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CORPORATE REPUTATION MANAGEMENT PRACTICE AND ORGANISATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN DELTA STATE

IBINI Emueje, PhD[1], ALOAMAKA Judith Ifeanyi[2], &
ONWUKAEGWU Ben Precious[1]

[1]Department of Business Administration
Faculty of Management and Social Sciences
University of Delta, Agbor
Delta State – Nigeria.

[2]Department of Business Administration
Faculty of Management and Social Sciences
Dennis Osadebay University, Asaba
Delta State – Nigeria.

Corresponding Author: IBINI Emueje
Corresponding Author Email: emueje.ibini@unidel.edu.ng

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ABSTRACT

The study examined the effect of corporate reputation management practice on organisational performance of deposit money banks in Delta State. The research was conducted in five selected deposit money banks in two major cities (Asaba and Warri in Delta State). The cross-sectional survey research design method was adopted for the study. The study employed the stratified random sampling technique. The study used structured questionnaire as instrument of data collection. To establish the reliability of the instrument, a test-retest method was employed. The descriptive statistics, correlation and multiple regression analysis was used. Findings showed that 70% of the change in organisational performance was brought about by corporate reputation management practice. The study concluded that corporate reputation management practice has significant positive effect on organisational performance in deposit money banks in Delta State. Corporate social responsibility, corporate governance, and workplace environment has significant positive effect on organisational performance in deposit money banks in Delta State. The study recommended amongst others that banks should create a more conducive working environment, for both employees and customers in order to enhance service delivery. The study demonstrated that the workplace environment is one of the most important aspects that influence employee satisfaction, motivation and organisational performance.

Keywords: Corporate Governance, Corporate Social Responsibility, Corporate Reputation Management, Workplace Environment.

INTRODUCTION

Globalization and the advancement of information technologies have significantly widened the scope of businesses and their impact on society, raising societal expectations of businesses in turn. As a result, in today's cutthroat business environment, financial success is no longer sufficient to maintain a company.

Businesses need to be aware of what stakeholders are expecting in terms of sustainability and competitive advantage. So, corporate reputation management practices are increasingly considered to be crucial for company. Corporate reputation contributes to building a sustainable competitive advantage that is challenging to imitate, which can lead to higher profitability (Almeida & Coelho, 2019). Corporate reputation is a distinct competitive advantage since it must be earned and nurtured.

Although it is a valuable asset, if continuous measures are not taken to secure and maintain it, it will eventually deteriorate. Other businesses cannot take it away from those who have worked hard to earn it, but they can engage in aggressive de-marketing strategies and other harmful actions with the intention of eradicating the goodwill a company has built up over time.

According to Ali, Ali, Grigore, Molewoth and Jin (2019), corporate reputation is one of a company's important intangible resources and is even regarded as the most important for businesses (Almeida & Coelho, 2019). Why some customers choose a company's product or service over one offered by a competitor can be attributed to the company's reputation. The management of a company's reputation is one of the most important and challenging responsibilities (Nadine, 2015).

Due to the growing competition in the business world, corporations must establish specific and diversified resources in order to maintain a competitive advantage. Today, intangible assets rather than traditional and economic metrics are the primary determinants of a company's performance (Izlem & Osman, 2015). Failures in reputation management could damage a long-cultivated and well-earned positive identity (Stacks 2016).

Some businesses might not even place much value on reputation if they can achieve their goals without worrying too much about it. Corporate executives who failed to conduct themselves professionally have resulted in financial misdeeds that have harmed investors and the Nigerian economy as a whole.

The desire to be the best, most unique and most responsive company demonstrates the importance of identifying corporate reputation as a crucial source of competitive advantage. A company's approach for creating products or services that are valuable to customers and have uniqueness, difference, and cost leadership as compared to those of competitors is known as competitive advantage.

As a result, while corporate reputation can play a significant role in a bank's success, it can also play a significant role in that bank's failure. In order to ensure an even distribution of development, banks play a crucial role in the economic life of every country. They function as a development agent by collecting money and other resources from the surplus portion of the economy and making them available in the deficit sections.

