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**ADDIS ABABA UNIVERSITY**

**GRADUATE STUDIES**

**SCHOOL OF JOURNALISM AND COMMUNICATION**

**MA PROGRAM IN PUBLIC RELATIONS AND**

**STRATEGIC COMMUNICATION**

**CORPORATE REPUTATION OF BANK OF ABYSSINIA**

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**AddisAbaba,Ethiopia**

**ADDIS ABABA UNIVERSITY**  
**GRADUATE STUDIES**  
**SCHOOL OF JOURNALISM AND COMMUNICATION**

**Corporate Reputation of Bank of Abyssinia**

**BY**

**Yohannes Moges**

**A Thesis submitted to the school of Journalism and communication,  
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the Degree of Master of Public Relations and Strategic Communication**

**Advisor: Amanuel Gebru (Ph.D)**

**May 9, 2024 E.C**

**AddisAbaba,Ethiopia**

## DECLARATION

I, Yohannes Moges Belay, declare that this thesis represents my own original work. I confirm that I have not submitted any part of it for any other degree. I have properly cited and acknowledged all the sources and references used in this thesis. I take full responsibility for the content and integrity of this work.

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**By Yohannes Moges Belay**

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## **Acronym**

AIB-	Agricultural and Industrial Bank
ARF –	Advertising Research Foundation
ANOVA-	Analysis of variance
BOA-	Bank of Abyssinia
CBCR-	Customer-Based Corporate Reputation
CEO-	Chief Executive Officer
CR-	Corporate Reputation
DBE-	Development Bank of Ethiopia
HSB -	Housing and Savings Bank
NBE-	National Bank of Ethiopia
RQ-	Reputation Quotient
ROE -	Return on Expectation
ROI-	Return on Investment
SME -	Social media engagement
WOM –	Word of mouth

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## Abstract

*The general objective of the study was to assess corporate reputation management at the Bank of Abyssinia. To conduct the study, the researcher employed a quantitative approach, focusing on employee, customer based, and social media engagement dimensions. The total survey sample consisted of 203 employee respondents and 250 customer respondents, all of them completed and returned the questionnaires. The data obtained from the sample were analyzed using descriptive statistics (frequency, percent, mean, and standard deviation) and inferential statistics, specifically correlation and regression. The findings indicated that the employee dimension of corporate reputation had a positive and significant relationship with the composite dimension of corporate reputation. Further regression analysis revealed that the six pillars of corporate reputation explained 89.8% of the dependent variable. The second point focused on customer-based corporate reputation, showing positive and significant relationships. Regression analysis indicated that the five factors of CBCR explained 88.4% of the dependent variable. Additionally, social media content analysis partially described engagement metrics, including likes, shares, comments, photos, videos, and followers. Based on the findings, recommendations were presented: Bank of Abyssinian staff should focus on strengthening emotional connections with customers, continue investing in enhancing quality and innovation, create a positive workplace culture, and invest in leadership development programs. Based on CBCR, the bank should prioritize customer experience and satisfaction, focus on customer retention strategies, and mitigate switching intentions. Digital marketing officers should maintain a consistent posting schedule to keep the audience engaged. Future studies should incorporate qualitative analysis, such as sentiment analysis and interviews.*

**Key words:** corporate, reputation, reputation quotients, customer based corporate reputation,

Bank of Abyssinia

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The concept of corporate reputation has garnered considerable attention in scholarly literature since the early 1980s. Defined as the collective perceptions of multiple stakeholders regarding a company's performance (Fombrun, 1996, p. 72), corporate reputation holds significant sway over organizational success. Numerous studies have delved into the formation and impact of corporate reputation, highlighting its pivotal role in achieving organizational objectives, maintaining competitiveness, and fostering growth. Indeed, scholars argue that a favorable reputation not only enhances acceptance and approval among stakeholders, particularly customers, but also serves as a cornerstone for navigating challenging environments. Watson and Kitchen (2013) assert that effective reputation management is essential for organizations to cultivate positive perceptions and secure long-term viability.

Some definitions from experts:

- *Corporate reputation is how people see a company based on what it's done in the past and what they think it might do in the future compared to its competitors (Fombrun, 1996).*
- *It's what stakeholders think about a company over time (Saxton, 1998).*
- *Corporate reputation is how people overall judge a company over time (Gotsi and Wilson, 2001).*
- *It's the lasting impression people or groups have about a company that affects how they behave towards it (Balmer, 2001).*

These definitions underscore the multifaceted nature of corporate reputation and highlight its enduring impact on organizational performance and stakeholder behavior. Corporate reputation is a crucial aspect of business in today's competitive landscape. It is considered a vital asset for organizations, playing a significant role in building trust as transparency grows. Researchers define reputation as encompassing admiration, respect, trust, and confidence in future actions (Fombrun, Gardberg, & Sever, 2000, pp. 241–255).

Moreover, customer-based corporate reputation is defined as customers' overall evaluation of a firm, building on the work of Walsh and Beatty (2007). The significance of attracting and retaining customers has long been acknowledged, predating the development of modern marketing practices (Balmer & Greyser, 2006, p. 731). Customers serve as the primary source of revenue for businesses (Walsh, Beatty, & Shiu, 2009; Walsh, Mitchell, Jackson, & Beatty, 2009, p. 189), and their experiences directly influence how other stakeholders perceive the firm (Shamma & Hassan, 2009, p. 329). Notably, the impact of customers' word-of-mouth activities on a firm's reputation surpasses the effects of advertising or public relations efforts (Walsh, Beatty, & Shiu, 2009; Walsh, Mitchell, Jackson, & Beatty, 2009, p. 189). Given these factors, it is essential to examine customers as a distinct stakeholder group concerning corporate reputation.

The Bank of Abyssinia has been selected for this study due to its prominent reputation in the banking sector, marked by consistent growth, customer satisfaction, and robust financial performance. This reputation has been built over years through effective management practices, customer-centric services, and a commitment to innovation. The bank's strong standing in the market serves as a compelling rationale for investigating its reputation further. The study employs a present methodology to measure the Bank of Abyssinia's reputation, utilizing various reputation quotients tailored to gauge the perception of internal stakeholders, encompassing emotional feedback, work environment, financial performance, and vision and leadership. These dimensions are crucial for comprehensively evaluating the bank's standing among its employees, management, and other internal stakeholders. Furthermore, the study assesses specific factors contributing to customer-based corporate reputation, including customer satisfaction, positive word-of-mouth intention, commitment, repurchase intention, and switching intention. Additionally, social media metrics are integrated into the study to develop a comprehensive understanding of the bank's reputation across digital platforms and its impact on customer perception and engagement.

Bank of Abyssinia is a well-established private bank in Ethiopia that was founded on February 15, 1996. The name of the bank, Abyssinia, reflects its core attributes of bravery and character. The bank's logo, Adey Abeba, symbolizes hope, optimism, and belief, which brings a sense of new beginning to its customers. The bank has grown significantly over the years, attracting valuable shareholders, professional staff, and a larger number of customers. Today, the bank provides

excellent banking services through its modern banking technology to over 10.2 million customers across the country. The bank's financial service system is highly structured, connected through the T-24 core banking system, and it has 864 branches, 1277 ATM machines, 18 virtual banking centers, and over 1232 POS, enabling customers to access their accounts anytime, anywhere. Recently, Bank of Abyssinia was awarded the prestigious Temenos Innovation Hero Award for its innovative banking projects that have had a significant impact on its local community. To deliver a seamless digital experience and meet regulatory requirements set by the National Bank of Ethiopia for new digital banks, the bank chose to pioneer a new approach and partnered with a technology provider.

## **1.2 Statement of the Problem**

Corporate reputation refers to the public evaluation of an organization's resources and capabilities. Various studies have emphasized the importance of enhancing and managing the reputation of banks, but so far, only a few studies have examined the events that trigger reputational risks, identified the drivers of reputation, and proposed a model to measure bank reputation (Fombrun et al. 2000). Reputation is considered as a distinct capability that encompasses a range of attributes derived from a company's actions. Some researchers conceptualize corporate reputation as an overall assessment made by both internal and external stakeholders. The Reputation Quotient (RQ) was proposed by Harris-Fombrum and is considered a method of measurement specifically built to catch the perceptions of each group of stakeholders (consumers, investors, employees, competitors) (Fombrun et al. 2000). Previous research on corporate reputation, exemplified by Fombrun, Gardberg, and Sever (2000) and Doney and Cannon (1997), has primarily focused on various stakeholder groups, with limited attention to specific ones like customers, though exceptions exist such as studies by Davies et al. (2002) and Page and Fearn (2005).

Customer-Based Corporate Reputation (CBCR) can be defined as the collective perception formed by customers regarding a company, encompassing their holistic assessment influenced by the firm's products, services, communication strategies, engagements with the company, and interactions with its various stakeholders, including employees, management, and fellow

customers, alongside awareness of the company's corporate practices and activities (Walsh and Beatty, 2007).

The banking industry is currently utilizing advanced business technology and adopting more efficient ways to serve its customers, especially in terms of providing quality service, which gives it a competitive edge in the race for service transformation. They are constantly finding faster methods to engage with their customers, and banks can anticipate future scenarios where they will invest even more in intelligent branches and be well-versed in technology. Conversely, customer preferences and expectations, along with the emergence of new competition and technologies, are bringing about transformations in the banking landscape (Moroda Kenea Duresa 2022).

The banking industry in Ethiopia is experiencing significant transformations due to advancements in technology and increased competition. Banks are investing in advanced business technology and adopting more efficient ways to serve customers, giving them a competitive edge in service transformation. However, customer preferences and expectations, along with the emergence of new competition and technologies, pose challenges for banks in maintaining their reputation among customers. The establishment of privately owned Addis Ababa Bank in 1964 and its growing branch network created relatively better banking competition among commercial banks, with a concentration of their branch offices in big towns and trade routes in the country (proclamation No.206/1963). In a competitive market, commercial banks face the challenge of retaining existing customers and persuading them to use more services, while also attracting new customers from the community and competitors. (Mekonen M., Yang R., and Gebrehiwot T. 2019).

Bank of Abyssinia offered digital banking services for many years, but most of these services still required its customers to visit a branch at some stage – for instance, to bring identification to open new accounts. Also, some processes such as loan applications require in-person consultations. If the bank could make the experience completely digital, it would be able to reach underserved communities in remote areas and dramatically increase its market share. Bank of Abyssinia knew its new platform would be a potential target for fraudsters and cyber criminals (Temenos Headquarters SA. 2023).

Despite the bank's continuous efforts to introduce innovative digital banking solutions, the operating environment presents uncertainties, including security concerns and heightened competition from local and potentially foreign players. As the bank prepares to launch a new mobile self-service solution, it anticipates both challenges and opportunities in the upcoming fiscal year. (BoA annual report 2021/22) The significance of corporate reputation in the banking industry, especially in Ethiopia, is emphasized by ongoing technological transformations and heightened competition. Thus, this study seeks to assess the corporate reputation level of BoA within the reputation quotient frameworks regarding with employee dimension, evaluating customer-based corporate reputation, and social media utilization along with its engagement metrics.

### **1.3 Research Question**

- What is the level of reputation of the Bank of Abyssinia?
- How does customer perception of Bank of Abyssinia's reputation impact their trust, considering different dimensions of customer-based corporate reputation /CBCR/?
- To what extent does the Bank of Abyssinia use Social Media platforms to build and enhance its corporate reputation among key stakeholders?

### **1.5. Objective of the study**

#### 1.5.1 General objective

- The general objective of the study is an assessment of corporate reputation management in the case of the Bank of Abyssinia.

#### 1.5.2 Specific objective

- To assess the level of corporate reputation of the Bank of Abyssinia using established frameworks
- To comprehensively assess customer perceptions of Bank of Abyssinia's reputation from the viewpoint of its customers.
- To evaluate social media engagement metrics utilized by the Bank of Abyssinia to enhance its corporate reputation among key stakeholders.



## **1.6 Significance of the Study**

The research presented here is significant as it contributes to a better understanding of the corporate reputation of the Bank of Abyssinia, which has not been extensively studied before. By evaluating the corporate reputation of the bank, this research provides valuable insights into the financial sector. The study's findings will enhance our understanding of corporate reputation in general, highlighting the critical factors that need to be considered when developing and maintaining a corporate reputation.

The Bank of Abyssinia will directly benefit from this research as it will gain a detailed analysis of its reputation among internal and external stakeholders, identifying strengths and areas for improvement. This information can guide strategic decision-making, marketing efforts, and customer relationship management to bolster the bank's reputation and competitiveness. Customers of the bank will benefit from improved services and a stronger relationship with the bank, as their feedback and perceptions are incorporated into the bank's strategies. The bank can tailor its services to better meet customer needs, leading to higher satisfaction, loyalty, and positive word-of-mouth recommendations.

Employees and management will gain insights into the work environment, leadership effectiveness, and overall satisfaction within the bank. This can lead to enhanced employee engagement, morale, and productivity through targeted improvements based on study findings. Additionally, the financial sector as a whole will benefit from this study as it adds to the body of knowledge on corporate reputation, offering benchmarks and best practices. Other financial institutions can learn from the findings to improve their own corporate reputation strategies.

Academia and future researchers will find this research valuable as it provides a foundation for future studies on the Bank of Abyssinia and related sectors, contributing to academic discourse and further exploration. Overall, this study's importance lies in its potential to inform and guide decision-making processes in both the financial sector and the broader field of corporate reputation management.

## **1.7 Scope of the Study**

The scope of this study entails an assessment of the corporate reputation of the Bank of Abyssinia, with a focus on selected branches in Addis Ababa. The study analyzes key variables including Reputation Quotient (RQ), customer-based corporate reputation (CBCR), and social media engagement metrics. It's important to clarify that this study does not aim to comprehensively assess all aspects of corporate reputation but rather concentrates on these specific variables within the bank's context.

## **1.8 Limitation of the Study**

The study's findings were entirely reliant on the responses provided by the participants included in the study. Furthermore, due to the relatively limited sample size compared to the large number of Bank of Abyssinia branches in the country, the results might not have been generalizable beyond the specific population from which the sample was drawn. Additionally, the absence of detailed social media customer engagement data from the Bank of Abyssinia constrained the study's ability to draw precise conclusions.

## **1.9 Organization of the Study**

This study was organized into five sections to thoroughly analyze corporate reputation management at the Bank of Abyssinia. The introduction provided context identified gaps in existing literature, stated research questions and objectives, underscored the study's significance, outlined the scope and limitations, defined key terms, and explained the organization of subsequent sections. The literature review assessed theoretical frameworks and empirical studies on corporate reputation management, including previous research on corporate reputation, customer-based corporate reputation (CBCR), and social media engagement metrics, while establishing the study's theoretical foundation. The methodology section described the research design, methods, data collection techniques, sample selection process, and analytical framework employed to address the research questions. The data analysis and interpretation section presented findings from the analysis of researcher-rated corporate reputation, CBCR data, and social media engagement

metrics, interpreting results in light of study objectives and discussing observed patterns or trends. Finally, the conclusion and recommendations section summarized the main findings, provided recommendations for enhancing corporate reputation strategies based on study insights, and suggested avenues for future research in corporate reputation management within the banking sector.

# CHAPTER TWO

## REVIEW OF RELATED LITERATURE

### 2.1 Concepts of corporate reputation

Corporate reputation refers to the overall perception and esteem that individuals and entities hold for a company based on its actions, behavior, and performance in various areas such as business practices, social responsibility, and customer relations. It encompasses how the company is viewed by customers, employees, investors, the media, and the public. It's important to understand what we mean by corporate reputation.

Experts and leaders think that having a good reputation is really important for a company. Here's why: it makes people more sure about what the company will do in the future, it helps the company do better than its rivals, and it makes customers trust the company more and helps it make better products and services that people want to buy (Gök and Özkaya, 2011; Vidaver-Cohen, 2007).

Corporate reputation (CR) has been extensively studied across various disciplines such as psychology, sociology, economics, management, and marketing (Fombrun & Van Riel, 1997; Walsh & Beatty, 2007). While there are numerous definitions of CR, we adhere to the widely recognized definition proposed by Fombrun (1996), which describes it as a perceptual representation of a company's past actions and prospects, indicating the firm's overall appeal to all of its key constituents when compared with other leading rivals (p. 72). CR is a multidimensional construct, reflecting the perceptions of stakeholders, and is not directly controllable (Walker, 2010; Rindova et al., 2005).

