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Determinants of Corporate Reputation towards Knowledge Sharing

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Abstract- *This paper examines the underlying relationship between corporate reputation and knowledge sharing of commercial bank employees in Caraga Region, Philippines. Its objective is to determine the levels of corporate reputation and knowledge sharing. In the same vein, correlation measures using the Pearson Product Moment Correlation between corporate reputation on knowledge sharing is also explored. Using the stratified random sampling technique, 400 bank employees across the region are identified as the primary respondents of this empirical research. As perceived by the respondents, findings reveal a very high level of corporate reputation and knowledge sharing among the bank employees. Moreover, strong evidence on the positive relationship between the constructs corporate reputation and knowledge sharing is uncovered. Among the dimensions of corporate reputation, corporate communication revealed the highest r-value when correlated with knowledge sharing. The findings of this study substantiate an empirical contribution not only to the banking industries but to other business organizations making this proposed research model as the laying ground for future policy reviews and formulations to improve business performance.*

Keywords: *corporate reputation; knowledge sharing; knowledge; management; commercial banks*

1. INTRODUCTION

1.1 The Problem

Knowledge is the vital resource in all types of organizations nowadays. From the start of our families, communities and heading towards our respective workplaces knowledge is evidently seen. This is indeed an essential asset that not a single individual can easily obtain from it. Employees who have thorough knowledge are the ones who are equipped (Razak, Pangil, Zin, Yunus, & Asnawi, 2016)[43], with a lot of competencies being talented and quality workers in their respective workplaces. Recent developments of knowledge sharing have led to the exploration of some intriguing issues and flaws in relation to why employees seem skeptical to share knowledge or even just find a time to engage in knowledge sharing. Several studies have led to varying reasons why workers don't feel like sharing knowledge in their respective workplaces. One illustrative example is from the study of Currie and Kerrin cited by Koulikov (2011)[27] indicating that the very weak execution of knowledge sharing is primarily caused by the existing 'hardening" practices and the rising defiance to acknowledge knowledge sharing within them. Business entities may fail in their efforts (Brčić and Mihelič, 2015)[10] to maximize their intellectual capital if knowledge sharing is not properly accorded with the members of the organization. Wahl (2017)[54] in his investigation identified some reasons for employees' unwillingness to share knowledge in the foregoing aspect of tacit knowledge. Among these are knowledge sharing is itself not a priority, anxious of being relieved or substituted and placing oneself into complex situations in an attempt to share knowledge.

In a more dynamic environment, the underlying importance of knowledge has brought much significant attention in the eyes of stakeholders. Because of its rising importance not just a valuable (Brčić and Mihelič, 2015)[10] but an intangible asset in the organizations, this becomes the lifeblood with respect to the organization's competitive advantage. The backbone of successful knowledge-oriented business organizations is itself the knowledge sharing mechanisms once effectively utilized. Those entities which have the in-depth appreciation of knowledge sharing are those top performing ones as they eventually empower employees with adept knowledge and experiences of much sophisticated ways of performing tasks in various communication channels that lies within and among the members of the organization (Wahl, 2017)[54]. Cognizant on the significance of knowledge sharing as presented in the preceding paragraph, the researcher launched an intensive review of this extant literature for possible association of variables that may directly or indirectly influence knowledge sharing.

Quite a number of literatures showed the underlying relationships between reputation and knowledge sharing. An illustrative example is the study conducted by Ensign and Hebert in 2010. Their studies on various pharmaceutical firms in Canada and United States revealed a significant association between reputation and knowledge sharing. Todorova and Mills (2014)[52] also inferred that extrinsic rewards such as reputation and reciprocity based on social capital contributed as essential motivators to facilitate a successful knowledge sharing. In the same vein, the study of Lin, Lai, & Yang, (2016)[29] is also congruent proving a positive relationship between reputation and knowledge sharing. The empirical results of their study revealed the validity of their proposed model concluding that reputation is one of the most significant factors which is positively associated with knowledge sharing of physicians on web medical forums. Along with these circumstances, the researcher urges the need to further investigate this empirical research since there has not been a distinct study that comes across with such specific domains on corporate reputation that may eventually associate or influence knowledge sharing. Although these constructs are interrelated having bivariate relationships with each other, extant literatures of these constructs have not yet fully explored for possible association of the dimensions of corporate reputation towards knowledge sharing dimension in terms of knowledge process, rewards, social units, and cultural diversity especially in service-oriented organizations where front-line employees play pivotal role in addressing customers' needs. This study is undertaken to fill the gap by investigating the underlying factors which among the indicators could determine the domains of reputation such as value creation, strategic resources and corporate communication towards knowledge sharing in the context of service-oriented firms.