There is no doubt that the banking industry is seeing a rise in consumer complaints, defections, reactions, and disappointments. The majority of these concern customer service, service quality, resolving complaints, and after-sale services. If bank managers ignore the demands that stakeholders make of their businesses, the stakeholders are likely to stop supporting such banks, which could hurt their performance.

To enhance their corporate reputation, banks must concentrate emphasis on their working environment, brand, corporate social responsibility, leadership, and governance. The new task facing management is to create a work atmosphere that draws in, inspires, and keeps employees. Managers and supervisors are accountable for their work at all organisational levels. For businesses to draw in, keep, and increase their consumer base, they need a strong corporate image.

Corporate social responsibility initiatives increase the corporation's brand loyalty, image and awareness, long-term commitment, environmental protection, and ability to build corporate reputation, making it more appealing to a variety of stakeholders, including employees, business partners, shareholders, governments, and customers (Erkmen & Esen, 2014). Corporate governance, which is all about abiding by norms, rules, and regulations, can help businesses achieve stability and effective management.

Despite the significance of corporate reputation, little research has been done on how it affects organisational performance in the banking sector, especially in Delta State. This research tries to close this knowledge gap.

Statement of Problem

The majority of firms appear to lack appropriate awareness of the factors that influence corporate reputation and how to recognise or guard against risk. Any incident that decreases trust among a particular stakeholder group seems to have the potential to harm a company's reputation.

The influence of the stakeholder group and its effect on the organisation may determine the extent of this damage and its cost. Businesses under authoritarian leadership have a tendency to take longer than necessary to implement necessary changes, which causes them to underperform. Even though it cannot be quantified financially, corporate reputation has worth. A business risk is the potential reduction of this value.

Companies with poor leadership provide opportunities for their staff to perform below expectations. Workers discover that purported leaders will operate in ways that are difficult to understand or that do not seem to be in the best interests of the organisation in an environment of uncertainty. If hope is abandoned as a result of poor leadership, it can persist for too long and cause an organisation to become wholly dysfunctional.

The company must then cope with the unpleasant practical effects of change, but more importantly, it must struggle under the weight of employees who have given up and have lost faith in the company or the ability of its executives to turn the organisation around. When it comes to maintaining their own reputation, some businesses confront significant challenges since, in addition to communication and signaling from within the organisation, a range of external factors might have an impact. Profit maximisation may be the top priority for managers in some businesses.

As a result, neither managers nor investors give corporate social responsibility any thought. A company's reputation is viewed as a major and advantageous asset in the marketplace. Some companies are still trying to figure out how it will develop and how to handle the circumstance. The idea's components may be flexible because business reputation is an intangible asset.

Organisations that operate in a way that does not benefit their stakeholders will inevitably portray the organisation in a negative light, which will lead to a loss in productivity, a decrease in customer satisfaction, and an increase in staff turnover. The information that is provided to organisations about them is not entirely under their control.

Many stakeholders base their opinions on third-party sources (such as the media and opinion leaders) without ever having any direct engagement with the company. Corporate image creation is not simple. Additionally, it is easily missed, and once lost; it requires a lot of time and work to recover. Trust-related violations are likely to jeopardise all crucial corporate operations.

It is anticipated to be more competitive given the difficulties deposit money banks already face and how to meet client demand. It is crucial to investigate how corporate reputation management practices impact the operational effectiveness of deposit money institutions in Delta State.

Goals of the Study

Examining how corporate reputation management practices affect the organisational performance of deposit money banks in Delta State is the overall goal of the study.

The specific objectives are to:

i. Examine how corporate social responsibility affects organisational performance.
ii. Find out how corporate governance affects organisational performance.
iii. Find out how the work environment affects organisational performance.

Statement of Hypotheses

The study is anchored on the following hypotheses:

H_1: Corporate social responsibility significantly improves the organisational performance of Delta State's deposit money institutions.

H_2: Corporate governance significantly improves the organisational performance of Delta State's deposit money banks.

H_3: The organisational performance of deposit money banks in Delta State is significantly improved by the workplace environment.

A REVIEW OF RELATED LITERATURE

Practice of Corporate Reputation Management

Abratt and Kleyn (2012), opine that corporate reputation is the outcome of stakeholders' relationships with the firm over time. As such, it is not a static concept but rather evolves through time, and stakeholders create their opinions of the company based on brand-stimuli.

