European Journal of Business and Management
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.6, No.24, 2014

Corporate Reputation on Performance of Banking Industries in Nigeria: Using PLS-SEM Tool of Analysis

Abdullahi Hassan Gorondutse Ph.D. (Corresponding author)
Department of Management Science, Kano State College of Arts and Science,PMB, 3145, Kano State, Nigeria
E-mail: ahgdutse@gmail.com

Aminu Ahmad Ph.D.
Department of Management and Information Technology, Faculty of Management Technology, ATBU, Bauchi State, Nigeria, 740001
E-mail: aminuaa1@gmail.com

Mustapha Nasidi Ph.D.
Department of Management Science, Kano State College of Arts and Science
PMB, 3145, Kano State, Nigeria
E-mail: mnasidi_afan@rocketmail.com

Abstract
This analysis examines the influence of corporate reputation on performance of banking industries in Kano state North-West of Nigeria. A survey with 384 qualified observations from financial institutions' customers in Kano was conducted. Partial Least Squares (PLS-SEM) was used as an alternative to covariance-based SEM, which provides researcher with some flexibility in terms of model complexity and relationship specification.. The model shows corporate reputation that is a reflective construct that has a significant direct effect on performance. The results, besides indicating the suitability of the PLS in statistical analysis, has also contributed to a better understanding of Banking customer in Kano which hitherto has not been tested. Findings are useful for policy makers, management of banking industries and practitioners to enhance corporate reputation, Implications for research and practice and future recommendations are discussed.
Keywords: Corporate Reputation, Performance, Banking Industries, PLS-SEM, Nigeria.

1. Introduction

Corporate reputation has received unprecedented attention from both academics and business community (Zhang, 2009; Jeng, 2011). However, a piece of successful experience in corporate reputation management in one country or area could hardly been replicated in another place due to its culture and environment-dependent characteristic, thus good corporate reputation is of great importance in corporate core competence (Zhang, 2009; Jeng, 2011). It may be defined as stakeholders' overall evaluation of a company over time (Fombrun 1996; Gotsi and Wilson 2001; Helm et al., 2010). Reputation serves as a point of reference when judging the firm's contribution to stakeholders' own and the public's welfare. Therefore, it is decisive for stakeholders' contributions to the firm (Lewis, 2001).

In the last decades a vast body of literature has emerged concerning the relationship between initiatives and organizational performance (Peloza & Papania, 2008). Despite all this attempt of research it suffers with major limitations. This paper seek to address one of the limitation, previous research on this connection between corporate reputations on organizational performance were mainly focused in USA and Europe.

In this paper we aim to close this paucity by focusing corporate reputation in emerging nation. Data collected from banking industry operating in Nigeria. Before the consolidation of the banks prior to 2004, the financial structure is facing to a predictable collapse as a result of corruption, poor corporate governance, corporate reputation with issues related to high turnover and insider abuse (Cowry research, 2009). In line with this, Nigerian banking sector has witness a dramatic growth at post consolidation era but unfortunately the industry and the regulator are not sufficient ready to sustain and monitor the growth particularly in relation to corporate reputation (Sanusi, 2010).There are only a limited number of studies that examine factors which influence the corporate reputation of Nigerian firms. Although the corporate reputation issue has received substantial attention in developed countries, it has remained neglected in the developing countries. (Olayinka Marte Uadiale, 2010).

It is clear that corporate reputation is a significant management decision as it greatly influences the owner's equity return, performance as well as the market value of the shares. It is therefore incumbent on management of institutions to develop an appropriate corporate reputation (Oyesola, 2007; Uadiale, 2010). Research in this important sector in dwelling its action on responsible behavior is necessary so as to maintain its competitive advantage. Despite the fact that business in developing nations have different system from those in USA and Europe. This information is very significant because organization need to recognized the important of business ethics and reputation in their decision making process before they can apply then in business setting (Hsu, 2012).

The perspective of corporate reputation actions entail the dependence of business success on the relation and interactions between an organization and its stakeholder for example, in ability of the business to satisfy its customers need or want to make available suitable pricing pair safe, hygienic products. Also as component of international strategies business threat losing regular direct if they fail to meet the environmental regulation required by its consumers. Therefore, business must enhance their corporate reputation to meet the changing demands of the diverse stakeholder.