The second attribute highlights the social and collective nature of CR as representing the aggregated perceptions of all stakeholders of a firm (Fombrun et al., 2000; Walker, 2010). In this regard, stakeholders might be external to the company such as customers, suppliers, and shareholders, or internal, e.g., employees or a firm's management. Defining CR as issue-specific, the third attribute states that an organization may have a separate reputation for different relevant aspects (Walker, 2010). In line with this idea, the reputational quotient (RQ) defines the following six CR issues:

emotional appeal, products and services, financial performance, vision and leadership, workplace environment, and social responsibility. (Fombrun et al. 2000)

Regarding corporate responsibility (CR), a company's overall and issue-specific CR is typically evaluated as positive or negative, aligned with the comparative nature of CR (Walker, 2010). As per the resource-based view of the firm (Barney, 1991), CR is regarded as an intangible asset that can contribute to a competitive advantage. A favorable CR may lead to better customer retention, higher sales rates, and a superior market position (Fombrun & Van Riel, 1997). Furthermore, CR may assist in establishing market barriers (Roberts & Dowling, 2002), reducing employee turnover, or achieving success in the recruitment process (Nakra, 2000). Conversely, an unfavorable CR may have the opposite effect on all the aforementioned examples, thus posing an existential threat to enterprises (Fombrun & Shanley, 1990; Scott & Walsham, 2005). Therefore, companies must handle this valuable but sensitive asset with care (Walsh & Beatty, 2007). However, the foundation of proper CR management primarily depends on an organization's ability to assess its CR and that of its competitors promptly (Jones et al., 2009), as per the rhetorical situation.

## **2.2 Antecedents of Corporate Reputation**

The role of corporate reputation as either an independent or outcome variable remains unclear, with different researchers taking different perspectives. While some consider it as a predictor variable, others view it as a consequence of other variables. This challenge of understanding the causal link between a good reputation and outcomes like financial performance has been likened to the chicken-and-egg dilemma, as noted by Fisher (1996). The concept of reverse causality, where higher performance leads to a good corporate reputation, subsequently enhancing future performance likelihood, is supported by Roberts and Dowling (2002) and Fombrun and Shanley (1990).

### **2.2.1 *Customer satisfaction***

There is a positive association between corporate reputation and customer satisfaction in a retailing context, a finding echoed by Walsh et al. (2006) in the realm of utility services. However, while

these studies establish a correlation between customer satisfaction and customer-based reputation, they do not delve into the impact of satisfaction on reputation. Nguyen and Leblanc (2001) contend that reputation can serve as an effective predictor of service outcomes, potentially representing the most reliable indicator of a service firm's performance. (Jones et al., 2009, p. 206)

### **2.2.2 Trust**

The marketing literature has emphasized the importance of the relationship between trust and corporate reputation (Doney & Cannon, 1997; Ganesan, 1994). Many scholars have identified trust and confidence in an organization's future actions as fundamental factors in corporate reputation (Rose & Thomsen, 2004; Dowling, 2001; Roberts & Dowling, 2002). Trust was demonstrated as a correlate of customer-based corporate reputation by Walsh and Beatty (2007), though it was not modeled as a predictor of reputation. The literature suggests that reputation primarily benefits from reducing uncertainty, especially in the marketing of energy due to its intangible nature (Rose & Thomsen, 2004; Dowling, 2001; Roberts & Dowling, 2002). The literature suggests that reputation benefits primarily from reducing uncertainty, especially in the marketing of energy due to its intangible nature. The inherent credence qualities of electricity, which cannot be evaluated even post-purchase, imply that consumers must place trust in energy products. Consistent with prior research (Moorman, Deshpande, & Zaltman, 1992; Anderson & Weitz, 1989).

### **2.2.3 Commitment**

Commitment is widely acknowledged as a crucial aspect of fostering successful business relationships and satisfying customers, as highlighted by Robinson (2005) and Trisnaningsih (2003). It is viewed as a long-term investment that builds trust and enhances customer satisfaction. Moreover, Wijayawati and Jaka (2004) demonstrated that there is a notable positive impact on customer satisfaction stemming from employee commitment. This emphasizes the significance of fostering dedication among employees to ultimately enhance the customer experience.

## **2.3 Consequences of Corporate Reputation**

A positive corporate reputation has been demonstrated to have favorable impacts on financial performance (Fombrun and Shanley, 1990), as well as on various constructs such as customer retention (Andreassen and Lindestad, 1998; Barich and Kotler, 1991) and positive word-of-mouth

behavior (Groenland, 2002; Fombrun and van Riel, 1997). Analyzing corporate reputation through an information economics perspective enables the exploration of potential favorable and unfavorable outcomes. Signaling theory suggests that information is not uniformly accessible to all parties simultaneously, leading to information asymmetry (Spence, 1973). It is generally posited that a company's reputation serves as a crucial signal capable of reducing customers' risks and incentivizing product adoption (Fombrun and Shanley, 1990; Spence, 1973). A positive reputation indicates quality and ethical business practices in market transactions. It communicates to customers the consistency and high standard of a firm's output and services, with minimal variability enhancing reputation strength. Furthermore, reputation functions as a means to uphold the production of superior goods and services and to distribute pertinent information.

### *2.3.1 Customer loyalty*

Customer loyalty refers to the mindset towards an organization and its offerings, primarily shown through intentions and actions like repeat purchases and referrals (Oliver, 1997; Reichheld, 1996; White and Schneider, 2000). Several empirical studies have attempted to establish a connection between perceived corporate reputation and customer loyalty (Walsh and Wiedmann, 2004). Others have indicated that reputation indirectly influences customer retention (Andreassen and Lindestad, 1998; Barich and Kotler, 1991). A company's reputation often serves as a promise of quality to customers, motivating companies to consistently prioritize the delivery of high-quality products and services with integrity and transparency. Effective execution of this strategy can mitigate customers' transaction costs and perceived risks while fostering greater customer loyalty, acting as a formidable barrier to market entry (Rose and Thomsen, 2004; Dierickx and Cool, 1989). In a marketing context, Wernerfelt (1988) demonstrated that consumers exposed to new products under a familiar brand name extend the brand's characteristics to the product, suggesting that a positive company reputation could lead consumers to perceive products more favorably.

### *2.3.2 Word-of-mouth behavior*

Word of mouth intention is likely the earliest method through which opinions about products, brands, and services are formed, voiced, and disseminated (Lau and Ng, 2001). The relationship

between the frequency of word of mouth and customer satisfaction follows a U-shaped pattern, with the majority of word of mouth communications being either negative or positive. Positive word of mouth communication is associated with trust (Bergeron et al., 2003; Gremler et al., 2001).

The positive impact of reputation on product quality can be attributed to the fact that companies offering low-quality products are more likely to receive negative feedback from customers, resulting in negative word-of-mouth. Conversely, customers who perceive a company to possess a good reputation are more inclined to engage in positive word-of-mouth compared to those who do not perceive the company as reputable. As a result, companies with excellent reputations tend to stimulate positive word-of-mouth, whereas those with poor reputations may trigger negative word-of-mouth. (Sundaram et al 1998).

### **2.3.3. *Repurchase intention***

/

Customers' intention to repurchase a product or service can be impacted by their satisfaction with previous experiences. The frequency of past behavior often reflects habitual tendencies, where the association between a specific behavior and a satisfying result plays a crucial role (Verplanken & Orbell, 2003). Satisfaction with a brand fosters trust among customers, subsequently leading to their inclination to repeatedly utilize the services when needed.

### **2.3.3 *Switching intention***

In the marketing realm, the construct of perceived behavior control has been linked to the notion of price by Pande and Soodan (2015). Similarly, individual attitudes towards behavior have been associated with service quality according to Gronross (1998), Morgan & Dev (1994), and Bolton & Drew (1991). Within the banking sector, both local and international banks operate amid intense competition, offering customers a wide array of choices. This competitive landscape has increased the likelihood of customers considering switching between banks. Often, these intentions to switch translate into actual behavior. Consequently, customer switching behavior, particularly when customers switch out, can have detrimental effects on business operations, resulting in revenue loss, reduced profit margins, and increased operational costs, including the expenses associated



with acquiring new customers (Keaveney & Parthasarathy, 2001; Murungu, 2013). It's important to recognize that customer switching from one bank to another is a widespread occurrence in the banking industry globally. Ernst & Young (2011) reported that in 2009, approximately 36% of bank customers worldwide shifted from their original banks to other institutions, with an additional 7% planning to make similar moves.

#### **2.4 Corporate Reputation Management in the Banking Industry**

The lack of trust in these sectors is attributed to factors such as conflicts of interest, excessive risk-taking, and ineffective risk management, which significantly impact the success of firms in the banking sector (Wilmarth, 2009; Nasiripour, 2012). Reputation management is crucial for banks, and Cobrbelt and Mitchel (2000) emphasize the vital role of banks in managing their reputation. Slater (2012) highlights the necessity of prioritizing reputation management in the banking sector, as reputational damage can negatively impact attracting deposits, investments, and mandates. To rebuild public trust, some banks, like Barclays in 2012, initiated an autonomous review to assess their business practices, principles, and standards. The Basel Committee on Banking Supervision (2009) stresses that reputational risk may arise from negative perceptions, impacting the ability to maintain and establish business relationships. Positive corporate reputation practices significantly contribute to public trust, as highlighted by Esen (2012). Therefore, Scandizzo (2011) argues for a clear and comprehensive corporate reputation management policy in banks, endorsed by senior management and the board of directors.

#### **2.5 Social media engagement theory**

The Social Media Engagement (SME) theoretical model proposed in this research is built upon Prahalad and Ramaswamy's (2004) model of co-creation in the service sector and extends it to explain the dynamics of social interactions among users facilitated by social media platforms provided by organizations. By adopting a socio-technical systems perspective, the model explores how user experience influences engagement and subsequent usage (Prahalad & Ramaswamy, 2004). At the core of the SME model lies the concept of user engagement. Despite its recognized

importance, the term "engagement" lacks clear definition and measurement within Information Systems (IS) research, leading to conceptual ambiguity (Hwang & Thorn, 1999; O'Brien & Toms, 2008; Ray, Kim, & Morris, 2014). The SME model seeks to address this gap by delineating the factors that contribute to the user experience, user engagement, and usage.

The model emphasizes the role of technology as the platform enabling global and temporal social interactions among users. Social media's rise is attributed to technological advancements that provide unique user experiences, facilitating novel forms of connection and communication (Prahalad & Ramaswamy, 2004). The user experience in social media encompasses both social interactions and technical features. Social interactions involve communication among users, fostering personalized relationships and providing access to social resources (Jensen & Aanestad, 2007; Kettinger & Lee, 1994; Prahalad & Ramaswamy, 2004). Meanwhile, technical features encompass the perceived capabilities of the technology, such as information retrieval, flexibility for multiple purposes, and adaptability to users' evolving needs (Brown & Magill, 1998; Simon, 1991). Overall, the SME model offers a comprehensive framework for understanding how social media platforms facilitate user engagement through the interplay of social interactions and technical features, thus influencing usage behavior.

### **2.5.1 Customer engagement**

Scholars align on the notion that social media engagement is a phenomenon unique to its context, akin to customer engagement as described by Brodie et al. (2013). It reflects customers' favorable individual attitudes toward either the community or a specific brand and this engagement can manifest concerning different entities: the community itself, fellow customers within the network, or the brand itself, as emphasized by Dessart (2017). Moreover, researchers have delineated both the precursors and outcomes of social media engagement, shedding light on the motivations driving customer interactions on social platforms and the resultant effects. These outcomes encompass facets such as loyalty, satisfaction, trust, and commitment, as elucidated by Van Doorn et al. (2010).

### ***Engagement metrics:***

- Facebook: The number of people a post reached who then liked, commented, shared, or clicked on the post.
- Twitter: The total number of times a user interacted with a tweet.
- LinkedIn: The number of interactions plus the number of clicks and followers.
- YouTube: The number of clicks on interactive elements.

### ***Engagement Rate:***

- Twitter: Total number of interactions divided by the number of impressions.
- LinkedIn: Total number of interactions plus number of clicks and followers divided by the number of impressions.
- YouTube: Total number of clicks on interactive elements divided by the number of times an ad is shown.

## **2.6 Measuring corporate reputation**

The diverse definitions of corporate reputation reveal a shared core concept, emphasizing that corporate reputation is a result of an organization's efforts to shape perceptions of corporate identity and image. This underscores the significance of reputation measurement for evaluating corporate communication programs and managing external perceptions. However, the absence of a universally agreed-upon definition poses challenges to the practicality of existing measurement instruments (Bromley, 2012, p. 35). Consequently, a range of measurement and management instruments has been developed. In the subsequent section, this text critically reviews the most prominent measurement instruments. Apologies for the oversight. Here's the revised paraphrase with citations included:

### 2.6.1 Harris Fombrun's "reputation quotient" (RQ)

Rep Trak™ uses a scale from 0 to 100 to rate how good a company's reputation is. It looks at 23 things that a company does well, like its products, how well it performs, how innovative it is, how it's governed, how ethical it is, how good its workplace is, and how it contributes to society. This system is based on an earlier one called the Reputation Quotient (RQ) created by Dr. Charles Fombrun in 1966. The RQ measured things like how people feel about a company, its products, its financial success, its leaders, its workplace, and its social responsibility. It was used in surveys around the world and helped analyze the reputation of companies since 1999.

- ✓ Emotional feedback - considering whether the person has a good opinion about the company, the level of admiration and respect, and trust;
- ✓ Products and services – if the quality is high or not, are innovative of products, value for money, superior to other products or not;
- ✓ Work environment - rewards for employees, pleasant working environment, competent employees;
- ✓ Financial performance - it exceeds competitors, record profit, low-risk investment, growth prospects;
- ✓ Vision and leadership - market opportunities, excellent leadership, clear vision for the future;

#### **Reputation quotients**

- Emotional feedback refers to stakeholders' subjective perceptions of a company, including admiration, respect, and trust. It reflects the company's reputation built on strong relationships and ethical conduct.
- Products and services reputation quotient evaluates how customers perceive the quality, innovation, and value of a company's offerings. It influences purchasing decisions and brand loyalty by comparing products or services to competitors and assessing their uniqueness and value for money.

- Work environment reputation quotient focuses on employee satisfaction and well-being, considering factors like fair compensation, growth opportunities, and supportive leadership. It attracts and retains talent, enhancing engagement and productivity.
- Financial performance reputation quotient examines a company's financial health relative to peers, including metrics like revenue growth and profitability. It boosts investor confidence, reduces risk perception, and supports long-term sustainability and growth.
- Vision and leadership reputation quotient assesses a company's strategic direction and leadership effectiveness. It evaluates leaders' ability to understand market opportunities, communicate a compelling vision, and drive sustainable growth, inspiring stakeholder confidence and strategic alignment.

## **2.7 THE CUSTOMER-BASED CORPORATE REPUTATION SCALE**

Walsh and Beatty's (2007) examination of corporate reputation definitions unveiled two pivotal insights. The initial insight underscores reputation as a collective construct, while the subsequent observation highlights its conceptual framework dependent on both direct and indirect interaction encounters (Walsh and Beatty, 2007). From a psychological standpoint, it is posited that an individual's perceptions of a company are shaped by direct engagements with its facilities, offerings, personnel, and services, which are further influenced by the impressions of others within pertinent social circles (Bromley, 2000).

In the realm of corporate reputation management, the initial step in scale development involves defining and conceptualizing the targeted construct. The validity of measurement depends on a robust conceptualization, necessitating a theoretical frame. The text emphasizes the significance of literature reviews, citing the example of Customer-Based Corporate Reputation (CBCR). Walsh and Beatty's (2007) definition is considered comprehensive, defining CBCR as a customer's overall evaluation based on reactions to goods, services, communication, and interactions with the firm. However, deficits identified by Walker (2010) and Boshoff (2009) lead to a refined definition, characterizing customer CBCR as a stable, positive, or negative evaluation, made by

comparing a firm to another, considering various aspects of interactions and known corporate activities.

Corporate reputation measurements from the customer's perspective can be categorized into two main types: single-dimensional and multidimensional measurements. Single-dimensional measurements, exemplified by studies like Caruana and Chircop (2000) and Walsh et al. (2006), treat reputation as a singular construct and gauge it through multiple items. However, critics argue that this approach is insufficient to comprehensively explain why a firm holds a particular reputation, as people's perceptions are intricate and cannot be simplified as merely good or bad.

Recognizing the complexity of corporate reputation and the inadequacy of a single-dimensional approach, Walsh and Beatty (2007) introduced a multidimensional scale, known as the Customer-Based Corporate Reputation Scale (CBCRS). This scale, developed and validated using actual customers in banking, retailing, and fast-food services, comprises five dimensions: product and service quality, customer orientation. However, criticisms have been raised regarding the content and construct validity of CBCRS. Boshoff (2009) highlighted concerns about the definition process of reputation dimensions, content validity issues, and problems related to statistical assumptions used in data analysis. Boshoff specifically noted irrelevant items and a lack of unidimensionality in the scale, questioning its overall construct validity. Despite these critiques, the CBCRS remains a notable effort to capture the multidimensionality inherent in the perception of corporate reputation by customers.