According to Downling (2016), a company's corporate reputation is the regard and esteem that a person currently has for it. As per to Cian and Cervai (2014), a company's reputation encompasses how all of its stakeholders view it. Walker (2010) categorised the criteria of

corporate reputation into 5 categories:
(i) Perceptual definitions emphasise that a company's reputation is determined by how its stakeholders perceive its overall standing with regard to both internal and external factors;
(ii) Aggregate definitions provide a collective viewpoint based on how various stakeholder groups perceive a corporation;
(iii) Definitions that relate repute to that of other market competitors;
(iv) Definitions that can be either positive or negative, indicating that reputation can be either positive or negative, and
(v) Temporal definitions mean that reputations are time-specific and can be altered over time.
Traditionally, corporate reputation has been considered a formative indicator, but recent research in the field of strategy has identified intangible assets as reflecting indicators (Bergh, Ketchen, Boyd & Bergh, 2010). On the other hand, Fombrun has changed Reputation Quotient into the RepTrak System (Fombrun, Ponzi & Newburry, 2015).
The RepTrak System has the following dimensions: 7:
(i) Products & Services, which refers to how well the company's offering satisfies consumer expectations;
(ii) Innovation, meaning the company ability to quickly change according to the environment and to provide customers with new products;
(iii) Governance, that is the structure of the organization;
(iv) The workplace or how well-treated and satisfied the employees are with the organisation;
(v) Citizenship, meaning whether the company is environmentally responsible and supports good causes;
(vi) Leadership, measured by the perception of managers and CEOs as visionary and highly competent; and
(vii) Performance, or the company's profitability and capacity to serve the interests of various stakeholders, is item number seven.
It should also be understood that corporate communication can effectively support integrated processes of the company. The management of reputation relies heavily on this (Fedorko, Back, & Kerulová, 2017). The opinions of both internal and external stakeholders about the company are viewed as an intangible asset that influences corporate reputation and may have an impact on corporate value (Hümeyra & Deniz, 2017).
Hümeyra and Deniz (2017) in a study measured corporate identity and corporate image as variables of corporate reputation. The perspectives of internal stakeholders, including the standards of employee rights, management style, and corporate social responsibility (CSR) strategies, were used to measure corporate identity.
The perceptions of external stakeholders, including as consumers, suppliers, product quality, the environment, and society, were used to gauge corporate image (CSR projects and investments). Corporate reputation is defined as an organization's ethos, ideas, and goals that promote a sense of belonging among its stakeholders. It is intimately linked to a company's corporate identity (George, Owoyemi & Onakala, 2012).
According to Ladipo and Rahim (2013), thorough desk research demonstrates that the foundation of the current reputation measurement tools is made up of the elements of management quality, financial performance, product and service quality, market leadership, customer focus, attractiveness, ethical behaviour, dependability, fairness toward rivals,

transparency and openness, and credibility.

It is seen as a strategic asset, according to several studies, and it adds to long-term profitability, growth, and competitive advantage (Shamma, 2012; Adeosun & Ganiyu 2013). Despite not being listed as an asset on financial statements, a company's reputation as relationship capital affects the confidence of investors, employee recruitment, supplier attitudes, and a number of other stakeholders (Adeosun & Ganiyu, 2013).

Ronald (2011) proposed that corporate reputation can result from a combination of the organization's prior positive actions (such as good products or services, good social responsibility endeavours, a publicly acknowledged history of treating employees well, good ethical behaviour, good performance records, etc.) and public relations efforts, deliberate image development, and positive evaluation by attention workers (journalists), among other things.

Business reputation is defined as all involved stakeholder groups' overall and combined appreciation, awareness, approach, and evaluation of firms over time based on a company's value, communication, past performance, representation, and ability and potential to satisfy future needs, as well as how well it performs in comparison to rivals (Petkeviciene, 2015; Zhou, Quan & Jiang, 2012).

The reputation of a company is its most precious asset, so it is crucial to understand that any damage to reputation can have a long-term negative impact on profitability and stakeholders like customers, shareholders, employees, suppliers, or potential investors might lose faith in the business. Where stakeholders' expectations have not been met, a decline in the quality of a company's reputation will continue to be evident, which could have an impact on the performance of businesses by lowering revenue.

