37]. This concept involves a firm's perception and credibility in the marketplace and among its stakeholders [29]. Consequently, public perceptions of employers affect their staff, and therefore, their self-esteem is boosted when they are associated with reputable companies [3].

Moreover, Customers are more willing to consider reputable companies as competent and honest and take into account the welfare of others when making decisions [17]. Additionally, customers are more inclined to attach themselves to well-regarded businesses for self-expression and personal enhancement. Therefore, corporate reputation is a crucial strategic asset for building a favorable image and gaining a competitive edge for a firm [29, 38]. Additionally, customers have high expectations of reputed brands and view them as delivering superior services [30].

### 2.2. Organizational Culture and Reputation

Organizational culture (hereafter OC) is the arrangement of beliefs and shared values embraced by individuals to understand operations and provide organizational behavior norms [12]. Staff then follow these norms when carrying out their responsibilities. This is referred to as OC, which assists organizations in developing strategies for attaining long-term competitive advantages [39].

OC is categorized into four distinct types by Cameron and Quinn [40]: clan, adhocracy, market, and hierarchy culture. These classifications serve to elucidate variations in organizational performance. Clan culture focuses on flexibility and employee autonomy, fostering participation and teamwork among staff members. Adhocracy culture encourages creativity and innovation by emphasizing external opportunities and environmental responsiveness. Market culture is oriented towards goal attainment, emphasizing identifying and capitalizing on unexploited market positions. Conversely, hierarchy culture places a premium on structure and formalization, utilizing a top-down communication style in task execution [40].

Numerous organizations endeavor to develop an OC that facilitates information creation, acquisition, and sharing. These organizations also seek to align their behaviors by incorporating new knowledge and insights [41]. According to Levering Garvin [41] a positive workplace environment contributes to producing higher-quality products, enhances innovation, attracts top talent, reduces resistance to change, and decreases turnover costs, strengthening the organization's overall financial performance.

Several scholars, including Fombrun and Rindova [42]; Hatch and Schultz [8] and Davies, et al. [10] have suggested that OC is aligned with reputation. They argue that culture creates the setting for a business identity, and this identity, in turn, is connected to its corporate reputation. In line with this, Flatt and Kowalczyk [9] found that OC positively impacts reputation. Specifically, perceptions of organizational culture enhance corporate reputation. For example, Southwest Airlines is renowned for

fostering a joyful atmosphere for employees and passengers; while prioritizing safety and reliability. These strong perceptions have played a significant role in establishing Southwest's outstanding reputation, consistently ranking the company among the top ten Most Admired Companies in America according to Fortune's annual survey [9].

Based on this viewpoint, we suggest the following hypothesis:

*H<sub>1</sub>: In Lebanon, a hotel's culture positively influences the perception of business reputation.*

### 2.3. OC and Employee Engagement

According to recent research, employees' perceptions of organizational culture (OC) significantly impact their attitudes and actions. For instance, Joo and Shim [13] found that OC affects organizational commitment and turnover intentions. Specifically, employees with a stronger learning culture tend to demonstrate more significant organizational commitment. Furthermore, a positive OC influences job satisfaction, which is crucial in determining whether employees decide to stay with the company [14]. Additionally, OC enhances employee engagement [15, 43, 44]. This suggests that employee engagement is more likely to happen in a pleasant and empowering organizational climate.

Moreover, a strong OC can boost financial performance, as widely shared norms and values lead to greater employee behavioral consistency. This consistency results in improved organization and control, better alignment of goals, and improved employee effort [45].

Based on this argument, the following hypothesis is proposed:

*H<sub>2</sub>: The hotel's culture positively impacts staff engagement in Lebanon.*

### 2.4. Customer Trust and Reputation

The concept of trust has garnered considerable attention among researchers in the fields of organizational theory and marketing over the past decade [22, 46-49]. Trust is widely acknowledged as essential for building and maintaining effective relationships among parties engaged in the exchange process [46]. It is defined as the consumers' expectation that service providers can reliably deliver on their promises [50].