## **2.8 SCALE DEVELOPMENT PROCESS**

A method for creating scales to measure various aspects of marketing, which deals with challenges in developing scales and finding issues with existing ones. The proposed method involves eight steps: defining what the scale will cover, coming up with items for the scale, gathering data, refining the scale, gathering more data, checking how consistent the scale is, checking how accurate the scale is, and setting standards for the scale (Churchill, 1979, p. 66). Later, scholars like Peter (1981), Anderson and Gerbing (1982), and Gerbing and Anderson

(1988) added to Churchill's method. Gerbing and Anderson (1988) in particular improved Churchill's work by suggesting a new way to test if the scale measures what it's supposed to, using a method called confirmatory factor analysis instead of older methods like Cronbach's alpha and exploratory factor analysis. Churchill's method has been widely used by researchers making scales for marketing. Other scholars like Newell and Goldsmith (2001), Sweeney and Soutar (2001), Arnold and Reynolds (2003), and others have adjusted Churchill's approach based on their own goals and new statistical methods. Despite these changes, many of the steps in scale development stay the same across different methods, showing how influential Churchill's method has been (Netemeyer et al., 2003).

## **2.9 Corporate reputation measurement systems**

Corporate reputation (CR) measurement systems fall into two main categories:

- *Qualitative models*: These models primarily assess corporate reputation and serve as preventive tools to minimize reputational risks. They focus on understanding the factors contributing to reputation and identifying areas for improvement.
- *Quantitative models*: Particularly relevant in banking, quantitative models are used to measure the risk and impact of reputation losses. They involve analyzing data and metrics to quantify the potential effects of reputational damage on a bank's operations and market value.

### **2.9.1 The qualitative models**

Before 1997, Fortune's Most Admired Companies ranking primarily featured US firms, but it expanded globally by the late 1990s, covering 24 industries across 13 countries and introducing the Global Most Admired Companies index. Today, Fortune presents the World's Most Admired Companies indicator (WMAC), assessing companies from various countries and industries (Fombrun et al., 2000). Executives, directors, and analysts rate companies based on nine criteria to determine the Overall Reputation Score (ORS). However, critics have pointed out biases within Fortune's rankings and similar ones from outlets like the Financial Times, including limited respondent diversity and a focus on large firms and financial performance. In response, Harris

Interactive, Charles Fombrun, and Cee Van Riel developed the Reputation Quotient (RQ) model, which collects data on Corporate Reputation (CR) from various stakeholders, including the general public, customers, employees, suppliers, and investors (Schwaiger, 2004). The RQ relies on a questionnaire comprising twenty items grouped into six dimensions. Additionally, the RepTrak system developed by the Reputation Institute in 2006 provides another methodology for ranking reputation. It annually publishes results from extensive research conducted in over 30 countries. Particularly, a 2011 study by the Reputation Institute highlighted disparities between emerging and developed markets in banking industry reputation (Fombrun et al., 2000).

### 2.9.2 The Quantitative Models

The reputation of a bank is vital for its functioning, and any harm to it poses a significant risk. One common way to measure reputational damage in the banking sector is through event study analysis, which looks at how events like scandals or negative media coverage affect listed banks' market value. Studies suggest that if the drop in market value is greater than the reported operating loss, it indicates reputational damage (Perry & De Fontnouvelle, 2005).

Other quantitative methods include the intellectual capital approach, accounting approach, and marketing models (Gabbi & Patarnello, 2010). The intellectual capital approach estimates reputation value by looking at trademarks, copyrights, and other intangible assets from financial statements. The accounting method, following international standards like IAS 38, evaluates corporate intangible assets, including reputation, by comparing assets and liabilities at fair value. Marketing models measure corporate reputation through brand equity, often using royalty rates as a metric.



## Conceptual Framework

The framework highlights how both internal and external factors influence corporate reputation management at Bank of Abyssinia. Internal factors include emotional appeal/feedback/, products and services, workplace environment, financial performance, vision, leadership, and social responsibility. External factors encompass customer satisfaction, positive word-of-mouth intentions, commitment, repurchase intentions, and switching tendencies. Additionally, the bank utilizes social media platforms to engage stakeholders, enhance its reputation, and improve performance. This graphical representation aids in understanding the concepts considered in the study.

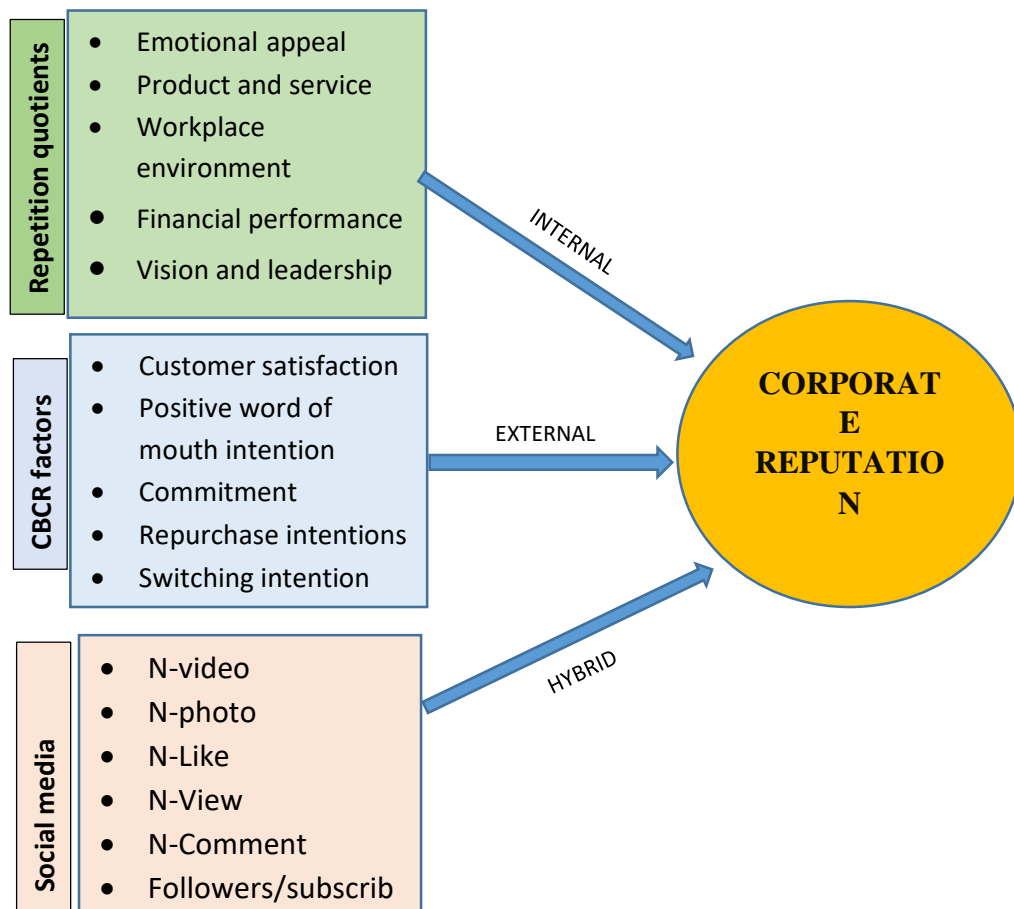


Figure 2.1: conceptual frame work

# **CHAPTER THREE**

## **Research Methodology**

### **3.1 Overview**

This chapter outlines the research methodology to be employed in the study, providing a description of various techniques, including research design, target population, sampling procedure, sampling methods, data collection tools, and ethical considerations. It offers a brief overview of the quantitative methodology, justifying its adoption. The chapter then details the phases of data collection, encompassing a questionnaire and content analysis. Additionally, it reports on the translation of the scale, its reliability and validity, the pilot administered, the study population and samples, the steps in the fieldwork, and the analysis of the quantitative data.

In investigating the intricate dynamics of corporate reputation within the context of the Bank of Abyssinia, a survey methodology with a sequential explanatory strategy is deemed most appropriate. This choice is underpinned by several key advantages that align with the research objectives and the complexities inherent in studying corporate reputation phenomena. Firstly, the survey methodology offers a structured framework for data collection that enables the systematic gathering of information from stakeholders, including customers, employees, and other relevant parties associated with the bank. Given the multifaceted nature of corporate reputation, involving various dimensions and perspectives, the survey approach allows for the comprehensive exploration of these facets within a single study.

## **3.2 Research Design**

The research design serves as the framework of a research endeavor, functioning as the cohesive force that binds together all its constituent elements. In the words of Ahuja Ram (2010), it acts as the essential "glue" that integrates and organizes the various components of a research project. A survey methodology with a sequential explanatory strategy is deemed most appropriate. This choice is underpinned by several key advantages that align with the research objectives and the complexities inherent in studying corporate reputation phenomena. Therefore, the survey design offers a structured framework for data collection that enables the systematic gathering of information from a large and diverse sample of stakeholders, including customers, employees, and other relevant parties associated with the bank. Given the multifaceted nature of corporate reputation, involving various dimensions and perspectives, the survey design allows for the comprehensive exploration of these facets within a single study.

## **3.3 Research Approach**

This study employed quantitative research approaches to assess corporate reputation, including the levels of corporate reputation, customer-based corporate reputation (CBCR), and digital platform utilization at the Bank of Abyssinia in Ethiopia. Quantitative methods were chosen for several reasons. Firstly, they allow for the objective measurement of variables, providing precise and reliable data on corporate reputation and customer perceptions. Large-scale data collection is possible with quantitative approaches, ensuring that the findings are representative of the broader customer base. Statistical analysis tools further enable the identification of patterns, correlations, and causal relationships between variables, offering deeper insights into how digital platform utilization impacts customer perceptions of the bank's reputation. Additionally, standardized quantitative methods facilitate comparability and replicability, essential for validating and extending the study's findings. These methods also offer efficiency in data collection and analysis, crucial for obtaining timely and actionable insights in a business context. By using quantitative techniques, the study ensures robust, comparable, and actionable results, contributing to a comprehensive understanding of corporate reputation in the banking sector.

### 3.4 Data sources

Data for this study were collected from both primary and secondary sources. The primary data sources were selected for their ability to offer comprehensive insights into corporate reputation dynamics from both corporate and customer perspectives.

- ***Reputation Quotient***: The dimensions (pillars) of Harris Fombrun’s Corporate Reputation Quotient are one of the most popular and well-cited measurements for corporate reputation. It is a multi-dimensional construct composed of six dimensions that identify stakeholders’ perceptions about the reputation of the company (Fombrun et al., 2000). Emotional Appeal, products and Services, workplace environment, financial Performance, vision and leadership and social responsibility.
- ***Customer-Based Corporate Reputation (CBCR) Questionnaire***: This instrument is specifically tailored to capture customer perceptions of corporate reputation. Customer satisfaction and repurchase intention scales from Maxham and Netemeyer (2002), positive word-of-mouth intention scale from Kuenzel and Halliday (2008), commitment scale by Henning-Thurau et al. (2002) and, finally, switching intention scale from Nikbin et al. (2012).

In addition to primary data, secondary data source was through content analysis of social media platforms. This approach was chosen for its ability to provide real-time insights into customer engagement and digital marketing effectiveness.

- ***Content Analysis of Social Media Platforms***: This involved analyzing engagement metrics such as likes, comments, shares, views, followers, and overall engagement rates across various social media platforms. The rationale for this approach is that social media engagement metrics offer valuable insights into how the Bank of Abyssinia connects with its audience, conveys its brand message, and achieves its marketing objectives. By examining these metrics, the study aims to understand the bank’s digital engagement strategies and their impact on corporate reputation.

### 3.5 Data Collection Methods

The data collection method involved administering the Reputation Quotient and CBCR questionnaires. These methods were selected for their robustness and validity in measuring the complex dimensions of corporate reputation.

***Reputation Quotient Questionnaire:*** This questionnaire was used because it provides a detailed and validated framework for assessing various aspects of corporate reputation. Its structured format ensures comprehensive and consistent data collection across different dimensions of corporate reputation.

***CBCR Questionnaire:*** The CBCR questionnaire was employed to capture customer-specific perceptions of corporate reputation. This method allows for the direct collection of data on customer satisfaction, loyalty, and other critical factors influencing reputation from the customer's viewpoint.

***Secondary data*** were collected through content analysis of social media engagement metrics. This method was chosen to complement the primary data by providing additional insights into the bank's digital presence and customer interactions online.

By employing both primary and secondary data collection methods, this study aims to provide a comprehensive and multi-faceted understanding of the corporate reputation of the Bank of Abyssinia. The combination of structured questionnaires and content analysis ensures that the research captures a wide range of perspectives and data, enhancing the overall validity and reliability of the findings.

### 3.6 Population, sample size and sampling techniques

In measuring reputation, as is the case with the Reputation Quotient and CBCR in this study (Schwaiger, 2004), sampling considerations are crucial. Conceptually, the sample included customers and employees of the Bank. The Bank of Abyssinia (BoA) reported a total of 284 branches in Addis Ababa. During the review period, the bank hired 2,145 new employees through diverse banking channels, tailored to customer preferences. This increased the total employee count to 11,508 as of June 30, 2023, marking an 18.92% growth over the previous year and highlighting customer empowerment through the Bank's varied services, as stated in its financial report for 2022/23. This evaluated the corporate reputation of all these branches. Given the complexity of branch distribution across eleven subsidiaries, a stratified sampling approach is employed to ensure a thorough examination of diverse reputational landscapes. The primary objective was to classify branches by subsidiary and select a representative sample for a comprehensive evaluation of corporate reputation. To maintain objectivity, the sample selection used a random sampling method within each stratum.

- Calculate the proportion of branches in each subsidiary:  $(f_h = \frac{x_h}{N})$  for each subsidiary (h).
  - $(x_h)$ : Number of branches in stratum h.
  - $(N)$ : Total number of branches.
- If there are three subsidiaries (h=1, 2, 3):
  - $(f_1 = \frac{x_1}{N} = \frac{76}{284})$
  - $(f_2 = \frac{x_2}{N} = \frac{83}{284})$
  - $(f_3 = \frac{x_3}{N} = \frac{70}{284})$
- Calculate the sample size for each stratum:  $(n_h = f_h \times \text{Overall Sample Size})$ .
  - $(n_h)$ : Sample size for stratum h.
- If the overall sample size is 5:
  - $(n_1 = f_1 \times 5 = 1.65)$
  - $(n_2 = f_2 \times 5 = 1.81)$

- $(n_3 = f_3 \times 5 = 1.53)$
- Round the sample size for each stratum to the nearest whole number.

If the calculated sample sizes are fractional, round them:

- $(n_1 = \text{Round}(n_1) = 2)$
- $(n_2 = \text{Round}(n_2) = 2)$
- $(n_3 = \text{Round}(n_3) = 1)$
- Ensure that the sum of the rounded sample sizes equals the overall sample size.

If the rounded sample sizes are 2, 2, and 1, the sum is 5.

The broader study on the corporate reputation of the Bank of Abyssinia used purposive sampling as its sampling technique. The study targeted approximately 250 customers across five branches in Addis Ababa. Purposive sampling was chosen to ensure that participants possess substantial experience and information about the bank, enhancing the reliability of their ratings. To meet this criterion, only customers with a minimum of four years of client relationship with the bank were approached for participation, emphasizing a deliberate selection process to capture insights from individuals with sustained and meaningful interactions with the bank.

Determining the appropriate sample size stands as the pivotal design decision confronting researchers. This is due to the fact that a sample size too small compromises the precision necessary to furnish dependable answers to the research inquiries at hand. Conversely, an excessively large sample size entails squandering time and resources often with marginal returns. As previously highlighted, several factors wield significant influence in establishing the sample size required. Familiarity with these factors and their impact aids researchers in accurately determining the requisite sample size. These factors encompass the sampling design, statistical analysis, desired level of precision, level of confidence, extent of variability, and anticipated non-response rate (Ali A. Al-Subaihi, 2003).

This sampling strategy is designed to contribute to the robustness and validity of the findings in assessing the corporate reputation of the Bank of Abyssinia. In stratified sampling, the population was divided into distinct subgroups or strata based on certain characteristics relevant to the research question. Each stratum was then sampled independently, and the samples from each

stratum were combined to form the overall sample. In this case, the population of branches was stratified based on location (Addis Ababa vs. other regions in Ethiopia), and a sample was taken from the specific stratum of branches in Addis Ababa to estimate the number of employees within those branches. In this study, the researcher used the proportion of branches in Addis Ababa compared to the total number of branches in Ethiopia to estimate the number of employees within the five branches in Addis Ababa.

The rationale behind the calculation of the estimated number of employees within the five branches in Addis Ababa using proportionate sampling is based on the need for a representative sample size that reflects the overall distribution of employees across all branches. Here is a detailed explanation of the process and why it was chosen:

- Total Number of Employees and Branches:

*Total number of employees across all branches in Ethiopia = 11,508*

*Total number of branches in Addis Ababa = 284*

- Proportionate Sampling:

*Number of branches selected for the study in Addis Ababa = 5*

*To estimate the number of employees within these five branches, we use the proportionate sampling method.*

- Proportionate Calculation:

*Proportion of branches selected =  $\left(\frac{5}{284}\right)$*

*Applying this proportion to the total number of employees:  $\left[\left(\frac{5}{284}\right) \times 11,508 \approx 203.34\right]$*

*Since we cannot have a fraction of an employee, we round up to the nearest whole number:*

*[ Estimated number of employees within the five branches in Addis Ababa = 204 ]*



- Statistical Validity:

Proportionate sampling is a widely accepted statistical method that improves the representativeness of the sample. This enhances the validity of the study's findings by ensuring that the sample is not biased towards a particular subset of the population.

