CORPORATE IMAGE AND EMPLOYEE PERFORMANCE IN THE NIGERIAN DEPOSIT MONEY BANKS

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Abstract

The aim of the study is to examine the effect of corporate image on employee performance in the Nigerian deposit money banks. The study adopted the cross sectional survey research design method in order to collect data from the respondents at a particular point in time. The systematic sampling technique was applied for the study. Out of the total population of 440 employees, 205 employees were selected as the sample size for the study. The research instrument used for the study was a structured questionnaire. Data collected were analyzed using descriptive statistics and multiple regression analysis. Findings showed that dimensions of corporate image (corporate integrity, quality management and workplace environment) have significant positive relationship with employee performance. Also workplace environment exhibited the highest positive effect on employee performance. The study concluded that corporate image has effect on employee performance in the Nigerian deposit money banks. The study recommended that banks should improve on their corporate integrity, quality management and workplace environment for this will serve as a competitive advantage to the organization at large.

Keywords: Corporate Image, Corporate Integrity, Quality Management, Workplace Environment, Employee Performance.

Introduction

Corporate image is a strategic technique of great value for the banking sector, besides aiding to realize long-term objectives, it can also turn into a source of competitive advantage (Awan et al 2015). This is due to the fact that corporate image is one of the most complex resources to emulate, as a consequence of the extensive time period that is needed to develop it (Hall, 1993 in *Ishaq, Hayat & Ahmed, 2017)*. Organizations are understandably concerned with managing their corporate image. This shows that there is a strong positive correlation between how people perceive a company and the pro-corporate supportive behavior. Corporate images are viewed as the mental pictures of a company (Adeniji, Osibanjo, Abiodun & Oni-Ojo, 2015). It is the sum total of these perceived attributes of the corporation that is referred to as corporate image. Every organization has its image whether the organization does anything about it or not. It is a known fact in the banking industry that profitability alone does not determine the benchmark for financial performance of banks. The expectation of social service from corporate firms has become very high in Nigeria particularly in areas where banks exist and the neglect of the expectations by those banks have resulted to a very unstable environment for them.

Every organization has its image whether the organization does anything about it or not. Corporate image is created based on the stakeholders' perceptions of a firm's actions as well as the associated industry. A company's image to a large extent affects stakeholder's reactions to specific corporate products and actions. The relevance of corporate image is increasing as the markets are becoming highly competitive. The competitive markets ensure that the perceived values of diverse products and services are also competing with each other and the gaps between them are closing. This makes the function of corporate image in that case relevant. Customers are evaluating corporate image when deciding to buy a brand (Çek, 2012). This indicates that in today's competitive markets consumers are more concerned about company image. Thus, firms are now competing with each other to create a better corporate image. A good corporate image provides competitive advantage for an organization (Çek, 2012). In order to attract, retain and grow customers a company should have strong corporate image. There has been a shift from the tangible based economies to the intangible based economies in the last century.

The status quo is more competitive than ever due to the financial crisis that has been wreaking disorder in the international markets (*Ishaq, Hayat & Ahmed, 2017)*. The boundaries of firms and their influence on society have expanded considerably because of globalization and developments in information technologies, which has in turn raised society's expectations of firms. Consequently, financial success is no longer sufficient to maintain a business in today's competitive business world. Businesses must take note of the expectations of all stakeholders for sustainability and competitive advantage. As a result, the concept of corporate image has now become essential for business.

However, the development of the banking sector in Nigeria has experienced structural and institutional adjustments due to challenges (Ogujiuba & Obiechina, 2011). Nevertheless, the difficulties in the Nigerian banking sector are not a new phenomenon. Changes have become inevitable to the banking sector globally. These are perhaps, due to changes in government policies, globalization, information technologies, economic and financial deregulation among others. Particularly, the banking system in Nigeria has witnessed series of issues and challenges. These range from banking consolidations, global financial crisis in 2007/08 as well as bank recapitalization and of recent, ever changing Nigerian government policies (Saheed, 2018).

Rayner (2003) in Adeniji, *et al* 2015) assert that corporate image confers clear-cut advantages and privileges on companies. It proves difficult to imitate, at the same time, it creates responsibilities. Whereas, the obligations that managers and the firms owe must meet the personal standards of the workers, the ethical standards of the community, the quality standards of customers and the profitability standards of the investors (Adeniji, *et al* 2015). Therefore, firms sustain their corporate image by creating strong and supportive relationships with all of their constituents- i.e. investors, community, customers, suppliers, government, etc. (Formbrun, 1996 in Adeniji, *et al* 2015). Therefore, there is need to examine the effect of corporate image on employee performance in the Nigerian deposit money banks.