The literature presents various perspectives on the connection between customer trust and business reputation. In this manner, Keh and Xie [17] acknowledged that business reputation precedes the development of customer trust. Their research indicates that companies with a strong reputation can enhance client confidence and mitigate concerns about the effectiveness and quality of their services and products. Organizations that enjoy a favorable reputation are commonly associated with characteristics such as trustworthiness, reliability, credibility, and accountability [42]. In contrast, Walsh, et al. [33] posited that trust is vital for shaping a business's reputation among its customers. They emphasized that customers' confidence and trust in a company's future conduct significantly affects its perceived reputation.

In a study within the education industry, Qazi, et al. [51] explored the connection between university trust and university reputation. They concluded that trust in university actions positively affects reputation, asserting that reputation is fundamentally grounded in credible actions.

Based on this argument, the following hypothesis is proposed:

*H<sub>3</sub>: Favorable perceptions of business reputation in Lebanon are affected by the degree of trust guests have in their hotels.*

### 2.5. Customer Trust and Satisfaction

Customer satisfaction is a notion articulated in various ways within the literature. Herington and Weaven [52] conceptualized customer satisfaction as comparing customers' expectations with their perceived service quality performance. Similarly, Ahmed, et al. [53] described customer satisfaction as the level to which a business's services and goods meet or surpass customer expectations. Additionally, Qazzafi [54] described it as a post-purchase assessment of service or product quality based on pre-

purchase expectations. Furthermore, Fornell [55] emphasized that customer satisfaction represents an overall impression of a product or service distinct from its actual performance.

Trust can serve as a predictor of satisfaction among customers. It can be defined as a positive outcome grounded on expectations about others' performance. This definition implies that customer trust involves consumers' credence in companies, which helps form long-term relationships with those they consider reliable. By fostering this trust, organizations can improve customer engagement, leading to mutually beneficial results [56]. In this manner, Surapati, et al. [56] found that customers' trust positively impacts their satisfaction. Therefore, when customers have positive beliefs about the reliability of a company, they are more inclined to be satisfied with the services provided.

According to this clarification, the current research indicates that customer trust in business practices enhances consumer satisfaction. Consequently, the subsequent hypothesis is stated:

*H<sub>5</sub>: In Lebanon, guests' trust in their hotels has a positive impact on their level of satisfaction.*

### *2.6. Reputation and Employee Engagement*

The current literature demonstrated a connection between business reputation and employee engagement. For instance, Helm [3] showed that a positive perception of corporate reputation tends to boost employees' self-esteem and pride—key aspects of employee engagement, as stated by Schaufeli, et al. [57]. This connection leads to greater employee satisfaction regarding their association with the organization. Similarly, Shirin and Kleyn [58] identified a favorable relationship between reputation and employee engagement, specifically within the banking sector. Additionally, Koeswayo, et al. [32] highlighted that employee engagement is mostly affected by business reputation when democratic leadership is employed within organizations.

Based on this argument, this study proposes the following hypothesis:

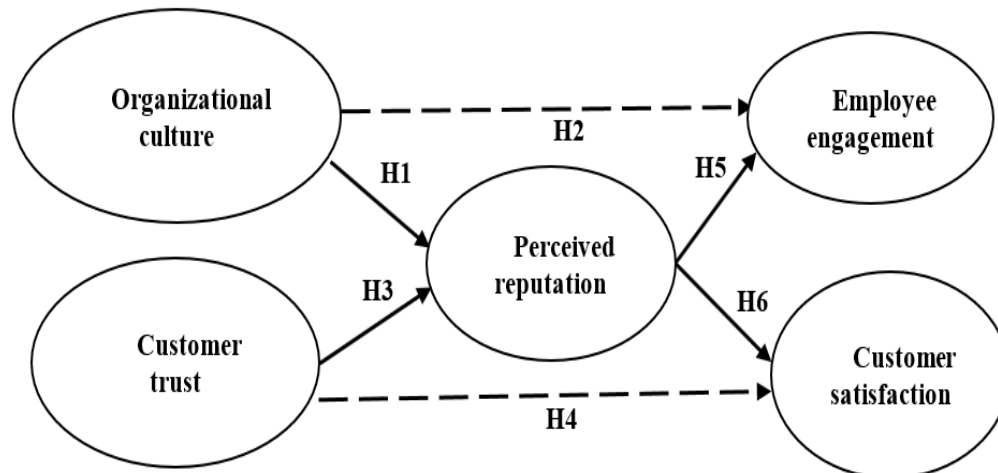
*H<sub>6</sub>: Perceived reputation positively influences employee engagement in Lebanese hotels.*

