

Chapter 4

Reputation: Configuring the Symmetrical and Asymmetrical Paths to Architecture in a Retail Setting

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Introduction

Grounded in social identity and attribution theories, this study focuses on the effect of architecture and its components on reputation. The relationships conceptualised were evaluated using data collected from a survey of 489 online and offline UK retail consumers and employees. To accommodate the equifinality and complexity of these relationships, this study employs fuzzy set qualitative comparative analysis, predictive validity and fit validity check.

Background to Architecture in a Retail Setting

Recent research has demonstrated that a favourable architecture can help customers focus on what an organisation stands for and what it aspires to communicate. Modern architecture integrates industry attributes with art and contemporary social needs, while architecture in general expresses the emotional stance of a company's purpose and position (Vischer, 2007). Architectural design is, therefore, defined as the preparation of instructions for the manufacturer of artefacts to create an image of corporate identity (Alessandri, 2001). Surprisingly, the majority of academic studies have focused on the design aspects of architecture, neglecting though relevant strategic elements. Since the visual character of architectural design transcends geographical and cultural barriers, organisations spend substantially on the design and construction of effective building (Ellis and Duffy, 1980). This is mainly because the concept of architecture is not only related to the physical, but also to the social and cultural aspects of buildings (Saleh, 1998).

A large body of research conducted in research domains pertinent to disciplines such as design, management, organizations, psychology and social identity (Bonaiuto et al., 1996; Marin and de Maya, 2013; Speller et al., 2002; Stedman, 2002; Tajfel, 1981, 1982; Twigger-Ross and Uzzell, 1996; Twigger-Ross et al., 2003) have tried to explain whether, and how, architecture can influence corporate identity (Melewar and Jenkins, 2002). Other scholars have investigated how a favourable architecture could influence identification, employee attachment, job satisfaction, well-being, and feelings of comfort (Knight and Haslam, 2010). Several scholars (see, for example, Balmer, 2001, 2005, 2006; Melewar, 2003, 2007; Pittard et al., 2007; Van den Bosch et al., 2005) have identified the strong relationship between architecture and consumer perception. Some authors examined architecture and the physical environment (Bernard and Bitner, 1982; Bitner, 1992; Davis et al., 2010; Elsbach and Bechky, 2007; Han and Ryu, 2009; Laing, 2006; McElroy and Morrow, 2010; Nguyen, 2006); however, those studies were not conducted in relation to (the construct/concept of) reputation. Although some previous studies (Davis, 2010; Elsbach, 2003; Han and Ryu, 2009; McElroy and Morrow, 2010; Rooney et al., 2010) attempt to contribute to the field, contrary to the present study, they did not evaluate reputation. It should be, thus, highlighted that the current research extends knowledge in the field by investigating the relationship between corporate identity, architecture and reputation constructs.

This paper contributes to the growing literature on//interest in architecture by extending the notion of reputation defined as the chief psychological substrate for the kind of deep, committed, and meaningful relationships that retailers, marketers, and designers are progressively looking for. In addition, this research encompasses elements of/is also grounded in social identity theory whereby people define themselves using/with the same attributes as organisations (Ashfort and Mael, 1989; Bergami and Bagozzi, 2000; Elsbach and Kramer, 1996; Gioia and Thomas, 1996; Marin and de Maya, 2013). Within this context/along these lines, attribution theory relates to how people make sense of their own world (Graham, 1991; Jones et al., 1972) in order to describe a 'sense of place' (Stedman, 2002; Zomerdijk and Voss, 2010), which is also associated with the reputation of an organisation (Hoeken and Ruikes, 2005; Walsh et al., 2008) that, in turn, communicates the company's identity, internally and externally (Melewar techmeaning of buildings; Sadalla and Sheets,

1993). In addition, the theory of complexity was also exploited to clear/enrich the authors' reflection of non-linearity among the relationships under examination in a competitive marketplace and under a situation of uncertainty. In terms of research design/methodology, this paper employs confirmatory factor analysis (CFA), structural equation modelling (SEM) and fuzzy set qualitative comparative analysis (fsQCA) (Gupta et al., 2016; Ragin, 2006, 2008). It becomes evident that the resulting (more profound) perspective works well with complexity theory (Foroudi et al., 2016; Gupta et al., 2016; Mikalef et al., 2015; Ordanini et al., 2013; Woodside, 2014; Wu et al., 2014).

In the following sections, the paper draws on existing studies from a multi-disciplinary approach in order to develop a consumer/employees level conceptual model, which will offer research propositions regarding the main determinants and consequences of retail architecture. We then present the method implemented, the results retrieved and the data analysis conducted. We then conclude with the managerial, theoretical and research implications of this work.

Conceptual model and research propositions

The physical environment has an a strong influence on customer behavior by creating an overall aesthetic impression and corporate reputation, especially pertinent to a service industry (Han and Ryu, 2009). The three main components of architecture are: i) symbolic artifacts/decor and artifacts in general?, ii) physical structure/spatial layout and functionality, as well as iii) ambient conditions/physical stimuli, which will be explained in the following sections (Bitner, 1992; Han and Ryu, 2009; McElroy and Morrow, 2010; Nguyen and Leblanc, 2002; Wakefield and Blodgett, 1999). These factors are the main sufficient factors of the physical environment for customer behaviour research in a service context (Edvardsson et al., 2005; Han and Ryu, 2009; Nguyen and Leblanc, 2002).

More precisely, symbolic artifacts represent “aspects of the physical setting that individually or collectively guide the interpretation of the social setting” (Davis, 1984, p. 279). Apart from contributing to the attractiveness of the physical environment symbolic artifacts enhance customer satisfaction and loyalty as well (Han and Ryu, 2009; Wakefield and Blodgett, 1994). Furthermore, physical artifacts impact

professional creative identities and personalities (Elsbach, 2009, p. 1065) and they develop a complex representation of workplace identity (Elsbach, 2004, p. 99). However, there has been limited research on “how employees perceive specific dimensions of workplace identities in work environments that limit the display of personal identity markers” (Elsbach, 2003, p. 623).