Statement of the Problem

Corporate image cannot be easily created. In addition, it can be missed with less effort and once it is lost it takes too much effort and time to redevelop. Lacking integrity or betraying trust is likely to compromise all vital business functions. When organizations operation is not favouring the stakeholders of the organizations they are bound to paint the image of the organization black which will cause the organizations to start experiencing decline in productivity, dissatisfaction of customer and increase in staff turnover. Organizations are not wholly in control of the information they receive about them outside the firm's boundaries. Many stakeholders base their opinions without ever having any direct interaction with the firm, via third-party sources (e.g. opinion leaders and the media).

Complaints, rejections, reactions and disappointments on the faces of many banks customers are undoubtedly on the increase in the banking sector. Most of these are in the areas of customer service, service quality, complaint handling and after sales services. The study therefore seeks to solve these problems by examining the effect of corporate image on employee performance in curbing these concerns most raised by customers through corporate integrity, quality management and workplace environment. With the challenges faced by deposit money banks today and how to meet the demand of customers it is expected to be more competitive and innovative. Therefore, it becomes relevant to examine how corporate image affect employee performance of deposit money banks.

Objective of the Study

The aim of the study is to examine the effect of corporate image on employee performance in the Nigerian deposit money banks. The specific objectives are to:

i. Determine the effect of corporate integrity on employee performance
ii. Ascertain the effect of quality management on employee performance
iii. Evaluate the influence of workplace environment on employee performance

Literature Review

Corporate Image

Corporate image is an asset which gives the company a chance to distinguish itself and to aim at maximizing their market share, retaining existing ones, profits, attracting new customers, neutralizing the competitors' actions and survival in the market (Sarstedt & Schloderer, 2010). Corporate image is the overall impression left in the customers' mind as a result of accumulative feelings, attitudes, ideas and experiences with the company, stored in memory, transformed into a negative/positive meaning, retrieved to reconstruct image and recalled when the name of the company is heard or brought to customers' mind (Bravo, Montaner & Pina, 2009 in Eman, Ayman & Tawfik, 2013). Worthy of note is the fact that perceptions and influences about the firm will defer between the different stakeholders' groups depending on the nature of their interaction with the company. Thus, it follows that a firm may have more than one image depending on the characteristics of the interaction it has with the diverse interest groups. Because customers tend to humanize firms, corporate image could be said to consist of features attributed to humans such as friendly, ruthless caring and loving (Adeniji, *et al* 2015). Therefore, to project an effective corporate image, it is vital for the company to understand all the different interest groups' needs, perceptions and expectations. This becomes relevant because the aspirations and needs of the diverse interests will be different which makes it essential to recognize that these needs can differ between the groups (Adeniji, *et al* 2015). Importantly, corporate image affects the way in which various stakeholders behave towards an organization.

A favourable image tends to support shareholders to invest in an organization, increase profits, attract good staff, retain customers and correlate with superior overall returns (Robert & Dowling, 2007 in Adeniji, *et al* 2015). Corporate image consists of information and inferences about the firm as an employee, customer, community, employer, supplier and as a corporate citizen.

Corporate image connotes a state of mind that stakeholders have regarding a company. This state is known as the mental picture that the stakeholders have in relation to the way they see a company (Bouchet, 2014). This therefore indicates that the image is never constant.

Polat (2010) stated that corporate image dimensions consist of quality image, programme image, social image, general image, infrastructure image and appearance image.

Jing, Jiang & Yongbiao (2013) examined corporate image cognition influence perceived quality and purchase intention empirical research of telecoms operator in China. Questionnaire survey was done and structural equation model was applied; the research results showed that consumers' corporate image cognition directly and prominently affects perceived quality instead of consumer purchase intention; It also shows that in china marketing environment, the social image of corporate image has the greatest effect on consumer perceived quality, followed by staff image and marketing image.

Namubiru, Nabeta, Ntayi & Rulangaranga (2014) examined corporate image and organizational performance of state owned enterprises monitored by privatization unit Uganda**.** A cross sectional research design was used. The unit of analysis considered was an entity. 104 firms were selected to form a sample. Correlation and Regression Analyses were used. Findings showed that corporate image of state-owned enterprises has a significant influence on the organizational performance.

