Determinants of Corporate Reputation: A Cross Sectional Study of the Effects of Corporate Leadership and Corporate Image on Organizational Performance of Banks in Asaba Municipal Region of Delta State

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ABSTRACT

Corporate reputation is viewed as an intangible asset that is shaped by all internal and external stakeholders' impressions of the company, which can affect its value. The study examined the determinants of corporate reputation, with direct focus on the effect of corporate leadership and corporate image on organizational performance of banks in Asaba municipal region of 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 significant change in organizational performance was brought about by elements of corporate reputation (corporate leadership and corporate image). The study concluded that corporate reputation exact significant effect on organizational performance of banks in Asaba municipal area of Delta State - Corporate image (ß = 0.084, P<0.05) and Corporate leadership (ß = 0.278, P<0.05).The study established that an organization's image and leadership to a large extent influence stakeholders' reactions to specific corporate actions and products. The study recommends a vibrant corporate leadership structure that will incorporates desired ethical considerations, which will help build a value-based organization in which principles and values guide day-to-day decision making.

Keywords: *Corporate Reputation, Organizational Performance, Corporate Image, Corporate Leadership*

Introduction

Company limits and effects on society have increased substantially due to globalisation and information technology, raising society's expectations of companies. Thus, today's competitive corporate environment requires more than financial success. Businesses must consider stakeholder sustainability and competitiveness expectations. Corporate reputation management is now vital for company. Corporate reputation can boost profitability by providing a long-term competitive advantage that is hard to replicate (Zizka, 2017; Sani, et al 2019). Corporate reputation must be earned, making it a distinct competitive advantage. It's valuable, yet it's perishable without continuous maintenance. Other companies cannot remove it from people who have earned it, but they can engage in significant de-marketing and other negative measures to drown an organization's reputation. Intangible resources like corporate reputation are important to firms, even some say they're the most important (Botan and Hazleton, 2010; Alberto, 2015). Corporate reputation explains why certain customers pick a company product or service above competitors. Managers must safeguard their company's brand, which is crucial and tough (George, Owoyemi and Onakala, 2012). Due to rising rivalry, businesses must build particular and diversified resources to stay ahead. Today, organisations succeed largely on intangible assets rather than conventional and economic metrics (Zizka, 2017). Corporate reputation provides the most consistent competitive advantage among intangible assets.

Business experts view reputation as the main source of competitiveness and longevity (George, Owoyemi and Onakala, 2012). Today, companies, shareholders, and stakeholders are more interconnected. This implies mutual dependence on actions and behaviours. Reputation management mistakes can damage a long-established good name (Alberto, 2015). Some companies may not value reputation greatly, feeling they can achieve their goals without it. This shows that a company's incapacity to focus on its reputation could erode its organisational or corporate image, switching public opinion from good to negative (Botan and Hazleton, 2010). These may hinder the firm's success.

Past performance, pleased stakeholders, and word-of-mouth have traditionally determined organisational reputation (Botan and Hazleton, 2010). An clear shift from reputation as a profit-making approach to reputation as built from the firm's ‘honourable’ acts has occurred in recent years. Such actions are corporate social responsibility. Corporate reputations are important because they generate value and are intangible, making them harder for competitors to copy (Ladipo and Rahim, 2013). Corporate leaders that lack professionalism have produced financial misdeeds that have hurt investors and the Nigerian economy. Alberto (2015) noted that unethical banking activity has cost billions of naira, caused legal fights, damaged reputations, and made organisations financially vulnerable.

Professional bankers know their roles, reinforce the company's mission, and are honest, competent, and ethical (Osadume&Ibenta, 2018). Despite procedures taken by successive governments through regulatory agencies like the Central Bank of Nigeria (CBN), Nigeria Deposit Insurance Commission (NDIC), Security and Exchange Commission (SEC), etc., Deposit Money Banks in Nigeria still struggle with corporate governance compliance (Osadume&Ibenta, 2018). Corporate reputation is a company's ethos, beliefs, and ambitions that build stakeholder loyalty and are tied to its corporate identity (Sani, et al 2019). The pursuit of becoming a unique, best, and responsive organisation reveals that corporate reputation is a key competitive advantage. Competitive advantage is a company's strategy to create value through originality, differentiation, and cost leadership that customers value above competitors' products and services. Thus, business reputation can make or break a bank. Banks are crucial to every nation's economy because they collect dollars and other resources from the surplus section and distribute them to the deficit areas, ensuring even development. Information asymmetries for pooling savers' savings and redirecting them to investors strengthen the financial sector's relevance (Osadume&Ibenta, 2018). It fosters trade and exchange by allowing payments. The banking industry's difficulties shows that profitability does not indicate financial performance. Expectations of social service from corporations, especially banks, have skyrocketed in Nigeria, and their failure to meet them has created chaos. Customer complaints, defections, reactions, and disappointments in the banking sector are rising. These are mostly in customer service, quality, complaint handling, and after-sales services. If bank management ignore stakeholder claims, stakeholders may remove their support, which could hurt bank performance.

