

THE IMPACT OF SOCIAL MEDIA ON SAUDI AIRLINES' REPUTATION STUDY ON A SAMPLE OF RESIDENTS IN THE KINGDOM

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Abstract: The study aimed to measure the impact of social media on Saudi Airways' reputation. The IV comprises social media, and the DV is the corporate reputation. The affiliate variable includes three sub-variables: customer confidence, credibility, and customer satisfaction. The scope of application of the study is Saudi Airlines. The study community consists of all Saudi Airlines customers residing and working in the government sector in Riyadh. The size of the study community was 28.4 thousand workers. The study used a suitable sample method, with the minimum sample reaching 386 persons. The analysis unit consisted of a resident, a regular passenger at least once a year on Saudi Airlines, and working in the government sector in Riyadh. The study found that social media by Saudi Airlines customers is moderate. The corporate reputation was also moderated. The study also found a high impact of social media on Saudi Airlines' reputation. The study showed that social media influences corporate trust and credibility factors only. There is no effect on customer satisfaction with Saudi Airlines products.

Keywords: Social Media, Corporate Reputation, Trust, Credibility, Customer Satisfaction, Saudi Airlines.

1. Introduction:

The Internet is a magical tool that accelerated the growth of economic sectors and activities worldwide, facilitated people's lives, and raised information-gathering capabilities with little time, effort, and money (Fayvishenko et al., 2022). Communication among people become fast and easy worldwide (Pratama et al., 2019). The Internet has provided several social platforms and virtual sites for search, organization, and dissemination of information and increased interaction (Appel et al., 2020). These platforms have played an intermediary role in the physical dealings and distribution of goods and assisted businesses in widely reached and diverse audiences worldwide (Pratama et al., 2019). Over time, these have become forms of socialization of people, influencing other people's decisions and shaping their interests and preferences Alalwan et al. 2017). Social media contains a valuable set of sources of information on any subject, or issue of interest to society

(Alanmi & Alharthi, 2023). They are classified as electronic communication tools when exchanging views, experiences, expectations, and perspectives between individuals (Sharma et al.,

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2020), sharing information, ideas, personal messages, and life experiences (Shubhangam et al., 2020). The exchange of information between individuals, groups, institutions, and communities has increased and their productive relationships have improved (Merriam-Webster Dictionary, 2020).

Social media has become one of the most important mechanisms of impact and access to the target audience and an effective tool for the growth of enterprises, improving the interaction between salesmen and customers (Alalwan et al. 2017). This shift has changed purchasing intentions and buying decision-making processes (Grubor et al., 2017). Social media integration into the enterprise business strategy has facilitated audience access, improved customer awareness and brand reputation, and increased sales and profitability indicators (Ostic et al., 2021). These have become one of the most important competitive strategies, building loyalty towards the brand, spreading positive electronic word of mouth e- Wom, improving customer targeting rate, building communication process, and developing customer relations (Aileen et al., 2021). Businesses have designed web pages for direct interaction and free discussion, ensure rapid access to information, and improve marketing practices to attract customers (Johansson & Hiltula, 2021). The Internet has a high potential to evaluate brands and products to provide instant positive and negative feedback and rapid response to requests and needs (Alalwan et al. 2017).

Opportunities for collaboration across social media platforms are no longer the preserve of anyone, and because of the growth of online communication and networking opportunities, there is an influence on the reputation of enterprises (Vollenbroek et al., 2013). Social media users watch facts and exchange opinions and comments online (Appel et al., 2020). Millions of videos and posts are posted and displayed by millions of users daily (Al-Nsour et al., 2023). Millions of files may be exchanged via Facebook, tweets sent, blogs written and interacted, and videos viewed via YouTube (Al-Nsour, 2021). Therefore, the content-based consumer is a valuable source of information for various marketing purposes, especially marketing customer data (Vollenbroek et al., 2013). Businesses and marketers can publish content, engage with the public, and have a direct response (Al-Olaimat et al., 2022). With that result, social media represents two-way proactive and interactive communication between different parties (Al-Nsour, 2024). Businesses can talk directly to stakeholders via social media, so they can respond, and discuss the messages between them (Rust et al., 2021).