Symbolic artifacts consist of certain features of the physical setting, which can be described as the quality of the environment for a company’s employees (Davis, 1984, p. 278). Elsbach (2004) states that in corporate settings “office decor sits on the front lines of social judgment processes” (p. 119). A company’s artifacts are the visible display of an organisation that may induce employees to express organisational attachment (Elsbach and Pratt, 2007, p. 201), employee thought processes, behaviours, and feelings (McElroy and Morrow, 2010, p. 613). Elsbach’s (2004) study indicates how corporate employees may interpret office decor as clues from the workplace in a corporation.

In addition, symbolic artifacts also refer to the aesthetics of the office environment: the colours of the walls, the type of flooring, the pictures, flowers, floor, furniture style, and overall the office decor which may differentiate the company and place from its competitors’ (Han and Ryu, 2009). Davis (1984) states that the physical structure and symbolic artifacts, “all tend to communicate information about the organisation and the people who work there” (p. 277). The physical structure, physical stimuli, and symbolic artifacts are all involved in the office re-design effort (Davis, 1984). Any changes made in the symbolic artifacts can improve users’ positive reaction; for instance, the natural lighting and the use of bright colours cause/lead to a more pleasant work atmosphere (McElroy and Morrow, 2010).

T1: No single best configuration of factors such as décor and symbolic artifacts leads to a favorable reputation towards retail store, but there exists multiple, equally effective configurations of causal factors.

Physical structure/spatial layout and functionality, on the other hand, can be defined as the architectural design and physical placement of furnishings in a building. The spatial relationships among them, the physical location and appearance are

particularly pertinent to the service industry (Bitner, 1992; Han and Ryu, 2009; McElroy and Morrow, 2010; Nguyen, 2006). The spatial layout can also influence or regulate social interaction (Davis, 1984, p. 272), affect perceptions of culture (McElroy and Morrow, 2010, p. 614), and influence customer satisfaction as well (Brennan et al., 2002, p. 288; Han and Ryu, 2009, p. 505; Fischer et al., 2004, p. 132; Oldham and Brass, 1979, p. 282), productivity (Ayoko and Hartel, 2003, p. 386; Kamarulzaman et al., 2011, p. 265) and motivation (Oldham and Brass, 1979, p. 282). Moreover, the structure of an organisation can affect the behaviour of its organisational members and employees' comfort (Davis, 1984, p. 273). Based on the relevant literature, the physical structure of a workplace not only influences how people behave and interact (Davis, 1984, p. 272), but it is also critical in service settings; in other words, it is the purposeful environment that exists to aid the work of employees' and to fulfil customers' specific needs and desires (Bitner, 1992; Han and Ryu, 2009; Nguyen, 2006; Völckner et al., 2010).

According to Varlander (2012), the physical structure is significant for a better understanding and conceptualisation of organisational flexibility and individuality which is mandated from top management to suitably design organisational structures that increase flexibility (p. 36). It should be highlighted that achieving long-term flexibility is "more costly than delivering short-term functionality, and planners are now more pragmatic, seeking an appropriate balance between cost and adaptability requirements" (McDonald, 2006, p. 4). Designers, for instance, create open offices as flexible spaces; such a layout is more sensitive approach and results in changes to the organisational structure and size, since it is more easily reconfigured at minimal cost to meet changing needs (Brennan et al., 2002, p. 280).

According to Davis (1984), ambient conditions or physical stimuli are the intangible physical background settings that intrude into the managers' or organisation members' awareness and are likely to affect their behaviours (p. 274). The physical stimuli are extremely important factors in many interpersonal service oriented businesses, such as banks, hospitals, and hotels (Bitner, 1992). Environmental psychology research suggests that employees need to have the opportunity to control task-relevant dimensions of their workplace environment (Elsbach and Pratt, 2007, p. 196), as employees spend long hours in their workplace (Bitner, 1992).

Undoubtedly, the physical stimuli influence directly employees' attitudes, behaviours and satisfaction (Brennan et al., 2002) which, in turn, improve job performance and staff productivity (Brennan et al., 2002; Elsbach and Pratt, 2007; Kamarulzaman et al., 2011).

In addition, surrounding conditions need to be a major priority for many managers (Davis, 1984); managers regularly introduce ambient conditions into their workplace environment to counteract negative influences, as well as to function as a reminder "of what needs to be accomplished" (Davis, 1984, p. 275). Ambient conditions or physical stimuli impact on physiological reactions, which can cause comfort or discomfort during the service encounter (Bitner, 1992; Nguyen, 2006). This is the reason why, more importantly, managers need to balance employee preferences with customer needs (Bitner, 1992).

<<<Insert Figure 1 Here>>>

Research method

Data collection

The present study sought to examine how store physical stimuli, spatial layout and functionality, as well as symbolic artifacts may influence the management of corporate reputation. The questions addressed related to respondents' perceptions of these influences on reputation. Conceptualised relationships were evaluated using data collected through a survey of a convenience sample of 489 online and offline UK retail consumers and employees, which was conducted during a four-month period. The retail stores enjoy a favourable reputation from their association with its retailers' brand names (Dennis et al., 2014; Foroudi et al., 2016). Therefore, to increase the sample size a non-probability sample was employed, rendering some units in the population more likely to be selected than others (Bryman and Bell, 2007).

To be more specific, 345 face-to-face questionnaires were collected, with questionnaires being considered the most used sampling methods in large-scale surveys. Furthermore, the one of the researchers approached the shop managers who agreed to help with collecting the data from their employees and customers.

The samples were deemed representative of the main of shoppers in the retail store. According to Stevens (1996), for a rigorous statistical analysis the data sample should consist of more than 300 respondents. Furthermore, Bentler and Chou (1987) state that five cases per parameter is an acceptable sample when the data are perfectly distributed and have no missing or outlying cases. Following the above approach, a total of 523 questionnaires were collected, with 34 being excluded due to large amounts of missing data. Taking into account all the above aspects, the sample size targeted/achieved/reached in this study was 489 respondents. Out of the 489 usable responses, 37.8% came from the 30-39 age group, while 27.2% were completed by respondents of 20 to 29 years old. Moreover, 51.7% of the whole sample were retrieved from men and 48.3% from women. The results also demonstrated that the majority of the participants tend to visit the stores 'a few times a year' (34.6%), whereas 27.2% visit stores 'a few times a month'. In terms of educational background, 65.4% of the respondents held a postgraduate degree and above. Among the sample, a high percentage (29.9%) of the respondents were students, while 14.9% were owners of a company. More details about the respondents' profile and characteristics are illustrated in Table 1.