### **3.7 . Data Analysis**

The researcher conducted editing, coding, and data entry into the Statistical Package for Social Sciences (SPSS). This phase involved converting both nominal and ordinal quantitative data into numerical codes. Following this, descriptive statistics, including frequencies, percentages, means, and standard deviation, were computed to offer a comprehensive summary of the collected data. The investigation employed multiple linear regression and Pearson correlation analyses to examine the relationships between independent and dependent variables, elucidating their inferential significance, direction, and magnitude. Specifically, the regression model investigated the interplay between the dependent variable (corporate reputation) and independent variables (emotional appeal, products and services, financial performance, vision and leadership, workplace environment, and social responsibility).

Additionally, the study utilized multiple linear regression and Pearson correlation to analyze the relationship between independent and dependent variables. Customer-Based Corporate Reputation (CBCR) regression model was employed to explore the connection between factors captured through the CBCR questionnaire and corporate reputation. Key dimensions including customer satisfaction, positive word-of-mouth intention, repurchase intention, switching intention, and commitment served as predictor variables, while corporate reputation represented the overarching perception of the bank among its customers as the dependent variable. By integrating the CBCR questionnaire into the analysis, the research aimed to gain a deeper understanding of how customer perceptions and behaviors influence corporate reputation from the customer's viewpoint, providing valuable insights for strategic decision-making and enhancing customer engagement initiatives in the banking sector.

✓ **The regression model Reputation Quotients**

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Y = Corporate Reputation

$\beta_0$  = Y intercept

$\beta_1$  to  $\beta_5$  = Regression Coefficients X1 = Emotional appeal(Feedback) X2 = Products and services

X3 = Financial performance

X4 = Vision and leadership

X5 = work place environment

X6 = social responsibility

$\varepsilon$  = error term

✓ **The regression model CBCR**

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

- (Y) represents Customer-Based Corporate Reputation.

- ( $\beta_0$ ) is the Y-intercept.

- ( $\beta_1$ ) to ( $\beta_6$ ) are regression coefficients.

X<sub>1</sub> represents customer satisfaction.

X<sub>2</sub> represents positive word-of-mouth intention.

X<sub>3</sub> represents repurchase intention.

X<sub>4</sub> represents switching intention.

X<sub>5</sub> represents commitment.

-  $\varepsilon$  = error term

Pearson correlation analysis determined if there is a relationship between the corporate reputation with dimensions. This includes the nature, magnitude and significance of such relationship. Pearson Correlation analysis was conducted at 95% confidence level ( $\alpha = 0.05$ ).

From a test of the MLR model it was possible to obtain model significance values, variances in the model, explanatory variable significance, individual and combined effect of variables,

coefficient of determination and the significance of the model itself. Additional statistical tests included: Cronbach alpha was calculated to determine the internal reliability of the questionnaire items. Descriptive statistics—in the form of frequencies, percentages and means—were used in order to interpret and draw comparisons about the group's responses and how they were distributed in the questionnaire. Analysis of variance (ANOVA) was used to determine statistically significant differences in responses among groups of respondents based on gender and other demographics; Fisher's LSD test was used to identify which groups were different when the F value of the ANOVA was significant.

### **3.8 Reliability and Validity of Data Collection Instruments**

The primary data collection instrument for this study was the Reputation Quotient, a widely recognized tool for assessing corporate reputation, validated internationally. It encompasses dimensions such as emotional appeal, product and service quality, workplace environment, financial performance, vision and leadership, and social responsibility. Validity refers to whether an instrument measures what it claims to measure, while reliability relates to the internal consistency of items in the scale in use. Internal consistency will be measured using Cronbach 's alpha, with values ranging from 0 to 1.0. Normally, values of upwards of .7 or .8 indicate adequate reliability (Ruane, 2005).

Walsh and Beatty (2007) developed and validated a multidimensional scale to measure corporate reputation from the viewpoint of customers, known as the customer-based corporate reputation scale (CBCRS). To assess the nomological validity, this study also utilized customer outcome scales measuring customer satisfaction, positive word of mouth, repurchase intention, switching intention, and commitment, as previous research has linked customer satisfaction to these factors (Walsh, Beatty, and Shiu, 2009; Walsh, Mitchell, Jackson, and Beatty, 2009). Positive word of mouth's influence has been explored by Walsh, Beatty, Shiu, Mitchell, Jackson, and Beatty (2009), and Shamma and Hassan (2009). Shamma and Hassan (2009) also investigated repurchase intention and commitment, while commitment was further examined by Bartikowski and Walsh (2011) and Jeng (2011). To demonstrate nomological validity, the correlation between the

interested scale and other scales designed to measure theoretically related constructs should behave as expected in the theory (Churchill, 1999, p. 457).

To evaluating the customer-based corporate reputation /CBCR/ of the Bank of Abyssinia and its impact on trust and the analysis incorporated descriptive statistics, reliability and validity tests, correlation, factor analysis, and regression analysis to address research questions. Regression analysis helped to identify which dimensions of customer-based corporate reputation /CBCR/ have a significant impact on customer trust and related outcomes, providing valuable insights into the dynamics of corporate reputation management for Bank of Abyssinia. Results were anticipated to reveal insights into the /CBCR/ of the Bank of Abyssinia, its dimensions, and the consequential impact on customer trust and related outcomes. This structured approach ensures a comprehensive understanding of corporate reputation dynamics within the banking context.

### 3.8.1 Reliability coefficient

The reliability of the data obtained from the field survey was assessed using Cronbach’s alpha coefficient, which measures the internal consistency of a set of scale items. Cronbach’s alpha values range between 0 and 1, where higher values indicate greater reliability. In this analysis:

Table 3.1. Reliability statistics corporate reputation /RQ/

<b>Dimensions (Pillars)</b>	<b>Cronbach's Alpha</b>	<b>No. of Items</b>
Emotional appeal (Feedback)	.980	3
Products and Services	.967	4
Financial Performance	.968	4
Vision and Leadership	.941	3
Workplace Environment	.950	3
Social Responsibility	.769	3

Table 3.2. Reliability statistics /CBCR/

<b>CBCR Dimensions</b>	<b>Cronbach's Alpha</b>	<b>No items</b>
Customer satisfaction	.905	3
Positive word of mouth	.879	3
Commitment	.843	3
Repurchase intention	.855	3
Switching intention	.891	3

### **3.9 Piloting questionnaire**

In compliance with relevant research protocol (Bryman& Bell, 2011) the instrument was piloted to ensure it was appropriate and acceptable. The pilot sample was a panel of 20 participants from customer dimension and 20 from employee dimension of a branch of BOA in the Piassa branch who were voluntary to partake in the feasibility study. Analysis of the pilot showed the instrument was psychometrically acceptable.

### **3.10 Ethical Considerations**

Research, as a scientific endeavor, is bound by fundamental ethical principles that must not be compromised at any stage. Proper citation of sources is essential, acknowledging the authors of books and articles used in the study. Data is gathered from appropriate and relevant sources. To uphold ethical standards, the confidentiality of participants (managers, customer, supervisors, and staff) were maintained, with their names, addresses, signatures, and roles in the company omitted from the questionnaire. Respondents were participated voluntarily, and their rights and privacy were respected. The researcher is presented the study's findings truthfully and without distortion.

# CHAPTER FOUR

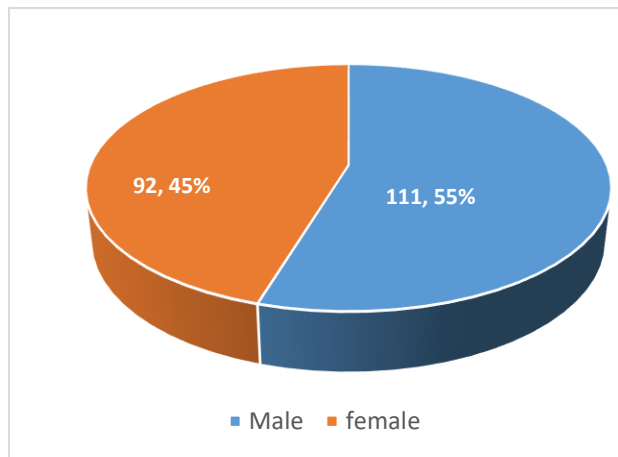
## Data Analysis and Interpretation

### 4.1. Corporate Reputation data analysis and interpretation

This section focuses on the analysis and interpretation of the data collected from respondents from employee of The Bank of Abyssinia by using data collection instruments, primarily questionnaires. The author of this study distributed a total of 203 questionnaires, all of which were completed and returned. The results obtained from the field data are presented below.

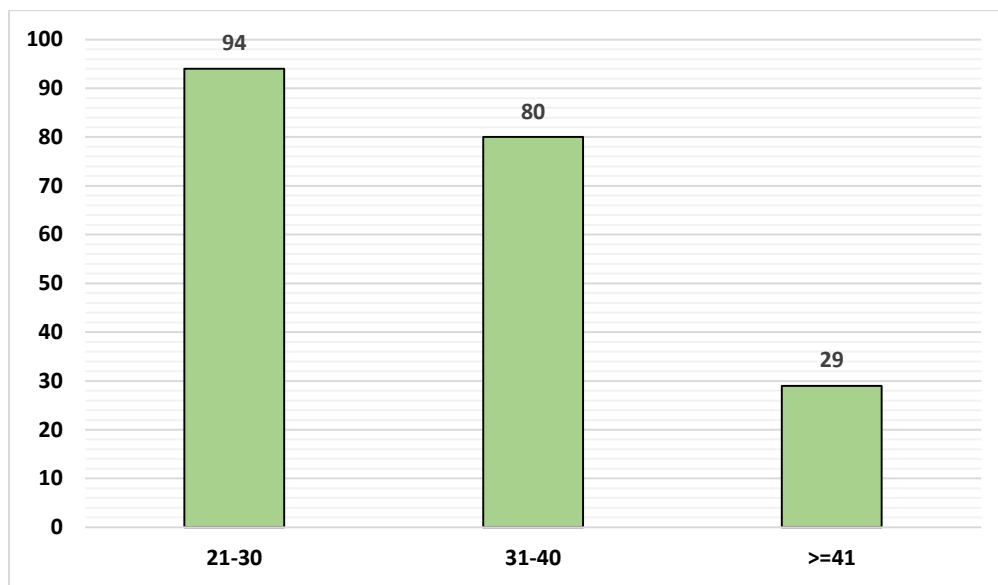
#### 4.1.1. Socio Demographic Characteristics of Respondents

#### 4.1.2. Figure 4.1. Gender dimension of respondent



The data provided in the figure 4.1 outlines the gender distribution of respondents. It indicates that out of the total 203 respondents, 111 identified as male, representing 54.7%, while 92 identified as female, accounting for 45.3%. This suggests that there were more male respondents than female respondents in the study.

Figure 4.2. Age of Respondents



In the figure presented the age distribution of respondents. It shows that out of the total 203 respondents, 94 respondents were within the age range of 21-30, accounting for 46.3%. Additionally, 80 respondents were between the ages of 31-40, representing 39.4% of the total. Furthermore, 29 respondents were aged 41-50, constituting 14.3% of the total. This indicates that the majority of respondents were in the 21-30 age group, followed by the 31-40 age group, with a smaller portion in the 41-50 age group.

Table 4.1. Employee work experience in the bank of BOA in years

Years of experience	Frequency	Percent (%)
< 1 year	7	3.4
1-2 year	85	41.9
3-5 years	89	43.8
6-10 years	16	7.9
more than 10 years	6	3.0
Total	203	100.0

It indicates that 7(3.4%)of respondents had less than one year of experience, 85 (41.9%) had 1-2 years of experience, 89 (43.8%) had 3-5 years of experience, (7.9%) had 6-10 years of experience, and 3.0% had more than 10 years of experience. This suggests that a significant portion of respondents had between 1-5 years of experience, with fewer respondents having less than one year or more than 10 years of experience at Bank of Abyssinia /BOA/.

#### 4.1.3. Dimension (Pillar) of Corporate Reputation

Harris Fombrun’s Corporate Reputation Quotients consist of six dimensions, a widely recognized measure of corporate reputation. Developed in the United States, it gauges stakeholders’ perceptions across dimensions like emotional appeal, products and services, financial performance, vision and leadership, workplace environment, and social and environmental responsibility. This framework improves a company’s rating against competitors based on 20 attributes. While products/services and financial performance have four indicators each, other dimensions have three. The Reputation Quotients have been tested across cultures, with equivalent instruments in the US, Europe, and Australia, as indicated by Gardberg (2006).

#### 4.1.4. Emotional Appeal(Feedback)

Table 4.2 Respondents response on Emotional Appeal feedback

Statements/Questions	Likert option	Frequency	Percent	Mean	Stand.
I have a good feeling about the Bank of Abyssinia	Strongly agree	32	15.8	2.3596	1.02143
	Agree	106	52.2		
	Neutral	35	17.2		
	Disagree	20	9.9		
	Strongly disagree	10	4.9		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
I admire and respect the Bank of Abyssinia	Strongly agree	25	12.3	2.3103	.899953
	Agree	119	58.6		
	Neutral	36	17.7		
	Disagree	17	8.4		
	Strongly disagree	6	3.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
	Strongly agree	31	15.3		



I trust the Bank of Abyssinia	Agree	105	51.7	2.2956	.8851
	Neutral	46	22.7		
	Disagree	18	8.9		
	Strongly disagree	3	1.5		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		

Statement 1: I have a good feeling about the Bank of Abyssinia, the data indicates that a combined 68% of respondents either agreed or strongly agreed with this statement, demonstrating a prevalent positive sentiment towards the bank. 32 (15.8) respondents strongly agreed and 106 (52.2%) respondents agreed. Additionally, approximately 17.2% of respondents provided a neutral response, suggesting a sizable portion with uncertain feelings. The calculated mean of 2.3103 implies a generally positive outlook, while the standard deviation of 1.02143 suggests some variability in respondents' feelings, indicating that responses are spread out from the mean.

Statement 2: I admire and respect the Bank of Abyssinia, 25 respondents strongly agreed and 119 respondents agreed. The majority of respondents, accounting for 71%, expressed agreement or strong agreement with admiration and respect towards the bank. Similarly, around 17.7% of respondents provided a neutral response, indicating a significant portion with ambiguous sentiments. The calculated mean of 2.3103 reflects a generally positive perception, while the standard deviation of 0.899953 suggests some variability in respondents' levels of admiration and respect, with responses distributed around the mean.

Statement 3: I trust the Bank of Abyssinia a great deal," approximately 67% of respondents either agreed or strongly agreed with having a great deal of trust in the bank. Notably, 22.7% of respondents provided a neutral response, indicating uncertainty or ambivalence towards trust. The calculated mean of 2.2956 suggests a generally positive level of trust, while the standard deviation of 0.8851 indicates some variability in respondents' trust levels, with responses clustered relatively close to the mean.

#### 4.1.5. Products and Services

Table 4.3. Respondents response on Products and Service

Statements/Questions	Likert options	Frequency	Percent	Mean	Stand.
Bank of Abyssinia stands behind to its products and services.	Strongly agree	42	20.7	2.3350	.99807
	Agree	83	40.9		
	Neutral	50	24.6		
	Disagree	24	11.8		
	Strongly disagree	4	2.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia develops innovative products and services.	Strongly agree	52	25.6	2.0443	.85191
	Agree	105	51.7		
	Neutral	33	16.3		
	Disagree	11	5.4		
	Strongly disagree	2	1.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia offers high quality products and services.	Strongly agree	50	24.6	2.113	.87426
	Agree	93	45.8		
	Neutral	51	25.1		
	Disagree	5	2.5		
	Strongly disagree	4	2.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia offers products and services that are a good value for the money.	Strongly agree	22	10.8	2.2365	.75992
	Agree	127	62.6		
	Neutral	40	19.7		
	Disagree	12	5.9		
	Strongly disagree	2	1.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		

Statement1: Bank of Abyssinia stands behind its products and services, the data reveals that a significant proportion of respondents, comprising 61.6%, either agreed 83 (40.9%) or strongly agreed 42 (20.7%) with this statement, indicating a positive perception of the bank’s commitment to its offerings. Additionally, around 24.6% of respondents provided a neutral response,

suggesting a notable portion with uncertain sentiments. The calculated mean of 2.3350 reflects a generally positive perception, while the standard deviation of 0.99807 indicates some variability in respondents' opinions.

Statement2: Bank of Abyssinia develops innovative products and services, a majority of respondents, accounting for 77.3%, expressed agreement 105 (51.7%) or strong agreement 52 (25.6%) with this statement, demonstrating positive perceptions of the bank's innovation. Similarly, approximately 16.3% of respondents provided a neutral response. The calculated mean of 2.0443 suggests a positive perception of innovation, while the standard deviation of 0.85191 indicates some variability in respondents' opinions.