Within this framework, social media has a significant influence on the reputation of organizations (Vollenbroek et al., 2013). It requires interest when using social media, making radical changes to monitor and manage personal, institutional, and organizational reputation online (Michaelidou et al., 2011), and developing appropriate measurements of business performance (Michaelidou et al., 2011). Studies argue that the corporate reputation may be subject to criticism or praise via social media, due to the free content created by customers and shared with their communities (Jeljeli et al., 2022). Based on this, the current study focuses on the air transport sector in the Kingdom, specifically by measuring the impact of social media on Saudi Airlines' reputation. This public company is one of the pillars of the air transport strategy within Vision 2030. The vision focuses on transporting 330 million passengers by 2030 and enhancing national

competitiveness among airline companies (www.Saudivision2023.com). As a result, creating a global investment environment that makes the Kingdom's aviation sector a world leader, needs to establish a positive reputation for the official carrier, assisting in assessing its reputation and how to enhance its contribution to the Saudi economy.

2. Research Objectives:

Based on the researcher's literary survey of how social media influences the corporate reputation, so the principal objective of the current study is "Measuring the Impact of Social Media on Saudi Airways' Reputation". There are several sub-objectives were derived as follows:

- A. Measuring the impact of social media on customers' trust with Saudi Airlines.
- B. Measuring the impact of social media on Saudi Airlines' credibility.
- C. Measuring the impact of social media on customer satisfaction with Saudi Airways Brand.

3. The Research Significance :

1. The lack of previous studies in institutional reputation management makes the theoretical contribution crucial in the current study. The theoretical linkage between variables may draw attention and discuss the theoretical foundations.
2. There are few studies linking social media to corporate reputation. Despite the massive size of social media literature, we can't find sufficient studies that relate social media to reputation. The researcher reviewed the most variables in the literature and found that most studies about the variable of institutional communication (public relations) and reputable variables such as brand awareness (Al-Jumah et al., 2023), institutional image (Ossai & Melody, 2023), and Brand Equity (2023). Five studies have linked social media to corporate reputation only in different environments (Al-Olaimat et al., 2022; Yi,2023; Esen et al., 2021; Park & Park, 2021; Etter et al., 2019; Berg & Struwig, 2016; Sancilio, 2014; Slee,2011).

4. Literature Review:

4.1 The Concept and Importance of Social Media:

Social media is a communication tool that needs information and interaction during information exchange (Gupta & Kumar, 2021). This interaction begins with requesting comments, voting on a particular post, sharing information with users via network, and conversations with other parties (Appel et al., 2020). Social media are online channels that allow instant interaction and access to users and take care of user-generated content (Pratama et al., 2019). Researchers show that social media reflects the idea of integration, connecting content, communication, social interaction, and socialization (Hafidz & Tunisa, 2023). Others add that they are forms of communication between individuals remotely, a combination of technology and social interaction to create a shared value (Babu et al., 2020). Social media is an interactive environment between

the parties to the communication process, allowing monitoring of suggestions, complaints, and access to information (Pratama et al., 2019). Social media has also made communication an open model for all with the same level of freedom and equality (Fondevila-Gascón et al., 2020). It has become a powerful tool for developing relationships, sharing information and ideas, and communicating with people worldwide (Pratama et al., 2019). The communication process becomes social and sharing knowledge among different societies (Alyssa et al., 2020).

Social media represents online applications and platforms; It facilitates interaction, collaboration, and content sharing (Rituraj, 2019). It is any website that allows content, opinions, and perspectives to be shared and encourages interaction and community building (Grewal & Levy, 2020). Social media is a collection of media and communication tools possessing Web 2.0 characteristics such as participation, collaboration, user empowerment, the emergence of the concept of socialization that allows peer communication, and influence on their decisions (Hafidz & Tunisa, 2023). These means have provided a virtual space for communication between people, focusing on building personal relationships (Adegboyega, 2020). It also facilitated the process of creativity, information sharing, and collaboration among users and provided a new form of communication between users (Allcott et al., 2019). Social media has created social capital, which assists organizations and individuals build networking links to transform knowledge, reach others, and influence them (Babu et al., 2020). We add that over time, social links move to relationships that strengthen the social system (Silvia, 2019).

