Modeling the association between corporate reputation and turnover intention among banks employees in Saudi Arabia

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A B S T R A C T

The problem of the turnover intention of workers is one of the organizational difficulties which might affect the organization's success. Human resource managers face this issue every day, needing extra attention since it affects all of them. However, there is a lack of literature addressing this issue in the banking sector in Saudi Arabia. The study aims to identify how corporate reputation affects employee turnover intention in Saudi Arabia's banking sector. For this to occur, this study employed a quantitative method by collecting 663 questionnaires filled out by workers in the banking industry. The study applied structural equation modeling by a partial least square to examine the relationship between the study variables. Based on the results, the contribution to decreasing turnover intention through enhancing corporate reputation is a significant and robust association at a substantial level with a path coefficient of -0.402. Thus, the current research offered a comprehensive view that addresses these literature and knowledge gaps. The study findings would be a standard for decision-makers to boost the efficiency of employees and save them by planting strategies to enhance corporate reputation in the Saudi Arabia banking sector.

1. Introduction

Modern organizations, to remain competitive in more complex market circumstances and compete with companies from across the globe, have begun to emphasize new values, such as the loyalty of their employees, public awareness, trustworthiness, and reputation. Regardless of their industry, business organizations must separate themselves from their rivals to thrive in today's competition (Bozkurt and Yurt, 2015). In the modern global economic system, one of the characteristics that companies are paying close attention to is their business reputation (Berkup, 2015). A company's reputation is a difficult-to-measure yet priceless asset (Offer, 1997). For business and non-profit companies alike, building and maintaining a positive corporate image is critical to staying ahead of the competition in today's rapidly evolving global marketplace. An organization's reputation is like a window into its inner workings;

it shows what the firm believes in and aspires to achieve. The firm's reputation is accurately portrayed, enabling stakeholders to understand the organization more deeply (Brickson, 2005). When it comes to internal and external stakeholders, a company's reputation may significantly influence the development of trust, communication, and social responsibility activities (Morsing, 2006).

Today's highly competitive business climate necessitates firms to keep their personnel for an extended period. Otherwise, firms may experience undesirable repercussions such as staff turnover (Deniz, 2020). As a result, staff turnover is a critical concern for businesses. According to Schyns et al. (2007), an employee's aim to voluntarily change jobs or businesses is called employee movement. One definition of "turnover intention" describes it as "disruptive and aggressive activities provided by employees when they are not content with their working conditions, while another describes it as the intention to leave one's current job (Van Dam et al., 2013). Worker turnover has a detrimental impact on the workers and the businesses that employ them. For the company, some significant effects are recruiting and training expenditures, productivity losses, reduced employee morale, and loss of clients. From the employee's perspective, the primary implications include a loss of reputation, the cost of

looking for new work, the inconvenience of relocating to a new location, and the challenge of adapting to a new employer (Mohammad and Nathan, 2008).

A climate must be created that encourages acquiring the required skills and competencies from inside the Kingdom and beyond its boundaries to achieve the economic development targets (Nurunnabi, 2017). The banking sector in Saudi Arabia is one of the oldest and most well-established commercial sectors in the country. However, like any other service business across the country, it also depends on the competence and quality of its human resources (HR) (Cherian and Farouq, 2013; Cherif, 2020). Moreover, due to banks' massive influence on the Saudi economy, banks should invest more to attract new talents and retain their employees; enhancing the bank's reputation can significantly decrease employee turnover. Besides, based on the literature review, the association between corporate reputation and turnover intention has been studied in different fields, including private hospitals operating in Turkey (Deniz, 2020), the hotel industry (Lee et al., 2012), academic medical center in Dallas (Brown et al., 2022). However, there is a lack of studies addressing this relationship in the Middle East, especially in Saudi Arabia.

Consequently, this study aims to address the association between Corporate Reputation and Turnover Intention among bank workers in Saudi Arabia. Therefore, this study provided empirical evidence about these variables' relationships. At the same time, it filled the knowledge gap by examining this critical impact in the new county and sector, which has not been investigated yet, although there was a need to study. Thus, the study findings would be evidence for banks' managers to plant strategies to enhance corporate reputation in the Saudi Arabia banking sector, which will decrease employee turnover intention.