Statement 3: Bank of Abyssinia offers high-quality products and services, a significant proportion of respondents, comprising 70.4%, either agreed 93 (45.8%) or strongly agreed 50 (24.6%) with this statement, indicating positive perceptions of the bank's offerings' quality. Around 25.1% of respondents provided a neutral response. The calculated mean of 2.113 reflects a generally positive perception of quality, while the standard deviation of 0.87426 indicates some variability in respondents' opinions.

statement 4: Bank of Abyssinia offers products and services that are a good value for the money, a majority of respondents, accounting for 73.4%, either agreed (62.6%) or strongly agreed (10.8%) with this statement, reflecting positive perceptions of the bank's value proposition. Around 19.7% of respondents provided a neutral response. The calculated mean of 2.2365 indicates a positive perception of value for money, while the standard deviation of 0.75992 suggests some variability in respondents' opinions, with responses spread out from the mean.

#### 4.1.6. Financial Performance

Table 4.4. Respondents response on financial performance

Statements/questions	Likert scale	Frequency	Percent	Mean	Stan Dev.
Bank of Abyssinia has a strong record of profitability	Strongly agree	13	6.4	2.4089	.84157
	Agree	123	60.6		
	Neutral	43	21.2		
	Disagree	19	9.4		
	Strongly disagree	5	2.5		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia looks like to have a low risk investment	Strongly agree	14	6.9	2.5123	.98684
	Agree	117	57.6		
	Neutral	39	19.2		
	Disagree	20	9.9		
	Strongly disagree	13	6.4		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia looks like a bank with strong prospects for future growth.	Strongly agree	42	20.7	2.1478	.95328
	Agree	116	57.1		
	Neutral	28	13.8		
	Disagree	7	3.4		
	Strongly disagree	10	4.9		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia tends to out-perform its competitors	Strongly agree	21	10.3	2.3399	.78836
	Agree	108	53.2		
	Neutral	61	30.0		
	Disagree	10	4.9		
	Strongly disagree	3	1.3		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		

Statement1: Bank of Abyssinia has a strong record of profitability, the data shows that a majority of respondents, comprising 67% (60.6% agree and 6.4% strongly agree), perceive the bank as having a strong profitability record. Around 21.2% of respondents provided a neutral response as well as 9.4 % and 2.5 % of respondents disagreed and strongly disagreed. The calculated mean of 2.4089 reflects a generally positive perception of the bank's profitability record, while the standard deviation of 0.84157 indicates some variability in respondents' opinions.

Statement 2: Bank of Abyssinia looks like to have a low-risk investment, a significant proportion of respondents, accounting for 64.5% (57.6% agree and 6.9% strongly agree), perceive the bank as having low-risk investment potential. Around 19.2% of respondents provided a neutral response. The calculated mean of 2.5123 reflects a generally positive perception of low-risk investment, while the standard deviation of 0.98684 suggests some variability in respondents' opinions.

Statement 3: Bank of Abyssinia looks like a bank with strong prospects for future growth, a substantial majority of respondents, comprising 77.8% (20.7% strongly agree + 57.1% agree), perceive the bank as having strong prospects for future growth. Approximately 13.8% of respondents provided a neutral response. The calculated mean of 2.1478 reflects a generally positive perception of future growth prospects, while the standard deviation of 0.95328 suggests some variability in respondents' opinions.

Statement 4: Bank of Abyssinia tends to out-perform its competitors, a significant proportion of respondents, accounting for 63.5% (53.2% agree and 10.3% strongly agree), perceive the bank as tending to outperform its competitors. Around 30.0% of respondents provided a neutral response. Also, 4.9% and 1.3% of respondents disagreed and strongly disagreed. The calculated mean of 2.3399 indicates a generally positive perception of outperforming competitors, while the standard deviation of 0.78836 suggests some variability in respondents' opinions, with responses spread out from the mean.

#### 4.1.7. Vision and Leadership

Table 4.5. Respondents response on Vision and Leadership

Statements /questions	Likert scale	Frequency	Percent	Mean	Stan Dev.
Bank of Abyssinia has excellent leadership	Strongly agree	61	30.0	2.01	.86723
	Agree	88	43.5		
	Neutral	45	22.2		
	Disagree	7	33.4		
	Strongly disagree	2	1.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia has a clear vision for its future	Strongly agree	41	20.2	2.04	.75976
	Agree	122	60.2		
	Neutral	33	16.3		
	Disagree	4	2.0		
	Strongly disagree	3	1.5		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia recognizes and takes advantage of market opportunities	Strongly agree	22	10.8	2.64	1.006
	Agree	74	36.5		
	Neutral	74	36.5		
	Disagree	21	10.3		
	Strongly disagree	12	5.9		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		

Statement 1: Bank of Abyssinia has excellent leadership, 61 (30%) of respondents strongly agreed that the bank demonstrates excellent leadership, with an additional 88 (43.5%) expressed their agreement. However, a significant portion of respondents (33.4%) either disagree or strongly disagree, indicating a notable level of dissatisfaction. Furthermore, 22.2% of respondents remain neutral, highlighting a segment of the population that neither supports nor opposes this assertion. The mean score of 2.01 reflects a generally positive sentiment towards the bank's leadership, albeit with moderate variability (standard deviation of 0.86723).

Statement 2: “Bank of Abyssinia has a clear vision for its future”, 20.2% of respondents strongly agree that Bank of Abyssinia has a clear vision, with an additional 60.2% in agreement. However, similar to the leadership evaluation, there are respondents who disagree (2%) or strongly disagree (1.5%) with this statement. Additionally, 16.3% of respondents remain neutral, indicating uncertainty or a lack of strong opinion regarding the bank’s future vision. The mean score of 2.04 suggests an overall positive perception, although with slight variability among respondents (standard deviation of 0.75976).

Statement 3: “Bank of Abyssinia recognizes and takes advantage of market opportunities” in assessing the bank’s ability to recognize and capitalize on market opportunities, the data indicates a less positive sentiment. Only 10.8% of respondents strongly agreed that Bank of Abyssinia effectively recognizes and takes advantage of market opportunities, with an additional 36.5% in agreement. However, a notable portion of respondents (16.2%) disagree or strongly disagree with this assertion. Furthermore, 36.5% of respondents remain neutral, reflecting a significant segment with ambivalent or uncertain views on this aspect. The mean score of 2.64 suggests a less favorable perception compared to leadership and vision, with considerable variability among respondents’ opinions (standard deviation of 1.006).

#### 4.1.8. Workplace Environment

Table 4.6. Respondents response on work place environment

Statements /questions	Likert scale	Frequency	Percent	Mean	Stan. Dev
Bank of Abyssinia is well- managed.	Strongly Agree	41	20.2	2.6305	1.2611
	Agree	65	32.0		
	Neutral	49	24.1		
	Disagree	24	11.8		
	Strongly disagree	24	11.8		
	Total	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia	Strongly agree	29	14.3		
	Agree	114	56.2		
	Neutral	32	15.8		
	Agree	17	8.4		

looks like a good bank to work for	Strongly disagree	11	5.4	2.344	1.0046
	Total	203	100.0		
Bank of Abyssinia looks like the bank that would have good employees	Strongly agree	35	17.2	2.1527	.7968
	Agree	117	57.6		
	Neutral	37	18.2		
	disagree	13	6.4		
	Strongly disagree	1	.5		
	Total	203	100.0		

Statement 1: Bank of Abyssinia is well- managed, regarding this statement, 41 (20.2%) of respondents strongly agree that it is well-managed, with an additional 65 (32%) in agreement. However, there is a notable proportion of respondents who express disagreement (11.8%) or strong disagreement (11.8%) with this assertion. Furthermore, 24.1% of respondents remain neutral, indicating a significant segment with uncertain or ambivalent views on the bank’s management practices. The mean score of 2.6305 suggests a moderately positive perception, although with considerable variability among respondents’ opinions (standard deviation of 1.2611).

Statement 2: “Bank of Abyssinia looks like a good bank to work for”, 14.3% of respondents strongly agree that it looks like a good bank to work for, with an additional 56.2% in agreement. However, there are also respondents who express disagreement (8.4%) or strong disagreement (5.4%) with this assertion. Additionally, 15.8% of respondents remain neutral, reflecting uncertainty or a lack of strong opinion regarding the bank’s attractiveness as an employer. The mean score of 2.344 indicates a generally positive perception, although with some variability among respondents’ views (standard deviation of 1.0046).

Statement 3: Bank of Abyssinia looks like the bank that would have good employees. 17.2% of respondents strongly agree that it looks like the bank that would have good employees, with an additional 57.6% in agreement. However, there are respondents who express disagreement (6.4%) or strong disagreement (0.5%) with this assertion. Additionally, 18.2% of respondents remain neutral, indicating uncertainty or a lack of strong opinion regarding the bank’s reputation in attracting talented individuals. The mean score of 2.1527 suggests a generally positive perception, with limited variability among respondents’ views (standard deviation of 0.7968).



#### 4.1.9. Social Responsibility

Table 4.7. Respondents Report on Social Responsibility

Statements/questions	Likert scale	Frequenc	Percent	Mean	Stan. Dev.
Bank of Abyssinia supports good causes.	Strongly agree	17	8.4	2.58	1.04
	Agree	101	49.8		
	Neutral	53	26.1		
	Disagree	14	6.9		
	Strongly disagree	18	8.9		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia is an environmentally responsible bank	Strongly agree	10	4.9	2.68	.90604
	Agree	85	41.9		
	Neutral	77	37.9		
	Disagree	21	10.3		
	Strongly disagree	10	4.9		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		
Bank of Abyssinia maintains high standards in the way it treats people	Strongly agree	30	14.8	2.36	.91004
	Agree	92	45.3		
	Neutral	63	31.0		
	Disagree	12	5.9		
	Strongly disagree	6	3.0		
	<b>Total</b>	<b>203</b>	<b>100.0</b>		

Statement 1: Bank of Abyssinia supports good causes , the data presents a comprehensive view of how the bank is perceived in this regard. Firstly, in terms of supporting good causes, 17 (8.4%) of respondents strongly agreed that the bank supports such causes, with an additional 101 (49.8%) in agreement. However, there are respondents who express disagreement (6.9%) or strong disagreement (8.9%) with this assertion. Additionally, 26.1% of respondents remain neutral, indicating uncertainty or a lack of strong opinion regarding the bank’s commitment to social causes. The mean score of 2.58 suggests a moderately positive perception, although with some variability among respondents’ views (standard deviation of 1.04).

Statement 2: Bank of Abyssinia is an environmentally responsible bank,4.9% of respondents strongly agree with this statement, with an additional 41.9% in agreement. However, there are also

respondents who express disagreement (10.3%) or strong disagreement (4.9%) with this assertion. Additionally, 37.9% of respondents remain neutral, indicating uncertainty or a lack of strong opinion regarding the bank's environmental initiatives. The mean score of 2.68 suggests a generally positive perception, although with moderate variability among respondents' views (standard deviation of 0.90604).

Statement 3: "Bank of Abyssinia maintains high standards in the way it treats people, 14.8% of respondents strongly agree that the bank maintains high standards in this regard, with an additional 45.3% in agreement. However, there are respondents who express disagreement (5.9%) or strong disagreement (3.0%) with this assertion. Additionally, 31.0% of respondents remain neutral, indicating uncertainty or a lack of strong opinion regarding the bank's treatment of individuals. The mean score of 2.36 suggests a generally positive perception, with moderate variability among respondents' views (standard deviation of 0.91004).

#### **4.1.10. Inferential statistics**

##### **4.1.10.1. Correlation analysis**

The study aimed to evaluate the relationship between independent and dependent variables using Pearson Correlation analysis with a 95% confidence level ( $\alpha = 0.05$ ). This method is widely used in research to assess the significance and strength of associations between different variables, summarizing them with a single number ranging from -1 to +1 (Field, 2005). To explore these relationships further, a correlation analysis with Pearson's correlation coefficient ( $r$ ) was conducted on all variables in the study (Taylor, 1990). so, to interpret the strengths of these relationships, the guidelines proposed by Taylor (1990) were followed. According to his classification, correlations with an  $r$  coefficient  $\leq 0.35$  indicate low or weak correlation, 0.36 – 0.67 suggest modest or moderate correlation, 0.68-0.89 indicate strong or high correlation, and an  $r$  coefficient  $\geq 0.90$  represents very high correlation. Negative correlations between -1 and 0 imply a negative relationship between the variables. These criteria were used to interpret and discuss the results in each dimension.

**Table 4.8. correlations analysis of reputation quotients within the bank of BOA**

<b>Pearson Correlations Matrix</b>							
Sample size N=203	<b>Corporate reputation</b>	<b>Emotional appeal</b>	<b>Product &amp; service</b>	<b>financial performance</b>	<b>Vision &amp; leadership</b>	<b>Work place environment</b>	<b>Social responsibilities</b>
<b>Corporate reputation</b>	1						
<b>Emotional appeal</b>	.969**	1					
<b>Product &amp; service</b>	.964**	.958* *	1				
<b>financial performance</b>	.979**	.971* *	.962**	1			
<b>Vision &amp; leadership</b>	.952**	.940* *	.977**	.945**	1	.	
<b>Work place environment</b>	.969**	.971* *	.972**	.959**	.963 **	1	
<b>Social responsibilities</b>	.910**	.829* *	.815**	.883**	.805 **	.819**	1
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 4.8, emotional appeal (feedback) is positively correlated with the dependent variable corporate reputation, with a strong correlation coefficient of .969. Emotional appeal (feedback) is also statistically significant, with a p-value of .000, which is lower than 0.05. Hence, emotional appeal (feedback) is found to have a positive and significant relationship with corporate reputation. Similarly, products and services are positively correlated with the dependent variable (corporate reputation), with a strong correlation coefficient of .964. Products and services are also statistically significant, with a p-value of 0.000, which is less than 0.05. Hence, product and service are found to have a positive and statistically significant relationship with corporate reputation. Furthermore, the data indicates a highly significant and strong positive correlation (Pearson correlation

coefficient = 0.979,  $p < 0.01$ ) between financial performance and corporate reputation. This suggests that strong financial performance tends to enhance corporate reputation significantly. There is also a highly significant and strong positive correlation (Pearson correlation coefficient = 0.952,  $p < 0.01$ ) between vision and leadership and corporate reputation. This indicates that effective vision and leadership contribute positively to corporate reputation significantly. Moreover, workplace environment is also positively correlated with the dependent variable (corporate reputation), with a strong correlation coefficient of .969. The data reveals a highly significant and strong positive correlation (Pearson correlation coefficient = 0.969,  $p < 0.01$ ) between workplace environment and corporate reputation. This suggests that a positive and conducive workplace environment positively influences corporate reputation significantly. Finally, social responsibility is also positively correlated with the dependent variable (corporate reputation), with a strong correlation coefficient of .910. This implies that active engagement in social responsibility initiatives positively impacts corporate reputation significantly.

### **Correlation Matrix of Key Factors in Corporate Performance**

The analysis reveals strong positive correlations among various factors within the corporate reputation. Corporate reputation shows robust associations with emotional appeal ( $r = 0.969$ ), product & service quality ( $r = 0.964$ ), financial performance ( $r = 0.979$ ), vision & leadership effectiveness ( $r = 0.952$ ), workplace environment ( $r = 0.969$ ), and social responsibilities ( $r = 0.910$ ). Emotional appeal is closely linked with product & service quality ( $r = 0.958$ ), financial performance ( $r = 0.971$ ), vision & leadership ( $r = 0.940$ ), workplace environment ( $r = 0.971$ ), and social responsibilities ( $r = 0.829$ ). Likewise, product & service quality demonstrates strong correlations with financial performance ( $r = 0.962$ ), vision & leadership ( $r = 0.977$ ), workplace environment ( $r = 0.972$ ), and social responsibilities ( $r = 0.815$ ). Financial performance, in turn, exhibits significant connections with vision & leadership effectiveness ( $r = 0.945$ ), workplace environment ( $r = 0.959$ ), and social responsibilities ( $r = 0.883$ ). Vision & leadership also display strong correlations with workplace environment ( $r = 0.963$ ) and social responsibilities ( $r = 0.805$ ). Moreover, the workplace environment is highly correlated with social responsibilities ( $r = 0.819$ ). In conclusion, these findings suggest an intricate web of interdependencies among corporate reputation, emotional appeal, product & service quality, financial performance, vision &

leadership effectiveness, workplace environment, and social responsibilities, indicating their collective influence within the corporate landscape.

#### 4.1.10.2. Regression analysis

The study aimed to assess how various dimensions of corporate reputation influence independent variables through multiple linear regression analysis. The dimensions, or pillars, included emotional appeal (feedback), products and services, financial performance, vision and leadership, workplace environment, and social responsibility. The regression model took the form:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \varepsilon$$

In this equation, Y represents corporate reputation,  $\beta_0$  is the regression constant, and  $\beta_1 - \beta_6$  represent the regression coefficients corresponding to emotional appeal, products and services, financial performance, vision and leadership, workplace environment, and social responsibility respectively. The variables X1 through X6 represent each dimension, while  $\varepsilon$  denotes the model's error terms.