1.2 Objective of the Study

This empirical study investigated the determinants of corporate reputation on knowledge sharing of commercial banks in Caraga Region. More particularly, the study aimed to assess the level of corporate reputation in terms of value creation, strategic resources, corporate communication; to assess the level of knowledge sharing in terms of knowledge process, rewards, social units, cultural diversity; and to determine the significant relationship between corporate reputation and knowledge sharing of commercial banks.

2. LITERATURE REVIEW

This subsequent context presents the review of related literature and related studies conducted both local and in the international environment that yields a consequential impact in the organization of this study.

2.1 Corporate Reputation

Reputation is also considered by Walsh and Beatty (2007)[55] as a subject dealt in a number of disciplines such as psychology, sociology, economy, management, and marketing. Among other financial intermediaries like the banking sectors, the articulation of the firm's reputational value is utilized being an indicator where it allows vital service allocators to clarify the firm's further engagements while constantly monitoring the capabilities to ensure maximization of its resource allocations. Balan (2016) points out that expectations which are high in relation to the financial performance as well as the community engagements from various groups of stakeholders like the potential business partners or those who are in the opposition side consider some pressing concerns on manners how the administration of such business is carried out. One indicator of corporate reputation is the value creation. Value creation on firms relies (Solitander, 2011)[49] on the actions of people as they cannot be separated from other forms of capital. Another indicator of corporate reputation that plays a pivotal role in corporate reputation is the strategic resources. Omerzel and Gulev (2011)[37] posited that such resources that could create added value as ownership of the company were the most essential thing in creating competitiveness. In the corporate world, Adeosun and Ganiyu (2013) also authenticated their views on reputation as a major component of the firm's history of its ownership parallel to its business performance in terms of the financial aspects and innovative changes. Firms which have well sound corporate reputation face a lot of challenges apart from its advantage of having value creation. Firms which allow the presence of strong corporate reputation make it a valuable soft asset which their competitors find it uneasy to replicate. Corporate communication, another essential indicator of corporate reputation, is also classified into diverse elements of the corporate marketing mix. The very essence of corporate communication also constitutes the sharing of information as elaborated by means of the communication yields to both employees and management (Balmer, 2006[6]; Balmer & Greyser 2006; Balmer, 2009[6]; Balmer 2011)[8]. Company communication policies (Tyler, 2017) aid both employees and company leaders to present a unified image. For Tyler, communication can be internal such as the employees and company leaders and external such as those in the press, customers and competitors.

2.2 Knowledge Sharing

Studies on knowledge sharing have brought major significant contributions in the research arena as these are categorized into tacit and explicit. Noe (2008)[35] defines tacit knowledge as personal knowledge as one that is derived from individual experiences and influenced by varying perceptions and values. Explicit knowledge pertains to formulas, workbooks and other credentials which are explicitly identified in the form of documents, group of words, and some other forms which are explicit in nature. One pressing issue of knowledge management is to demonstrate tacit knowledge making it usable by others (King, 2009)[26]. Rewards, another significant indicator of knowledge sharing also contributes to the success of the firm's effectiveness. With this, organizations may consider rewarding the teams to achieve harmony. Business establishments are much likely going to be more prosperous with a conducive workplace where knowledge is being shared by workers (Quigley, Tesluk, Locke & Bartol, 2007)[42]. Social units, another essential indicator of knowledge sharing made a positive correlation (Peng, Quan, Zhang, & Dubinsky, 2015)[41] towards knowledge sharing when the competence of information technology took itself as the moderating role. Another study conducted by Pee, Kankanhalli, and Kim, (2010) [40]proved that social factors involving the interrelation of one's accomplishments, activities and reward systems affected its knowledge sharing behavior through the use of information systems and technologies among the teams. On one hand, what constitutes to an effective (Mueller, 2014)[34] knowledge sharing when teams are formed are the possession of open-mindedness, time element, composition and results-orientation. Further, cultural factor as another essential indicator other than social factors also facilitate successful knowledge sharing which are also crucial in sustaining the knowledge sharing processes. Possible factors would include the expression of comfort during the transmission of the communication channels, casual interactions along the course of communicating, support group and the like (Mtega, Dulle, & Ronald, 2013[33]; Obrenovic & Qin, 2014)[36].