2. Literature review

Corporate reputation is defined as aggregating a single stakeholder's perceptions of how well organizational responses are meeting the demands and expectations of many organizational stakeholders (Pires and Trez, 2018). At the same time, the definition of Turnover intention is an employee's intention to voluntarily change jobs or companies (Schyns et al., 2007). Based on previous research, many studies handlings the corporate reputation issue related to the turnover intention variable. For example, Schwaiger (2004) stated that a strong reputation fosters employee retention. This statement underlines that a strong corporate reputation that employees perceive influences the employees' attitude towards the organization. As a result, they get more committed to it and get away from quitting their job and company.

Furthermore, Alniacik et al. (2011) claimed that organizations with high corporate reputations are more advantageous in attracting and keeping skilled employees. This is another crucial remark that supports the connection between corporate reputation and turnover intention. Likewise, the implications of corporate reputation on numerous stakeholders include the trust and loyalty of consumers and job security for workers. The aspect of recruitment of organizations is also related to the perceived corporate reputation level. The new entrants or even the job-seekers prefer consciously or unconsciously reputable organizations and want to keep their job after recruitment. Thus, the turnover intention level will be lower if other conditions are equal (Beder, 2002).

According to Ibok and Etuk (2014), people's propensity to support a firm is influenced by its reputation and, in turn, their willingness to give financially to it. So, the strong reputation of an organization perceived by the employees will automatically create a willingness in employees to contribute to the company; this will succeed and lower turnover simultaneously. Workers are influenced by corporate reputation, and they influence it simultaneously. Therefore, employee role increases effectively daily (Dortok, 2006). In addition, organizations with high reputations attract people who generate new and creative goods and service consumers effectively. Consequently, profits rise, customers and staff are content, and the company's stellar reputation endures.

On the other hand, organizations at the bottom of the reputation list with poor reputation ratings have their explanation. Poor performance has a financial impact on the firm, its workers, and its customers, all of whom suffer as a result, further exacerbating the already dire situation (Dortok, 2006). According to Cable and Graham (2000), effective corporate reputation management and an outstanding corporate reputation diminish the uncertainty of recent and potential workers over employer qualities. And a corporate reputation helps retain good staff. Bassett (1972) stated that a favorable reputation will recruit people and encourage reduced employee turnover. Thus, a positive reputation is related to organizational turnover intention rates, which reveals that the turnover intention problem can also be detailed with strong and successful reputation management.

Another aspect of corporate reputation may be the working environment aspect of it. According to Kazi and Zadeh (2011), fundamental working circumstances such as relationships with coworkers, a clean workroom, appropriate lighting, furniture, and office equipment are some major elements of the working environment. This is one of the main causes owing which a company suffers employee turnover. It takes time to modify or shake up the pattern of the working environment, and everyone has a unique degree of personal fulfillment that they may achieve (Kwame et al., 2017). The level of an employee's happiness with the aspects of their employment has a big impact on the company's ability to recruit, and retain, and greatly denotes the employee's capacity to work inside the business (Kazi and Zadeh, 2011).

It could be summarized from the above literature review good corporate reputation management is considered helpful for human resources management in an organization, in our case, in reducing turnover intentions. As a result, the hypothesis provided for this investigation may be shown in Fig. 1. In addition, the corporate reputation

and turnover intention measures are obtained from previous literature presented in Table 1.

Hypothesis 1: In the banking industry of Saudi Arabia, corporate reputation has a substantial impact on employee turnover intention.
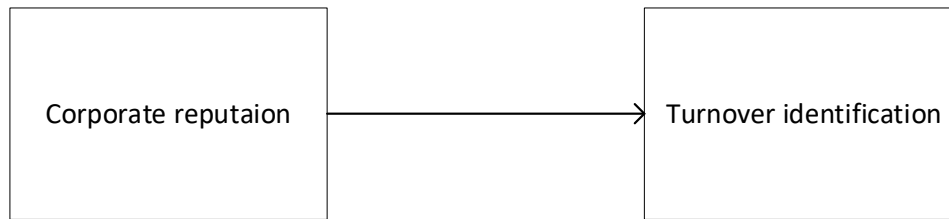
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│ Corporate reputaion │ ───────▶ │Turnover identification│
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Fig. 1: Conceptual framework