“INSERT TABLE 1 HERE”

Survey instrument

The concept of architecture and the three components (Physical stimuli, spatial layout and functionality, and symbolic artifacts) were adopted from previous studies and validated by Foroudi et al. (2020). Physical stimuli were measured using two constructs: (i) light/aroma/music/temperature/noise (following Bernard and Bitner, 1982; Bitner, 1992; Brennan et al., 2002; Danielsson and Bodin, 2008; Davis et al., 2010; Davis, 1984), and (ii) security/privacy (based on Ayoko and Hartel, 2003; Booms and Bitner, 1982; Davis et al., 2010; Davis, 1984; Knight and Haslam, 2010; Knight and Haslam, 2010; McDonald, 2006; McElroy and Morrow, 2010). On the other hand, spatial layout and functionality was measured through four constructs: (i) layout (Bitner, 1992; Booms and Bitner, 1982; Brennan et al., 2002; Danielsson and Bodin, 2008; Davis et al., 2010); (ii) location (outdoor) (Brennan et al., 2002; Brown et al., 2005; Davis et al., 2010; Davis, 1984; Duffy and Tanis, 1993; Elsbach and

Bechky, 2007); (iii) location entrance (Bitner, 1992; Davis, 1984; Fayard and Weeks, 2007; McDonald, 2006); and (iv) special comfort (Ayoko and Hartel, 2003; Bitner, 1992; Booms and Bitner, 1982; Brennan et al., 2002; Davis, 1984; Elsbach and Bechky, 2007). Moreover, two constructs were used to measure symbolic artifacts: (i) art (Baker et al., 1994; Bitner, 1992; Turley and Milliman, 2000; Wakefield and Blodgett, 1999; Wakefield and Baker, 1998); and (ii) interior design/plants/flowers/paintings/pictures/wall/floor/colour/technology (see Ayoko and Hartel, 2003; Bitner, 1992; Brennan et al., 2002; Brown et al., 2005; Davis et al., 2010; Davis, 1984; Duffy and Tanis, 1993; Elsbach and Bechky, 2007; Elsbach and Pratt, 2007; Fayard and Weeks, 2007). At the same time, in order to measure reputation, we employed five items: *I admire and respect the retailer*; *I trust the retailer*; *The retailer offers products and services that are good value for money*; *The retailer is environmentally responsible*; and *The retailer offers high quality services and products* (Foroudi et al., 2014; 2016).

Content/face validity was examined with the contribution of seven Retail and Marketing academics, who were asked to provide an indication of the adequacy of the questionnaire (DeVellis, 2003) and to ensure that the items were representative of the scale's domain (De Vaus, 2002; DeVellis, 2003). Based on the results of the content/face adequacy assessment retrieved, measurement items were modified and submitted to a scale refinement stage/phase through the actual administration of the questionnaire. The questionnaire contained seven-point Likert scale responses and it was developed to measure the research constructs. Subjects were invited to rate their agreement with each item on a seven-point Likert scale ranging from (1) *Strongly disagree* to (7) *Strongly agree*.

Data Analysis Methods-fsQCA

Based on complexity theory, this paper used fuzzy and fsQCA set to adopt a richer perspective regarding the data collected (Foroudi et al., 2016; Gupta et al., 2016; Leischnig and Kasper-Brauer, 2015; Mikalef et al., 2015; Pappas et al., 2016; Woodside, 2014). Fuzzy Set Qualitative Comparative Analysis (*fsQCA*) is a set-theoretic approach employed for/towards obtaining linguistic summarisations/summaries?? from data that are associated with cases; this is

conducted by recognising causal configurations of elements leading to a consequence which develops a set of empirical cases among independent and dependent constructs (Foroudi et al., 2016; 2017). Previous studies ignored contrarian cases when examining data, predicting fit validity, and formulating theory (Woodside, 2014). Yet, for this paper cross-tabulations were performed by using the quintiles between the research constructs, also employing contrarian case analysis. Table 2, which illustrates an example among/related to the location (entrance) and reputation, displays that the correlation coefficients between the two constructs are significant ($p < .001$). In addition, Table 2 reveals a functional asymmetric association among entrance, location and reputation. The eight cells in the top right and bottom left of the cross-tabulation reveal $14+19+16+7=56$, therefore when reputation is high entrance location is low. On the other hand, there are $17+21+17+13=68$ cases where entrance location is high and reputation is low. Hypotheses are supported statistically, however, there are $56+68=124$ cases strongly against them, which in fact illustrates the existence of causal asymmetric relationships.

“INSERT TABLE 2 HERE”

Based on a suggestion made by Lambert and Harrington (1990), we employed the Mann-Whitney U-test to examine the existence of any potential non-response bias. We collected the first 50 observations, which were taken as early respondents, and the last 50 taken as late respondents. The results demonstrated that the significance value in any variable is not less than, or equal to, 0.5 probability value, thus being insignificant; therefore, there is no statistically major difference between early and late respondents. As a result, in this research non-response bias does not constitute a concern.

Results

Construct validity

A confirmatory factor analysis was conducted to confirm the factor structure of the reflective constructs. The preliminary measurement items underwent a series of factor and reliability analyses as a preliminary investigation of their performance within the entire sample (Melewar, 2001). In brief, all a-priori scales demonstrated acceptable reliability (Cronbach's alpha $.928 > .70$) and were highly appropriate for

the study aims (De Vaus, 2002; Hair et al., 2006; Nunnally, 1978). It should be noted that reliability constitutes an essential requirement of validity.