Agyei & Kilika (2014) examined the relationship between corporate image and customer loyalty in the mobile telecommunication market in Kenya. The study adopted the descriptive survey research design and used a multi-stage stratified sampling technique to target 320 respondents from among students across campuses of Kenyatta University (KU). Primary data was obtained using a structured five-point Likert scale questionnaire and analyzed using Pearson product-moment correlation coefficient and regression analysis. The regression analysis results however showed that even though the four dimensions (service quality, chief executive officer (CEO) reputation, brand image and physical evidence) correlate with customer loyalty, only service quality and brand image significantly predict customer loyalty within the Kenyan mobile telecommunication sector.

Jonida, Hasan & Peter (2018) examined switching-costs, corporate image and product quality effect on customer loyalty: Kosovo Retail Market**.** The data were collected via questionnaires administered to a sample of 100 randomly selected customers of three major retail companies in Kosovo. Correlation and regression were used. The study findings showed that switching-costs, product quality and corporate image have positive impact on customer loyalty.

Damey, Dwi, Fani & Umi (2016) examined the influence of company image and business value on company performance of textile industry in West Java, Indonesia. *The sampling technique used was the census method. Data were analyzed verification. The study hypotheses were tested through Partial Least Square model. The study found that company image and business value affect company performance. Business Value has a greater influence than company image in influencing company performance.*

Vyara & Dilyana (2017) examined the impact of the corporate image on the competitiveness of interior design enterprises. Variance, regression, and correlation analysis were used for the study. A questionnaire method was used to collect the primary data. The results of the survey showed a strong correlation between the level of corporate image and that of competitiveness of enterprises. The study concluded that the use of corporate image is an important tool for a sustainable market presence and achieving a strong competitive edge.

Sadiartha & Darmiyanti (2019) examined the role of corporate image in mediating the effect of service quality on buying decision for a retail outlet in Bali. *This study was conducted in Hardy's Retailindo, Sanur Branch. The sample included 100 respondents. The methods of data collection were through observation, questionnaire and interviews. The techniques of data analysis were path analysis and Sobel test. The results of this study showed that service quality has a significant effect on the purchase decision. Moreover, the service quality also had a significant impact on the corporate image. Another significant effect was established between service quality and purchase decision.*

Adeniji, *et al* (2015) posited that since a firm's corporate image influences stakeholders' behavior, they endeavor to develop and manage their image for many reasons among which are;

i. Improvement of the corporate competitive advantage thus leading to high profitability.

ii. Creating good identity for workers thereby leading to their satisfaction.

iii. Stimulating sales, thus impacting customer loyalty.

iv. Establishing a corporate goodwill for the company.

v. Encouraging favourable relationship with the community in the environment they operate, else it may experience complexity in selection, recruitment and maintaining the workers morale.

vi. Influencing investors and financial institutions.

vii. Promoting good relationship with the opinion leaders, government and different interest groups.

Employee Performance

Performance is a real behavior showed by every individual because a work performance is generated by workers in accordance with the role in the organization. Performance means the end results of an activity of a person or an organization. Further, organizational performance can be described as the accumulated end result of all the company's work process and activities. The need for organizational performance cannot be overlooked in the modern day business world; hence one major reason for organizational performance is to target huge cost saving opportunities (Münstermann, Eckhardt & Weitzel, 2010). Another reason for organizational performance is to determine the level of organization's competitiveness between the firm's actual performance and the standard performance. This is really done by looking at the standard performance in the industry (Zaheer, Rehman & Khan, 2010). Other purpose of organizational performance is to hire, develop and retain employee's that contributes to the success of the firm (Khan, Aslam & Lodhi, 2011; Pratheepkanth, 2011). The performance of an entity is a sum total of the performance of all its sub units as well as its sub-components (Rulangaranga, Ntayi, & Muhwezi, 2013).