2.3 Hypothesis

Research investigations were conducted in order to test the hypothesis about the varying effects of one construct over the other. The null hypothesis in the study was tested at 0.05 level of significance:

a. There is no significant relationship between corporate reputation and knowledge sharing of commercial banks.

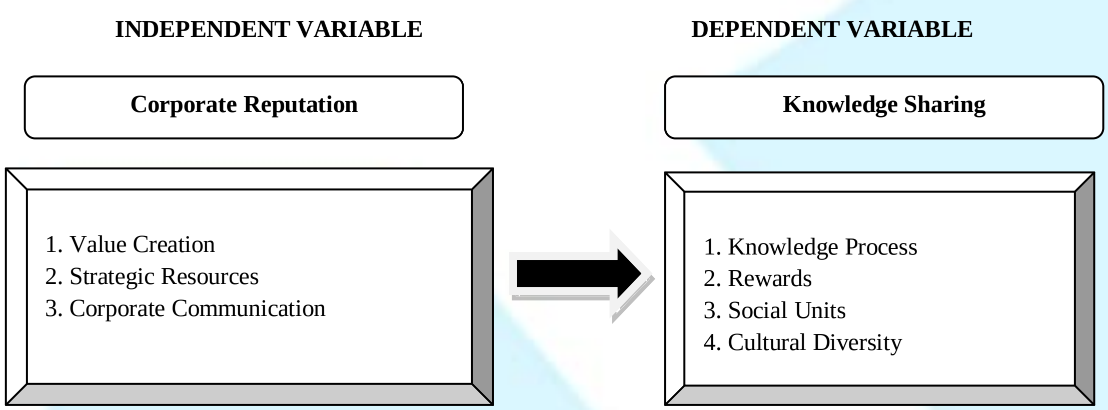
2.4 Theoretical Framework

This study is anchored on the social exchange theory of Thibault and Kelly (1959)[51] cited by Chang, Hsu, Shiau, and Tsai (2015)[11] which states that reputation aids in facilitating a successful sharing of knowledge. Other factors that significantly contribute to the effectiveness of knowledge sharing are altruism, rewards, reciprocity, knowledge self-efficacy. Molm as cited by Chang et al. (2015)[11] indicates that people who value the social exchange phenomenon tend to optimize their benefits while slow down their costs which lead to motivation to exchange thus maximizing benefits.

3. RESEARCH METHODOLOGY

A research paradigm of the study is demonstrated in Figure 1 which basically provides a relative relationship between these two constructs. The independent variable in this empirical study is corporate reputation which depends as to how the company is being viewed by the consumers, employees and other stakeholders (Smith, Rupp, & Motley, 2013)[48]. In this study, the research instrument was adapted from Chen (2011)[13]. The dependent variable is represented by the knowledge sharing construct where the questionnaire was adapted from (McGrane, 2016)[32]. Items were translated and revised in such a manner that the modified questions would answer to the nature of the respondents of the study. The revised questionnaire went through a series of validating procedures through the panel of validators and one representative from the banking industry being the external validator. The test for reliability was measured by Cronbach's Alpha which generated a result of 0.955 proving that the revised instrument substantiated to a high level of internal consistency. Prior to the data gathering, this study has undergone intensive review by the University of Mindanao Ethics Review Committee (UMERC) and has observed some ethical measures protecting the welfare of the research subjects.