Therefore, the reminder of paper is organized as follows: after the introduction, literature on corporate reputation and performance were reviewed. The next section discusses on methodology and hypothesis to be tested, next is the discussion and analysis of result, and finally, conclusion, recommendations and limitation for future study.

2. Literature review

2.1 Corporate reputation

Business managers believe corporate reputation is the critical elusive resource that leads to competition advantage (Siltaoja, 2006). The significant of corporate reputation has been supported by a highly positive connection between corporate reputations and its return of assets (Deephouse, 2000; Roberts & Dowling, 2002). There are numerous of enabling machinery support to this procedure, a good reputation insulates the business from stakeholder perception of negative information (Lange, Lee & Dai, 2011). In addition a significant reputation is also attractive to employee and customer (Lange et al., 2011).

Similarly, the association between corporate reputation and performance in developing economics like Nigeria is not uncomplicated. The impact of BSR on corporate reputation in the eyes of diverse but mostly external stakeholder is twisted by how the business converse its BSR actions and how its activities are reported in the national media and other communication media. A business can use BSR deeds as machinery to indicator desirability features to stakeholder (Fombrun, 2005). BSR can be viewed as a form of strategic investment in reputation building or maintenance by making strategic investment in reputation.

2.2 Performance

Firm success is defined as an ability of firms to be able to perform to achieve firm's goal by both to increase corporate sustainability (Maltz et al., 2003). Previous researches often use financial and market such as customer satisfaction, stakeholder relationship, sale growth, market share and

profitability short-term finance measure as an indicator of business success. Several researches have been conducted various methods to evaluate organizational performance (Wong & Wong, 2007; Prajogo, 2007; Moneva, Rivera-Lirio, & Mun˜oz-Torres, 2007). Steer (1975) conducted a general study on 17 patterns of organizational productivity and merged the components of these different researches relating to the evaluation of organizational performance. Organizational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986). Hanvanich, Sivakumar, Tomas, and Hult (2006) improved an organizational performance measure pattern that integrates firm's comprehensive performance and creativity to evaluate the comprehensive organizational performance.

2.3 Corporate Reputation and Performance

Previous research to date provides and evidence that corporate reputation is a fundamental subtle resources that give a firms reasonable benefit (Brammer & Millington, 2005; Fombrun & Shanley, 1990; Hsu, 2012; Lai et al., 2010; Shamsie, 2003; Retab et al., 2009). Although the connection between BSR and corporate reputation in developing nation are not clear-cut this is because businesses functioning in emerging nation are lacking skills and tradition in communicating internal actions such as BSR activities. This limits the business ability to influence stakeholder perception in order to boost its corporate reputation. Hsu (2012), Lai et al., (2010) reveals the association between BSR and brand performance is partially mediated by corporate reputation. This means that consumer perception about firms BSR initiatives positively related to corporate reputation. Therefore, we posit:

H1: Corporate reputation is significantly related to Organizational performances.

2.4 Underpinning Theory

2.4.1 Legitimacy Theory

Legitimacy theory like a numeral other theories is measured to be a system –oriented theory. The theory postulates that business must ensure they carry their activities within the value system of their community they are operating (Gray, Owen & Adams, 1996). Businesses are social creation hence their survival depends on the willingness of the society to allow them to continue to operate (Gray et al., 1996). In addition legitimacy rest on the concept that business have contract with society, thus satisfying the agreement with the society legitimizes the business and their action (Gray et al., 1996; Mathew, 1997).

3. Methodology

3.1 Sample and Data Collection

The research setting is cross-sectional design and non-experimental design or survey using the quantitative method of administering. The study unit of analysis was individual. . Similarly, it is found that the population during the study was 10 million Muslim account holders in Kano Nigeria (NNPC, 2006). The required sample Public customers' size of 385 employed for the study is within the Roscoe' rules of Thumb for Determining sample size larger than 30 and smaller than 500 appropriate for most research. In multivariate research, the sample size should be ten (10) times as large for the number of variables for the study. A simple random samples technique was used to draw a population samples through survey method using self Administration questionnaire method.