4.2 The Concept and Importance of the Corporate Reputation:

Researchers and specialists define corporate reputation from an economic perspective as expressing the expectations of others and their estimates of specific organizational features of the company (Gotsi & Wilson, 2001). It may be based on an institutional theory that distinguishes its reputation as a global image and supports stakeholder perception (Fombrun & Van Riel, 1997). From an institutional perspective, corporate reputation represents the general perception of a company, its representations, its associations, and what individuals expect of it when buying products or using services (Fombrun & Shanley, 1990). Thus, the corporate reputation reflects the business history and achievements, through which information is communicated to target groups about its products compared to competitors (Zavyalova et al., 2016).

Corporate reputation defines a range of advantages, privileges, and resources (Fombrun, 1996). One researcher adds that it is the corporate competitive advantage: tangible benefits, product prices, low capital and work costs, employee loyalty, and free decision-making, the base of good faith in times of crisis (Yeo et al., 2011). Corporate reputation is an intangible asset that distinguishes the company from competitors and attracts customers. The reputable companies have a better competitive advantage than others (Eberl & Schwaiger, 2005). In one study, the corporate reputation was assessed through eight features: quality management; quality of products or services; innovation; the value of long-term investment; financial integrity; ability to attract, develop, and maintain talented people; Responsibilities to the community and the environment: and the proper use of assets (Firestein, 2006).

In 1996, RepTrak decided on several key characteristics of corporate reputation. It is a cognitive feature reflected in the perception of the corporate situation compared to competitors in the industry (Amran et al., 2024) from the bottom up, so at each level has personal, economic, social, subjective, and altruistic standards to judge reputation and its future prospects (Fombrun, 1997). Studies argue that reputation is one of the most intangible communication strategies, bearing additional psychological value and linking business performance with intermediaries such as suppliers and advertising agencies (Melo & Gamido-Morgado, 2012). At the operational level, reputation creates higher financial returns for the company and reduces market entry time (Doorley & Garcia, 2007). A good reputation also attracts more customers (Alshanag et al., 2023) and builds relationships with stakeholders (Sánchez-Amboage et al., 2020).

Studies show that corporate reputation affects financial performance (Fombrun 1996), reduces conversion customers rate, imposes price premiums on its products, and attracts investments from the stock market (Ajayi et al., 2022) and raising staff morale (Aula & Mantere, 2008), taking cost-based advantage due to low contracting costs with suppliers and wages, and enhancing new product market entry strategies (Fombrun & Van Riel, 2004). Corporate reputation via social media is a business philosophy that promotes and maintains positive relationships with stakeholders (Watson and Kitchen, 2013). Therefore, social media is a powerful communication tool used to transform communication messages (Al-Nsour, 2024), get effective feedback from stakeholders, and make sound marketing decisions (Watson & Kitchen 2013).

Reputation management is one of the main objectives of companies, and social media sites can build and manage a credible and respectful reputation (Walker, 2010). This reputation requires work credibility, focusing on the quality of programs and services that meet the public's desires and needs, achieve its interests, and respect its views and aspirations (Dvorsket al., 2023). This is based on modern electronic communication programs that enhance reputation, prevent crises, and maintain the highest trust between the business and the target audience via social media (Masood and Medhat, 2022). Finally, studies concluded that corporate reputation is based on four criteria (Ossai & Melody, 2023; Cornelissen, 2008; Fombrun & Van Riel, 2007):

3. Reliability: It describes the customer's expectations about the products offered. Compatibility between products and customer needs means the products get a higher rating than competitors. Reliability is key in making the company more respectful and credible with the customer.
4. Credibility: describes the confidence of the business stakeholders to be stable.
5. Trustworthiness: The customer expectations seeking confidence in the business information. This trust requires honesty, transparency, customer appreciation, guaranteeing stakeholders' rights, and optimal acquisition of company products.
6. Responsibility: To respond to social attitudes and contribute to the well-being of the surrounding community. In other words, It reflects social responsibility linked to stakeholders' expectations.