The two techniques of factor analysis that based on literature support researchers in discovering the variable of interest from a set of coherent subsets, which are relatively independent from each other, are: (i) the exploratory factor analysis (EFA), and (ii) the confirmatory factory analysis (CFA) (Hair et al., 2006; Tabachnick and Fidell, 2007). Both of them can be used for structuring groups of variables or data reduction. EFA was employed in our pilot study to help us recognise any pattern in the data (De Vaus, 2002). In the current research, exploratory factor analysis was performed for the items derived from the literature. Initially, the items associated with the architecture and reputation were examined using exploratory factor analysis to contribute to ten theoretically established constructs. Moreover/Within that context, Kaiser-Meyer-Olkin (KMO) was tested for appropriateness and truthfulness of the collected data ($0.889 > 0.6$); also, the Bartlett's test of sphericity (BTS) was significant ($BTS = < 0.001$) and satisfied the required criteria (Tabachnick and Fidell, 2007).

At the same time, Confirmatory factor analysis (CFA) was carried out to assess the measurement properties of the existing scales' validity (Churchill, 1979; Gerbing and Anderson, 1988; Hair et al., 2006; Peter, 1979 and 1981). According to Hair et al. (2006), CFA is useful towards confirming the theory of the latent variables. Composite reliability is a principal measure used in assessing the overall reliability of the measurement model for every latent construct in the model. In this study, composite reliability measured how well constructs were assessed/evaluated by its assigned items (Fornell and Larcker, 1981). Composite reliability and Cronbach's alpha were calculated to examine the construct level reliability. Results indicate that all measures consistently represent the same latent construct ($.72 > \text{greater than } .7$) (Foroudi et al., 2014; Hair et al, 2006, Nunnally and Bernstein, 1994). Table 3 below presents descriptive statistics and correlation coefficients of all variables.

“INSERT TABLE 3 AND 4 HERE”

Convergent validity, which is interwoven with the homogeneity of the constructs, was tested in order to identify which independent measures of the same construct

converge or are highly correlated (Netemeyer et al., 2003). The average variance extracted (AVE) for each construct ranged from 86.48 to 91.43. A good rule of thumb is that an AVE of 0.5 or higher indicates adequate convergent validity. Discriminant validity, on the other hand, can be measured by the average variance extracted (AVE) for each construct, and compared with the square correlation between them (Fornell and Larcker, 1981 and Hair et al., 2006). Various scholars (see, for example, Anderson and Gerbing, 1988; Bagozzi et al., 1991) state that discriminant validity is present when the relationship between two constructs is significantly lower than 1.00. Discriminant validity, which is the complementary concept to convergent validity, can be used to identify the extent to which measures diverge from other operationalisations whereby the construct is truly distinct from other constructs (Hair et al., 2010; Peter and Churchill, 1986; Steenkamp and Van Trijp, 1991). The results of the present research unveiled that the estimated correlations among factors were less than the recommended value of .92 (Kline, 2005). In addition, Cronbach's alpha of all measures (.957 >.70) confirmed the internal consistency in each factors (De Vaus, 2002; Hair et al., 2010).

Fit indices calculate "how well a specified model fits relative to some alternative baseline model" (Hair et al., 2006, p. 749). Attaining "a good fit to observations does not necessarily mean we have found a good model, and choosing the model with the best fit is likely to result in poor predictions" (Wu et al., 2014, p. 1667). Therefore, the 'favourable' fit values provide a satisfactory fit to the data: that is, the results of the proposed conceptual model attest that root mean square error of approximation (RMSEA) reveals a value of .067 (below 0.08) (Hair et al., 2006); the comparative fit index (CFI) of .914, incremental fit index (IFI) of .915, Tucker-Lewis (TLI) of .907 (Byrne, 2001; Hair et al. 2006), verifying that they are within the acceptable limits and fit is only marginal (Byrne, 2001; Hair et al. 2006; Tabachnick and Fidell, 2007). A normed fit index (NFI) score of .880 and relative fit index (RFI) score of 0.870 confirm that the hypothesised model offers an adequate fit for the research empirical data, thus indicating the uni-dimensionality of the measures (Anderson and Gerbing, 1988; Foroudi et al., 2014). According to Gerbing and Anderson (1993), due to a lack of agreement among researchers about the best goodness-of fit-index and because some indices are sensitive to sample size, the best strategy is to adopt several different goodness-of-fit indices.

Findings from fsQCA

In order to examine the data through a fsQCA, in this study authors transformed the conventional variables into fuzzy-set membership scores. Based on Wu et al.'s (2014) recommendations, the principle of calibration was used to adjust extreme scores which were ignored by the respondents. However, only a few cases out of the 489 respondents scored less than 3 on a 7-point Likert scale. Therefore, we set 7 as the threshold for full membership (fuzzy score=.95), 4 as the threshold for full non-membership (fuzzy score=.50), and 5 as the cross-over point (fuzzy score=0.50). In an attempt to identify which configurations exhibit high scores in the outcome, we used fsQCA 3.0 (Ragin, 2009). In alignment with Fiss (2011) and Wu et al. (2014), we set 2 as the minimum for frequency and .85 as the cut-off point for consistency, and then we compared the intermediate solution with parsimonious solution to find out the peripheral conditions, necessary conditions and core conditions.

{Cohesion is missing here; how does this relate to the previous?} Table 5 present the findings of fsQCA through three types of solutions: (i) a complex solution, (ii) an intermediate solution, and (iii) a parsimonious solution. In accordance with Cheng (2013), this study employs intermediate solutions, and it calibrated the index of reputation and its negation as outcomes correspondingly, while it employed physical stimuli, spatial layout/functionality, and symbolic artifacts as predictor variables. The results yielded support Tenet 2 (Table 5). The configurations that lead to high reputation need the presence of at least one architecture causal condition. Along these lines, Table 4 presents thirteen solutions that have a total of .49 in solution coverage and a consistency of .81. We thus recommend that the combination of physical stimuli, spatial layout/functionality, and symbolic artifacts accounts for a substantive proportion of reputation. Solution 1 in Table X, for example, suggests that high scores of layout, location (outdoor), privacy/security, and art, coupled with low scores of spatial comfort and light/music/noise/temperature are sufficient conditions predicting reputation. Solution 2 recommends that joint scores of layout, location (entrance), privacy/security, and interior design are sufficient conditions predicting reputation. Moreover, solution 3 suggests that joint high scores of layout, location (outdoor), privacy/security, art, and interior design are sufficient conditions

predicting reputation. The first solution in model 2 indicates that joint low scores of layout, location (outdoor), location (entrance), location (entrance), light/music/noise/temperature privacy/security, and interior design can/do predict the non-occurrence of reputation. Solution 2, model 2 provides a similar recipe; yet, it also stresses that joint low scores of layout, location (outdoor), location (entrance), location (entrance), light/music/noise/temperature privacy/security, art, and interior design predict the non-occurrence of reputation. The latter result provides a far richer picture compared to the results retrieved from a SEM analysis.