**Table 4.9 regression analysis CR**

		Coefficients <sup>a</sup>						
		B	t	p-value	R	R <sup>2</sup>	F	p-value
1	(Constant)	-731	-4222	.000	.994	.988	2676.25	.000
	Emotional Appeal	.495	5.368	.000				
	Products & Services	.255	2.913	.004				
	Financial Performance	.147	1.788	.075				
	Vision & Leadership	.180	1.907	.058				
	Workplace Environment	.473	5.356	.000				
	Social Responsibility	.765	16.784	.000				
a. Dependent Variable: Corporate Reputation								

Table 4.9. regression model presented indicates a high level of explanatory power, with an R-squared value of 0.994, suggesting that approximately 99.4% of the variance in the dependent variable (corporate reputation) is explained by the independent variables. The model is highly significant, with an F-value of 2676.25 and a p-value of < 0.0001.

- The multiple linear regression equation becomes:

$$Y = -731 + 0.495X_1 + 0.255X_2 + 0.147X_3 + 0.180X_4 + 0.473X_5 + 0.765X_6$$

Evaluating the coefficients, emotional appeal has a coefficient of 0.495, indicating that for every unit increase in emotional appeal, there is a corresponding increase of 0.495 in corporate reputation, with a high t-value of 5.368 and a very low p-value of < 0.0001, indicating strong statistical significance. Similarly, products and services, workplace environment, and social responsibility also show significant positive relationships with corporate reputation, with coefficients of 0.255, 0.765, and 0.255 respectively, and low p-values. However, financial performance and vision & leadership have coefficients of 0.147 and 0.180 respectively, indicating comparatively weaker relationships with corporate reputation. While financial performance has a p-value of 0.075, indicating marginal significance, vision & leadership has a p-value of 0.058, just above the conventional threshold of 0.05 for significance. In summary, the regression model suggests that emotional appeal, products & services, workplace environment, and social responsibility are significant predictors of corporate reputation, while financial performance and vision & leadership have weaker but potentially relevant impacts.

## **4.2. Customer based corporate reputation/ CBCR/**

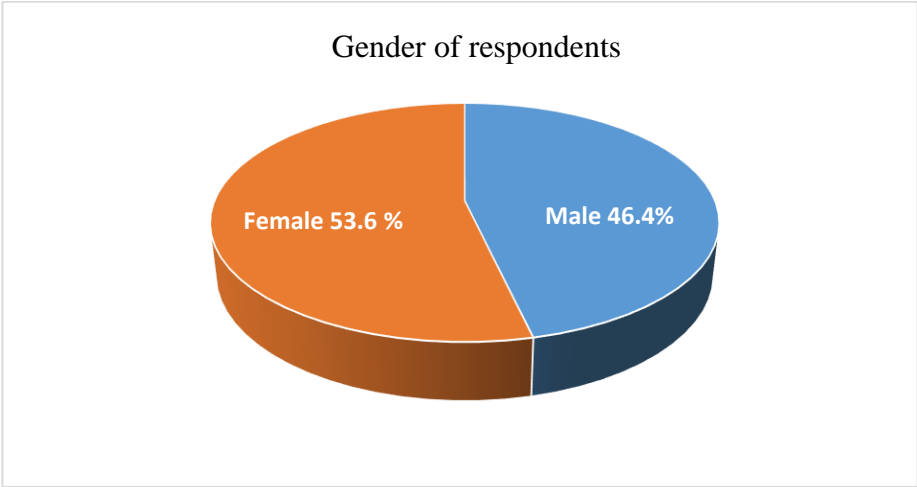
This section focuses on the analysis and interpretation of the data collected from respondents using data collection instruments, primarily questionnaires. In this study distributed a total of 250 questionnaires for long-term Bank of Abyssinia's customers, all of which were completed and returned. The results obtained from the field data are presented below.

Customer-based corporate reputation refers to the collective perception and evaluation of a company by its customers. This concept, influenced by the research of Walsh and Beatty (2007),

emphasizes the significance of customers' perspectives in shaping a company's reputation. It encompasses various aspects such as , customer satisfaction, positive word of mouth intention, commitment, repurchase intention and switching intention.

4.2.1. **Socio - Demographic Characteristics of Respondents**

Figure 4.4 Gender of Respondents/CBCR/



According to the findings, 46.4% of the participants in the study were male, while the remaining 53.6% were female. Therefore, it is evident that a majority of the respondents identified as female.

Figure 4.5. Age of Respondents

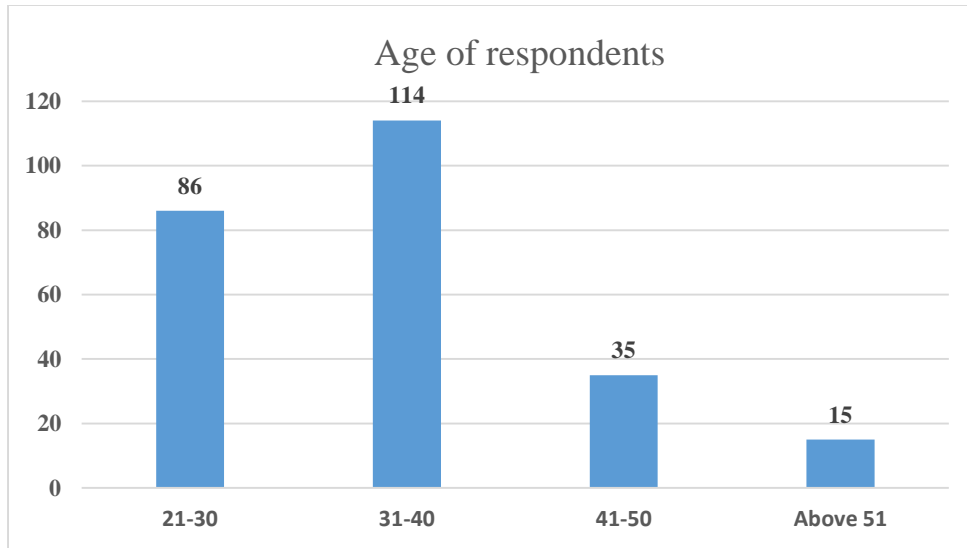


Figure 4.5 showed the age distribution of respondents. It reveals that 34.4% of respondents fell within the age category of 21-30 years, 45.6% were in the age category of 31-40 years, 14% belonged to the age group of 41-50 years, and 6% were above the age of 51. Consequently, the data indicates that the largest proportion of respondents were aged between 31 and 40 years.

Table 4.10. Educational Level of Respondents

Education level		Frequency	Percent	Valid Percent
	High school certificate	10	4.0	4.0
	College diploma	48	19.2	19.2
	BA/BSc Degree	97	38.8	38.8
	MA/MSc Degree	51	20.4	20.4
	Doctorate	15	6.0	6.0
	No Degree	29	11.6	11.6
	<b>Total</b>	<b>250</b>	<b>100.0</b>	<b>100.0</b>

The data indicates that 4% of respondents held a High school certificate, 19.2% had a college diploma, 38.8% possessed a BA/BSc degree, 20.4% held an MA/MSc degree, 6% had a doctorate



degree, and 11.6% had no degree. Consequently, it can be concluded that the majority of participants in the study held a BA/BSc degree.

#### 4.11. Respondents responses on how long as a customer has been using the services of BoA

<b>Client duration</b>	<b>Frequency</b>	<b>Percent</b>
<b>2-5 years</b>	100	40.0
<b>6-10 years</b>	141	56.4
<b>11-15 years</b>	8	3.2
<b>Above 16 years</b>	1	.4
<b>Total</b>	250	100.0

The data indicates that 40% of respondents have used BoA services for 2-5 years, while 56.4% have used the services for 6-10 years. Additionally, 3.2% of respondents have been customers for 11-15 years, and 4% have used the services for more than 16 years. Thus, it is evident that the majority of respondents have utilized BoA services for 6-10 years.

## 4.2.2. Customer based corporate reputation factors

### 4.2.2.1. Customer satisfaction

Table 4.12. Respondents response on customer satisfaction

<b>Statements</b>	<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Mean</b>	<b>Stan. Dev</b>
I am satisfied with my overall experience with Bank of Abyssinia.	Strongly Agree	20	8.0	2.5800	.91155
	Agree	110	44.0		
	Neutral	83	33.2		
	Disagree	29	11.6		
	Strongly Disagree	8	3.2		
	<b>Total</b>	<b>250</b>	<b>100.</b>		
	Strongly Agree	25	10.0		

As a whole, I am satisfied with Bank of Abyssinia.	Agree	109	43.6	2.5640	.98069
	Neutral	80	32.0		
	Disagree	22	8.8		
	Strongly Disagree	14	5.6		
	<b>Total</b>	<b>250</b>	<b>100.</b>		
I am satisfied with the service Bank of Abyssinia provides to me.	Strongly Agree	23	9.2	2.4720	.89690
	Agree	125	66.8		
	Neutral	70	12.4		
	Disagree	25	7.6		
	Strongly Disagree	7	2.8		
	<b>Total</b>	<b>250</b>	<b>100.</b>		

Statement 1: “I am satisfied with my overall experience with Bank of Abyssinia,” 20 respondents (8.0%) strongly agreed, 110 (44.0%) agreed, and 83 (33.2%) were neutral. This totals to 85.2% expressing either strong agreement, agreement, or neutrality. However, with a mean score of 2.5800 and a standard deviation of 0.91155, there’s a moderate level of satisfaction, indicating varied experiences among the surveyed population.

Statement 2: “As a whole, I am satisfied with Bank of Abyssinia,” 25 respondents (10.0%) strongly agreed, 109 (43.6%) agreed, and 80 (32.0%) were neutral, totaling 85.6% expressing either strong agreement, agreement, or neutrality. The mean score of 2.5640 indicates a moderate level of satisfaction, with some variability among respondents, as indicated by the standard deviation of 0.98069.

Statement 3: “I am satisfied with the service Bank of Abyssinia provides to me,” 23 respondents (9.2%) strongly agreed, 125 (66.8%) agreed, and 70 (12.4%) were neutral, totaling 88.4% expressing either strong agreement, agreement, or neutrality. The mean score of 2.4720 suggests a moderate level of satisfaction, with some variability among respondents’ satisfaction levels, as shown by the standard deviation of 0.89690. Overall, the survey indicates generally positive sentiments towards Bank of Abyssinia across all three statements, with a notable majority expressing satisfaction, agreement, or neutrality.

#### 4.2.2.2. Positive Word-of-Mouth Intention

Table 4.13. respondent's response Positive Word-of-Mouth Intention:

Statements	Responses	Frequency	Percent	Mean	Stan. Dev
I would recommend Bank of Abyssinia to friends and relatives.	Strongly Agree	26	10.4	2.5600	1.00521
	Agree	117	46.8		
	Neutral	58	23.2		
	Disagree	39	15.6		
	Strongly Disagree	10	4.0		
	<b>Total</b>	<b>250</b>	<b>100.</b>		
I will speak positively about Bank of Abyssinia.	Strongly Agree	20	8.0	2.4640	.78176
	Agree	114	45.6		
	Neutral	101	40.0		
	Disagree	10	4.0		
	Strongly Disagree	5	2.0		
	<b>Total</b>	<b>250</b>	<b>100.</b>		
I intend to encourage other people to buy services from Bank of Abyssinia.	Strongly Agree	18	7.2	2.5560	.84005
	Agree	107	42.8		
	Neutral	100	40.0		
	Disagree	18	7.2		
	Strongly Disagree	7	2.8		
	<b>Total</b>	<b>250</b>	<b>100.</b>		

Statement 1: "I would recommend Bank of Abyssinia to friends and relatives," 26 respondents (10.4%) strongly agreed, 117 (46.8%) agreed, and 58 (23.2%) were neutral, indicating a significant proportion of customers inclined to recommend the bank, with a total of 80.4% expressing either strong agreement, agreement, or neutrality. The mean score of 2.5600 suggests a strong tendency towards recommendation, with a standard deviation of 1.00521, indicating consistency in respondents' intentions.

Statement 2: Regarding the statement "I will speak positively about Bank of Abyssinia," 20 respondents (8.0%) strongly agreed, 114 (45.6%) agreed, and 101 (40.0%) were neutral, indicating a substantial number of customers willing to share positive experiences, with a total of 93.6% expressing either strong agreement, agreement, or neutrality. The mean score of 2.4640, coupled with a standard deviation of 0.78176, reinforces this positive inclination, suggesting a consistent intention among respondents to speak favorably about the bank.

Statement 3: “Regarding the intention to encourage others to buy services from Bank of Abyssinia”.18 respondents (7.2%) strongly agreed, 107 (42.8%) agreed, and 100 (40.0%) were neutral, indicating a considerable number of customers willing to promote the bank’s services, with a total of 90.0% expressing either strong agreement, agreement, or neutrality. The mean score of 2.5560, along with a standard deviation of 0.84005, underscores a consistent intention among respondents to advocate for the bank’s services.

Overall, these findings highlight a positive word-of-mouth intention among customers towards Bank of Abyssinia, with the majority expressing a willingness to recommend the bank to others, speak positively about it, and encourage others to use its services, even considering the neutral responses. This positive word-of-mouth intention can significantly impact the bank’s reputation and customer acquisition efforts.

#### 4.2.2.3. Commitment

Table 4.14. respondent’s response on Commitment:

Statements	Responses	Frequency	Percent	Mean	Stan. Dev
My relationship with Bank of Abyssinia is something that I am very committed to.	Strongly Agree	26	10.4	2.4840	.84177.
	Agree	104	41.6		
	Neutral	97	38.8		
	Disagree	19	7.6		
	Strongly Disagree	4	1.6		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		
My relationship with Bank of Abyssinia is very important to me.	Strongly Agree	33	13.2	2.5560	.93936
	Agree	87	34.8		
	Neutral	92	36.8		
	Disagree	34	13.6		
	Strongly Disagree	4	1.6		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		
	Strongly Agree	16	6.4		

My relationship with Bank of Abyssinia is something I really care about.	Agree	107	42.8	2.5920	.85114
	Neutral	97	38.8		
	Disagree	23	9.2		
	Strongly Disagree	7	2.8		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		

Statement 1: “Regarding the statement ‘My relationship with Bank of Abyssinia is something that I am very committed to,’ 26 respondents (10.4%) strongly agreed, and 104 (41.6%) agreed, indicating a significant portion of customers committed to their relationship with the bank. However, with 97 respondents (38.8%) indicating a neutral stance, there is a notable proportion of customers who neither strongly agree nor disagree. The mean score of 2.4840 suggests a strong level of commitment overall, with a moderate standard deviation of 0.84177, indicating some variability in respondents’ commitment levels.”

Statement 2: “In response to the statement ‘My relationship with Bank of Abyssinia is very important to me,’ 33 respondents (13.2%) strongly agreed, and 87 (34.8%) agreed, suggesting a considerable number of customers find their relationship with the bank important. However, 92 respondents (36.8%) remained neutral, indicating a mixed sentiment among customers. The mean score of 2.5560, with a standard deviation of 0.93936, suggests a moderate level of importance placed on the relationship, with variability among respondents.”

Statement 3: “Regarding the statement ‘My relationship with Bank of Abyssinia is something I really care about,’ 16 respondents (6.4%) strongly agreed, and 107 (42.8%) agreed, indicating a significant proportion of customers genuinely care about their relationship with the bank. However, 97 respondents (38.8%) remained neutral, suggesting a substantial proportion with no strong inclination either way. The mean score of 2.5920, with a standard deviation of 0.85114, suggests a strong level of care overall, with some variability in respondents’ sentiments.”

Overall, the data indicates a moderate level of commitment, importance, and care among respondents towards their relationship with Bank of Abyssinia. While a significant proportion expresses positive sentiments, there is some variability in the level of attachment to the bank, suggesting potential areas for further engagement and enhancement of customer relationships.

#### 4.2.2.4. Repurchase Intention

Table 4.15. respondent’s Repurchase Intention:

Statements	Responses	Frequency	Percent	Mean	Stan. Dev
In the future, I intend to use banking services from Bank of Abyssinia.	Strongly Agree	29	11.6	2.5240	.93215
	Agree	103	41.2		
	Neutral	28	32.8		
	Disagree	30	12.0		
	Strongly Disagree	6	2.4		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		
If I were in the market for additional banking services, I would use those services from Bank of Abyssinia.	Strongly Agree	33	13.2	2.3280	.88518
	Agree	132	52.8		
	Neutral	62	24.8		
	Disagree	16	6.4		
	Strongly Disagree	7	2.8		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		
In the near future, I will use Bank of Abyssinia as my provider	Strongly Agree	18	7.2	2.3960	.79606
	Agree	141	56.4		
	Neutral	70	28.0		
	Disagree	16	6.4		
	Strongly Disagree	5	2.0		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		

Statement 1: Regarding the statement ‘My relationship with Bank of Abyssinia is something that I am very committed to,’ 26 respondents (10.4%) strongly agreed, and 104 (41.6%) agreed, indicating a significant portion of customers committed to their relationship with the bank. However, with 97 respondents (38.8%) indicating a neutral stance, there is a notable proportion of customers who neither strongly agree nor disagree. The mean score of 2.4840 suggests a strong level of commitment overall, with a moderate standard deviation of 0.84177, indicating some variability in respondents’ commitment levels.”