4.3 The Impact of Social Media on the Business Reputation (Developing Research Hypotheses):

4.3.1 The Impact of social media on Trust:

Trust is a sense of security and willingness to rely on someone or something (Chung & Kwon, 2009). Trust is a belief, position, and expected credibility of another party; It is also an uncertain behavioral intention. MCcole (2002) says trust consists of ten dimensions not mentioned in much literature: availability, efficiency, consistency, acumen, fairness, integrity, loyalty, openness, promise, and fulfillment (Youness et al., 2024). Consumers view social media trust as influencing the B2C working environment by completing transactions and privacy of personal information (Al-Nsour et al., 2022). The steady increase in perceived risks related to purchasing the product from a particular site or seller depends on the product's suitability, the suitability of the information, and the level of privacy (Muda et al., 2016). Trust is one of the topics in electronic transactions across social platforms. Encryption, protection, verification, and documentation are seen as agents of trust, and many consumer data are used in an undesirable way and are given to others in a wrong and sensitive way (Rahi et al., 2019). Confidence in the company's reputation is increasingly dangerous when using the customer's personal and financial information (Kaur & Arora, 2020). Reducing perceived online risks is linked to sellers' positive behaviors about fulfilling their obligations to the consumer (Razak et al., 2023). Raising the trust in the company and creating a marketing opportunity in online transactions (Putra et al., 2017). Online Perceived trust affects customers' willingness to accept dealing with the brand in the future (Kumar et al., 2020). Various studies confirm that the level of trust is affected by consumer interaction across the platform (Thakur, 2018). Social media means emotional contact with the brand, thus convincing the customer and influencing the business reputation later (Muda et al., 2016). Thus, the first hypothesis is as follows:

7. Social Media Affects Customer Trust towards Saudi Airways at the 5% significance level.

4.3.2 The Impact of Social Media on Saudi Airways' Credibility:

Credibility is defined as the reliability and credibility of information (Afify et al., 2019). In marketing information systems, credibility is one of the keys and criteria of judgment to accept or reject feedback information (Rim et al., 2017). Credibility indicates a person's belief that the information received is credible (Al-Nsour et al., 2021). It is a source of security that prompts trust in messages without consideration of content (D'Andrea et al., 2015). The message credibility is part of the social media marketing communication strategy to motivate customers and persuade them to purchase (Ata et al., 2022). The credibility of the social media message allows assessing electronic products before purchasing, guessing the risks associated with the purchase decision, and improving the process of making it (Ata et al., 2022). Credibility affects purchasing attitudes and intentions towards brands (Yu & Kim, 2020). Studies confirm that credibility affects young people's trends towards e-stores (Alireza et al., 2020). Social media has provided innovative opportunities to connect to brands and has become a success factor in the communication strategy

to influence the company's reputation (Dhanesh & Duthler, 2019). Social media credibility is complementary to adv strategies that affect buying intention and shape purchasing attitudes of the brand (Ata et al., 2022). Ultimately, the credibility of social media messages affects the brand's reputation (Ao et al., 2023). Hasn (2018) confirmed the impact of credibility, privacy, and confidentiality on online social platforms. A study (Martiningsih & Setyawan, 2022) showed that low credibility negatively affected the corporate reputation and a reason for shaping the negative buying intention from digital stores during the COVID-19 pandemic (Al-Nsour et al., 2023). Attractiveness, trustworthiness, and experience have also influenced the corporate reputation by 49%. Thus, the second sub-hypothesis is as follows:

8. *Social Media Affects Saudi Airways' Credibility at the 5% significance level.*

4.3.3 *The Impact of Social Media on Customer Satisfaction:*

Social media allows sharing of brand information with other customers easily (Ibrahim, 2022). It also provides marketing conversations among users to raise brand awareness, recognition, and retrieval, thereby increasing loyalty (Haudi et al., 2022). Thus, media influences the company's reputation through the perceived image of the brand (Azhar et al., 2023), keeping abreast of brand updates and accelerating later building satisfaction (Atulkar, 2020). We add that social media has created opportunities to see updated content and filter the unwanted part of it (Ardiansyah & Sarwoko, 2020). Other studies have also identified social media as one of the most prominent brand management strategies. The Moncey & Baskaran, 2020 study emphasized the importance of using social media to promote awareness, perception, and satisfaction towards brands in the UAE. The Ismail Study (2017) found a strong impact of social media on brand satisfaction. Several other studies have also confirmed this relationship: Rachel et al. (2021), Atulkar (2020), Bader (2019); Akrishnan et al. (2014). Thus, the third sub-hypothesis is as follows:

- ***Social Media Affects Customer Satisfaction toward Saudi Airways at the 5% significance level.***

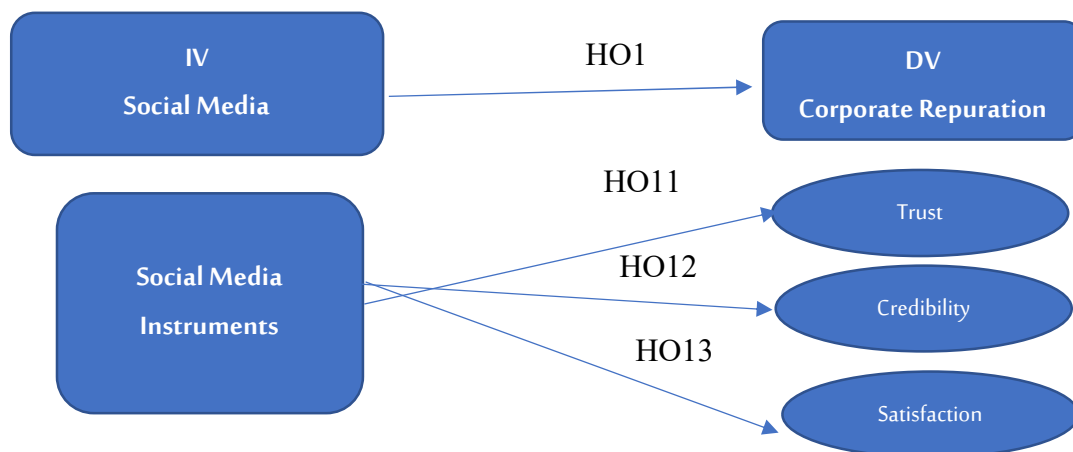


Figure 1 : Conceptual Framework

5. Research Methodology:

5.1 Research Population and Sample:

The study population consists of all foreign passengers by Saudi Airlines residing in Riyadh City. The estimated number of residents reached 8.81 million, or 25.8% of the total population in the Kingdom in February 2024 (General Authority for Statistics, 2024). The number of residents in Riyadh has reached 7.68 million (www.argaam.com). The foreign employees in the government are 3.7% or 28.4 thousand of the total employees in the government (Arab Monetary Authority, 2024). The convenience sample is an appropriate and easy way to withdraw the sample. The recommended sample size reached 386 resident persons in Riyadh. The unit of Analysis is a regular resident passenger on Saudi Airlines at least once a year. Therefore, the study focused on residents working in the government sector in the Kingdom, due to their job background with ticket orders via Saudi Airlines.

5.2 Research Instrument:

The fully planned questionnaire is the principal tool for collecting data from resident passengers by Saudi Airways. The questionnaire consists of several closed questions regarding the IV (social media) and DV (company reputation). The questionnaire consists of 17 items that measure research variables. Several specialists were hired to arbitrate and evaluate the initial items and measure the external validity and reliability. The researcher then developed the electronic version of the questionnaire on Google Drive. The link was passed to an initial list of contacts available to the researcher, who were believed to be eligible as part of the study sample.

5.3 Measurement :

The five points Likert Scale was adopted in IV (Social Media) and DV (Corporate Reputation) based on previous studies (Ao et al., 2023; Martiningsih & Setyawan, 2022; Rialti et al., 2020; Muda et al., 2016). These studies assisted in measuring study variables. The response levels were from (1) to (5), which reflected the degree of compatibility between the item and the opinion. The value (5) was given to the response level (very high), the value (4) to the response level (high), the value (3) to the response level (medium), the value (2) to the response level (low) and the value (1) to the response level (very low). The researcher made some corrections to the study tool. The final version of the tool consists of 17 items among four sub-variables. The arithmetic mean is a measure of the response level and the degree of approval. The table below illustrates the application of the five points Likert scale and the corrected measurement as follows:

Table 1 : Likert Five Points Scale and Corrections

Weighted Arithmetic	Response Level	Weight
5-above 4.2	Very High	5
4.19- above 3.4	High	4
3.39 - above 2.6	Moderated	3
2.59- above 1.8	Low	2