Figure 1: The Conceptual Paradigm of the Study



4. RESULTS AND DISCUSSION

Illustrated in Tables 1 and 2 are the results of the standard deviation which is less than 1.0 (sd < 1.0). This somehow portrays a typical characteristic using the 5 point Likert Scale; thus, demonstrates consistency on the respondents' answers.

4.1 Level of Corporate Reputation

Presented in Table 1 is the level of corporate reputation of commercial banks. The overall mean of the level of *corporate reputation* is 4.67 having a descriptive level of *very high*. This means that corporate reputation is always manifested. As perceived, both *strategic resource and corporate communication* have the highest mean of 4.68 which yielded a *very high* descriptive level. This is seconded by v*alue creation* which had a mean of 4.65 also indicated a *very high* descriptive level. The very high level of value creation of commercial banks in the context of corporate reputation is attributed to the bank's promising of offering good quality products and services to its clients in Caraga Region. Good financial performance is also attributed as a contributing factor to the bank's very high level of value creation. This finding validates the idea of Balan (2016)[5] that expectations which are high in relation to the financial performance as well as the social attachments from various stakeholder groups like the potential shareholders or the activists may pile up pressure on how operations of various business establishments are carried out. This finding is also in consonance with the idea of Adeosun and Ganiyu (2013)[1] that their views on reputation is a premium component of an organization's attribution and its inclusion to financial performance and innovation. Good corporate reputations face challenges not only because of its impending value creation, but also its indefinable personality makes other firms find it uneasy to replicate. The study is also in parallel with the idea of Kamath (2015)[24] who also purports that while tangibles in value creation have slowly depreciated, intangibles on the other hand have proliferated and managers or policy makers may consider its significance in the policy formulation as one of their priorities. This study is also aligned with the idea of Fernandez, Rodriguez, and Simonetti, (2015)[19] who further contend that the knowledge, skills and capabilities of top managers are necessary in order for organizations to say competitive. More so, while banks offer good quality products and services, these banks also provide services with appropriate outcomes which customers keep on coming back especially that commercial banks cater to the (Sethi & Bhatia, 2012)[47] short-term needs of various industries. These findings are also congruent with the idea of Omerzel and Gulev (2011)[37] who opined that such resources that can create added value as ownership of the company are the most essential dimensions in creating competitiveness. On strategic resources, the very high level is also attributed by reputation's serving as a competitive advantage. These findings are congruent with the idea of Awaluddin, Sule, Sucherly, and Kaltum (2016)[4] contending that reputation of a certain company is closely associated to its competitive strategy. Reputation and competitive strategy are simultaneously capable in achieving business performance. Further, this finding also supports the idea of Kasasbeh, Harada, and Noor, (2017)[25] as they contend that the competitive advantage of the banking sectors is an essential organizational agenda in order to attain global economic growth. Corporate communication also indicates a very high descriptive level. This result is manifested by helping external communication and internal communication. The former refers to the firm and the customers while the latter refers to the firm and the staff. Reputation of the firm is based on the firm's attentiveness to various social responsibilities. Reputation derived from the experiences of individual and corporate clients, and customer choices form part to the very high descriptive level. These results are aligned with the idea of Tyler (2017) [53]contending that company communication policies aid both members of the organization as well as the corporate leaders to present a holistic prestige. For Tyler, communication can be internal such as the employees and company leaders and external such as those in the press, customers and competitors.

Table 1: Level of Corporate Reputation

Indicators	SD	Mean	Descriptive Level
Value Creation	0.30	4.65	Very High
Strategic Resources	0.33	4.68	Very High
Corporate Communication	0.35	4.68	Very High
Overall	**0.29**	**4.67**	**Very High**