To strengthen their reputation, banks must prioritise their workplace environment (Ibini, Aloamaka and Onwukaegwu, 2023), company image, CSR, leadership, and governance. Management must now create an environment that attracts, motivates, and keeps employees. All firm managers and supervisors have duties. They must create an enabling workplace where employees enjoy what they do, feel proud of it, see a purpose to do it, and can reach their full potential. A good corporate image gives a company an edge (Ibini, Aloamaka and Onwukaegwu,2023). Customer acquisition, retention, and growth require a strong company image. CSR activities increase brand loyalty, image and awareness, long-term commitment, environmental protection, and corporate reputation, making the corporation more attractive to employees, business partners, shareholders, governments, and customers (George, Owoyemi and Onakala, 2012). Firms that follow corporate governance norms, rules, and laws can achieve stability and good management. Corporate reputation is important, but few studies have examined how it affects banking performance, particularly in Asaba municipal region of Delta State. Thus, our investigation will cover this knowledge vacuum.

Defining the Problem

Most companies lack awareness of corporate reputation drivers and how to detect and protect them from risk devaluation. Any event that undermines shareholder trust could affect reputation. Stakeholder influence and impact on the organisation may affect the severity and cost of this damage. Over-managed enterprises may be slow to make necessary changes and realise less than they could. Corporate reputation is valuable even without money. This value's reduction is a business risk. Poor leadership causes employees to underperform. In a climate of scepticism, workers learn that so-called leaders will act in ways that are unclear or not in the company's best interests. Poor leadership causes hopelessness, which can lead to a company's collapse if allowed to continue. The organisation must then deal with unlikable change and workers who have given up and have no faith in the enterprise or its executives to turn it around. Some firms struggle to manage their reputation, which can be influenced by outside sources besides internal communication and signalling. In certain companies, managers prioritise earnings. A company's reputation is valuable and competitive. Some firms are unsure how it will develop and how to handle it. Corporate reputation is intangible; hence the notion may be adapted. When an organization's operations don't benefit its stakeholders, they'll present a terrible picture of it, which will lead to decreased productivity, customer discontent, and staff attrition. Information about companies from outside sources is not entirely within their control. Third-party sources like the media and opinion leaders influence many stakeholders' opinions without direct interaction with the organisation. Corporate image is difficult to create. After losing it, it takes too much time and effort to recover. Betraying trust could put all business processes at risk. The issues deposit money banks face and how to accommodate client demand should make them more competitive. Therefore, it becomes imperative to examine how corporate reputation affects organizational performance of deposit money banks inAsaba Municipal region of Delta State.

Stating the Objectives of the Study

Generally our study objective seeks to examine the effect of corporate reputation elements on organizational performance of deposit money banks in Asaba municipal. The specific objectives are to:

i. ascertain the effect of corporate image on organizational performance,

ii. determine the influence of corporate leadership on organizational performance

Hypotheses

The study will be anchored on the following hypotheses

H_{O1}: Corporate image has no significant positive effect on organizational performance of deposit money banks in Asaba.

H_{O2}: Corporate leadership has no significant positive influence on organizational performance of deposit money banks in Asaba.

LITERATURE REVIEW

Conceptual Review

Corporate Reputation Management Practice

Corporate reputation is not new in academia or practise. The phrase has long been used in politics, business, and everyday life, becoming a strategic and intangible corporate asset (Ladipo and Rahim, 2013). Abratt and Kleyn (2012) view corporate reputation as the product of stakeholders' interactions with the company over time. Brand-stimuli shape stakeholders' opinions of the company. Downling (2016) defined corporate reputation as a person's appreciation and regard for an organisation. Cian and Cervai (2014) said business reputation comprises stakeholder perception. Walker (2010) classified corporate reputation definitions into five categories: (1) perceptual definitions, which define corporate reputation as stakeholder perceptions of both internal and external aspects of a company, (2) aggregate definitions, which are based on all stakeholder perceptions, and (3) comparative definitions, which compare reputation to competitors.