Discussion and Implications

The fundamental aim of this research study is to advance the design, retail, and marketing literature; it also wishes to address research gaps mostly by providing insights into the potential aspects of architecture (i.e. the physical stimuli, spatial layout/functionality, and symbolic artifacts) as well as its main consequences to reputation from consumers' perspective, examining also theories in a service setting/retail sector to increase company's external validity.

Theoretical Contribution

With respect to the theoretical contributions of the current study, this research aspires to have contributed to the corresponding literature in multiple ways: the findings advance current knowledge by adding alternative insights into service industry views on possible antecedent factors of corporate architecture. Moreover, it offers an empirically-validated conceptual model framework (see Figure 1) which confirms that the more favourable the architecture is perceived by customers to be, the more favourable the reputation of a company becomes (Elsbach, 2003, 2004; Kioussi and Smyth, 2009; Rooney, 2010).

In addition, the present study has acknowledged the following literature gaps in the existing body of knowledge: (i) research on employees and the open-offices phenomenon within the more modern office environment (McElroy and Morrow, 2010, p. 615) is absent in the literature; (ii) a lack of empirical research into how architecture might be defined is also attested; (iii) furthermore, little is known about contemporary changes in office environments (McElroy and Morrow, 2010 p. 612); (iv) there is scarcity of empirical findings on how the introduction of new or re-

designed offices may be successfully managed (Davis, 2010, p. 221); (v) limited research has been also conducted on the connections between place and the formation of identities, or how a connection to a place can influence responses to organisational change (Rooney, 2010); (vi) there is a small number of studies related to the different levels of significance among the components of the physical environment in predicting outcome variables (Han and Ryu, 2009); (vii) almost no research has explored how employees perceive specific dimensions of workplace identity in work environments that limit the display of personal identity markers (Elsbach, 2003, p. 623); (viii) moreover, in marketing literature there is total absence of a systematic examination of the relationship between architecture and reputation; and lastly, (ix) literature is lacking in explanatory models and theory building studies in the area of architecture. Against this context, this study constitutes a major empirical examination and has successfully addressed the above research gaps.

It should be highlighted that this research is one of the first studies which examined the configural analysis of architecture based on individual-level data, and which has used the application of complexity theory in individual-level phenomena for theory building (Ageeva et al., 2017; Leischnig and Kasper-Brauer, 2015; Pappas *et al.*, 2016), exhibiting predictive validity and fit validity. This paper used CFA and fsQCA analyses to highlight interdependencies and interconnected causal structures between the research constructs (Woodside, 2014) by using complexity theory from a configurational approach (Gunawan and Huarng, 2015; Leischnig and Kasper-Brauer, 2015; Ordanini *et al.*, 2013; Pappas *et al.*, 2016; Woodside, 2014; Wu *et al.*, 2014).

Managerial contribution

In light of the findings retrieved, this study provides management recommendations to managers dealing with multiple substantive areas, such as design/architecture, communication, retail, as well as to senior managers whose role is instrumental in planning and delivering the changes that supported the new policy and strategic agenda (Rooney, 2010).

Specifically, under the management implications from this research one may find the following: (i) an entity's architecture should be managed strategically, and should be

in alignment with other visual identity elements (decor and artifacts/symbolic artifacts, spatial layout and functionality/physical structure, and ambient conditions/physical stimuli); (ii) the architecture/image/reputation gap should be constantly and carefully managed; (iii) the architecture/identification (emotional attachment) gap should be regularly monitored. Moreover, this study provides policy/management recommendations for multiple substantive areas in retail setting in the UK. In other words, a clear understanding of the dimensions of the relevant concepts can assist managers in policy development/shaping towards developing a coherent policy for managing favourable architecture which can influence stakeholders' image, reputation and identification. In addition, the findings of this study may also support and shape business policy.

The policy makers, or decision makers, usually define the set of written rules and entitlements to an informal set of standards, according to which organisation members tend to follow each other's example and bargain over who gets what. For instance, furniture selection, placement, and seating arrangements may be determined partly by the place administrative staff, or partly by the individual manager. The control over physical stimuli in the immediate environment, such as piles of paper, is likely to be more under the control of the individual manager. Symbolic artifacts (such as carpeting and what is put on the walls) may be partially under the control of the manager, and partly determined by the place administrator. Therefore, providing a pleasant and innovative atmosphere and high quality of spaces to customers is required in order to develop and improve stakeholders' perception. Theoretical and empirical insights derived from this research bear several implications for policy makers and managers with regard to architecture, which assists the insights, managers to improve the place. Consequently, policy makers and managers should express a greater concern/interest in developing a favorable architecture for the retail place which could, in turn, generate a truly positive feeling of the/a place.

Future research directions

The present work represents a preliminary foray into the conceptualisation of *architecture* and *reputation*. Notwithstanding the support that it lends to the research theoretical framework, there are a number of limitations related to this research. To

begin with, it is limited in terms of its sole focus on stakeholders' perspective, i.e. its sole focus on a single distinctive sector. Nonetheless/Secondly/Additionally, there is certainly a need for future research to scrutinise the variables that have been investigated in the current study. Another limitation of the current research refers to the fact that due to the size of the survey, the empirical study was conducted entirely within a single industry, which inevitably limits the generalisability of the research findings. Another research stream could help replicate this study in an additional sector or country in order to examine the generalisability of the findings extracted.