These elements could lead to firms losing the confidence of their stakeholders, which would harm their reputation and long-term performance (Valjakka, 2013).

Corporate Reputation Benefits

Corporate reputation benefits according to Ronald (2011) are the advantages of a positive business reputation and can be proven in the following ways:

a. If a business is allowed to charge more for its goods and services, customers will be more inclined to pay more;

b. In periods of controversy stakeholders will support the company;

c. Even if another firm's items are available at a similar price and quality, customers will still prefer to use those of the reputable company;

d. The stock of a respectable company is worth more on the financial market and on the capital markets, etc;

e. An organization's ability to recruit qualified job applicants and employees depends on its corporate reputation;

f. It promotes customer loyalty to businesses that customers believe are trustworthy and deserving of their continued business; and

g. It helps organizations to obtain needed capital for projects.

Social Responsibility of Corporations

In the business sector today, corporate social responsibility (CSR) is a prominent trend. Businesses may no longer obtain benefits at any cost without considering the environmental, economic, and social ramifications of their strategies and operations, thanks to a shift in social consciousness (Claudia, José, Mara de la, & Ronny, 2020).

CSR is a concept that describes why companies decide to make improvements to society and the environment. The voluntary integration of social and environmental issues into company operations and stakeholder interactions is what is meant by this. Businesses freely participate in behaviours with the intention of advancing the society in which they operate while avoiding having a detrimental impact on the environment in which they operate to put this idea into practise.

A company's social, economic, and environmental responsibility is referred to as CSR, and it attempts to minimise harmful effects while promoting beneficial ones. Therefore, enterprise involvement in addressing social issues, such as addressing employment issues in communities that matter to corporate stakeholders, enhancing worker welfare, and promoting eco-friendly management for the environment, is not only a necessary precondition for developing a sustainable business but also a crucial management strategy for business expansion (Kyongmin, YongKoo & Kang-Won, 2020).

Corporate Social Responsibility (CSR) has been defined as giving to charities, engaging in strategic philanthropy, being active in the community, or using cause-related marketing (Adegbola, 2014). A management consulting firm that focuses on brand and business strategy defines CSR as conducting business ethically in a way that benefits the company's stakeholders and the community in which it works (Adegbola, 2014). Environment, community, worker welfare, and financial performance are all covered by CSR.

Furthermore, social responsibility is viewed as a response to social pressures, specifically a response to stakeholder expectations and needs, environmental concerns, and social needs that demonstrate its dimensions (Gherghina & Vintila, 2016). Corporate social responsibility refers to the duties that a business must fulfill in order to improve its operations and organisational reputation (Malik, Ali & Ishfaq, 2015; Liang & Renneboog, 2016).

CSR was defined by ISO 26000 as the organization's lawful responsibility for the effects of its operations and decisions on society through transparent and moral organisational practises that support sustainable development (Lamarche & Bodet, 2016; Wang, Feng & Lawton, 2017). These activities, which are widely acknowledged to be in accordance with the accepted standards and practices of sustainable development, include the welfare of its employees and the wellbeing of its stakeholders, both internal and external (Geiger & Cuzzocrea, 2017; Orlitzky, Louche, Gond & Chapple, 2017).

Changes in the business environment have demonstrated the need of corporate social responsibility for the long-term survival of businesses (Adekoya, Enyi, Akintoye & Adegbie, 2020). The level of a company's voluntarily made contributions to society is what CSR is all about (i.e., those who do not have direct involvement with the business). Corporate Responsibility Due to its evident significance to the financial health of businesses and society at large, corporate governance has attracted public interest in recent years.

Corporate Governance

Corporate governance is set up differently depending on the country's economic, political, technological, and social basis (Sani, Aliyu and Bakare, 2019). Corporate governance describes the direction and management of an organisation. Corporate governance guarantees that the organization's structure, method, and management practices are set up in a way that increases long-term shareholder value by holding managers accountable and boosting organisational performance.