Statement 2: In response to the statement ‘My relationship with Bank of Abyssinia is very important to me,’ 33 respondents (13.2%) strongly agreed, and 87 (34.8%) agreed, suggesting a

considerable number of customers find their relationship with the bank important. However, 92 respondents (36.8%) remained neutral, indicating a mixed sentiment among customers. The mean score of 2.5560, with a standard deviation of 0.93936, suggests a moderate level of importance placed on the relationship, with variability among respondents.”

Statement 3: Regarding the statement ‘My relationship with Bank of Abyssinia is something I really care about,’ 16 respondents (6.4%) strongly agreed, and 107 (42.8%) agreed, indicating a significant proportion of customers genuinely care about their relationship with the bank. However, 97 respondents (38.8%) remained neutral, suggesting a substantial proportion with no strong inclination either way. The mean score of 2.5920, with a standard deviation of 0.85114, suggests a strong level of care overall, with some variability in respondents’ sentiments.

#### 4.2.2.5. Switching Intention

Table 4.16. respondent’s Switching Intention

Items	Responses	Frequency	Percent	Mean	Stan. Dev
I intend to switch my banking service provider.	Strongly Agree	12	4.8	3.4080	.94504.
	Agree	22	8.8		
	Neutral	91	36.4		
	Disagree	102	40.8		
	Strongly Disagree	23	9.2		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		
Next time, I will need services from another bank.	Strongly Agree	20	3.2	3.3760	1.03485.
	Agree	22	8.8		
	Neutral	74	29.6		
	Disagree	112	44.8		
	Strongly Disagree	22	8.8		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		
I would not continue to have service from my current bank.	Strongly Agree	7	2.8	3.4480	.82585
	Agree	19	7.6		
	Neutral	93	37.2		
	Disagree	117	46.8		
	Strongly Disagree	14	5.6		
	<b>Total</b>	<b>250</b>	<b>100.0</b>		

Statement 1: Regarding the statement “I intend to switch my banking service provider,” only 34 respondents (13.6%) agreed or strongly agreed, indicating a minority of customers who express intention to switch their banking service provider. However, with 91 respondents (36.4%) indicating a neutral stance, and a significant majority of respondents (125, 50%) disagreeing or strongly disagreeing, it’s evident that most customers do not intend to switch their banking service provider. The mean score of 1.6320 reinforces this, suggesting a moderate level of intention overall to remain with Bank of Abyssinia, with a moderate standard deviation of 1.03485, indicating some variability in respondents’ intentions.

Statement 2: “Next time, I will need services from another bank,” 189 respondents (75.6%) disagreed or strongly disagreed, indicating a vast majority of customers who do not anticipate needing services from another bank in the future. However, with 74 respondents (29.6%) indicating a neutral stance, and a relatively small number of respondents (42, 16.8%) agreeing or strongly agreeing, there is still some uncertainty or disagreement among customers regarding needing services from another bank in the future. The mean score of 1.8240 suggests a moderate level of intention overall to continue using Bank of Abyssinia, with a moderate standard deviation of 0.92327, indicating some variability in respondents’ intentions.

Statement 3: “I would not continue to have service from my current bank,” only 26 respondents (10.4%) agreed or strongly agreed, indicating a minority of customers who express intention to discontinue service with their current bank. However, with 93 respondents (37.2%) indicating a neutral stance, and a significant majority of respondents (161, 64.4%) disagreeing or strongly disagreeing, it’s evident that most customers intend to continue service with Bank of Abyssinia. The mean score of 1.5520 reinforces this, suggesting a moderate level of intention overall to remain with Bank of Abyssinia, with a moderate standard deviation of 0.82585, indicating some variability in respondents’ intentions. Overall, the reinterpretation of the data emphasizes that more customers intend to continue using Bank of Abyssinia based on their responses to the questions



### **4.2.3. Inferential statistics of Customer based corporate reputation/CBCR/**

#### **4.2.3.1. Correlation analysis**

The study aimed to assess the relationship between independent and dependent variables using Pearson Correlation analysis with a 95% confidence level ( $\alpha = 0.05$ ). This method is widely used in research to assess the significance and strength of associations between different variables, summarizing them with a single number ranging from -1 to +1 (Field, 2005). To explore these relationships further, a correlation analysis with Pearson's correlation coefficient ( $r$ ) was conducted on all variables in the study (Taylor, 1990).

To interpret the strengths of these relationships, the guidelines proposed by Taylor (1990) were followed. According to his classification, correlations with an  $r$  coefficient  $\leq 0.35$  indicate low or weak correlation, 0.36 – 0.67 suggest modest or moderate correlation, 0.68-0.89 indicate strong or high correlation, and an  $r$  coefficient  $\geq 0.90$  represents very high correlation. Negative correlations between -1 and 0 imply a negative relationship between the variables. These criteria were used to interpret and discuss the results in each dimension.

**Table 4.17 Correlation matrix analysis of customer based corporate reputation**

<b>CBCR correlation matrix 250= customers</b>		Corporate reputation	Customer satisfaction	Positive word of mouth intention	Commitment	Repurchase intention	Switching intention
Corporate reputation	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	250					
Customer satisfaction	Pearson Correlation	.857**	1				
	Sig. (2-tailed)	.000					
	N	250	250				
Positive word of mouth intention	Pearson Correlation	.854**	.948**	1			
	Sig. (2-tailed)	.000	.000				
	N	250	250	250			
Commitment	Pearson Correlation	.381**	.037	.041	1		
	Sig. (2-tailed)	.000	.564	.521			
	N	250	250	250	250		
Repurchase intention	Pearson Correlation	.780**	.802**	.838**	.127*	1	
	Sig. (2-tailed)	.000	.000	.000	.045		
	N	250	250	250	250	250	
Switching intention	Pearson Correlation	.585**	.704**	.770**	.004	.708**	1
	Sig. (2-tailed)	.000	.000	.000	.954	.000	
	N	250	250	250	250	250	250

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

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

According to table 4.21. customer satisfaction is positively correlated with a dependent variable corporate reputation and the relationship between variables was strong or high correlation with a value of .857. customer satisfaction is a Significance,  $p < 0.01$  ( $p = 0.000$ ). This indicates that higher levels of Customer Satisfaction are significantly associated with higher Corporate Reputation. Likewise, positive word of mouth is positively correlated with a dependent variable (corporate reputation) and the relationship between variables is strong or high correlation with a value .854. Positive word of mouth is significant with value of 0.000 which is less than 0.05. Hence, this suggests that higher levels of Positive Word of Mouth Intention are significantly associated with higher Corporate Reputation. Furthermore, commitment factor is positively correlated with dependent variable corporate reputation the relationship between variables was moderate positive correlation with a value of .381. Commitment is Significance (2-tailed):  $p < 0.01$  ( $p = 0.000$ ). This implies that Commitment is significantly associated with Corporate Reputation, but the relationship is not as strong as with other variables. Also, repurchase intention is positively correlated with a dependent variable (corporate reputation and the relationship between variables was strong or high correlation with a value of .780. repurchase intention is a Significance (2-tailed):  $p < 0.01$  ( $p = 0.000$ ). This suggests that higher levels of Research Intention are significantly associated with higher Corporate Reputation. finally, switching intention is positively correlated with a dependent variable (corporate reputation and the relationship between variables was moderate positive correlation with a value of .585. switching intention is significant with value of 0.000 which is less than 0.05. This indicates that higher levels of Switching Intention are significantly associated with higher Corporate Reputation. In summary, all correlations are statistically significant at the 0.01 level, indicating strong relationships between Corporate Reputation and the independent variables (Customer Satisfaction, Positive Word of Mouth Intention, Commitment, Research Intention, and Switching Intention.

#### 4.2.3.2. Regression analysis of customer based corporate reputation

The study also aimed to evaluate how various dimensions of customer based corporate reputation influence independent variables through multiple linear regression analysis. The dimensions were included customer satisfaction, positive word of mouth intention, commitment, repurchase intentions switching intention. The regression model took the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

- (Y) represents Customer-Based Corporate Reputation.

- ( $\beta_0$ ) is the Y-intercept.

- ( $\beta_1$ ) to ( $\beta_6$ ) are regression coefficients.

X<sub>1</sub> represents customer satisfaction.

X<sub>2</sub> represents positive word-of-mouth intention.

X<sub>3</sub> represents repurchase intention.

X<sub>4</sub> represents switching intention.

X<sub>5</sub> represents commitment.

-  $\varepsilon$  = error term

**Table 4.18 regression analysis**

Coefficients							
	B	t	p-value	R	R <sup>2</sup>	F	p-value
(Constant)	122	.515	.607	.940	.884	371.385	.000
Customer satisfaction	.347	6.238	.000				
Positive word of	.378	5.389	.000				
Commitment	.296	14.87	.000				
repurchase intention	.119	3.215	.001				
Switching intention	-120	-4.239	.000				
a. Dependent Variable: Corporate Reputation							

According to table 4.8 illustrated that Constant The constant term represents the value of the dependent variable (Corporate Reputation) when all predictor variables are zero. In this case, the constant term is 0.122, indicating the expected Corporate Reputation score when all predictor variables (Customer Satisfaction, Positive Word of Mouth Intention, Commitment, Research Intention, and Switching Intention) are zero.

- $Y = 122 + .347X_1 + .378X_2 + .296X_3 + .119X_4 + -.120X_5 + \varepsilon$

The first factor of coefficient for Customer Satisfaction is .347 this means that for every one-unit increase in Customer Satisfaction, Corporate Reputation is expected to increase by .347 units, holding all other variables constant. The t-value is 6.238, which is highly significant ( $p < 0.001$ ), suggesting that Customer Satisfaction is a significant predictor of corporate reputation. Secondly, positive word of mouth intention. The coefficient for Positive Word of Mouth Intention is (.378). This means that for every one-unit increase in Positive Word of Mouth Intention, Corporate Reputation is expected to increase by 0.378 units, holding all other variables constant. The t-value is 5.389, which is highly significant ( $p < 0.001$ ), suggesting that Positive Word of Mouth Intention is a significant predictor of Corporate Reputation. Thirdly, Commitment The coefficient for Commitment is .296 this means that for every one-unit increase in Commitment, Corporate Reputation is expected to increase by 0.296 units, holding all other variables constant. The t-value is 14.878, which is highly significant ( $p < 0.001$ ), suggesting that Commitment is a significant predictor of Corporate Reputation. In the fourth factor repurchase Intention The coefficient for repurchase intention is (.119). This means that for every one-unit increase in Research Intention, Corporate Reputation is expected to increase by .119 units, holding all other variables constant. The t-value is 3.215, which is significant ( $p = 0.001$ ), suggesting that Research Intention is a significant predictor of Corporate Reputation. The final factor, Switching Intention. The coefficient for Switching Intention is -.120. This means that for every one-unit increase in Switching Intention, Corporate Reputation is expected to decrease by 0.120 units, holding all other variables constant. The t-value is -4.239, which is highly significant ( $p < 0.001$ ), suggesting that Switching Intention is a significant predictor of Corporate Reputation.

### 4.3. Content analysis

Content analysis examines various forms of human communication, like diaries, books, videos, and social media posts. It delves into the meanings and intentions behind these messages, using methods like coding to identify patterns and themes. (Hsieh & Shannon 2005). In this third evaluation, the researcher used quantitative metrics to assess social media engagement across platforms such as Instagram, Facebook, LinkedIn, and YouTube. This encompasses the volume of photos and videos posted, along with metrics like likes on YouTube’s latest video and Facebook posts.

- Number of photos and videos posted
- Likes/ view on YouTube’s latest video
- Likes on Facebook posts
- Subscribers or followers

Let’s clarify each of the metrics provided:

Table 4.19 Social media engagement metric

Social media Engagement of BOA	Instagram	Telegram	Face book	LinkedIn	YouTube	Twitter
N-Photo	139	804	1819	41	-	
N-video	331v	92 v	146 v	119 v	54 v	
N-followers /subscribers	23. K	161,543	602. K	46.249	9.4 K - sub	3,087
N-like N-share N-comment	-	-	571 k	-	5.2 k	

In the Table 4.19, Bank of Abyssinia (BOA) has diverse level of engagement across various platforms. Instagram emerges as a notable platform with 23k followers, 139 photo posts, and 331 video posts. Secondly, on the Telegram platform, there are 161,543 followers, 804 photo posts, and 92 video posts. In third place, on Facebook, the bank has 602K followers, 1819 photo posts, 146 videos posted with a total number of 571K likes. On the fourth platform, LinkedIn has 46.249 followers, 41 photos, and 119 videos posted. Additionally, YouTube has 9.4k subscribers with 54 videos, along with a total number of 5.2k views. Finally, there are 3,087 followers on Twitter.

#### **4.3.1. Facebook Engagement Rate for Bank of Abyssinia based on the given data:**

Engagement metrics refers to the level of interaction users have with your content. It includes actions such as likes, comments, shares, and clicks on a post or advertisement. For example, on Facebook, engagement could be measured by the number of likes, comments, shares, or clicks a post receives. Also, this metric measures the level of engagement relative to the reach of a post or advertisement. It's typically calculated as the number of interactions (likes, comments, shares, clicks) divided by the total number of people reached by the post or ad, then multiplied by 100 to express it as a percentage. (Italian journal marketing 2021, social media metrics by networking platform).

- Total interactions = Likes (provided) = 571,000 likes
- Total N of followers 602,000
- Total posts = Number of photos + Number of videos  
     = 1819 (photos) + 146 (videos)  
     = 1965
- Engagement Rate = (Total interactions / Total reach) \* 100  
     = (571,000 / 602,000) \* 100  
     ≈ 94.85%

So, the Facebook Engagement Rate for Bank of Abyssinia is approximately **94.85%**.

#### 4.3.2. YouTube Engagement Rate total number of videos

$$\begin{aligned} \text{Engagement Rate} &= (\text{Total views} / \text{Number of subscribers}) * 100 \\ &= (5,200 / 9,400) * 100 \\ &\approx \mathbf{55.32\%} \end{aligned}$$

So, the YouTube Engagement Rate for the channel is approximately 55.32%. This indicates the percentage of total views relative to the number of subscribers. With an engagement rate of approximately 55.32%, the YouTube engagement for Bank of Abyssinia appears relatively low. This suggests that there may be opportunities to improve viewer engagement with the channel's content. Strategies to boost engagement might include creating more compelling video content, optimizing video titles and descriptions for search, and actively engaging with the YouTube community through comments and collaborations.



Table 4.20 You tube latest videos

<b>N- of post videos</b>	<b>N –of Views per video</b>	<b>Likes</b>	<b>Date of posted</b>
Video 1	205 v	5	April 2024
video 2	711	19	March 2024
video3	952	34	March 2024
video4	1.800	449	January 2024
video5	533	6	January 2024
video6	6.400	60,000	December 2023
video7	344	5	December 2023
video8	1.800	33	November 2023
video9	573	9	October 2023
video10	408	10	October 2023
video11	209	5	July 2023
video12	511	9	June 2023
video13	674	5	June 2023

The YouTube posted videos of Bank of Abyssinia offer valuable insights into the bank’s online engagement strategies over time. Beginning with Video 1, shared in April 2024, the post accumulated 205 post videos, each receiving an average of 5 views. Similarly, Video 2 and Video 3, both posted in March 2024, showcased 711 and 952 post videos, respectively, with view counts of 19 and 34 per video. Noteworthy is Video 4, dating back to January 2024, which stood out with an impressive 1,800 post videos and an average of 449 views per video. Conversely, Video 5, also from January 2024, had 533 post videos but garnered fewer views, averaging only 6 per video. December 2023’s Video 6, with an astounding 6,400 post videos, attracted a significant 60,000 views per video, showcasing remarkable engagement. Meanwhile, Video 7, in the same month, received 344 post videos with 5 views per video. Video 8, posted in November 2023, amassed 1,800 post videos but achieved only 33 views per video. October 2023 saw Video 9 with 573 post videos and Video 10 with 408 post videos, each garnering 9 and 10 views per video, respectively. In July 2023, Video 11 received 209 post videos, averaging 5 views per video. Finally, Videos 12 and 13, shared in June 2023, accumulated 511 and 674 post videos, respectively, with 9 and 5 views per video.

Based on the provided data, the weakest videos are those with the lowest number of views and likes.

- Video 1 has the lowest number of views (205) and likes (5).
- Video 11 has the second lowest number of views (209) and likes (5).
- Video 7 has the third lowest number of views (344) and likes (5).
- Video 13 has the fourth lowest number of views (674) and likes (5).

## CHAPTER FIVE

### Conclusion and recommendation

#### 5.1. Conclusion corporate reputation

The general objective of the study is an assessment of corporate reputation management the case of Bank of Abyssinia. Regarding the specific objectives of the study presented as follows.