In terms of the research setting, the current research was carried out in a single setting that was limited to the UK context. Although conducting the study in a single setting provides/equips the researcher with better control over market and environmental differences (Conant et al., 1990), it does limit the external validity (namely the generalisability of the findings). Another limitation of the current research is that data were collected from convenient samples of customers of a retail store based in London. As such, the study does not allow for the generalisation of the findings. Given the importance and dynamic nature of architecture, future studies should attempt to understand how customers experience service organisations over time, assessing, for instance, customers' perception throughout a variety of consumption stages.

Conclusion

Based on social identity and attribution theories, this study examined the effect of architecture and its components on reputation based on the survey of 489 online and offline UK retail consumers and employees. To accommodate the equi-finality and complexity of these relationships, this study employs fuzzy set qualitative comparative analysis (fsQCA), predictive validity and fit validity check. By using such a complexity theory-based configurational approach, the findings highlight interdependencies and interconnected causal structures between the research constructs. The study identifies and confirms key elements of architecture, which influence retailing reputation. It suggests that high scores of layout, location (outdoor), privacy/security, and art, coupled with low scores of spatial comfort and light/music/noise/temperature are sufficient conditions predicting reputation. Furthermore it recommends that joint scores of layout, location (entrance),

privacy/security, and interior design are sufficient conditions predicting reputation. It also suggests that joint high scores of layout, location (outdoor), privacy/security, art, and interior design are sufficient conditions predicting reputation. More importantly, the study indicates that joint low scores of layout, location (outdoor), location (entrance), location (entrance), light/music/noise/temperature privacy/security, and interior design predict the non-occurrence of reputation. These results provide a far richer picture/depiction than the results retrieved via the regression-based approach. The results contribute to managers and academic literature on architecture/design/marketing/place brand management. It also results in/encompasses guidelines for managers on how to create customer value by organising physical stimuli, spatial layout/functionality, and symbolic artifacts together in a retail environment. The research makes two key contributions. Firstly, we make a theoretical contribution by recognising the main elements of architecture and their influence on reputation of retailers, and from this to extrapolating key directions for future research. Secondly, this study specifies a number of managerial implications intended to help in/towards the formulation of improved professional practice(s).

Case study

London Heathrow Terminal 5 is one of an iconic part of London with capacity by 30 million passengers a year. Terminal 5 is the busiest and largest free-standing building in the United Kingdom opened in 27 March 2008 by Queen Elizabeth II. Terminal 5 is owned by British Airways Airline Ltd. The building construction was lasting around four years. Terminal 5 involved the longest public inquiry in British history. It won Skytrax's 'World's Best Airport Terminal' prize in 2014 and become an industry-leading. The building was designed by the Rogers, Stirk Harbour & Partners. Rogers structured the building to perfectly combine functionality with its aesthetics. The design was based on the travellers journey and experience, environmental issues, architectural merit, and maintainability. Terminal 5 as building is 40m high, 176m wide and 396m long. The building has a single span wave-roof held up by 22 huge steel legs and nodes. It develops an airy and open with great light which creates a features an elegant, curved 'floating roof' the size of five football pitches, architectural fantastic views of the airfield and unique structures. The place has a facades which is fully glazed with over 30,000sq metres of 5,500 glass panels or

glass (which coated with a film which controls the amount of sunlight entering the building). Also, the temperature is managed by the interior brise soleil panels (fixed aluminium louvres that act like sun shades, deflecting glare) which were fitted to the exterior (<https://www.e-architect.co.uk/london/heathrow-terminal-5>, 2020).

Case questions

Please visit website of Terminal 5

1. Identify the key components of terminal physical structure/spatial layout and functionality?
2. Recognise the key components of terminal physical stimuli/ambient conditions?
3. Classify the key components of terminal symbolic artifacts/decor and artifacts?
4. To what extent do you think the architecture design of Terminal 5 impacts can impacts on travellers' experience?

Key terms and definitions

Architecture: is a visual presentation of a company encapsulate company's purpose and identity, set of elements (physical structure/spatial layout and functionality, ambient conditions/physical stimuli of an environment, and symbolic artifacts/decor and artifacts) which influence on internal-stakeholders' attitude, and behaviour. It can be decisive in facilitating employee, internal-stakeholders' identification.

Physical structure/spatial layout and functionality: is the architectural design and physical placement of furnishings in a building, the arrangement of objects (e.g. arrangement of buildings, machinery, furniture and equipment), the spatial relationships among them, physical location and physical layout of the workplace which particularly pertinent to the service industry and can be symbolise something.

Physical stimuli/ambient conditions: of an environment in service settings encourage stakeholders to pursue the service consumptions and subsequently affect on employees' behaviours, attitudes, satisfaction, and performance toward the service provider.

Symbolic artifacts/decor and artifacts: is aspects of the physical setting that individually or collectively guide the interpretation of the social setting, can be related

to the aesthetics and attractiveness of the physical of the environment, develop a complex representation of workplace Identity and mainly relevant to the service industry.

Corporate reputation: endowed with a judgment and is the overall evaluation of a company over time.

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Figure 1: Foundational complex configural model