Corporate governance is defined by the Organization for Economic Cooperation and Development (OECD) as the complex of relationships between a company's management, board of directors, shareholders, and other stakeholders. Making sure that managers are effectively monitored is one of the key aspects of corporate governance, and shareholder voting is a legitimate way for shareholders to do this. The role of directors and auditors toward shareholders and other stakeholders is acknowledged by corporate governance.

In order to improve the firm's return on investment, corporate governance is crucial for shareholders (Puneeta, 2018). Corporate governance so includes social and environmental accountability in addition to board accountability. Prior to the implementation of necessary norms and regulations to strengthen corporate governance frameworks, good corporate governance was not required by law, and compliance was optional. However, as a result of company failures brought on by unethical behaviour at the top, virtually every country in the world now requires good corporate governance.

In order to achieve the firm's objectives, corporate governance is a system or mechanism that regulates interactions between the various interested parties (stakeholders) of the organisation, including shareholders, the board of commissioners, and the board of directors (Irine & Indah, 2017). The stock market's response to these changes will provide a direct estimate of the value effect associated with corporate improvements, excluding alternative explanations, because only companies whose corporate governance does not conform with the new regulations will be compelled to make changes (Kruger, 2015).

Javaid and Saboor (2015) conducted an empirical investigation into the relationship between company governance, accounting, and market performance as measured by Return on Assets, Return on Equity, and Tobin's Q. The corporate governance index (CGI) and firm performance must be positively and significantly correlated for the outcomes, while the correlation for each particular index changes depending on the size of the company's performance.

The findings also demonstrate that businesses with excellent corporate governance systems have better chances of obtaining financing. A company's owner can feel confident that the management will properly manage their assets, avoiding conflicts of interest and agency fees, thanks to good corporate governance (Irine & Indah, 2017).

Good corporate governance is a set of relationships, frameworks, and procedures that the parties to a company (directors, commissioners) use to continuously and over the long term add value to shareholders while keeping in mind the interests of other stakeholders. The controlling parties who are carrying out the control or overseeing the decision taken are the controlling parties, and the corporate governance system is a rule, procedure, and clear relationship between them.

Workplace Environment

The work environment, according to Oswald (2012), relates to the physical geographical location of workplaces, which encompasses variables like air quality, noise level, employee safety, and even suitable parking. Management in different companies becomes very interested in determining and confirming how to satisfy workers by manipulation of the environment (Agbozo, et al 2017). A pleasant and friendly work atmosphere is essential for achieving job satisfaction.

Workplaces can have a range of effects on one's physical and mental health. To achieve the essential bottom lines for a business that is profit-driven, a culture that promotes content employees must be created. A man can use his local surroundings, or the world, to further his life or his invention.

If this environment is manipulated incorrectly, dangerous situations can arise, making it difficult for man to survive (Edem, Akpan & Pepple, 2017). Due to the risks brought on by a poorly regulated environment, employee productivity and morale will decrease. As a result, the working environment has an impact on employee effectiveness, morale, and productivity.

An activity may be directly impacted by the physical setting in which it is performed. The physical environment, which is a part of the workplace, affects how people perceive things and has the power to alter how people connect with one another and, consequently, how productively they work. This is because efficiency and satisfaction are influenced by the characteristics of a location or gathering place for a community.

The physical environment, which impacts office lighting, temperature, the number of windows, free air circulation, and other factors, affects employee attitudes, behaviours, satisfaction, success, and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998 as cited in Edem, et al 2017). The workplace's physical environment has an effect on how productive employees are.

To make the physical environment in which workers carry out their everyday tasks conducive, management must take an active role in defining it. Monitoring management style, which may be modified to fit the workers, is important because it can affect how committed employees are. This speaks to evolving morals, conduct, dedication, motivation, interpersonal relationships, and professionalism.

An organisation with positive workplace interactions is more likely to prevent problems with carrying out routine tasks, is less likely to struggle with incorrect incidents, and has higher morale and a more upbeat outlook on work. Performance in the Workplace Performance refers to the outcome of an employee's or an organization's action.