### *2.7. Reputation and Customer satisfaction*

Favorable business reputation recommends that customers anticipate high-quality services and goods, which, in turn, enhances their overall satisfaction with the company [59]. Consequently, positive satisfaction arises from a favorable company evaluation [29]. Research has shown that perceived reputation positively influences customer satisfaction among Chinese hotel guests [29]. Business reputation and the quality of its goods and services significantly influence customer expectations. Customers often identify with reputable brands and set high standards for their offerings. As a result, they perceive these brands as delivering superior services, affecting their overall assessment of service performance [30].

From this viewpoint, we propose that perceived corporate reputation positively influences customer satisfaction. Therefore, the following hypothesis is proposed:

*H<sub>6</sub>: Perceived reputation positively impacts customer satisfaction in Lebanese hotels.*



**Figure 1.**  
Theoretical framework.

### 3. Methodology

#### 3.1. Sample and Data Acquisition

To gather data about organizational culture, customer trust, reputation, employee engagement, and customer satisfaction, customers and employees of Lebanese hotels in Bekaa, Mount Lebanon, and Beirut were polled. The sample placed the most significant attention on the service sector, especially hotels, as corporate reputation is crucial to services because of its abundance of credibility attributes [3]. A variety of questionnaire versions are created and then given to a different stakeholder sample that includes actual employees and customers, and using a convenience selection approach, members who satisfied specific requirements, such as proximity to one another and ease of accessibility, were selected to complete the surveys. Consequently, a total of 200 consumers and 200 employees were asked to complete the study, but only 135 for customers and 189 for employees were returned fully completed.

#### 3.2. Measures

The scales used in the research instrument were developed through an extensive literature review. To measure reputation, we utilized the 'RepTrack' measure established and confirmed by Fombrun, et al. [60]. This measure contains of 23 elements grouped into seven categories: leadership, innovation, products, workplace, citizenship, governance, and performance. The 23-item scale demonstrated a coefficient alpha of 0.946. For measuring organizational culture, we adopted a measure from González-Rodríguez, et al. [61]. The measure for employee engagement was embraced by Schaufeli, et al. [57]. Furthermore, we incorporated the measures for customer trust and customer satisfaction from Walsh, et al. [33]. To assess these constructs, we employed a five-point Likert scale (5= strongly agree, 1= strongly disagree).

### 4. Results

#### 4.1. Reliability of Measures

Reliability measurement assesses whether the indicators that make up a scale are consistent and if their scores are correlated [62]. Cronbach's alpha assessment, which produces a factor ranging from 0 to 1, is the most commonly used reliability test. A higher value indicates greater test reliability. Reliability testing is conducted on two levels for each set of questionnaires. At the first level, the reliability of each construct is assessed, with the results presented in the tables below. Overall reliability is calculated for all items within each questionnaire at the aggregate level. In the current research, the customer questionnaire achieved an overall Cronbach's alpha of 0.942, while the employee questionnaire

scored 0.947. These values are above the recommended threshold, indicating strong reliability for both the customer and employee questionnaires.

**Table 1.**  
Reliability measure.

Construct	Cronbach alpha
Culture	0.897
Customer trust	0.685
Reputation	0.946
Employee engagement	0.938
Customer satisfaction	0.895

Table 1, presented above, illustrates the reliability of the research variables, with a Cronbach's alpha above 0.4 [63].

#### 4.2. Correlation

Correlation is a statistical analysis technique employed to inspect the association among variables. This approach evaluates the strength of the association, with the correlation factor fluctuating from -1 to +1. A correlation factor approaching zero indicates a weaker relationship, while values near one signify a stronger association. Various types of correlation coefficients are available for analysis. The Spearman correlation is particularly effective for assessing relationships between ranked variables, whereas the Pearson correlation does not assume any specific frequency distribution for the variables under consideration.