4.2 Level of Knowledge Sharing

Displayed in Table 2 is the level of *knowledge sharing* of commercial banks. *Knowledge sharing* has an overall mean of 4.33 which resulted to a *very high* descriptive level. This means that knowledge sharing is always manifested. Among the four indicators, *knowledge process* indicated the highest mean closed to 4.60 with a *very high* descriptive level. *Social units* earned a mean of 4.34 also classified as *very high* descriptive level. *Cultural diversity* followed its mean down to 4.23 also concluded a *very high* descriptive level. *Rewards*, the least among the indicators, generated a mean of 4.17, however; achieved a *high* descriptive level. Knowledge process, social units and cultural diversity indicated an overall result of a remarkably very high level. This is evident for commercial bank employees who have established time and effort in the process of transferring organizational knowledge most especially to those who are involved in making decisions. The very high level of knowledge sharing is aligned with the study of Hejase et al. (2014)[21] purporting that employees who enjoyed the culture of sharing knowledge, trusting their peers to help them, and providing managerial support and encouragement were more likely to engage in the practice of knowledge sharing with others. The result also supports the idea of Akhavan, Ghojavand, and Roghayeh (2012) who also pointed out that to better understand and demonstrate the organizational knowledge between and among the members of the organization, such communication and reciprocal action of individuals and social networks may be strengthened. Further, this finding is also aligned with the idea of Emelo (2012)[16] who posited that knowledge sharing has to be emphasized as the prime responsibility of the individual themselves to share it and not by their supervisors and managers. Social units, another indicator, also generated a very high descriptive level. Most employees belonged to the same social units like other members of the organization. Generally, employees had good relationships with the other peers; they socialized with other members in and out of their respective workplaces. These are the factors that attributed to a remarkable very high descriptive level. These results are in consonance with the idea of Hansen cited by Ellison, Gibbs and Weber (2014)[15] that the relationships of employees with one another signified an enduring impression for organizations to facilitate work and explore possible new knowledge. Another author has a congruent idea with the findings of this study. In his study on influencing knowledge sharing to the auditors, Cheng (2017)[12] posited that auditors shared more informative knowledge when they were exposed to the arguments that directed on normative beliefs. Cheng found it interesting because it simply implied the presence of social pressure perceived by auditors in motivating their behavior through knowledge sharing. Further, the results are also congruent with the idea of Osmani, Zaidi and Nilashi (2014)[38] positing that with positive attitude, employees intend to share more their knowledge because they believe knowledge sharing progresses organizational performance. Further, cultural diversity in relation to knowledge sharing achieved a very high descriptive level. These were attributed to the employees' feelings that sharing knowledge was an honor and would increase their prestige. Employees too were likely to share knowledge with colleagues who had come from the same origin and who had more influence that could help them in return. This finding is congruent to the research of Wang and Noe (2010) [56]where the multiplicity of team members tends to relate with sharing knowledge. On the contrary, the study conducted by Adi and Musbah (2016)[2] argued that cultural differences had negative effect on knowledge sharing activities of the workers in a construction project. Zhang as cited by Maham (2013) [31]opined that cultural differences which came from varying perceptions, beliefs, customs, norms and behaviors often led to miscommunication would streamline the need for awareness and sensitivity of these cultural differences. McGrane (2016)[32] also added that there was no significant relationship between the organization's various cultural backgrounds and the knowledge it shared. On the contrary, there are studies that promote cultural diversity and knowledge sharing (Ryan, Windsor, Ibragimova, & Prybutok, 2010)[46]. Rewards demonstrated a high descriptive level as bank employees believed that knowledge sharing improved expertise and provided non-monetary rewards such as appreciation or recognition. This finding is in parallel with the idea of Evans and Dean (2003) [18]stating that intrinsic rewards such as unfeigned expressions of appreciation, inclusion of one's picture in the company newsletters and special celebrations due to outstanding accomplishments may be valued by the employees enormously who have received seldom recognition. Further, the result also supports the idea of Gibson, Ivancevich, Donnelly Jr., and Konopaske (2006)[20] who emphasized that intrinsic rewards are valued by the employees since these are related to their jobs and deserve much recognition such as public praise (Robbins & Judge, 2017)[45] or may be an expression of a job well done. This is also in parallel to the findings of Rhodes, Hung, Lok, Lien and Wu (2008)[44] pointing out that members of the organization tend to engage in the knowledge sharing attitude if they were working in an environment that motivates them. A rational reward mechanism allows organizational members to express their intents to share knowledge willingly as reinforcements of organizational culture and trust. Such findings are also congruent in the study of Oye, Mazleenah and Noorminshah (2011)[39] as motivators as well as demotivators are determinants of knowledge sharing in the workplace. Monetary rewards, on the other hand, do not have significant contribution to knowledge sharing (Todorova & Mills, 2014)[52] since extrinsic rewards such as monetary rewards satisfy different needs (Gibson et al., 2006)[20]. Ali and Ahmed as cited by Ibrar and Khan (2015)[23] opined that rewards and recognition had significant relationships with each other.