Over the past two decades, corporate reputation, its measurement, and its effects on organisations have received much attention (Shamma, 2012). Due to increased interest in corporate reputation research, researchers have developed several construct measures for academic and practitioner use. Recently, strategy research has recognised intangible assets as reflecting indicators, rather than business reputation (Bergh, Ketchen, Boyd and Bergh, 2010). Fombrun rebranded Reputation Quotient as RepTrak (Fombrun, Ponzi and Newburry, 2015). RepTrak System dimensions: 7: (1) Products & Services, indicating whether the company's offerings match consumer expectations; (2) Innovation, or the company's capacity to adapt to the environment and offer new goods; (3) Governance, or the organization's structure; and (4) Workplace, or employee satisfaction and treatment. (5) Citizenship—whether the corporation promotes good causes and is ecologically responsible; Leadership—whether managers and CEOs are seen as visionary and capable; (7) Performance, or the company's profitability and ability to satisfy stakeholders (Fombrun, Ponzi and Newburry, 2015).

Hay Group consultants work with Fortune magazine to establish a reputational factor of the most admired firms by surveying nine corporate reputation factors: managerial quality; social responsibility to society and the environment; ability to attract and retain talented workers; innovativeness; product or service quality; judicious use of corporate assets; financial soundness; long-term investment value; and global business effectiveness. Three main issues threaten business reputation's value-creating role and resource. First, various US studies examined business reputation (Walker, 2010). However, the literature shows that business reputation and its causes and effects vary by country. This addresses institutional drivers (Eichner, 2012), cultural differences (Bartikowski, Walsh and Beatty, 2011), and cross-national distance variables. One of the most valuable characteristics of business reputation is that competitors struggle to copy it (Ronald, 2011).

The perceptions of all internal and external stakeholders about the organisation may affect corporate value (Hümeyra and Deniz, 2017). This intangible asset shapes company reputation. Hümeyra and Deniz (2017) examined business reputation variables like identity and image. Internal stakeholders' impressions of corporate identity, including employee rights, management structure, and CSR strategies, were measured. External stakeholders' impressions of corporate image included consumers, suppliers, product quality, environment, and society (CSR projects and investments). Corporate reputation—an organization's ethos, ideas, and aspirations that promote a sense of belonging among stakeholders—is intrinsically linked to corporate identity (George, Owoyemi and Onakala, 2012). A comprehensive desk research by Ladipo and Rahim (2013) found that reputation measurement tools are based on management quality, financial performance, product and service quality, market leadership, customer orientation, attractiveness, ethical behaviour, reliability, fairness to competitors, transparency and openness, and credibility. Management should develop a positive reputation into the company's marketing plan. Understanding what makes a good reputation with stakeholders is necessary (Ladipo and Rahim, 2013). When reputation is a burden, limit harm. This triggers a protection policy and fortune change.

Compared to competitors, business reputation is all stakeholder groups' general and combined gratitude, awareness, approach, and evaluation of firms over time based on a company's worth, communication, past performance, representation, and ability and potential to meet future needs. A company's reputation is its most precious asset, and any bad influence on reputation can hurt profits for decades if stakeholders including customers, shareholders, employees, suppliers, and potential investors lose faith. Government owing to shareholder and customer confidence due to firm reputation variability (Adekoya, Enyi, Akintoye, and Adegbie, 2020). The unfavourable influence may pose daily business risks for the company when talking with stakeholders, such as the government, potential investors willing to buy their stocks, or customers buying their products (Valjakka, 2013). When stakeholders' expectations aren't met, business reputation will diminish, which may hurt organisations' revenue. Inability to recruit financial institutions for financing, present and potential staff would not boost corporate productivity (Adekoya, et al 2020). These variables may damage firms' reputations and long-term success by eroding stakeholder trust (Valjakka, 2013). The stakeholders' views on company matters vary; some are negative, others are positive, and some don't know anything about them (Adekoya, et al 2020). Because of their different perspectives on the company's operations, stakeholders will have different purpose ideas. All stakeholders' global assessment of a company's reputation, which these companies must improve to improve stakeholder perception (Veh, Gobel and Vogel, 2018).