Corporate Integrity and Employee Performance

Corporate integrity is the state or condition in which the objectives of the managers and the shareholders of a corporation are complete and undivided. Integrity is a relevant part of all business operations and a relevant value to hold. Integrity is identical with trust in the business world. After all, employees and customers have to trust the people they do business with to keep them, so owning up to every responsibility is supreme (Levine, 2010). Consistency is the key to creating integrity and the consistency of a business's actions will establish the trust a customer will place in it. Levine (2010) posited that every responsibility must be owned up to, not occasional choice ones. Integrity entails that you will “Do What You Say You Will Do” (Kouzes & Posner, 2012: 40) to promote an environment of openness, credibility, trust and information sharing. Lacking integrity or betraying trust is likely to compromise all vital business functions (Somera & Holt, 2015). Fijnaut & Huberts (2002 in Somera & Holt, 2015) assert that public integrity denotes the quality of acting in accordance with the moral norms, values and rules accepted by the government and the public.

Quality Management and Employee Performance

Most modern firms seek sustainable growth via increasing their businesses. The expansion of business relies on the ability of company to compete and stand substantial market share. Quality management systems were created as a technique to enhance the ability of firms to develop their work to meet the necessities of their consumers (Abu- Jarour, 2013). Quality management is concerned with managing the operations of the firm and ensures the learning organization process (Shammot, 2011). Quality management practices entails quality control in one area and quality testing for the processes inside the company on the other hand. Quality management cares for the enhancement of performances of processes to standardized limit that matches the standards internationally or locally (Abu- Jarour, 2013). The performance of organization is dependent on the ability of the organization to meet the standards of good or service quality required by end users. The organization is mentioned to have a good quality management if the output of the company is meeting with end users necessities and the possibility to develop the outputs to satisfy the customers' expectations (Abu- Jarour, 2013).

Corporate quality is an essential dimension of the corporate image, which has the rational portion of influence over the image creation and performance. Corporate quality is represented through service accessibility, service verification, personal contact system, and security and operating procedures (Khvtisiashvili, 2012). Every product offered by the financial institution is not simple service in its nature, because understanding of the product includes five dimensions in it and one of the crucial aspects is augmented part of the service (Khvtisiashvili, 2012). Another main trend that affects corporate quality is associated with banks' strategy to diversify offered services between debtors and creditors of the financial institution.

Workplace Environment and Employee Performance

Workplace environment has both physical and behavioral components. The physical component is made up of the physical layout, technology, furniture and fittings, building, landscapes, etc. The behaviourial component of workplace environment is made up of the level and manner of interaction and distractions: social interaction, work interactions, creative physical environment, overall atmosphere, position relative to colleagues, position relative to equipment, overall office layout and refreshment (Leblebici 2012,). However, two main dimensions of it have direct irreversible effect on corporate image, which are operating procedures and personal contact system inside the bank. Even reliability and security of the bank is affected by the environment created inside the financial institution (Khvtisiashvili, 2012). Physical quality of the financial institution is associated with tangible environment, which organization generates during its operation and interaction with the society (Khvtisiashvili, 2012). And it is all about the atmosphere, décor, ambiance, layout, lightening, building and parking space obtained by the bank during the years of its operation.

When employees are able to enhance their job performance as a result of good working conditions, organizational effectiveness occurs naturally. Naharuddin & Sadegi (2013) found in a study in Malaysia that workplace environment had significant relationship with employees' performance. Leblebici (2012) argues that an "an organization's physical environment and its design layout can affect employee behaviour in the workplace". This explains why organizations are expected to always strive to create conducive workplace environment to enhance service delivery. A committed worker will be more productive and thus contribute to the profitability of the form. Razip & Maulabakhsh (2014) investigated the impact of working environment on job satisfaction in Pakistan. They found a positive relationship between work environment and job satisfaction.

Theoretical Review

Social Identity Theory

Social identity theory explained that a portion of one's self-concept is dependent on the significance placed on the group membership(s) to which an individual belongs (Turner & Oakes, 1986). The theory postulates that peoples' drive for positive esteem and identity influences the social comparisons they make (Tajfel & Turner, 1979). In particular, group/category comparisons that emphasize group distinctiveness in favor of one's in group over a significant out group are fortunate. As a result, when a specific group becomes salient, the characteristics related with that group guide one's behaviors and attitudes. Consequently, differences across groups are explained and disparities within groups are trivialized. This process is explained more fully within self-categorization theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). Eventually, the categorization process stresses perceived similarity between stimuli (i.e., individuals) within the same group and differences between stimuli of separate groups. When grouped into separate categories, individuals are "depersonalized," or seen as embodying a pertinent group prototype (Hogg, Terry, & White, 1995). This process aids in the maintenance of self-concept and esteem alongside enhancing confidence in existing cognitions by providing help through consensus (Hogg & Abrams, 1999). Not surprisingly, the desire to maintain positive in group status is improved by the personal importance of the specific in group to one's identity such that the higher the degree of identification one has with an in group (i.e., ethnicity/race), the more motivated one will be to protect the status or interests of that group (Verkuyten & Brug, 2004).