- ❖ To assess the current level of corporate reputation of Bank of Abyssinia.

The correlation analysis presented significant positive correlations among corporate reputation, emotional appeal, product & service quality, financial performance, vision & leadership effectiveness, workplace environment, and social responsibilities. Corporate reputation demonstrates strong positive correlations with emotional appeal ( $r = 0.969$ ), product & service quality ( $r = 0.964$ ), financial performance ( $r = 0.979$ ), vision & leadership ( $r = 0.952$ ), workplace environment ( $r = 0.969$ ), and social responsibilities ( $r = 0.910$ ). Emotional appeal exhibits a strong correlation with product & service quality ( $r = 0.958$ ), financial performance ( $r = 0.971$ ), vision & leadership ( $r = 0.940$ ), workplace environment ( $r = 0.971$ ), and social responsibilities ( $r = 0.829$ ). Product & service quality shows strong correlations with financial performance ( $r = 0.962$ ), vision & leadership ( $r = 0.977$ ), workplace environment ( $r = 0.972$ ), and social responsibilities ( $r = 0.815$ ). Financial performance is strongly correlated with vision & leadership ( $r = 0.945$ ), workplace environment ( $r = 0.959$ ), and social responsibilities ( $r = 0.883$ ). Vision & leadership have strong correlations with workplace environment ( $r = 0.963$ ) and social responsibilities ( $r = 0.805$ ). Workplace environment is highly correlated with social responsibilities ( $r = 0.819$ ).

Moreover, the regression model analysis shows that emotional appeal, product & service quality, financial performance, vision & leadership effectiveness, workplace environment, and social responsibilities significantly predict corporate reputation. Emotional appeal has a positive coefficient of 0.495 ( $t = 5.368$ ,  $p < 0.001$ ), product & service quality has a positive coefficient of 0.255 ( $t = 2.913$ ,  $p = 0.004$ ), financial performance has a positive coefficient of 0.147 ( $t = 1.788$ ,  $p = 0.075$ ), which is marginally significant. vision & leadership has a positive coefficient of 0.180

( $t = 1.907$ ,  $p = 0.058$ ), which is marginally significant, workplace environment has a positive coefficient of 0.473 ( $t = 5.356$ ,  $p < 0.001$ ) and social responsibilities have a positive coefficient of 0.765 ( $t = 16.784$ ,  $p < 0.001$ ). so, the overall regression model is highly significant ( $F = 2676.25$ ,  $p < 0.001$ ), with an R-squared value of 0.988, indicating that the model explains 98.8% of the variance in corporate reputation. The findings from both correlation and regression analyses provide valuable insights into the factors influencing corporate reputation within the context of Bank of Abyssinia (BOA). The correlation matrix revealed strong positive correlations among various dimensions of corporate reputation, including emotional appeal, product & service quality, financial performance, vision & leadership effectiveness, workplace environment, and social responsibilities. These findings suggest that BOA's reputation is influenced by multiple factors, indicating the complexity of managing corporate reputation in the banking industry.

Furthermore, the regression model's high overall significance and substantial R-squared value indicate that the selected predictors collectively explain a significant portion of the variance in corporate reputation. This suggests that the model provides a robust framework for understanding and potentially enhancing BOA's reputation in the market.

## **5.2. Recommendations:**

- ❖ **Enhance Emotional Appeal:** BOA staff should focus on strengthening emotional connections with customers by emphasizing trust, admiration, and positive feelings towards the bank. This could involve implementing targeted marketing campaigns, fostering personalized customer experiences, and prioritizing customer satisfaction initiatives.
- ❖ **Continuous Improvement in Product & Service Quality:** Given the strong correlation between product & service quality and corporate reputation, BOA staff should continue to invest in enhancing the quality, innovation, and value proposition of its offerings. Regular feedback mechanisms and market research can help identify areas for improvement and innovation.

- ❖ **Promote Positive Workplace Environment:** Creating a positive workplace culture and environment can significantly impact employee satisfaction, productivity, and ultimately, corporate reputation. BOA staff should prioritize employee well-being, professional development, and diversity and inclusion initiatives to foster a supportive and inclusive workplace culture.
  
- ❖ **Social Responsibility Initiatives:** BOA staff should actively engage in corporate social responsibility (CSR) initiatives that align with its values and resonate with stakeholders. This could include environmental sustainability efforts, community development projects, and ethical business practices. Transparent communication about CSR efforts can enhance BOA's reputation as a socially responsible organization.
  
- ❖ **Leadership Development:** Strengthening leadership effectiveness and ensuring a clear vision for the future are critical for maintaining and enhancing corporate reputation. BOA staff should invest in leadership development programs, mentorship initiatives, and strategic planning processes to empower leaders and align organizational goals with stakeholder expectations.

By implementing these recommendations and leveraging the insights gained from the correlation and regression analyses, BOA can further strengthen its corporate reputation and position itself as a trusted and respected player in the banking industry.

### 5.3. Conclusion of Customer based corporate reputation /CBCR/

The general objective of the study is an assessment of corporate reputation management the case of Bank of Abyssinia. Regarding the specific objectives of the study presented as follows.

- To comprehensively assess customer perceptions of Bank of Abyssinia's reputation from the view point of its customers.

The correlation analysis illustrated relationships between corporate reputation and key customer metrics. Corporate reputation demonstrated strong positive correlations with customer satisfaction ( $r = 0.857$ ) and positive word-of-mouth intention ( $r = 0.854$ ). Moderate positive correlations are observed between corporate reputation and commitment ( $r = 0.381$ ), repurchase intention ( $r = 0.780$ ), and switching intention ( $r = 0.585$ ). Customer satisfaction and positive word-of-mouth intention display a highly significant positive correlation ( $r = 0.948$ ), indicating a strong association. Repurchase intention shows strong correlations with customer satisfaction ( $r = 0.802$ ) and positive word-of-mouth intention ( $r = 0.838$ ). Switching intention exhibits moderate positive correlations with customer satisfaction ( $r = 0.704$ ), positive word-of-mouth intention ( $r = 0.770$ ), and repurchase intention ( $r = 0.708$ ). For this reason, these correlations imply that corporate reputation significantly influences various customer perceptions and behaviors, affecting commitment, repurchase intention, and switching intention.

The second point is a regression model analysis, it indicated that customer satisfaction, positive word of mouth intention, commitment, repurchase intention, and switching intention significantly predict corporate reputation. Customer satisfaction has a positive coefficient of 0.347 ( $t = 6.238$ ,  $p < 0.001$ ), suggesting that as customer satisfaction increases, corporate reputation tends to increase as well. Positive word of mouth intention also has a positive coefficient of 0.378 ( $t = 5.389$ ,  $p < 0.001$ ), indicating that higher levels of positive word of mouth intention are associated with higher corporate reputation. Commitment shows the highest positive coefficient of 0.296 ( $t = 14.878$ ,  $p < 0.001$ ), indicating a strong positive relationship between commitment and corporate reputation. Repurchase intention has a positive coefficient of 0.119 ( $t = 3.215$ ,  $p = 0.001$ ), suggesting that higher repurchase intention is associated with higher corporate reputation.

Interestingly, switching intention has a negative coefficient of -120 ( $t = -4.239$ ,  $p < 0.001$ ), indicating that as switching intention increases, corporate reputation tends to decrease.

The overall regression model is highly significant ( $F = 371.385$ ,  $p < 0.001$ ), with an R-squared value of 0.940, indicating that the model explains 94.0% of the variance in corporate reputation.

The survey findings reveal a generally positive sentiment towards Bank of Abyssinia among respondents, particularly regarding customer satisfaction and commitment to the bank. A notable majority of respondents expressed satisfaction or agreement across various statements related to customer satisfaction and commitment, indicating a moderate level of satisfaction and commitment overall. While there is variability in respondents' sentiments, the data suggests that Bank of Abyssinia has successfully fostered positive relationships with its customers. Additionally, the survey indicates a low intention among respondents to switch banking service providers or seek services from other banks in the future. The majority of respondents expressed intentions to continue using Bank of Abyssinia, with only a minority considering switching or discontinuing service. This underscores the bank's success in retaining its customer base and highlights the importance of customer loyalty in the banking industry.

## **5.4. Recommendations**

- ❖ **Enhance Customer Satisfaction:** Despite the generally positive sentiments, there is room for improvement in enhancing customer satisfaction. Bank of Abyssinia should continue to prioritize customer experience and address any areas of dissatisfaction to further enhance overall satisfaction levels.
- ❖ **Strengthen Customer Commitment:** While the level of commitment is relatively strong, Bank of Abyssinia can implement strategies to deepen customer commitment further. This could involve personalized services, loyalty programs, and proactive communication to strengthen the bond between the bank and its customers.

- ❖ **Customer Retention Strategies:** Given the low intention among customers to switch banking service providers, Bank of Abyssinia should focus on customer retention strategies. This could include offering competitive rates, innovative products and services, and excellent customer service to reinforce loyalty and discourage customers from considering alternatives.
  
- ❖ **Continuous Monitoring and Improvement:** It's essential for Bank of Abyssinia to continuously monitor customer sentiments and feedback to identify areas for improvement. Regular surveys and feedback mechanisms can provide valuable insights into customer preferences and expectations, enabling the bank to adapt its strategies accordingly.
  
- ❖ **Increase Repurchase Intention:** Identify opportunities to cross-sell or upsell additional banking services to existing customers based on their needs and preferences. Providing tailored offerings and exclusive benefits can encourage customers to increase their usage of Bank of Abyssinia's services and enhance their likelihood of repurchasing.
  
- ❖ **Mitigate Switching Intention:** Proactively address factors that may lead customers to consider switching to other service providers. This could involve offering competitive rates, innovative products, superior customer service, and streamlined processes to minimize the likelihood of customers seeking alternatives. By implementing these recommendations, Bank of Abyssinia can further enhance its corporate reputation, strengthen customer trust, and maintain a competitive edge in the banking industry.



## **5.5. Recommendations social media engagement metrics/BOA/**

- ❖ BOA's digital marketing officers should be ensuring that the content is relevant and valuable to the target audience.
- ❖ BOA's digital marketing officers should maintain a consistent posting schedule to keep the audience engaged.
- ❖ BOA's digital marketing officers should actively engage with the audience by responding to comments and messages
- ❖ Besides quantitative metrics, future studies should incorporate qualitative analysis like surveys, interviews, or sentiment analysis to grasp the context and sentiment behind user interactions on Instagram, Facebook, Twitter, LinkedIn and YouTube, enhancing insights into user preferences and brand perceptions.

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## Appendices Addis Ababa university graduate studies

### Survey Instructions:

Thank you for participating in this survey. Your feedback is valuable for our research on Customer-Based Corporate Reputation (CBCR) in the banking sector. Please answer the following questions honestly based on your experiences, observation and interaction within the Bank of Abyssinia. Your responses will remain confidential.

*Customer satisfaction and repurchase intention scales were adapted from Maxham and Netemeyer (2002), positive word-of-mouth intention scale was adapted from Kuenzel and Halliday (2008), commitment scale was adapted from Henning-Thurau et al. (2002) and, finally, switching intention scale was adapted from Nikbin et al. (2012).*

Instructions: Please select one option per statement:

Strongly Agree     Agree     Neutral     Disagree     Strongly Disagree

### Demographic Information:

#### Gender

Male     Female

#### Age

21-30     31-40     41-50     above 51

#### Education-

High school certificate  college diploma  BA/BSc Degree  
MA/MSc Degree  doctorate Degree  No Degree

#### How long have you been using the service of BOA?

Below 1year    2 – 5years     6 -10 years     11-15 years   
 16-19 years    above 20 years

**Factor: Customer Satisfaction:**

1. I am satisfied with my overall experience with Bank of Abyssinia.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

2. As a whole, I am satisfied with Bank of Abyssinia.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

3. I am satisfied with the services Bank of Abyssinia provides to me.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Factor: Positive Word-of-Mouth Intention:**

4. I would recommend Bank of Abyssinia to friends and relatives.

strongly agree



- Agree
- Neutral
- Disagree
- strongly disagree

5. I will speak positively about Bank of Abyssinia.

- strongly agree
- Agree
- Neutral
- Disagree
- strongly disagree

6. I intend to encourage other people to buy services from Bank of Abyssinia.

- strongly agree
- Agree
- Neutral
- Disagree
- strongly disagree

**Factor: Commitment:**

7. My relationship with Bank of Abyssinia is something that I am very committed to.

- Strongly Agree
- Agree
- Neutral
- Disagree

Strongly Disagree

8. My relationship with Bank of Abyssinia is very important to me.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

9. My relationship with Bank of Abyssinia is something I really care about.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Factor: Repurchase Intention:**

10. In the future, I intend to use banking services from Bank of Abyssinia.

strongly agree

Agree

Neutral

Disagree

strongly disagree

11. If I were in the market for additional banking services, I would use those services from Bank of Abyssinia.

strongly agree

- Agree
- Neutral
- Disagree
- strongly disagree

12. In the near future, I will use Bank of Abyssinia as my provider.

- strongly agree
- Agree
- Neutral
- Disagree
- strongly disagree

**Factor: Switching Intention:**

13. I intend to switch my banking service provider.

- strongly agree
- Agree
- Neutral
- Disagree
- strongly disagree

14. Next time, I will need services from another bank.

- strongly agree
- Agree
- Neutral
- Disagree

strongly disagree

15. I would continue to have service from my current bank.

strongly agree

Agree

Neutral

Disagree

strongly disagree

## Written Questionnaire

Assessing the Current Level of Corporate Reputation of Bank of Abyssinia

Dear Participant,

**Thank you for participating in this questionnaire. Your feedback is valuable for our research on assessing the current level of corporate reputation of Bank of Abyssinia using established frameworks. Please indicate your level of agreement with the following statements by selecting the most appropriate option for each statement.**

The dimensions (pillars) of Harris Fombrun's Corporate Reputation Quotient are one of the most popular and well-cited measurements for corporate reputation. It is a multi-dimensional construct composed of six dimensions that identify stakeholders' perceptions about the reputation of the company (Fombrun et al., 2000).

### **Demographics Information:**

**Gender:**  Male  Female

**Age**  21-30  31-40  41-50  above 51

**Educational Qualification:**  High School Diploma/GED  BA/BSc Degree   
 Master's Degree  professional certification  PhD/Doctorate

### **Instructions: Please select one option per statement:**

Strongly agree  Agree  Neutral  Disagree  Strongly Disagree

### **Emotional appeal**

1. I have good feeling about the Bank of Abyssinia.

Strongly agree  Agree  Neutral  Disagree  Strongly Disagree

2. I admire and respect the Bank of Abyssinia.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

3. I trust the Bank of Abyssinia great deal.

Strongly agree    Agree    Neutral    Disagree    Strongly disagree

### **Product and service**

4. Bank of Abyssinia stands behind to its products and services.

Strongly agree    Agree    Neutral    Disagree    Strongly Disagree

5. Bank of Abyssinia develops innovative products and service.

Strongly agree    Agree    Neutral    Disagree    Strongly Disagree

6. Bank of Abyssinia offers high quality products and services.

Strongly Disagree    Disagree    Neutral    Agree    Strongly Agree

7. Bank of Abyssinia offers products and services that are good value for the money.

Strongly Disagree    Disagree    Neutral    Agree    Strongly Agree

### **Financial performance**

8. Bank of Abyssinia has a strong record of profitability.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

9. Bank of Abyssinia looks like to have low risk investment.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

10. Bank of Abyssinia looks like bank with strong prospect for future growth.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

11. Bank of Abyssinia tends to out-perform its competitors.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

### **Vision and leadership**

12. Bank of Abyssinia has excellent leadership.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

13. Bank of Abyssinia has a clear vision for its future.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

14. Bank of Abyssinia recognize and takes advantages of market opportunity.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

### **Work place environment**

15. Bank of Abyssinia is well-managed.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

16. Bank of Abyssinia looks like good bank to work for.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

17. Bank of Abyssinia looks like the bank that would have good employee.

Strongly Agree    Disagree    Neutral    Disagree    Strongly Disagree

### **Social responsibility**

18. Bank of Abyssinia supports good causes.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

19. Bank of Abyssinia is an environmentally responsible bank.

Strongly Agree    Agree    Neutral    Disagree    Strongly disagree

20. Bank of Abyssinia maintains high standards in the way it treats people.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

### Content Analysis Questionnaire

the researcher used quantitative metrics to assess social media engagement across platforms such as Instagram, Facebook, LinkedIn, and YouTube. This encompasses the volume of photos and videos posted, along with metrics like likes on YouTube’s latest video and Facebook posts.

Research question to what extent does Bank of Abyssinia use social Media platforms to build enhance its corporate reputation among key stakeholders?

- Number of photos and videos posted
- Likes on YouTube’s latest video
- Likes on Facebook posts
- Subscribers or followers

Social media Engagement of BOA	Instagram	Telegram	Facebook	LinkedIn	YouTube	Twitter
N-Photo						
N-video						
N-followers /subscribers						
N-like N-share N-comment						