More people agree with Eisenegger (2009) on corporate reputation scope. Eisenegger (2009) said reputation has three fundamental dimensions—functional, expressive, and social—that help people and organisations perceive it. The functional component (Financial performance, Vision and leadership, Products and services) reveals objective truth and reason about the organisation through its competences and successful operations. The expressive dimension (Emotional appeal) is based on subjective attractiveness of the organisation, whereas the social dimension (Workplace environment, Social responsibility) is based on ethical corporate performance and displays societal benevolence through justice and responsibility. The Eisengger (2009) business reputation dimensions accurately describe and integrate the primary corporate reputation aspects in the scholarly literature. Strong reputations display a company's trustworthiness in all market connections, increasing commitment and loyalty intentions (Bartikowski, Walsh, and Beatty, 2011), resulting in good word-of-mouth.

Organizational Performance

Performance is an employee's or organization's outcome. The organization's work procedures and activities result in organisational performance. Organisational performance is crucial in today's business world, and one reason is to find substantial cost-cutting opportunities (Münstermann, Eckhardt, and Weitzel, 2010). Performance is also used to assess the firm's competitiveness between its actual and standard performance. The industry standard performance is used (Zaheer, Rehman and Khan, 2010). Organisational performance also involves recruiting, training, and retaining employees who will help the company succeed (Khan, Aslam and Lodhi, 2011; Pratheepkanth, 2011).

Cost reduction, differentiation, growth, and quality are covered extensively in the literature (Elbeltagi, Hamad, Moizer and Abou-Shouk, 2016). Competitive advantage is a company's capacity to generate goods and services that customers value more than competitors'. Cost, differentiation, and marketing advantages are three drivers of competitive advantage, according to Roger (2010). Quality can be a competitive advantage in various areas of an organisation, including product and service quality, information quality, and business partner interactions (NDa, Bergeron and Raymond, 2008 in Sri &Nur, 2017). Competitive advantage distinguishes anything from its rivals (Sakas et al., 2014).

Cost, quality, and delivery are competitive advantages (Chamsuk, Phimonsathien and Fongsuwan, 2015). Innovation, efficiency, quality, and customer response offer competitive advantages (Attiany, 2014). Knowledge gives organisations an edge over competitors because they can't copy them (Kaveh, Bamipour and Far, 2015). The business climate has evolved, making competitive advantages rare (Wang, 2014).

Stakeholder Theory

Stakeholder theory addresses corporate morality and ethics. In his 1983 book "Stakeholders of the Organisational Mind," Ian Mitroff introduced the idea. "Strategic Management: A Stakeholder Approach" by R. Edward Freeman lists an organization's stakeholders. A company's goal should be to maximise stakeholder value, says stakeholder theory. It emphasises the company's relationships with customers, employees, suppliers, investors, and the community. The company should serve stakeholders, not just shareholders. Freeman's best serves stakeholders. Since its development in the 1980s, numerous theorists have studied stakeholder theory since increasing shareholder wealth is unsustainable for businesses.

Phillips, Freeman, and Wicks (2003) describe stakeholder theory as an organisational management and ethical framework. The theory views stakeholders and their relationships with the enterprise as a series of behaviours with value- and moral-laden outcomes (Phillips, Freeman and Wicks, 2003). Mainardes. Alves and Raposo (2011) reviewed stakeholder theory literature and noted that some academics have criticised its vagueness and ambiguity. Mainardes et al. (2011) recommend further stakeholder theory research on organisational performance. Since firms focus on ethics and moral philosophy, Parmar, Freeman, Harrison, Wicks, Purnell, and de Colle (2010) say stakeholder theory is essential. Stakeholder theory accounts for any socially influenced or impacting enterprise stakeholders through social drivers and impediments (Kusyk and Lozano, 2007).

Stakeholder theory states that CEOs must understand and account for all of their firm's stakeholders, who affect and are affected by its operations. A company can only be supplied efficiently if it benefits most of its stakeholders, says the stakeholder hypothesis. Thus, profit alone cannot measure a company's success.