Organizational Performance

Organizational performance is the sum of all the organization's work processes and activities. The quality that distinguishes and elevates something above all of its rivals is known as a competitive advantage (Sakas et al., 2014). Cost, quality, and delivery are components of the competitive advantage dimension (Chamsuk, Phimonsathien & Fongsuwan, 2015). Through innovation, efficiency, quality, and customer responsiveness, competitive advantages can be created (Attiany, 2014). Knowledge can be referred to as a competitive advantage because businesses can rarely replicate their competitors (Kaveh, Bamipour & Far, 2015). The chances of establishing a competitive advantage today have altered with the business environment.

Corporate Reputation Management Practice and Organisational Performance

Independent Variables **Dependent Variable**

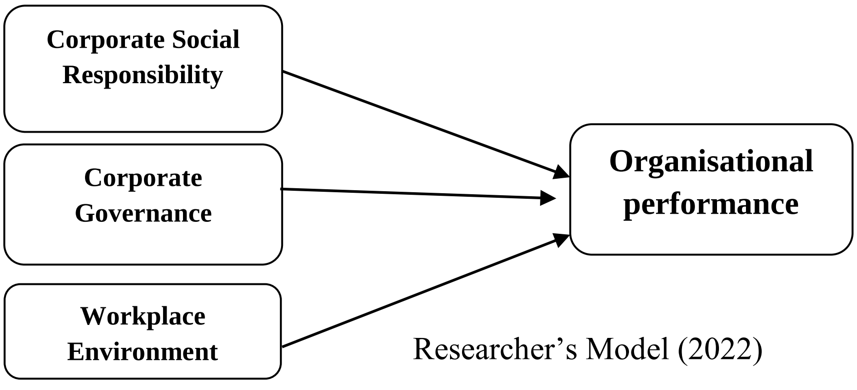

Figure 1 Conceptual Model for the study variables

Figure 1 is an illustration of how the components of corporate reputation management practice affect organisational performance. It is briefly described through the following sub headings:

Organisational Performance and Corporate Social Responsibility

CSR activities influence customer views toward corporations (Distefano and Pisano, 2016), and corporate attitudes are cited as a direct influence on customer loyalty (Doorn, Onrust, Verhoef and Bugel, 2017).

CSR is essential for building and maintaining a favourable corporate reputation, which is seen as a strategic asset that enhances a company's competitive advantage (Park, Lee & Kim, 2014). Despite CSR initiatives have not been found to be directly linked to business financial success, they have been found to be crucially tied to strategic objectives that eventually enhance organisations' performance and reputation (Kurniawan & Wibowo, 2017; Putrevu, McGuire, Siegel & Smith, 2012).

The expansion of societal value has been associated with the CSR initiatives carried out by socially responsible leadership.

Organizational Performance and Corporate Governance

In the financial institutions sector, good corporate governance will boost public trust and ensure that banking systems run smoothly and effectively. Good corporate governance can have an impact on a company's management (Sani, Aliyu & Bakare, 2019).

As a result, effective corporate governance is crucial to the operation of deposit money banks. The management of an entity is responsible for determining whether it can continue to generate returns. Corporate governance is a critical element for a company's profitability and growth because it achieves allocation efficiency, allowing limited resources to be shifted to investment projects that would yield higher returns.

Shareholders and other stakeholders, particularly investors, are protected by corporate governance mechanisms. Increased share prices can assist raise cash by allowing for better governance requirements.

Environmental Factors at Work and Organisational Effectiveness

One of the key factors influencing employee motivation and satisfaction is the work environment. The environment employees’ work has a big impact on their productivity.

Most managers believe that when employees change jobs, their working circumstances improve (Agbozo, et al, 2017). Having a suitable workplace environment helps lower absenteeism, which can improve worker performance and productivity. Salary increases and bonuses can have an impact on a worker's performance, but these effects are temporary and small in comparison to the effect that the workplace environment has on a worker's performance (Edem, et al 2017). The standard of an employee's workplace has a big impact on their motivation and subsequent performance.

Their error rate, the degree of innovation and collaboration with other employees, absenteeism, and eventually how long they stay in the role are all influenced by how well they engage with the organisation, particularly with their immediate surroundings.