3.2 Measurement

3.2.1 Corporate reputation

Corporate reputation is joint representations of business long-ago activities and potential prospects that explain how key resource providers interpret a business initiatives and assess its ability to deliver valued customers (Petrick, 2002). Dodds, Monroe & Grewal (1991) refer it as the prestige or status of a product or service as perceived by the purchaser based on the image of the supplier. Similarly Lai, Chiu, Yang & Pai (2010) sees corporate reputation as the general intuition dazzling the perception of a combined stakeholder group. Therefore, in the present study we refer corporate reputation as the general impression reflecting the key stakeholder perception about the business initiatives particularly on the social responsibility issue and the assessments about the business product or services. Five items were adapted from Petrick (2002) to measure the construct, and was tested by Hsu (2012) and to achieve internal consistence reliability and convergent validity.

3.2.2 Organizational performances

Organizational performance, or firm performance as we refer to it in this study, is a division of organizational efficiency that covers operational and financial outcomes (Cameron, 1986), This can be characterized into two main groups which are financial performance and non-financial performance. Financial performance is, for example, profitability, liquidity and financial risk, which are earnings, associated to enterprises' efficiency per operation. Non financial performance is usually associated with customer base, brand devotion, image and reputation, technology and initiatives development as well as quality of human resources (Kaplan & Norton, 2000). For this reason, the study will adapt this scale because over the years many researchers have suggested that performance measurement should includes both financial and non- financial measurement investigation which is measure by 7 items (Gorondutse & Hilman, 2013; Hilman & Mohamed, 2011; Kaplan & Norton , 1992; Venkantrannan & Ramanujan, 1986).

3.3 Analysis Method

This study used partial least square (PLS) method to analyzed the results this is due to growing number of researchers from various disciplines such as strategic management (e.g., Hulland, 1999), management information systems (e.g., Dibbern, Goles, Hirschheim, & Jayatilaka, 2004), e-business (e.g., Pavlou & Chai, 2002), organizational behavior (e.g., Higgins, Duxbury, & Irving, 1992), marketing (e.g., Reinartz, Krafft, & Hoyer, 2004), and consumer behavior (e.g., Fornell & Robinson, 1983). Since 1987, in addition, The PLS methodology has also achieved an increasingly popular role in empirical research in international marketing, which may represent an appreciation of distinctive methodological features of PLS (Henseler, Ringle & Sinkoyes, 2012). In order to obtain valid and reliable results, this study followed the two steps approach as suggested by (Chin, 1998). Therefore, the process was to confirm the construct validity before proceeding to test the hypothesis.

4. Results and Discussion

4.1 Demographic Profile of Respondents

The table 1 shows the profile of respondents, the result reveals that 76.2% of the respondents have less than 5 years of existence; this implied that majority of the respondents are not long in the operations. In terms of ownership structures 81.5% of respondents are individual owner, while9.7% are partnership business. With regards to no. of employees 85.1% have less than 20 employees; this indicates the uniqueness of one man business. Furthermore, most of the Manufacturing industry have less than 1 million, Nigerian currencies as their Assets and represent 46. %.(see table 1).

Table 1. Demographic breakdown of respondents

Demographic profile	Category	No. Of respondents	%
Years of existences	Less 5 years	189	76.2
	5-10years	34	13.7
	11-20years	17	6.9
	21-40years	8	3.2
Location	Kano	233	94
	Lagos	15	6
Ownership	Individual	202	81.5
	Partnership	24	9.7
	Joint venture	3	1.2
	Others	19	7.7
No. Of employees	Less 20	211	85.1
	21-40	17	6.9
	41-60	11	4.4
	61-80	1	0.4
	81 & above	8	3.2
Activities	Food & beverages	100	40.3
	Tobacco	42	16.9
	Textiles	19	7.7
	Weaving & dressing	61	24.6
	Leather &handbags	17	6.9
	Non-metric	1	0.4
	recycling	3	2.8
	others	1	0.4
Assets	Less 1million	114	46
	1-100m	77	31
	101-200m	50	20.2
	201-300m	3	1.2
	301& above	4	1.6

4.2 Evaluation of PLS-SEM results

Evaluating PLS-SEM results involves completing two stages, which we illustrate in Fig. 3. Stage 1 examines the measurement models, with the analysis varying depending upon whether the model includes reflective measures or formative. If the measurement model evaluation provides satisfactory results, the researcher moves on to Stage 2, which involves evaluating the structural model (Hair, Hult, et al., 2014). In short, Stage 1 examines the measurement theory, whereas Stage 2 covers the structural theory, which includes determining whether the structural relationships are significant and meaningful, and testing hypotheses.