Needless to say, this type of social comparison process frequently results in stereotype-based comparisons (Hogg & Abrams, 1988). Brewer (1999) contends that in group-out group distinctions usually consist of pro-in-group bias rather than anti-out group bias, and therefore even when out group members are viewed positively, in group members are perceived and treated even more positively. While not explained directly here, this assertion posit that although people generally seek out stimuli that leads to more favorable view of one's in group, favorable representations of out group members can, in fact, promote *overall* positive attitudes about the group. Thus, while individuals are motivated to maintain uniqueness between their in-group and the out-group that does not essentially prevent these people from developing positive perception of the out group.

On the one hand, research affirm that exposure to positive media images can enhance majority group member's attitudes about minority out groups (Schiappa, Gregg, & Hewes, 2005) along a variety of outcomes ranging from general support and positive judgments (Bodenhausen, Schwarz, Bless, & Wanke, 1995; Power, Murphy, & Coover, 1996) to sympathy concerning issues of discrimination (Bodenhausen et al., 1995). On the other hand, the findings in this domain additionally showed that when exposed to affirmative portrayals of minorities (i.e., blacks) white customers report more favorable assessment of minorities, but indicates these positive outcomes to situational or external components rather than the personal/internal attributes of the out group (Power, *et al* 1996).

Methodology

The study adopted the cross sectional survey research design method, which is usually concerned with the gathering of data from respondents at a particular point in time. The population here in this research refers to all cadres of employees of Guarantee Trust Bank (56 employees), United Bank for Africa (110 employees), Fidelity Bank (88 employees), First Bank of Nigeria (88 employees) and Zenith Bank (98 employees) in Asaba, Delta State. The population is limited to all the branches of each selected banks in Asaba metropolis. The population of the study consists of 440 persons to whom the study was generalized (Source: Human Resource Department of each bank branch). The sample size was determined by using Krejcie & Morgan (as cited in Kenpro, 2012) sample size determination table. To make up this subset, the approximate number was 205. The systematic sampling technique was applied for the study. It involved sampling of every item in the research population. A number was randomly selected with a fixed interval from the list of staff at every bank. The research instrument used in the study was a structured questionnaire which responds format was in the 5 point Likert scale form.

For the purpose of this research, the Cronbach alpha reliability method was used to test the consistency of the questionnaire item. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003). Since all coefficient values in table 1 were above 0.6, which are greater than the common threshold recommended by Seckaran (2003) this shows that the instrument was reliable.

Table 1: Reliability test for all items in the Questionnaire

S/N	Variables	Alpha (α) value
1	Corporate integrity	0.721
2	Quality management	0.722
3	Workplace environment	0.723
4	Employee performance	0.724

The collection of data used for analytical purpose in this research was done by means of a self-administered structured questionnaire distributed to bank staff and retrieved thereafter by hand. Data collected from the field survey of respondents from the five banks whose employees were sampled were analyzed using descriptive statistics as well as multiple regression analysis at arriving at a conclusion.

The formulated statistical model is further presented as follows:

$$EP = \beta_o + \beta_1 CI + \beta_2 QM + \beta_3 WE + \varepsilon$$

Results Data Analyses

Table 2 Response Rate and Respondents Profile

S/N	Response Rate	Frequency
1	Response	
	Copies of questionnaire administered	205(100%)
	Questionnaire returned	202(99%)
	Questionnaire not properly filled	2(1%)
	Questionnaire useable	200(98%)
	Response rate	98%
	Respondents Profile	Frequency
2	Gender:	
	Male	98(49%)
	Female	102(51%)
3	Age Range:	
	Below 30 years	58(29%)
	31-40 years	78(39 %)
	41 years and above	64(32%)
4	Marital Status	
	Single	94(47%)
	Married	106(53%)
5	Educational Qualification:	
	OND/ NCE	58(29%)
	HND/B.SC	122(61%)
	MBA/M.Sc	20(10%)