1.79- above 1	Very Low	1
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5.4 Statistical Analysis:

The study used descriptive statistics such as arithmetic mean, standard deviation, and relative frequencies to determine the level of social media use and Saudi Airways' reputation from the point of view of the target audience. The data analysis relied on Structural Equation Modelling SEM in Smart PLS (Ringle, Wende, & Becker, 2015). This method has relied on several assumptions and a set of statistical indicators to measure statistical relationships between the research variables. The P-value decides the relationship between the study variables, and the Standard Beta can assess the strength and direction of that relationship. The impact factor f^2 analyzes sample responses, and the coefficient of determination R^2 measures the power of the IV (using social media) to explain the DV (the corporate reputation). The value of Q^2 explains the prediction power in the future behavior of the study variables. Finally, the GoF tests the regression model performance (Ringle, Wende, & Becker, 2015).

6. Results of the Field Study:

6.1 Description of Research Variables:

- A. Independent Variable (Social Media): It consists of 5 items. The response level was moderated based on the arithmetic mean (2.951) and standard deviation (1.107). The level of social media use by Saudi Airways passengers is moderated by 36.8% of foreign passengers.
- B. Dependent Variable (Corporate Reputation): It consists of 12 items constituting three sub-variables: Trust, credibility, and customer satisfaction. The level of responses on all items was moderated. The arithmetic means of the total DV (3.014) and standard deviation (1.071). This means that Saudi Airlines' reputation among foreign passengers was moderated with the approval of 35% of customers. The components of this variable are as follows:
 - Trust: It consists of 4 items, all of which have been moderated. The arithmetic mean was (3.007), with a standard deviation (1.07). This means that the level of trust of Saudi Airways customers is moderated, with approval of 32.7%.
 - Credibility: It consists of 4 items with moderated levels of responses. The arithmetic mean (3.015), with a standard deviation (1.056). This means that the credibility of Saudi Airlines among foreign passengers is moderated with approval of 34.2%.
 - Customer Satisfaction: It consists of 4 items, all of which have moderated responses. The arithmetic mean (3.028) and standard deviation (1.109). This means that foreign customer satisfaction with Saudi Airlines is moderated, with approval of 38.3%.

6.2 Measurement Model Evaluation:

6.2.1 Construct Validity & Reliability:

- A. **Discriminate Validity:** Measures the level of interdependency and correlation between the items of the scale (Hair et al., 202). The Cross Loading indicates the value of each item in

the latent variable. It must be the highest value among the other variables (Fornell & Lacker, 1981). Table 2 indicates that the cross-loading of most items in latent variables is higher than in other variables, So, those items are distinctive in current place.

Table 2: Discriminate Validity – Cross loading:

Construct	Item	Social Media	Trust	Credibility	Satisfaction
Social Media	SM1	0.741	0.275	0.578	0.008
	SM2	0.832	0.428	0.618	-0.007
	SM3	0.821	0.356	0.364	0.101
	SM4	0.857	0.473	0.655	0.085
	SM5	0.732	0.549	0.530	0.146
Trust	T1	0.107	0.758	0.145	0.035
	T2	0.024	0.774	0.074	-0.089
	T3	0.671	0.931	0.672	0.022
	T4	0.513	0.939	0.734	0.086
Credibility	C1	0.495	0.514	0.844	0.072
	C2	0.461	0.691	0.877	0.057
	C3	0.598	0.765	0.901	0.066
	C4	0.106	-0.031	0.728	-0.103
Satisfaction	S1	0.044	-0.031	0.129	0.748
	S2	0.023	-0.071	0.099	0.725
	S3	-0.024	-0.028	0.136	0.702
	S4	-0.030	-0.160	0.060	0.764

- B. **Fornell Larcker Criterion:** The test is that the current latent variable explains the best level of variation compared to other latent variables (Fornell & Larcker, 1981). Table 3 illustrates the variation value of the dimensions of latent variables (social media and corporate reputation) above its value in other latent variables. It means that there is no correlation between them and other latent variables.