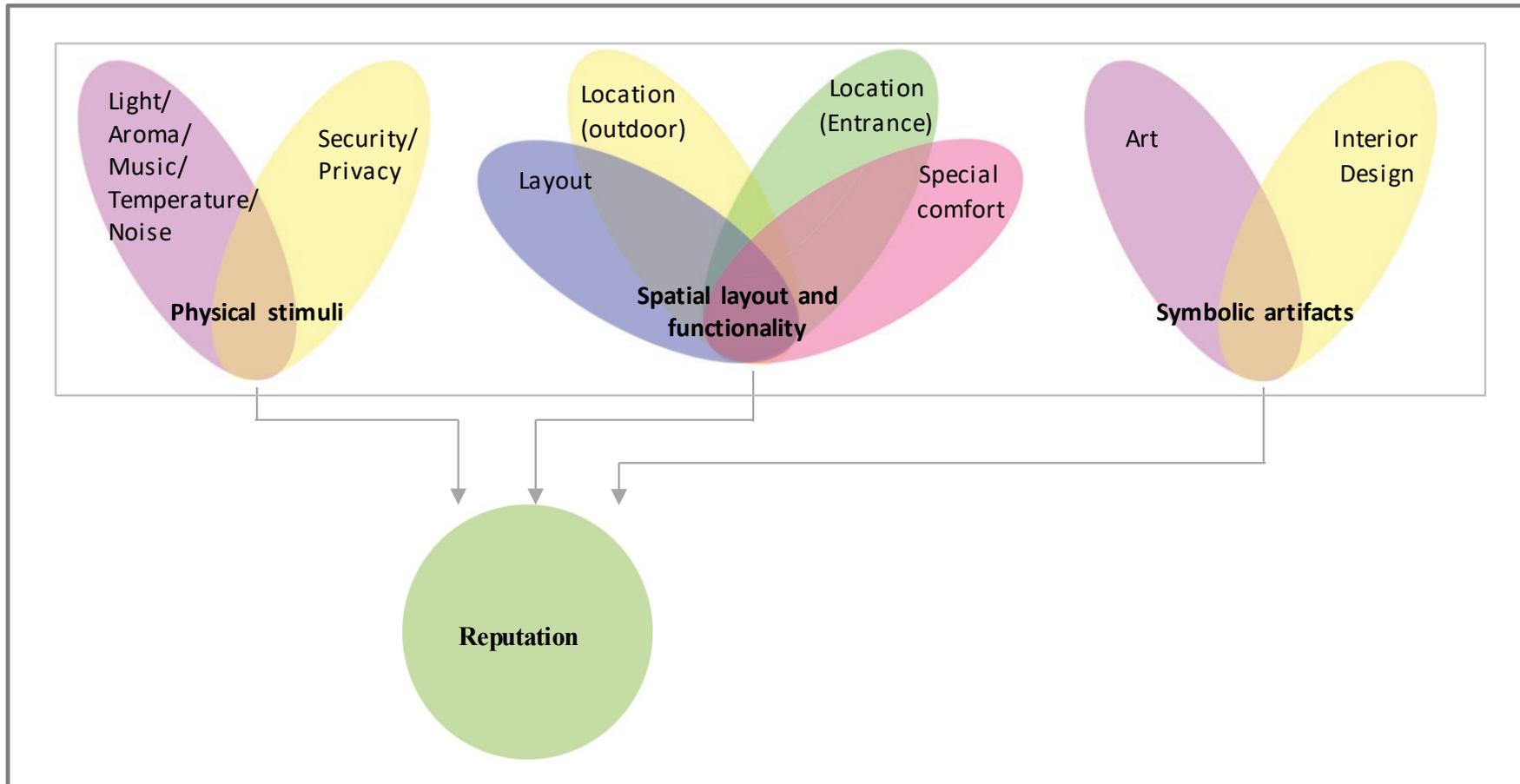


Table 1: Demographic profile of the consumers from retailers of international brands compared with the main population figures (N=489)

		Frequency	Percent			Frequency	Percent
Gender				Degree			
	Female	236	48.3		High school	7	1.4
	Male	253	51.7		Undergraduate	162	33.1
Age					Postgraduate and above	320	65.4
	19 years old or less	58	11.9	Job			
	20 to 29 years	133	27.2		Top executive or manager	61	12.5
	30 to 39 years	185	37.8		Owner of a company	73	14.9
	40 to 49 years	63	12.9		Lawyer, dentist or architect etc.	65	13.3
	50 to 59 years	34	7.0		Office/clerical staffs	35	7.2
	60 years old or more	16	3.3		Worker	19	3.9
How often do you visit the place					Civil servant	15	3.1
	Five times a week	70	14.3		Craftsman	17	3.5
	A few times a week	117	23.9		Student	146	29.9
	A few times a month	133	27.2		Housewife	35	7.2
	A few times a year	169	34.6		Retired	23	4.7

Table 2: Cross-tabulations employing the quintiles between the constructs

			Percentile Group of Reputation					
			1	2	3	4	5	Total
Percentile Group of loclay	1	Count	24	25	15	14	19	97
		% within Percentile Group of loclay	24.7%	25.8%	15.5%	14.4%	19.6%	100.0%
	2	Count	17	30	17	16	7	87
		% within Percentile Group of loclay	19.5%	34.5%	19.5%	18.4%	8.0%	100.0%
	3	Count	16	15	12	20	17	80
		% within Percentile Group of loclay	20.0%	18.8%	15.0%	25.0%	21.3%	100.0%
	4	Count	17	21	10	30	20	98
		% within Percentile Group of loclay	17.3%	21.4%	10.2%	30.6%	20.4%	100.0%
	5	Count	17	13	10	36	51	127
		% within Percentile Group of loclay	13.4%	10.2%	7.9%	28.3%	40.2%	100.0%
Total		Count	91	104	64	116	114	489
		% within Percentile Group of loclay	18.6%	21.3%	13.1%	23.7%	23.3%	100.0%