SPSS software version 20.0 is frequently employed to compile and analyze correlation data. The Statistical Package for the Social Sciences (SPSS) provides a platform for inputting and analyzing secondary and primary data comparable to Microsoft Excel. Its intuitive menu facilitates comprehensive data assessment and is widely adopted for conducting correlation and regression analyses in various research settings.

**Table 1.**  
Correlations (employees).

Spearman Correlation N 189	Organizational culture	Reputation	Employee engagement
Organizational culture	1	0.676**	0.294**
reputation	0.676**	1	0.214**
Employee engagement	0.294**	0.214**	1

Note: \* P < 0.05 significant at the 0.05 level (2-tailed)  
\*\* P < 0.01 significant at the 0.01 level (2-tailed).

**Table 2.**  
Correlations (Customers).

Spearman Correlation N 189	Customer trust	Reputation	Customer satisfaction
Customer trust	1	0.660**	0.204*
reputation	0.660**	1	0.540*
Customer satisfaction	0.204*	0.540*	1

Note: \* P < 0.05 significant at the 0.05 level (2-tailed)  
\*\* P < 0.01 significant at the 0.01 level (2-tailed).

Tables 2 and 3 present two correlation matrices that analyze variables related to employees and customers, respectively. The first table illustrates the correlations among three employee-related variables: organizational culture, perceived reputation, and employee engagement. Conversely, the second table delineates the correlations between three customer-related variables: customer trust, perceived reputation, and customer satisfaction.

The employee correlation matrix indicates that organizational culture and reputation significantly influence staff engagement. In contrast, the customer correlation matrix reveals a significant correlation between trust, reputation, and customer satisfaction.

#### 4.3. Common Method Bias

Since the participants simultaneously answered survey questions about independent and dependent variables, the covariation may be artificially inflated, potentially resulting in a biased factor estimate [64]. Therefore, to approve the strength of the research, some methods and procedures are used to check the existence of any common method bias within the dataset.

In this manner, Participants in the survey were made aware of the anonymity and confidentiality of their responses. They were cognizant of the fact that their opinions are highly appreciated in order to encourage honest assessments [65]. Moreover, correlation matrices for customers' and employees' responses were examined using the method of Pavlou, et al. [66]. The outcomes of the correlation matrices showed that the highest correlation across variables is less than 0.9, permitting the structural analysis to proceed.

#### 4.4. Data Analysis

The present study employs a structural equation modeling method employed by Keh and Xie [17]. Before hypothesis testing, the discriminant and convergent validities of the primary constructs are assessed to ascertain whether these constructs function as latent variables. This assessment utilizes a confirmatory measurement model implemented through SPSS-AMOS23, applying the maximum likelihood estimation technique. During confirmatory factor analysis, items exhibiting low item-to-total loading or significant cross-loadings are systematically excluded. The outcomes revealed that each construct qualifies as a latent variable, with all items exclusively loading onto their corresponding latent constructs. Successful model identification was attained, and the fit indexes recommended that the model accurately exemplified the input data. Specifically, the model demonstrated a Goodness of Fit Index (GFI) of 0.95, a Normed Fit Index (NFI) of 0.93, an Adjusted Goodness of Fit Index (AGFI) of 0.91, a Root Mean Square Residual (RMR) of 0.05, a Root Mean Square Error of Approximation (RMSEA) of 0.04, a Comparative Fit Index (CFI) of 0.92, and chi-square to degrees of freedom ratio ( $X^2/df$ ) of 2.33, as reported by Bhakuni, et al. [67]. For the data obtained from employees, model identification is similarly attained, and the fit indexes supported the conclusion that the model sufficiently exemplified the input data. The corresponding GFI is recorded at 0.91, with the NFI at 0.91, the AGFI at 0.89, the RMR at 0.054, the RMSEA at 0.06, the CFI at 0.901, and  $X^2/df$  ratio of 3.55.