Table 2: Level of Knowledge Sharing

Indicators	SD	Mean	Descriptive Level
Knowledge Process	0.44	4.60	Very High
Rewards	0.66	4.17	High
Social Units	0.51	4.34	Very High
Cultural Diversity	0.58	4.23	Very High
Overall	**0.43**	**4.33**	**Very High**

4.3 Correlation between Corporate Reputation and Knowledge Sharing

Reflected in Table 3 are the data on the results of correlations between corporate reputation and knowledge sharing among commercial banks. Having tested at 0.05 level of significance, the overall result with the r-value of 0.491 revealed that corporate reputation is significantly related ($p < 0.05$) to knowledge sharing. This led to the rejection of the null hypothesis. Thus, corporate reputation and knowledge sharing do have significant relationships with each other.

Examining closely the correlation among the indicators of the two variables, it could be seen in Table 3 that their r-values ranged from .243 to .403 with $p < 0.05$. These r-values had contributed to the significant overall correlation of the two main variables. It could be noted that among the indicators of corporate reputation, *corporate communication* had the highest r-value ($r = .464$, $p < 0.05$) when correlated with knowledge sharing. On the other hand, *value creation* got the lowest r-value ($r = .397$) but still significant at $p < 0.05$. In terms of r-values, midway between *value creation* and *corporate communication* as indicators of *corporate reputation* is *strategic resource* (r = .417). Expectedly, the correlation is also significant ($p < 0.05$). The overall result on the correlation of the constructs reveals that corporate reputation is significantly related to knowledge process, rewards, social units and cultural diversity of commercial bank employees. In the holistic point of view, corporate reputation is always manifested and is positively associated to knowledge sharing and therefore rejects the null hypothesis of there is no significant relationship between corporate reputation and knowledge sharing. The study supports the idea of Todorova and Mills (2014)[52] as they inferred that extrinsic rewards such as reputation and reciprocity based on social capital contributed as essential motivators to knowledge sharing. The results also are congruent with the study of Wasko and Faraj (2005)[57] who also reported a positive effect on the relationship between reputation and the volume of contribution to the electronic repository. Pursuing this further Hung, Durcikova, Lai, and Lin (2011)[22] also revealed a significant association of reputation to knowledge contribution where results are also aligned in this study. In the same way, the finding of this study is in parallel to the idea of Lin et al. (2016)[29] contending that there is a positive relationship that exists between reputation and knowledge sharing. The empirical results of their study revealed the validity of their proposed model concluding that reputation is one of the most significant factors positively associated with knowledge sharing of physicians on web medical forums. This finding is also in consonance with the idea of Tan and Ramayah (2014)[50]. After their analysis on the five higher learning institutions in Malaysia, results revealed that reputation and organizational rewards being the extrinsic motivators had positive and significant relationship towards knowledge sharing. This manifested that as the reputation of the academics in the higher education institutions increased, their attitudes toward knowledge sharing also progressed. On the contrary, Lin (2007)[28] argued that organizational rewards do not provide fix incentives and are not the key forces in establishing employee knowledge sharing behavior. On the other hand, the study of Christopher and Gaudenzi (2009)[14] further posited the existence of reputational risk if critical network interfaces are not properly handled. The authors argued that by properly managing the relationships of stakeholders in the network, such risk of the organization's reputation may be alleviated and that knowledge sharing is enhanced. Further, the study was contrary to the assertion of Mallasi and Ainin (2015) [30]where their results revealed that reputation, as one of the non-monetary factors, proved no significant evidence to support its relationship towards knowledge sharing among postgraduate students.