Empirical Review

Otto (2016) in Finland, examined the effects of a company's reputation on commitment, loyalty, and identity, as well as their impact on consumer citizenship behaviors. The study's main goal was to broaden the model to include client identification with the business. The outcomes were generic citizenship behaviors and word-of-mouth intents. For the reputation-commitment and reputation-identification relationships, trust was also examined as a moderator. The study was designed as a quantitative survey in the context of online fashion retail. The data collection took about two weeks, and 211 legitimate responses were received from the cooperating company's Facebook followers. The study was done with IBM SPSS Statistics and AMOS, and structural equation modeling was utilized to test the model's and hypotheses' viability. The findings were partly in line with earlier research. Due to validity difficulties, factors assessing commitment and trust were removed from the model, leaving it untested. Loyalty and identification, as well as both outcome variables, were significantly influenced by reputation. As the literature suggested, these were the results. Loyalty had a significant impact on word-of-mouth intentions, but not on citizenship behavior. Citizenship behaviors were influenced by identification, but not by word of mouth intentions. The result variables were expected to be influenced favourably by both constructs.

Maduagwu, Agu and Ugwu (2017) examined the effect of corporate reputation on the performance of the selected Commercial Bank in Enugu State, Nigeria. The study's specific goals were to analyse the influence of quality products on customer satisfaction in Commercial Banks in Enugu State Nigeria, to establish the nature of the relationship between good working conditions and productivity in Commercial Banks in Enugu State Nigeria, and to evaluate the way in which social responsibility affects creativity and innovation in Commercial Banks in Enugu State Nigeria. The population of the study is 355, with a sample size of 188 calculated using Taro Yamane's formula at a 5% error to tolerance and a 95% level of confidence. Primary surveys and interviews were utilized to gather information. A total of 188 copies of the questionnaire were given, with 177 copies being returned and 11 remaining unanswered. The study was conducted using a survey research design. The Pearson product moment correlation coefficient and the simple linear regression tool were used to evaluate three hypotheses. Quality product has a considerable impact on production in a selected Commercial Bank ($r = 0.742$, $t = 6.541$; $F = 143.525$; p 0.05). In a sample of Commercial Banks, there is a positive link between favorable working conditions and production ($r = 955$, P.05). In a sample of commercial banks, social responsibility has a stronger impact on creativity and innovation ($r = 0.736$; $t = 14.362$; $F = 206.279$; p 0.05). According to the findings, a company's reputation can be leveraged to attract the best personnel, raise finance efficiently, become a good community member, or earn and maintain loyal customers. According to the report, businesses should ensure that their products are of high quality, as this will act as a competitive tool for gaining market share, retaining new customers, and increasing productivity and profitability.

Hailu (2018) examined public relations in corporate reputation management: A case of Ethiopian broadcasting corporation. The purpose of this research is to look into the practice of public relations management in sustaining relationships with the general public who engage with a company. A mixed method approach was used to evaluate the effect of public relations in preserving good reputation, using Ethiopian Broadcasting Corporate as a case study. Data was gathered using a variety of methods, including a questionnaire, document examination, and in-depth interview. A questionnaire was given to 50 people, and an in-depth interview was conducted with EBC's public relations department officials. According to the findings of this study, EBC's public relations campaign is not research-based, and the campaign's outcome is not measured. Furthermore, a survey of audience perceptions revealed that audiences have unfavourable views of the institution. As a result, it is reasonable to conclude that EBC's public relations department's efforts to manage the organization's reputation have failed. This could be due to a lack of a research-based public relations effort and return on investment study.

Ibini, Aloamaka and Onwukaegwu (2023), focused their work on the effect of corporate reputation management practice on organizational performance of deposit money banks in the cities of Warri and Asaba, Delta State. Their research was conducted in five selected deposit money banks in the two major cities. The study' variables focused on corporate social responsibility, corporate governance and workplace environment. The cross-sectional survey research design method was adopted. The study employed the stratified random sampling technique with sample respondents of 220. The descriptive statistics, correlation and multiple regression analysis was used. Findings reveal that 70% of the change in organisational performance was brought about by corporate reputation management practice. The study affirms that Corporate social responsibility, corporate governance, and workplace environment have significant positive effect on organisational performance in deposit money banks in the two cities of Delta State.