**Table 4.**  
Absolute fit measures.

	$X^2/DF$	RMR	RMSEA	GFI	AGFI	CFI	NFI
Criteria Bhakuni, et al. [67]	$1 < 2$	$< 0.05$	$< 0.05$	$\geq 0.9$	$\geq 0.9$	$\geq 0.9$	$\geq 0.9$
Criteria Marsh and Hocevar [68]	$2 < 5$						
Obtained (customers)	2.35	0.05	0.04	0.95	0.91	0.92	0.93
Obtained (employees)	3.55	0.054	0.06	0.91	0.89	0.90	0.91

Table 4 above indicates that the values for  $X^2/DF$ , RMR, RMSEA, GFI, AGFI, CFI, and NFI all fall within acceptable limits. This finding confirms that model identification has been successfully achieved and that the model appropriately represents the input data.

#### 4.5. Hypotheses Testing

The theoretical model was evaluated using SPSS-AMOS version 23 and the maximum likelihood method. Within this framework, organizational culture and customer trust are identified as exogenous variables, while reputation functions as a mediator. Finally, customer satisfaction and employee engagement are categorized as endogenous variables.



**Table 5.**  
Hypotheses results

Hypothesis	Independent	Dependent	P value	Estimate	
H1	Organizational culture	Perceived reputation	***	3.551	Accepted
H2	Organizational culture	employee engagement	***	3.311	Accepted
H3	Customer trust	Perceived reputation	***	2.31	Accepted
H4	Customer trust	Customer satisfaction	***	2.43	Accepted
H5	Perceived reputation	Employee engagement	0.660	-0.45	Rejected
H6	Perceived reputation	Customer satisfaction	***	2.29	Accepted

Table 5 summarizes the hypotheses along with their corresponding p-values and estimates. A p-value of 0.05 or less is considered significant, which permits the denial of the null hypothesis and approval of Hypothesis I. Five out of six hypotheses tested were recognized as significant due to their p-values falling below the 0.05 threshold, while only one was rejected. The path coefficient, frequently referred to as the "estimate," measures the degree of association among variables. For example, the path coefficient between organizational culture and reputation is 3.551. This indicates that a one-unit increase in organizational culture reinforces more than the three-unit increase in reputation. These findings are aligned with Almeida and Coelho [69] who assert that organizational culture significantly influences reputation. Furthermore, the results support earlier conclusions of Flatt and Kowalczyk [9] who identified a favorable relationship between organizational culture and reputation.

Moreover, the results show a strong relationship between organizational culture and employee engagement, with a path factor of 3.311 between the two variables, meaning that a one-unit upturn in organizational culture corresponds to a 3.311-unit increase in employee engagement. These findings are aligned with those of Joo and Shim [13] and Al Shehri, et al. [15] who found a favorable connection between organizational culture and employees' actions and behaviors.

Furthermore, this study's results acknowledged robust evidence for the relationship between customer trust and reputation. The path factor was 2.31, suggesting that a one-unit escalation in customer trust is associated with a 2.31-unit increase in reputation. These results are aligned with Song, et al. [23] who identified a favorable linkage between customer trust and reputation within the airline business. Additionally, similar conclusions were drawn by Walsh, et al. [33] who established a favorable connection between customer trust and reputation.

The findings offer robust evidence of the connection between customer trust and satisfaction. The path factor was determined to be 2.43. This suggests that a one-unit increase in customer trust is associated with a 2.43-unit escalation in satisfaction. These results are aligned with Surapati, et al. [56] who identified a favorable association between customer trust and satisfaction.

Finally, the relationship concerning reputation and customer satisfaction was noteworthy, and the results are consistent with Sengupta, et al. [30] and Su, et al. [29] who found favorable connection between reputation and satisfaction.