Stakeholder Theory

A management theory called stakeholder theory concentrates on moral and ethical concerns in business practises. The idea was first introduced by Ian Mitroff in his 1983 book "Stakeholders of the Organizational Mind." The organisations' stakeholders are listed in R. Edward Freeman's book "Strategic Management: A Stakeholder Approach." The maximisation of value for a

company's stakeholders should be its main objective, according to stakeholder theory.
It draws attention to the connections between a firm and all of its stakeholders, including clients, staff, vendors, investors, and the general public. The company should prioritise meeting the requirements of all parties involved, not just its stockholders. The interests of the stakeholders can be best served by Freeman's. Since the advent of stakeholder theory in the 1980s, many theorists have shown interest in it due to the fact that increasing shareholder wealth is not a sustainable objective for enterprises generally. A philosophy of organisational management and ethics is called stakeholder theory (Phillips, Freeman & Wicks, 2003).
According to the theory, stakeholders and their relationships with the company are taken into account as a series of activities leading to morally and value-laden final products (Phillips, et al 2003). Stakeholder theory has come under fire from various academics over the years, according to Mainardes, Alves, and Raposo (2011) in their analysis of the literature on the subject.
According to Mainardes et al., additional studies on stakeholder theory and organisational performance are required (2011). According to Parmar, Freeman, Harrison, Wicks, Purnell, and de Colle (2010), stakeholder theory is essential for businesses since it concentrates on morality and ethics. Stakeholder theory takes into account all those who are socially impacted or have a social impact on the enterprise through social drivers and impediments (Kusyk & Lozano, 2007).
According to stakeholder theory, corporate executives must understand and take into account all of the stakeholders in their company, including those who have an impact on and are affected by its operations. The stakeholder hypothesis states that a corporation can only operate successfully if it offers value to the majority of its stakeholders. Profit therefore cannot be the sole measure of a company's success.

METHODOLOGY

The study used a cross-sectional survey research design as one of its survey research methods. The cross-sectional research design provides an image of the population at a particular time and is predicated on the researcher's conclusion. Five carefully chosen deposit money institutions in two major cities participated in this study (Asaba and Warri in Delta State).
The target population of the study consisted of a total of 579 workers of these chosen banks. Johnson and Shoulders' citation of Krejcie and Morgan's sample size determination table served as the basis for determining the sample size (2019). There were around 236 individuals who made up this subset (226).
A straightforward random selection process was employed to determine the number of deposit money institutions that the study would concentrate on. In order to categorise the responders and make them easily available, stratified random sampling was also used. Quantitative data was used in this investigation. The quantitative information came from first-hand sources. The primary data was gathered through the use of a questionnaire.
So a test-retest procedure was applied to determine the instrument's reliability. Using the Cronbach alpha index, the internal consistency of the items representing each construct was evaluated in order to determine the reliability. All of the items yielded favourable dependable ratings because the alpha co-efficient values (0.822, 0.812, 0.788, and 0.776) were all higher than 0.06.
As a result, the minimum criterion for cronbach's alpha value (0.6) suggested by Malhotra was

exceeded (2004). Data analysis techniques using both descriptive and inferential statistics were used. To get useful data, descriptive statistics like frequency distributions and inferential statistics like correlation and multiple regressions were used.

Version 23 of the Statistical Package for Social Science (SPSS) was used for data entry and analysis.

The general form of the equation to predict:

$OP = ß_o + ß_1 CSR + ß_2 CG + ß_3 WE + e$……………………………………………………Equation I

Where:

OP= Organisational Performance (Competitive advantage)

CSR= Corporate social responsibility

CG = Corporate governance

WE= Workplace environment

RESULTS OF DATA ANALYSES

Out of the 226 copies of questionnaire administered, 222 copies were returned, 2 copies were not properly filled, and 220 copies were useable. As a result, the study in this chapter was based on the 97% response rate usable sample size.

Table 1

Inter-Correlations and Descriptive Statistics for Study Variables

S/N	Variables	1	2	3	M	SD
1.	Corporate social responsibility				24.568	.6890
2.	Corporate governance	.088			24.473	.8188
3.	Workplace environment	.400**	.253**		24.645	.8341
4.	Organisational performance	.585**	.361**	.691**	24.500	.9580

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

*. Correlation is significant at the 0.05 level (1-tailed).