METHODOLOGY

Research Design

Research design can be described as a detailed blueprint used to guide a study towards its objectives. This study adopted the survey research design method for the aim of collecting data for empirical analytical purpose as it relates to the respondents view on the effect of corporate reputation management practice on organizational performance.

Population of the Study

Black (2012) opined that population is a collection of persons, objects, or items of interest. The existing banks in Nigeria are; Access Bank, Eco Bank, Heritage Bank, First Bank of Nigeria (FBN), Polaris Bank, Keystone Bank, Jaiz Bank, Sterling Bank, Union Bank of Nigeria, United Bank for Africa (UBA), Wema Bank, Zenith Bank, Fidelity Bank, Stanbic IBTC, Standard Chartered Bank Nigeria, Providus Bank, First City Monument Bank (FCMB) and Guarantee Trust Bank (GTB). This research was conducted using ten of the banks in Asabain Delta State - Access Bank, First Bank of Nigeria (FBN), Polaris Bank, Union Bank of Nigeria, United Bank for Africa (UBA), Wema Bank, Zenith Bank, Fidelity Bank, First City Monument Bank (FCMB) and Guarantee Trust Bank (GTB). These banks has a collective total number of staff of about 2516

Sample Size

The sample size that is a representation of the population which is studied in place of the entire population was determined by using Krejcie and Morgan sample size determination table as cited by Johnson and Shoulders (2019). To make up this subset, the approximate number was three hundred and thirty (330). A total number of 330 respondents were used for the study from the selected banks in Asaba municipal, Delta State. The sample of 330 was apportioned among the selected bank equally I.e 33 respondents per bank.

Method of Data Collection

The possible survey research methods are personal interviews, telephone interviews and self administrated-questionnaire (Aaker,Kumar, Day and Leone,2010). Copies of the validated questionnaire were delivered to the respondents by hand and they were given one week before they were retrieved for analysis.

Data Analysis Techniques

Both descriptive and inferential statistics methods of data analysis were employed. Descriptive statistics like frequency distributions and inferential statistics like correlation and multiple regressions was used to elicit meaningful information. Multiple regressions was used for the purpose of ascertaining the strength of relationship that exist among variables, determine to what extent the independent variable accounted for change on the dependent variable, as well as to test the statistical significance that exists among variable respectively. Multiple regression analysis is good at determining the statistical relationship between two or more variables and to make predictions of one variable on the basis of the other (Olannye, 2017). The data entry and analysis was performed by using Statistical Package for Social Science (SPSS) version 23.

RESULTS AND DISCUSSION

The analysis from the field survey is presented in tabular forms:

Table 4.1 Analysis from the Field Survey

Pattern focused	Number administered	Number returned	Unused copies	Number used	Response rate
Employees	330	321	9	321	97%

Source: Distributed Questionnaire

Out of the 330 copies of questionnaire administered, 321 copies were returned, 9 copies were not properly filled, and 321 copies were useable. Therefore, the analysis in this chapter was based on the usable sample size of 97% response rate.

Analysis of Other Research Data

The analysis of the other research data as well as the testing of the earlier postulated hypotheses in previous chapter was done here for the aim of arriving at a conclusion and generalization.

Table 4.2 Inter-Correlations and Descriptive Statistics for Study Variables

S/N	Variables	1	2	M	SD
1.	Corporate image			24.450	.7292
2.	Corporate leadership	-.025		24.518	.8135
3.	Organizational performance	.036	.434**	24.500	.9580

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

Table 4.3 The guideline for Pearson correlation coefficients

S/N	Coefficient value	Strength of association
1	1.1 < r < 0.3	Small correlation
2	0.3< r < 0.5	Medium/moderate correlation
3	r > 0.5	Large/strong correlation

Source: Based on Cohen (1988)

Table 4.2 showed theinter-correlations and descriptive statistics for study variables. Corporate image showed a weak positive correlation coefficient with organizational performance (0.036) which means that is a very good measure ofcorporate reputation management practice.

Corporate leadership showed a positive correlation coefficient with organizational performance (0.434**) which indicates that corporate leadershipis a very good measure of corporate reputation management practice.

Table 4.4: Regression Analysis of Corporate Reputation Variables and Organizational Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-15.178	2.128		-7.131	.000
	Corporate image	.110	.051	.084	2.179	.030
	Corporate leadership	.327	.047	.278	6.986	.000

a. Dependent Variable: Organizational performance

Table 4.4 displayed the multiple regression analysis result forcorporate reputation variables and organizational performance. It was indicated that corporate image which has positive effect on organizational performance (ß = 0.084, P<0.05). It was also indicated that corporate leadership which has positive effect on organizational performance (ß = 0.278, P<0.05).