Table 3: Correlation between Corporate Reputation and Knowledge Sharing

Corporate Reputation	**Knowledge Sharing**				
	Knowledge Process	Rewards	Social Units	Cultural Diversity	**Overall**
Value Creation	.349* .000	.243* .000	.324* .000	.345* .000	.397* .000
Strategic Resources	.369* .000	.324* .000	.321* .000	.301* .000	.417* .000
Corporate Communication	.403* .000	.346* .000	.376* .000	.342* .000	.464* .000
Overall	**.430* .000**	**.353* .000**	**.392* .000**	**.378* .000**	**.491* .000**

***Notes*: *p<0.05.**

5. CONCLUSION

The result of the study indicates that the level of corporate reputation of commercial banks in Caraga Region proves to be very high in terms of value creation, strategic resources and corporate communication. More so, the level of knowledge sharing of these commercial banks manifests a very high indication as to the knowledge process, social units and cultural diversity. On the other hand, the correlation between corporate reputation and knowledge sharing purports a significant relationship thus rejecting the null hypothesis. Summing it up, the empirical results undeniably reinforce a revealing theoretical association which this study was undertaken. The significant relationship between corporate reputation and knowledge sharing established in this study is anchored from the theory of social exchange developed by Thibaut and Kelly as cited by Chang et al. (2015)[11].

The very high level of corporate reputation signifies that commercial banks may sustain the remarkable corporate reputation that exists in their organizations. This can further be done by strengthening their value creation framework, optimizing their strategic resources and maintaining a positive atmosphere in as far as the corporate communication is concerned.

More so, the very high level of knowledge sharing indicates that commercial banks may continue to strengthen the knowledge sharing scheme in terms of its processes for sharing knowledge, transferring organizational knowledge to individuals such as new employees, providing one's effort to share knowledge with other members of the organization and expressing the interest of time to share knowledge with one's colleagues. Organizations may nurture the value of knowledge sharing to the employees by providing useful internal and external networks. Organizations must let people feel that they are greatly valued to stay motivated and share their own thoughts. The high level of rewards may further raise it into a higher level by improving expertise on knowledge sharing, providing opportunities for recognition and offering non-monetary reward systems to support and encourage employees. Employees too may improve their expertise for sharing knowledge because they are recognized either by praise or gratitude by their supervisors and even by the top management level and that they are motivated to seek for more knowledge making themselves as assets in the organization. A very high level on social units shows an exceptional remark to the commercial banks. Having attained this result, banks may strengthen its practices regarding social interactions and may find new ways for employees to feel they belong to the same social units, have good relationships with peers surrounding them, socialize and share knowledge with the members of the organization outside the workplace. This can be initiated through team building activities and fellowships on the agreed time so as not to disrupt their operations. Cultural diversity also obtained a remarkably very high level and can be sustained by strengthening the sharing of knowledge with other members of the organization of the same origin, sharing the same cultural background, feeling a sense of honor and prestige for sharing knowledge to the colleagues who have the influence and who can help them in return. These results explicitly convey that employees in commercial banks may strive in preserving its corporate reputation orientation among its workforce to guarantee its knowledge sharing by providing value creation, strategic resources and corporate communication. The implications for practice in this study are quite noteworthy that for business organizations to achieve sustainability, competitiveness and profitability, the management may optimize the impact of corporate reputation towards knowledge sharing to strengthen business practices. Pursuing this further, this study is expected to generate more essential contribution to the scientific frontiers of knowledge, business practitioners, management side and corporate firms. With the growing economic activities nowadays especially that ASEAN development is already taking place in the ASEAN member countries where Philippines is a member of, commercial banks have to remain competitive amidst the challenging competition in the banking industry. The increasing number of banks in the region indicates the relevance of this study. Nevertheless, the research model and the proposed framework may also be empirically authenticated from other interested researchers through the reinforcement or a combination of these constructs. On one hand, this model may be tested using other appropriate measures and methodologies in different relationships and constructs such as innovation, competitive advantage, entrepreneurship, and job satisfaction in the context of those evolving businesses organizations to achieve superior firm performance. This provides an avenue for academicians, business practitioners, stakeholders and the general public to appreciate the vital roles of reputation and knowledge sharing.

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