4.3 Measurement Model

Reflectively measured constructs, a researcher begins Stage 1 by examining the indicator loadings. Loadings above 0.70 also 0.50 is accepted by (Hair et al., 2010), this indicate that the construct explains over 50% of the indicator's variance. The next step involves the assessment of the constructs' internal consistency reliability. When using PLS-SEM, internal consistency reliability is typically evaluated using Jo¨ reskog's (1971) composite reliability. In assessing reliability, higher values indicate higher levels of reliability. Values between 0.60 and 0.70 are considered ''acceptable in exploratory research'', whereas values between 0.70 and 0.95 are considered ''satisfactory to good'' (Hair, Hult, et al., 2014). Values higher than 0.95 are considered problematic, as they indicate that the items are redundant, leading to issues such as undesirable response patterns (e.g., straight lining), and inflated correlations among indicator error terms (Drolet & Morrison, 2001).

Table 2, Constructs Cross Loadings

Items	Performance	Reputation
OG01	0.596	
OG05	0.921	
OG06	0.941	
OG07	0.794	
RT03		0.914
RT04		0.947
RT05		0.858

Next, the convergent validity of the reflectively measured constructs is examined. Convergent validity measures the extent to which a construct converges in its indicators by explaining the items' variance. Convergent validity is assessed by the average variance extracted (AVE) for all items associated with each construct. The AVE value is calculated as the mean of the squared loadings for all indicators associated with a construct. An acceptable AVE is 0.50 or higher, as it indicates that on average, the construct explains over 50% of the variance of its items. Once the reliability and convergent validity of reflective constructs are successfully established, the next step is to assess the discriminant validity of the constructs. Discriminant validity determines the extent to which a construct is empirically distinct from other constructs in the path model, both in terms of how much it correlates with other constructs and in terms of how distinctly the indicators represent only this single construct. The most conservative criterion recommended to evaluate discrimi-nant validity is the Fornell and Larcker (1981) criterion. The method compares each construct's AVE value with the squared interconstruct correlation (a measure of shared variance) of that construct with all other constructs in the structural model. The recommended guideline is that a construct should not exhibit shared variance with any other construct that is greater than its AVE value.

Table 3, Convergent validity result

Constructs	Items	Loadings	Cronbach alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Performance	OG01	0.596	0.832	0.892	0.680
	OG05	0.921			
	OG06	0.941			
	OG07	0.794			
Reputation	RT03	0.914	0.891	0.933	0.823
	RT04	0.947			
	RT05	0.858			

Note: Composite reliability (CR) = (square of the summation of the factor loadings) /{(square of the summation of the factor loadings) ? (Square of the summation of the error variances)}
Average variance extracted (AVE) = (summation of the square of the factor loadings) /{(summation of the square of the factor loadings) ? (Summation of the error variances)}

Furthermore, a less rigorous approach to assessing discriminant validity is to examine the cross loadings. The recommended guideline for this approach is that an indicator variable should exhibit a higher loading on its own construct than on any other construct included in the structural model (Hair, Hult, et al., 2014). If the loadings of the indicators are consistently highest on the construct with which they are associated, then the construct exhibits discriminant validity. Discriminant validity should also be assessed qualitatively. Specifically, post hoc face validity should be assessed using a panel of experts as a final approach to concluding that discriminant validity is evident.