Table 3: Fornell Larcker Criterion

CONSTRUCT	SOCIAL MEDIA	TRUST	CREDIBILITY	SATISFACTION
SOCIAL MEDIA	0.798			
TRUST	0.540	0.672		
CREDIBILITY	0.619	0.753	0.884	
SATISFACTION	0.091	0.057	0.760	0.375

6.2.2 Convergent Validity: The degree of agreement between several items to measure the same concept and ensure the correlation between those items (Hair et al., 2021). It consists of three sub-tests called Construct tests as follows:

- Individual Item Value: It tests consistency between several items that measure the same phenomenon (Hair et al., 2017). The statistical rule decides that the acceptable value of the test is above 0.7. According to Table 4, all values are above (0.7) and statistically acceptable in analysis and hypothesis testing (Hair et al., 2021).
- Composite Alpha (CR): It measures reliability or internal consistency between items in latent variables (Hair et al., 2021). The statistical rule decides that the acceptable value of the latent variable is above 0.7. Table 4 indicates that the latent variables (IV and DV) have fulfilled the requirements of the statistical rule and are statistically accepted.
- Average Variance Extracted (AVE): indicates how the items explain the latent variable (Hair et al., 2017). The statistical rule considers the minimum permitted value above 0.5 (Hair et al., 2017). Table (4) shows that test values are more than (0.5). Therefore, the variables achieved the statistical rule in testing the research hypotheses (Henseler, Ringle & Sinkovics, 2009).

Table 4: Summary of Convergent Validity

Construct	Item	Factor Loading	CR	AVE
Social Media	SM1	0.741	0.897	0.637
	SM2	0.832		
	SM3	0.821		
	SM4	0.857		
	SM5	0.732		
Trust	T1	0.758	0.788	0.551
	T2	0.774		
	T3	0.931		
	T4	0.939		
Credibility	C1	0.844	0.851	0.578
	C2	0.877		

	C3	0.901		
	C4	0.728		
Satisfaction	S1	0.748	0.727	0.541
	S2	0.725		
	S3	0.702		
	S4	0.764		

6.3 Collinearity (VIF): It measures the level of correlation between two or more independent variables (latent or sub-variables) in regression analysis. The existence of the correlation reduces the reliability of estimated regression estimators, and the analysis is inaccurate (Shrestha, 2020). The VIF value starts from 1 and has no upper limit (Henseler et al., 2009). The statistical rule decides that the test value below (5) means that the collinearity is acceptable and not serious among variables. If the value of the VIF is greater than (5) it means that the **Collinearity** is high. The value above 10 means that **Collinearity** is very serious and must be resolved immediately (Shrestha, 2020). Table 5 shows that all test values are below 5. This means that Collinearity between IV is not serious.

Table 5 : VIF Results

Construct	VIF
Trust	1.908
Credibility	2.44
Satisfaction	2.035

7. Research Outcomes and Discussion :

The main hypothesis says there is a statistical impact of social media and Saudi Airlines' reputation at the significance level of 5%. Table 6 shows the statistical outcomes using the structural equation method of SEM. Path analysis is a part of the regression model in the correlation matrix. The model path through squares and arrows illustrates the causal relationship between the variables. A statistical indicator assesses the fitness of the model. The most important indicators are Standard Beta, and the t-Statistics (Henseler et al., 2015). The statistical rule decides that the acceptable P-value is below the margin error of 0.05 (Probability of Errors). Thus, there is a directional relationship between the two variables in the presumed model. The statistical rule also shows that standard Beta explains the direction of the relationship between the two variables. The previous positive sign (+) means a positive relationship between them (Hair et al., 2016).

The 500-repeated times PLS Algorithm results in Table (6) showed that the significance values of sub-variables (reliability and credibility) are less than 0.05, meaning acceptance of the directional statistical relationship between those IV and DV variables in the model. Customer satisfaction (0.687) is above 0.05. It has shown that the value of the correlation between social media and Saudi Airways' reputation is positive according to the Standard Beta value in the structural model (0.636). Social media usage highly correlated with Saudi Airlines' reputation of 0.636, and we note here that previous statistical relationships were at Significant $P0 < 0.01$.