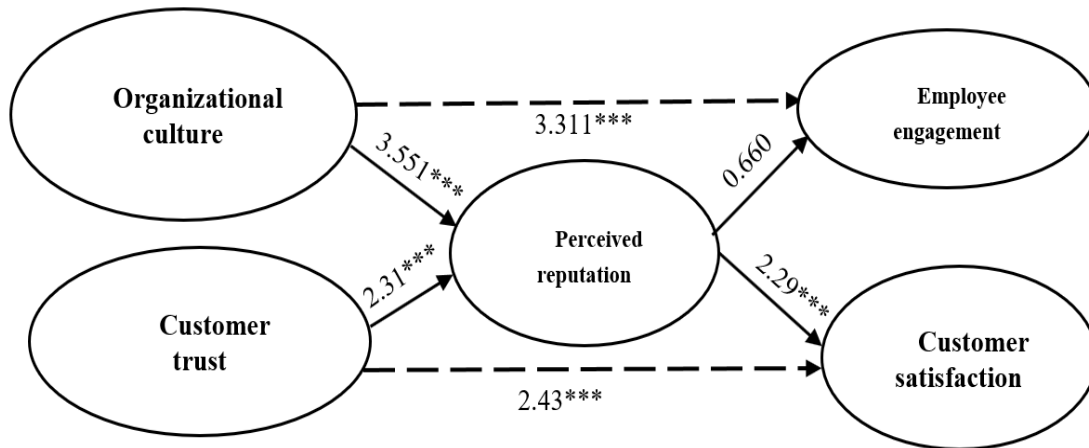


Figure 2.  
Reputation model 2.

## 5. Conclusion

The current study examined antecedents of perceived reputation in the Lebanese hotel industry, which are organizational culture and customer trust, as well as its consequences, which are employee engagement and guest satisfaction.

The results showed that organizational culture and guest trust as antecedents shape perceptions of hotel reputation in Lebanon. In this manner, organizational culture has a triple impact on reputation. In other words, when the organizational culture increases by one, reputation goes up by three. The results are consistent with previous results. For example, Almeida and Coelho [69] found a positive association between organizational culture and perceived reputation in the milk dairy industry in Iberia. In what more, Flatt and Kowalczyk [9] found that organizational culture has a favorable effect on financial performance and reputation. Moreover, the results showed a favorable association between organizational culture and staff engagement. These findings align with Joo and Shim [13] and Al Shehri, et al. [15] who found a positive linkage between organizational culture and employees' actions and behaviors.

The research outcomes also suggested that guest trust role is critical in shaping perceived reputation. The findings are also consistent with previous research. For example, Song, et al. [23] found a positive relationship between guest trust and reputation in the airline industry in South Korea. In parallel, Walsh, et al. [33] found a favorable relationship between guest trust and reputation in Germany. Additionally, the results acknowledged the relationship between guest trust and satisfaction in line with Surapati, et al. [56]

That what's more, findings revealed that reputation has an effect on guest satisfaction but not on employee engagement. These results are aligned with Helm [3] who discovered that a favorable reputation transforms into employee gratitude regarding a good workplace environment, influencing their feelings about what they obtain from their employers. However, this does not certainly affect what they give. Also, the results may be true for the Lebanese context, where the service industry is suffering from the consequences of the COVID-19 pandemic, economic recession, currency depreciation, and reduction in purchasing power among the Lebanese population.

Finally, the results showed that perceived reputation works as partial mediator between guest trust and satisfaction, but has no mediating influence on the association between organizational culture and employee engagement.

### 5.1. Limitations and Future Work

The present research has some restrictions. First, most responses were from Lebanese guests at the hotels during COVID period. Second, most respondents were fatigued since a lengthy instrument was used to gather responses, and many of them didn't return it back completed.

In the future, the sample size should be increased. Second, the effect of organizational culture on reputation can be inspected in other contexts such as hospitals. Next, the same model can be examined by including foreign respondents in the sample and inspect changes. Additionally, we hope to study the influence of reputation on non-behavioral outcomes in the Lebanese setting. Moreover, we hope to study the moderating effect of national culture on the same model from the perspective of institutional theory since the culture in terms of uncertainty avoidance, power distance, and masculinity can influence perceived reputation as stated by Deephouse, et al. [70]. Finally, it's recommended to use another measure for perceived corporate reputation such as the one used by Sarstedt, et al. [5] which included only two items which are likeability and competence.

### Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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