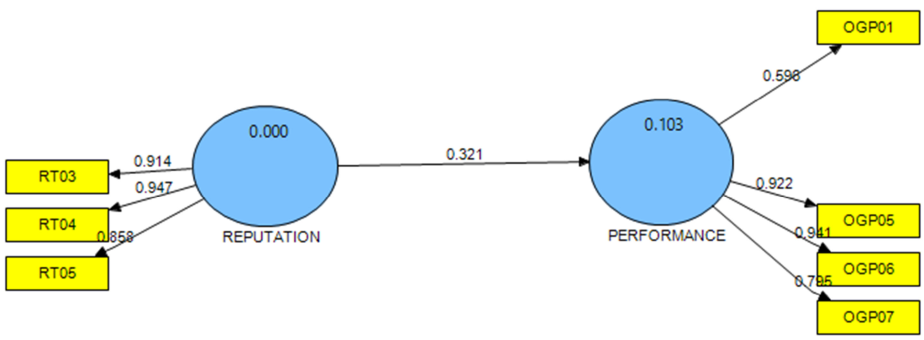


Figure 1,
PLS Algorithms

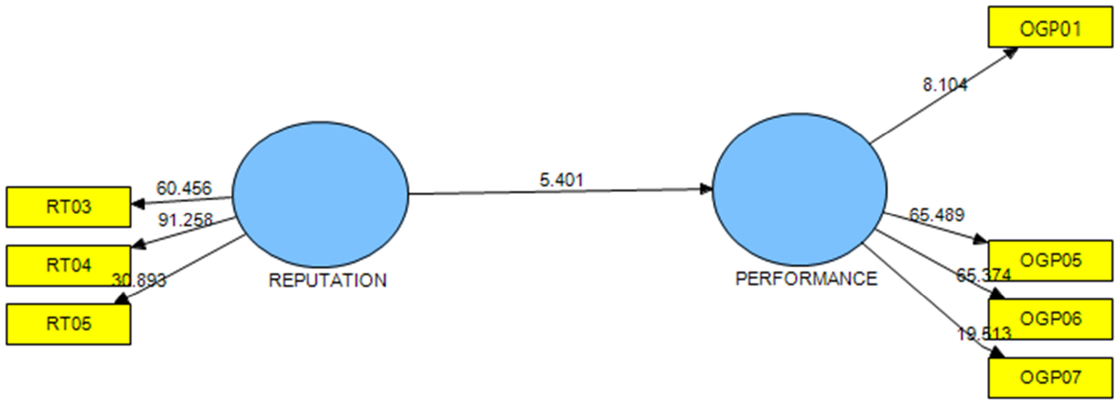
Table 4, Discriminant validity result

Constructs	Performance (1)	Reputation (2)
Performance (1)	**0.824**	
Reputation (2)	0.320	**0.907**

Note: Diagonals (in bold) represent the average variance extracted while the other entries represent the squared correlations.

4.4 Structural Model Assessment

After the construct measures have been confirmed as reliable and valid, the next step is to assess the structural model results. Before interpreting the path coefficients, we examined the structural model for collinearity, which is important because the estimation of the path coefficients is based on ordinary least squares regressions (Mooi & Sarstedt, 2011). The examination of the endogenous constructs' predictive power (Fig. 4) shows that Relationship Value, the primary outcome measure of the model, has a substantial R2 value 0.10. However, considering the multitude of potential antecedents of strategic information sharing activities, this construct's R2 value is weak in line with the assessment criterion suggested by Cohen (1988), 0.26 substantial, 0.13 moderate and 0.02 weak. Blindfolding was used to evaluate the model's predictive relevance for each of the endogenous constructs. Running the blindfolding procedure with an omission distance of seven yielded cross-validated redundancy values for an endogenous constructs well above zero (Performance 0.066), providing support for the model's predictive relevance. The final step of the structural model analysis considers the significance and relevance of the structural model relationships. Result from the bootstrapping procedure (242 cases, 500 samples, no sign changes option) reveals that a structural relationship is significant. The results in Fig. 2 highlight the important role of corporate reputation with path coefficients of (β=0.627, t=5.400, p<0.001)