In table 2 it was indicated that out of the 205 copies of questionnaire administered, 202 were returned. 2 copies were not properly filled and 200 copies were useable. Therefore, the analysis was based on the usable sample size of 98%. The study showed that on the gender composition of the respondents representing 49% of the sample were males while 51% were females. The age bracket of the respondents indicates that 29% of the respondents were below 30 years of age; 39 % of the respondents' falls within the age bracket of 31-40 years of age, while 32% of the respondents were above 41 years of age and above. The marital composition of the respondents indicated that; 47% of the sample respondents were single, while 53% other respondents were married. On the educational background of the sample, it was revealed that 29% of the respondents were OND/NCE holders, results showed that 61% of the respondents were HND/B.Sc holders, while 10% of the other respondents were postgraduate degree holders.

Table 3: Multiple Regression Analysis of Corporate Image and Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.101	.931		.108	.914
	Corporate integrity	.216	.058	.184	3.754	.000
	Quality management	.367	.070	.356	5.271	.000
	Workplace environment	.408	.061	.409	6.679	.000

a. Dependent Variable: employee performance

Results from the regression analysis in table 3 showed that corporate integrity exhibited positive effect on employee performance ($\beta = 0.216$, $P < 0.01$). The results from the regression analysis in table 3 showed that quality management showed positive effect on employee performance ($\beta = 0.367$, $P < 0.01$). Also the regression analysis in table 3 indicated that workplace environment exhibited the highest positive effect on employee performance ($\beta = 0.408$, 0.01). The formulated statistical model indicates as follows:

$$EP = .101 + (0.216 \times CI) + (0.367 \times QM) + (0.408 \times WE)$$

Table 4: Analysis of Variance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	185.171	3	61.724	164.353	.000[b]
	Residual	73.609	196	.376		
	Total	258.780	199			

a. Dependent Variable: employee performance

b. Predictors: (Constant), corporate integrity, quality management,, workplace environment,

Table 4 shows that the variables of corporate image statistically significantly predicted employee performance, $F(3, 196) = 164.353$, $p < .0005$. This implies that the regression model is a good fit of the data.

Table 5: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.716	.711	.6128

a. Predictors: (Constant), workplace environment, corporat integrity, quality management

Discussion of results

Results from the regression analysis in table 3 showed that corporate integrity exhibited positive effect on employee performance. The test result of hypothesis H1 in table 3 showed that corporate integrity has significant positive relationship with employee performance (0.000< 0.05). This finding is in agreement with **Somera & Holt (2015**) finding that lacking integrity or betraying trust is likely to compromise all vital business functions. This implication of this finding was that by having corporate integrity supports vital employee business functions.

The results from the regression analysis in table 3 showed that quality management showed positive effect on employee performance. The test result of hypothesis H2 in table 3 showed that quality management has significant positive relationship with employee performance (0.000< 0.05). This is consistent with Abu- Jarour (2013) finding that quality management systems were created as a technique to enhance the ability of firms to develop their work to meet the necessities of their consumers. The implication was that the performance of employees is dependent on the ability of the employees to meet the standards of good or service quality required by end users.

Also the regression analysis in table 3 indicated that workplace environment exhibited the highest positive effect on employee performance. The test result of hypothesis H3 in table 3 showed that workplace environment has significant positive relationship with employee performance (0.000< 0.05). This further support Naharuddin & Sadegi (2013) finding that workplace environment had significant relationship with employees' performance. This also agrees with the view of Leblebici (2012) that an organization's physical environment and its design layout can affect employee behaviour in the workplace. The implication of this finding was that when employees are able to enhance their job performance as a result of good working conditions, organizational effectiveness occurs.

Conclusion

The study concluded that corporate image has effect on organizational performance in the Nigerian deposit money banks. Results from the regression analysis showed that corporate integrity has the least effect on employee performance. Quality management showed positive effect on employee performance. Workplace environment which is the last dimension have the highest positive effect on employee performance.

Recommendations

i. The study recommended that banks should improve on their corporate integrity, quality management and workplace environment for this will serve as a competitive advantage to the organization at large.
ii. Since banks services have intangible nature, they should improve on their corporate image in order to enhance employee performance.
iii. Corporate image must be considered as a valuable strategic tool that could enhance employee performance.
iv. Banks should create a more conducive working environment, for both employees and customers in order to enhance service delivery.

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