Table 2

Regression Analysis of Corporate Reputation Management Practice and Organisational Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-7.892	1.819		-4.338	.000
	Corporate social responsibility	.514	.063	.370	8.188	.000
	Corporate governance	.238	.050	.204	4.759	.000
	Workplace environment	.565	.053	.492	10.581	.000

a. Dependent Variable: Organisational performance

The general form of the equation to predict $OP = \beta_o + \beta_1 CSR + \beta_2 CG + \beta_3 WE + \varepsilon$

$OP = -7.892 + (0.514 \times CSR) + (0.238 \times CG) + (0.565 \times WE)$

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794a	.630	.625	.5869

a. Predictors: (Constant), Workplace environment , Corporate governance, Corporate social responsibility

Discussion of Results

It indicated on the gender composition of the respondents representing 45% of the sample were males while 55% were females. According to the respondents' age brackets, 40% of the respondents were under the age of 30, 35% were between the ages of 31 and 40, and 25% were over the age of 41. The marital mix of the respondents revealed that 40% of the sample respondents were single, while 60% of the others were married. According to the respondents' educational backgrounds, 37 percent had an OND/NCE, 45 percent had an HND/B.Sc., and 18 percent had a master's degree.

Table 3 showed that 63% of the change in organisational performance was brought about by corporate reputation management practice. Table 1 showed that corporate social responsibility has a positive correlation coefficient with organisational performance (0.585**). Table 2 indicated that corporate social responsibility has positive effect on organisational performance (ß = 0.370, $P<0.05$). Since the p-value critical is at 0.05 (5%) i.e. the level of significance which is the tolerable error in estimation is lesser than the calculated level of significance ($0.000 < 0.05$) in table 2, the alternate hypothesis was accepted.

This suggests that corporate social responsibility has a strong beneficial impact on the performance of Delta State's deposit money institutions. This is in line with Kurniawan and Wibowo (2017) finding that CSR activities are not linked directly to financial performance of business organisations, they have been found to be linked critically with strategic outcomes of organisations that eventually enhance firms' reputations and organisational performance.

Table 1 showed that corporate governance has a positive correlation coefficient with organisational performance (0.361**). Table 2 showed that corporate governance has positive effect on organisational performance (ß = 0.204, $P<0.05$). Table 2 indicated that the calculated level of significance is lesser than the p-value of 5% i.e. ($0.000 < 0.05$).

Based on this result, the alternate hypothesis was accepted implying that corporate governance has a significant positive effect on organisational performance of deposit money banks in Delta State. The study finding is in agreement with Sani, Aliyu and Bakare (2019) finding that strong corporate governance in the financial institutions subsector boosts public confidence and ensures efficient and effective functioning of the banking systems.

According to the findings of the study, corporate governance is a crucial component for a firm's profitability and growth by attaining allocation efficiency, which allows scarce money to be shifted to higher-returning investment projects. Table 1 showed that workplace environment has a positive correlation coefficient with organizational performance (0.691**).

Table 2 indicated that workplace environment has positive effect on organisational performance (ß = 0.492, $P<0.05$). The level of significance that was calculated in table 2 was lesser than the established p-value ($0.000 < 0.05$), therefore the null hypothesis was rejected while the alternate was accepted which implies that workplace environment has no significant positive effect on organisational performance of deposit money banks in Delta State.

This is in agreement with Agbozo, et al, (2017) finding that most managers link workers movement from one job to the other with better conditions of services and absenteeism can be reduced by having a proper workplace environment; which can in turn increase employee performance and productivity. This means that the office environment is one of the most important elements influencing employee satisfaction and motivation.

CONCLUSION

According to the study's findings, corporate reputation management practices in Delta State's deposit money institutions have a considerable impact on organisational performance. Organisational performance at Delta State's deposit money institutions is significantly improved by corporate social responsibility, corporate governance, and workplace culture.

Recommendations

i. The study advised banks to enhance their corporate social responsibility, corporate governance, and work environment since this would give the firm as a whole a competitive advantage.

ii. Because no organisation operates in a vacuum, banks should carefully analyse and apply corporate social responsibility as a useful strategic instrument that could improve efficient commercial operations in the host communities.

iii. In order to improve service delivery, banks should develop a more comfortable working atmosphere for both workers and clients.

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