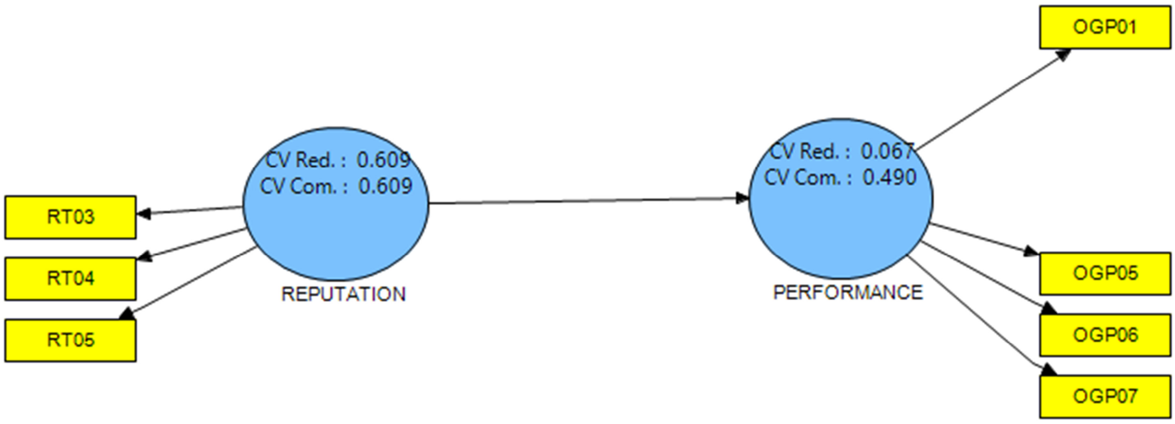
Figure, 2
PLS Bootstrapping

Table 5, Hypotheses testing result

Hypotheses	Path coefficient	Standard error	t. statistic	p. value	Decision
REPT -> OP	0.320	0.059	5.400		**Supported**

Table 6, Predictive relevance

Dependent variable	R square	Cross validated redundancy
Performance	0.10	0.07



Figure, 3
PLS Predictive relevance

5.0 Conclusion, Implications, Limitations and Suggestion for Future Research

This study indicates a significant positive linkage between corporate reputation and performance, in additions; this results of this study have established the significant effect of corporate reputation on the performance of banking industry. Particularly, corporate reputation has confirmed to have a significant positive effect on the performance (β=0.897, t=5.400, p<0.001) at the 0.001 level of significance which is extremely statistically significant. In other word, corporate reputation can account for 10% of the variance in the performance of banking industry. This result confirmed the importance of corporate reputation to the performance as extensively recognized in the accessible literature (see for instance Dodds & Grewal, 1991; Fombrun & Shanley, 1990; Gorondutse & Hilman, 2013; Hsu, 2012; Lai, Chiu, Yang & Pai, 2010; Petric, 2002; Rettab et al., 2009 & Zhang, 2009). As corporate reputation becomes more favorable, the satisfaction with the corporation and its affiliates enhances. Hence, the more favorable the corporate reputation becomes, the greater trust in the company and its employees will be (Gianfranco & Sharon, 2007; Yener, 2009). Improved corporate performance boosts customer satisfaction (Stank et al., 1999, 2003). Likewise, outstanding corporate performance elevates trust in the corporation.

Furthermore, this study also examines the goodness of measure which is assessed by looking at the validity and reliability of the measures carried out using the PLS approach. The results showed that the measures used exhibited both convergent and discriminant validity. Next we proceeded to assess the reliability of the measures by looking at the Cronbach alpha values and composite reliability values. Both the Cronbach alpha values and composite reliability values were at par with the criteria set up by other established researchers. As such the measures in the model were shown to be reliable.

In addition, using the PLS approach, statistical analysis of the data established generally accepted views that corporate reputation influence performance of banking industry industries. As we have already said earlier although this is generally true, the hypothesis has not been tested in an area like Kano state, Nigeria to the best knowledge of the researcher. This adds to the body of knowledge in terms of the applicability in Kano state, Nigeria. This study hence provides useful insights and information regarding the factors and areas that policy makers, banking industries associations and other leaders need to consider to enhance corporate reputation.