The general form of the equation to predict OP = $\beta_o + \beta_1 CI + \beta_2 CL + \varepsilon$
OP = -15.178 + (0.110×CI) + (0.327×CL)

Table 4.5 Fitness of the Model (Analysis of Variance)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	141.243	2	28.249	101.164	.000[b]
	Residual	59.757	214	.279		
	Total	201.000	219			

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Corporate leadership, Corporate image

The *F*-ratio in table 4.5 test whether the overall regression model is a good fit for the data. The table indicated that the variables of corporate reputation significantly predict organizational performance, F= 101.164, p< 0.05. The implication of this is that the regression model is a good fit of the data.

Table 4.6 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838[a]	.703	.696	.5284

a. Predictors: (Constant), Corporate leadership, Corporate image

Table 4.6 showed the extent to which the variables of corporate reputationaccounted for change in organizational performance as indicated by the R Square value, which shows that 70% (0.696) of the change in organizational performance is brought about by corporate reputation variables. The R Square indicates how much of the variation in the dependent variable can be explained by changes in the predictor variable.

Corporate Image and Organizational Performance

Table 4.3 indicated that corporate image has a positive correlation coefficient with organizational performance (0.036) which means that is a very good measure of corporate reputation management practice. Table 4.4indicated that corporate image has positive effect on organizational performance (ß = 0.084, P<0.05). The level of significance that was calculated in table 4.4 is lesser than the established p-value (0.030 < 0.05), therefore the alternate hypothesis was accepted which states that corporate image has a significant positive effect on organizational performance of deposit money banks in Delta State. This is in agreement with Obasan(2012) finding that corporate image is created to be attractive to the public, so that the firm can spark an interest among customers, produce share of mind, produce brand equity, and thus ease product sales. Vyara and Dilyana (2017) found that the use of corporate image is a relevant tool for a sustainable market presence and attaining a strong competitive edge. This is in line with the finding of Murray (2003) as cited in Adeniji, *et al* (2015) that corporate image builds strategic value for a company by granting it a competitive advantage over rivals. They achieve this by attempting to outperform competitors in terms of selling new products, hiring the best job applicants, and demonstrating profitability. They gain an image as a result of this, and a positive image might lead to increased sales.An organization's image to a large extent influences stakeholders' reactions to specific corporate actions and products.

Corporate Leadership and Organizational Performance

Table 4.3 showed that corporate leadership has a positive correlation coefficient with organizational performance (0.434**) which indicates that corporate leadership is a very good measure of corporate reputation management practice. Table 4.4 indicated that that corporate leadership has positive effect on organizational performance (ß = 0.278, P<0.05). The level of significance that was calculated in table 4.4 was lesser than the established p-value (0.000 < 0.05), therefore the alternate hypothesis was accepted which implies that corporate leadership has a significant positive influence on organizational performance of deposit money banks in Delta State. This is in agreement with Burton and Obel(2013) finding that corporate leadership helps both business leaders and employees avoid wrong behaviours and take active steps to what is right. This is also in line with Nixon, Harrington and Parker (2012) finding that leadership is crucial in effective organizational management. Without effective leadership, firms are highly likely to fail (Nixon, et al 2012). Prewitt, Weil and McClure (2011) added that corporate leadership results in the motivation of organizational members, causing increased support for the conveyed strategic vision even if acceptance requires radical change. This means that corporate leadership is one of the most important components of an organization's overall strategy for sustaining operations in the face of issues produced by the fast economic growth. Corporate leadership incorporates ethical considerations and builds a values-based organization in which principles and values guide day-to-day decision making.

Conclusion

The study concluded that corporate reputation variables significantly affects organizational performance of banks inAsaba municipal area. Corporate image and corporate leadership have significant positive effect on organizational performance of banks in Asaba municipal region of Delta State, and thus key determinants of corporate reputation of banks in this geographical area of Delta State.

Recommendations

i. The study recommended that banks should improve on their corporate image and corporate leadership 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 organizational performance.
iii. Corporate leadership must be considered as a valuable strategic tool that could enhance smooth business operations.

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