Table 3: Exploratory and confirmatory factor analyse

Construct	Item Code	CFA Loading	Mean	STD	AVE	Construct Reliability	Square Root of AVE	Cronbach @
SPATIAL LAYOUT AND FUNCTIONALITY (Foroudi et al., 2020)								
Layout					91.43%	0.77	0.96	.950
	Table/seating arrangement gives me enough space.	.817	5.89	1.257				
	The retailer area is located close to people I need to talk to with my shopping.	.851	5.83	1.215				
	The physical layout of the retailer helps make this a nice place to come to shop.	.802	5.75	1.303				
	I like the way rooms are configured.	.838	5.82	1.301				
Location (Outdoor)					82.48%	0.76	0.91	.910
	Outdoor space is attractive.	.831	5.68	1.265				
	The retailer is well-located.	.795	5.33	1.410				
	Outdoor space is attractive.	.731	5.69	1.308				
	Outdoor space is suitable.	.832	5.61	1.292				
Location (Entrance)					88.63%	0.95	0.94	.890
	The entrance of the building is convenient.	.849	5.76	1.474				
	The entrance of the building is safe.	.845	5.77	1.456				
	Attractive interior decor and pleasant atmosphere.	.777	5.68	1.375				
Spatial comfort					89.87%	0.96	0.95	.854
	The size of rooms corresponds to their brand position in the retailer hierarchy.	.763	5.42	1.533				
	Conditions at the place are appropriate to my shopping.	.921	5.55	1.575				
	I have enough shopping surface area at the retailer place	.912	5.45	1.483				
PHYSICAL STIMULI								
Light/music/noise/temperature					90.90%	0.96	0.95	.879
	Temperature is comfortable.	.909	5.66	1.510				
	Background music is pleasing.	.882	5.56	1.481				
	Lighting creates a warm atmosphere.	.814	5.45	1.551				
Privacy/security					89.50%	0.97	0.95	.949
	I find it hard to concentrate on my shopping.	.904	5.59	1.328				
	I can talk privately and not be overheard.	.913	5.59	1.357				
	I feel personally safe and secure coming to and going from retailer.	.920	5.59	1.361				
	The visual privacy I need to do my shopping is favourable.	.896	5.65	1.323				
SYMBOLIC ARTIFACTS								
ART					88.83%	0.72	0.94	.918
	The overall design of the retailer building is interesting.	.776	5.21	1.355				
	Appearance of building and ground are attractive.	.865	5.15	1.395				
	I like the material the retailer is made off.	.881	5.29	1.354				
	The design of retailer is functional.	.866	5.24	1.388				

Interior design plants/flowers/paintings/pictures/wall/floor/colour/technology					87.58%	0.81	0.94	.957
	Wall decor is visually attractive.	.863	5.58	1.359				
	Colours used in the wall or ceiling create a warm atmosphere.	.855	5.57	1.338				
	Floor is of high quality.	.853	5.57	1.427				
	Colours used in the building create a warm atmosphere.	.849	5.61	1.306				
	Tables and décor used in the building are of high quality.	.851	5.56	1.325				
REPUTATION (Foroudi, 2019; Foroudi et al., 2014; 2016)					90.55%	0.77	0.95	.918
	I admire and respect the retailer	.883	5.59	1.309				
	I trust the retailer	.892	5.44	1.443				
	The retailer offers products and services that are good value for money	.885	5.40	1.431				
	The retailer is environmentally responsible	.781	5.84	1.228				

Table 4: Descriptive Statistics and Correlations (N=489)

	LAYOT	OUTLAY	COMLAY	LOCLAY	PHS	PHSPRCY	TART	INART	CR	Visit	Gender	Age	Degree	Job
LAYOT	1													
OUTLAY	.496**	1												
COMLAY	.135**	.188**	1											
LOCLAY	.421**	.315**	.130**	1										
PHS	.248**	.232**	.113**	.252**	1									
PHSPRCY	.221**	.187**	-.032	.148**	.238**	1								
ART	.386**	.477**	.162**	.205**	.194**	.098*	1							
INART	.467**	.399**	.164**	.464**	.183**	.197**	.277**	1						
CR	.361**	.303**	-.034	.183**	.167**	.221**	.243**	.274**	1					
Visit the place	.073	.023	.100*	.060	.053	.051	.020	.090*	-.052	1				
Gender	-.054	-.132**	-.036	-.039	-.050	-.042	-.057	.026	-.089*	.087*	1			
Age	-.031	-.021	-.083*	-.023	-.027	.011	.014	-.084*	.076*	.036	.056	1		
Degree	-.088*	-.049	.002	-.124**	.040	-.078*	-.060	-.067	-.042	.009	-.209**	.033	1	
Job	.036	-.023	-.061	.032	.013	-.010	-.017	-.084*	.031	-.043	.054	.048	.075*	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 5: Configurations of physical stimuli, spatial layout/functionality, and symbolic artifacts predicting reputation

VARIABLES	Model 1 Reputation as outcomes Configuration													Model 2 Negation of reputation as outcomes* Configuration								
	1	2	3	4	5	6	7	8	9	10	11	12	13	1	2	3	4	5	6	7	8	9
Layout	•	•	•	⊗	•		•	•	•	•	•	•	⊗	⊗	⊗	⊗	⊗	⊗	•	⊗	•	•
Location (Outdoor)		⊗	•	•	⊗	•	•	⊗	•	•	•	•	•	⊗	⊗	⊗	⊗	•	⊗	•	•	•
Location (Entrance)	•	•		⊗	⊗	•	•	•	•	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	•	•	•	⊗
Spatial comfort	⊗	⊗	⊗		⊗	⊗	⊗		⊗		⊗	⊗	⊗			⊗	⊗	⊗	⊗	•	•	•
Light/music/noise/temperature	⊗			⊗	•	⊗	•	•	⊗	•	•	⊗	•	⊗	⊗		⊗	⊗	⊗	⊗	⊗	•
Privacy/security	•	•	•	•	•	•		•		⊗	⊗	⊗	•	⊗	⊗	•	⊗	•	⊗	⊗	⊗	⊗
Art	•		•	⊗	•	⊗	•	⊗	•	•	⊗	•	•		⊗	⊗	•	•	⊗	•	•	•
Interior design		•	•	•	•	•	⊗	•	•	•	⊗	⊗	⊗	⊗	⊗	⊗		⊗	•	⊗	•	•
Raw coverage	.21	.21	.25	.14	.16	.16	.16	.17	.20	.15	.13	.15	.14	.37	.27	.21	.22	.13	.14	.13	.14	.11
Unique coverage	.01	.01	.05	.01	.02	.01	.01	.02	.01	.02	.01	.01	.01	.06	.01	.04	.00	.01	.02	.00	.02	.01
Consistency	.84	.87	.85	.88	.89	.89	.91	.86	.86	.86	.91	.89	.87	.92	.97	.91	.93	.94	.89	.97	.89	.89
Overall solution coverage		.49												.51								
Overall solution consistency		.81												.85								

Black circles indicate the presence of a condition, and circles with “X” indicate its absence. Blank spaces indicate “neither presence nor absence.”