However, one of the priorities of a good study is the ability for generalization. A satisfactory research should be widely accepted and be applicable for several different types of industries in different countries (Ou & Wang, 2009; Reardon, Miller, & Coe, 1995). In this research, data were collected from Kano state, Nigeria customers of financial institutions. The limitations on industry and geographic location may constraint the generalization and applications of this research. It is recommended that further interpretation of the findings for other countries should be made with caution. Future research may study whether the links between corporation and performance, its antecedents, and consequences vary across different retailers or different types of industry. And finally, further research could enhancement these measures with more qualitative methodologies, such as conducting in-depth interviews with respondents to make richer theory available (Athanasopoulou, 2009).

Reference

Athanasopoulou, P. (2009). Relationship quality: A critical literature review and research agenda. *European Journal of Marketing*, 43(5/6), 583–610.

Chin, WW. (1998b). The Partial Least Square Approach to Structural Equation Modeling. *MIS Quarterly,* 22 (1), 7-16.

Deephouse, D. (2000). Media Reputation as a Strategic Resource: An Integration of Mass Communication and

Resource-Based Theories, *Journal of Management* 26, 1091– 1112.

Dibbern, J., Goles,T., Hirschheim,R.A.,& Jayatilaka,B.2004. Informationsystems outsourcing: A survey and analysis of the literature. *The Data Base for Advances in Information Systems*, 35(4), 6–102.

Dodds, W. B., Monroe, K. B., & Grewal, D. (1991). The effects of price, brand and store information on buyers' product evaluations. *Journal of Marketing Research,* 28(4), 307– 319.

Fombrun, C. & Shanley, M. (1990). What's in a Name? Reputation Building and Corporate Strategy, *Academy of Management Journal,* 33, 233–258.

Fornell, C. Larcker, DF. 1981. Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18 (1),. 39–50.

Fornell, C., Robinson,WT. 1983. Industrial organization and consumer satisfaction/ dissatisfaction. *Journal of Consumer Research*, 9(4), 403–412.

Gianfranco, W., & Sharon, E.B. (2007). Customer-based corporate reputation of a service firm: Scale development and validation. *Academy of Marketing Science*, 35, 127–143.

Gorondutse, A. H., & Hilman, H. (2013d). Examining corporate reputation and commitment to (BSR) organizational performance relation: Evidence from Manufacturing Sector in Nigeria. *European Journal of Business and Management*, 5(10), 71-89

Gray, R. H., Owen, D., & Adams C. (1996). Accounting and Accountability Lond: Prentice Hall.

Hair, J. F., Jr., Black, W. C., Babin, B. J., Andersen, R. E., & Tatham, R. L.(2010). *Multivariate data analysis* (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Hanvanich, S., Sivakumar, K., Tomas, G., & Hult, M. (2006). The relationship of learning and memory with organisational performance: the moderating role of turbulence. *Journal of the Academy of Marketing Science, 34*(4), 600–12. http://dx.doi.org/10.1177/0092070306287327.

Helm, S., Eggert, A. and Garnefeld, I. (2010). Modeling the Impact of Corporate Reputation on Customer Satisfaction and Loyalty Using Partial Least Squares. *Handbook of Partial Least Squares*, Part 2, pp. 515-534.

Henseler, J., Fassott, G., Dijkstra, TK., & Wilson, B. 2012. Analysing quadratic effects of formative constructs by means of variance-based structural equation modelling. European. *Journal of Information Systems,* 21(1), 99–112.

Higgins, CA., Duxbury, LE., Irving, R H. 1992. Work-family conflict in the dual-career family. *Organizational Behavior and Human Decision Processes,* 51(1), 51–75.

Hsu. K. (2012). The Advertising Effects of Corporate Social Responsibility on Corporate Reputation and Brand Equity: Evidence from the Life Insurance Industry in Taiwan. *Journal of Business Ethics.* 109: 189-201.

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20(2), 195–204.

Jeng, S. P. (2011). The Effect of Corporate Reputations on Customer Perceptions and Cross- Buying Intentions. *The Service Industries Journa*l, 31 (6), pp. 851–862.

Kaplan, R. S., & Norton, D. P. (1992), The Balanced Scorecard – Measures That Drive Performance, *Harvard Business Review*, 70 (1), 71-79.

Lai, C. S., Chiu, C. J., Yang, C. F., & Pai, D. C. (2010). The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. *Journal of Business Ethics,* 95(3), 457–469.

Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational reputation: An overview. Journal of Management, 37(1), 153–184.

Lewis, S. (2001). Measuring Corporate Reputation. *Corporate Communications: An International Journal*, 6 (1), pp. 31-35.

Mathew, M. R. (1997). Twenty five of official years of Social and Environmental Accounting Research. Is There a Silver Jublee to Celebrate? *Accounting and Accountability Journa*l, 10(4), 411-422.

Moneva, J. M., Rivera-Lirio, J. M., & Mun˜oz-Torres, M. J. (2007). The corporate stakeholder commitment and social and financial performance. *Industrial Management & Data Systems*, *107*(1), 84–102. http://dx.doi.org/10. 1108/02635570710719070.

Ou, W.-M., & Wang, H.-D. (2009). The influence of controllability on compensation: A view through data of Major League Baseball. *International Journal of Commerce and Management,* 19(4), 321–336.

Oyesola, S. R. (2007). An empirical analysis of the capital structure of selected quoted companies in Nigeria. *The International Journal of Applied Economics*, 1(1), 16-28

Pavlou, P. A., Chai, L. (2002). What drives electronic commerce across cultures? Across- cultural empirical investigation of the theory of planned behavior. *Journal of Electronic Commerce Research,* 3(4), 240–253.

Petrick, J. F. (2002). Development of a multi-dimensional scale for measuring the perceived value of a service.

Journal of Leisure Research, 34(2), 119–134.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.Y., Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88 (5), pp. 879–903.

Prajogo, D. I. (2007). The relationship between competitive strategies and product quality. *Industrial Management & Data Systems*, *107*(1), 69–83. http://dx.doi.org/10.1108/02635570710719061.

Reardon, J., Miller, C.E., & Coe, B. (1995). Applied scale development: Measure of store image. *Journal of Applied Business Research*, 11(4), 85–93.

Reinartz, W., Krafft, M., Hoyer, W. D. (2004).The customer relationship management process: Its measurement and impact on performance. *Journal of Marketing Research*, 41(3), 293– 305.

Rettab, B., Brik, A. B., & Mellahi, K. (2009). A study of management perception of the impact of corporate social responsibility on organizational performance in emerging economics: The case of Dubai. *Journal of Business Ethics,* 89, 371-390.

Roberts, P., & Dowling. G. (2002) Corporate Reputation and Sustained Superior Financial Performance, *Strategic Management Journal,* 23, 1077–1093.

Shamsie, J. (2003). The Context of Dominance: An Industry-Driven Framework for Exploiting Reputation, *Strategic Management Journa*l, 24, 199–216.

Siltaoja, M. E. (2006). Value priorities as combining core factors between CSR and reputation— a qualitative study. *Journal of Business Ethics*, 68(1), 91–111.

Stank, T.P., Goldsby, T.J., & Vickery, S.K. (1999). Effect of service supplier performance on satisfaction and loyalty of store managers in the fast food industry. *Journal of Operations Management*, 17, 429–447.

Stank, T.P., Goldsby, T.J., Vickery, S.K., & Savitskie, K. (2003). Logistics service performance: Estimating its influence on market share. *Journal of Business Logistics*, 24(1), 27–55.

Steers, R.M. (1977). Antecedents and outcomes of organizational commitment, *Administrative Science Quarterly,* 22, 46-56.

Uadiale, O. M. (2010). The Impact of Board Structure on Corporate Financial Performance in Nigeria. *International Journal of Business and Management,* 5(10),155-166.

Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: a comparison of approaches. *Academy of Management Review, 1*, 801-814.

Wong, W. P., & Wong, K. Y. (2007). Supply chain performance measurement system using DEA modeling. *Industrial Management & Data Systems*, *107*(3), 361–81. http://dx.doi.org/10.1108/02635570710734271.

Yener, M. (2009). The effect of inter-organizational relationships on cooperation intentions: Evidence from small firms in Turkey. *Journal of American Academy of Business*, Cambridge, 14(2), 195–203.

Zhang, Y. (2009). A Study of Corporate Reputation's Influence on Customer Loyalty Based on PLS-SEM Model. *International Business Research*, 2 (3), pp. 28-35.