Therefore, there are positive relationships between social media and sub-variables in the corporate reputation (trust = 0.544 and credibility = 0.566). The correlation between social media and credibility is the strongest relationship in the structural model. Customer satisfaction with Saudi Airlines statistically failed in the structural model. To resolve the impact of social media on DV sub-variables (Trust, credibility, and satisfaction), the impact factor f^2 measures The IV power to explain DV variables. The statistical rule indicates that the f^2 between 0.02 and 0.15 means a weak impact. The value between 0.15 - and 0.35 is moderated impact. , and if the value above 0.35 is a high impact (Henseler et al., 2009). According to Table 6, the influential power of social media on DV sub-variables is high. The f^2 for social media and trust was 0.403, and for social media and credibility, it was 0.611. The influential power of social media use on corporate reputation was also high according to the value of f^2 (0.631). Therefore, accept the hypothesis that social media strongly impacted Saudi Airlines' reputation at a significant level of 0.05.

Many studies have supported the importance of social media on many organizational variables of the corporation. The study (Al-Nsour,2024) expressed the importance of social media with interaction and confirmed a strong relationship with the buying intention from online fashion stores via Facebook in Jordan. Also, with these findings, the current study is consistent with other studies about the impact of social media on corporate reputation. In 2023, Singha et al. examined the relationship between social media and enhancing the brand image in the post-crisis time. The study found the importance of social media in crisis communications for transforming brand values to the public. The findings showed that brands' response to the crisis relied on strategies through social media that promote goodwill and positive corporate value. In 2022, Hassan's study highlighted that the poor use of social media in Egyptian tourism companies caused the poor electronic reputation of those companies. A study (Globe, 2021) confirmed that social media networks have an important role in crises and impact corporate reputation under digital reputation management.

The Park & Park study (2021) also showed a strong correlation between marketing communication strategies and company reputation via X. It found that companies with high privacy generate more active information and increase sales and company products even if prices are high. Then, there is a strong correlation between data trust and the company's reputation. The study adds that emotional language strategies via social media have no effect on a company's reputation, and there are no differences in the semantic representation of keywords between reputable and not reputable companies. Nevertheless, strategies of reputable companies work on culture and social media marketing environment. The study by Etter & Ravasi (2019) showed that social media positively changed the evaluation criteria of the organizations, and depends on the relationship between the media and the corporate reputation. The study confirmed that social media significantly influences the formation of companies' organizational reputations. The study by Den Berg & Struwig (2016) showed that 61% of universities in South Africa have no official documents or policies to manage social media practices which negatively affects reputation. No use of social media creates a weakness in the formal management system, more threats in the external environment, and destroys the organizational reputation of higher education institutions

in the country. In 2014, the study by Alhadid & Al-Zubi (2014) indicated a strong and positive impact of social media marketing on the reputation of Jordanian vegetable oil companies. Finally, the Ajayi et al. (2022) study added that service organizations in developing countries are reputable from a stakeholders' perspective, especially if integrated into the social media context.

8. Implications:

A literature review showed how social media influences corporate reputation, and the application was on Saudi Airlines. It should be noted that digital communications affect the corporate reputation. Corporate reputation is an important element for enterprises and companies, and it constantly seeks to develop and improve this reputation. Best practices in this research have shown that trust and credibility are the most important elements of a communication strategy that affects reputation. Marketers must highlight those elements in their communications with customers, and integrate them into strategic relationships. Right Now, There is no attention by customers to the company products in the communication process, and the lack of satisfying material needs. Therefore, the experiences focus on intangible marketing activities via social media through trust and credibility. Marketers should use corporate reputation and its possibilities via social networks. The components of the reputation of traditional companies are less suitable for digital customers. Social media becomes a tool for collective impact and positive interaction with the brand. Modern companies should have creative ways to achieve the psychological satisfaction of customers. From this point of view, understanding marketers of social media management is more important than surface use. Studies confirmed that managing the corporate reputation in crisis is crucial. In these circumstances, the importance of social media is increasing because of uncertainties. Trust and credibility are subject to change and manipulation. Low trust and credibility affect persuasion and resistance to the communication message. Ultimately, understanding the corporate reputation as a multifaceted online phenomenon facilitates the use of social media and provides positive results in growth and sustainable development. Finally, developing social media is the launch of an effective communication strategy, transforming it into an efficient marketing tool.

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