3. Methodology

3.1. Research design

The research method for the current study is quantitative, so a deductive method can link the field of research with research questions. According to Bryman and Bell (2007), quantitative research may be regarded as a linear set of stages leading from theory to conclusions. The main advantages of using the quantitative method in this research are that it is concerned with measuring the validity of concepts, describing and clarifying what has led up to a particular phenomenon, and exploring the relationship between the variables (Bryman and Bell, 2007). As a direct result, the research project consisted of three rounds of questionnaire surveys. The validity of the Survey in both its appearance and its content is the first step. The second part of the research project emphasizes the pilot study, which is an effective method for evaluating a measurement tool to test the validity and reliability of the tools before the main research has been carried out (Van Teijlingen and Hundley, 2010). Lastly, conducting the primary Survey to test the hypothesis.

3.2. Data collection and instrumentation

3.2.1. Data collection procedure

Based on the literature study, we constructed a questionnaire with cross-sectional questionnaire. According to the preliminary questionnaire (pilot study), appropriate changes were made. The sample was taken from all listed banks in the Riyadh region, Saudi Arabia, due to many of the headquarters of the banks are situated in Riyadh city. The data collected questionnaire to study the impact of corporate reputation on worker turnover intention, a wide range of potential employees in banks in Saudi Arabia. The questionnaire was distributed personally and online. Therefore, the study's determination of the appropriate sample size was based on Krejcie and Morgan's (1970) table for sample size identification. Since the population of employees working in the Saudi Arabia banking

sector is 47,181 based on the Saudi Arabian Monetary Authority (SAMA) in 2020, the minimum required sample size is 381. However, the actual data collected in this study was 663, which consider more than the minimum required. Data was collected from 2020 to 2021. The response rates for online and self-administered questionnaires are declining over time (Brtnikova et al., 2018). However, the researcher reached the targeted sample with a high response rate in the current study.

3.2.2. Survey design

This study's data-collecting tool (a questionnaire) was built using quantifiable elements in order to assess two variables making use of a five-point Likert scale ranging from "1" (strongly disagree) to "5" (strongly agree). The instruments have been adapted from earlier research (Beauchamp and O'Connor, 2012; Jacobs and Roodt, 2007). The original English questionnaire was translated into Arabic to make it more accessible to the respondents. Therefore, the mixed translation methods (back-translation and content validity) were used to linguistically validate the Arabic version and ensure that it matched the original English version as closely as possible.

Thus, after all the modifications made in the two stages, the researcher checked the final version of the Arabic questionnaire to correct any wording mistakes and modify any ambiguous items, including a few other minor amendments.

3.3. Approach of the analysis structured equation modeling PLS-SEM

The structural equation model (SEM) is a good tool to cope with inaccuracies in variables that may be used to explore the influence of business reputation on turnover intention (Amaratunga et al., 2010). In the present research, the SEM approach was used in order to construct a model and establish a correlation between corporate reputation and turnover intention. According to Byrne (2010), structural equation modeling (SEM) has developed

into a well-established non-experimental research tool that may be used when hypothesis testing methods are poorly understood. Furthermore, Yuan et al. (2011) concluded that SEM is a widespread and well-known method used to analyze data from the social sciences. The SEM analysis approach has been applied in a wide variety of fields in the past, such as organization cultural differences (Ali et al., 2019),

safety management (Ajmal et al., 2022; Al-Mekhlafi et al., 2021), waste management (Mohammed et al., 2022; Mohammed et al., 2021), online education (Al-Mekhlafi et al., 2022). As a result, the partial least square PLS-SEM method has been used to assess corporate reputation's influence on turnover intention.

Table 1: Items of questionnaire

Constructs	CODE	Items	Reference
Corporate reputation	CR3.1	My company has a reputation of having a high level of quality of top management.	(Beauchamp and O'Connor, 2012)
	CR3.2	My company has a reputation for having a high quality of products and services.	
	CR3.3	My company has a reputation of having a high level of ability to attract, develop and retain talented people.	
	CR3.4	My company has a reputation of having a high level of community and environmental responsibility.	
	CR3.5	My company has a reputation of having a high level of innovativeness.	
	CR3.6	My company has a reputation of having a high level of financial soundness.	
	CR3.7	My company has a reputation for having a high long-term investment value.	
	CR3.8	My company has a reputation of having a high level of use of organization assets.	
	CR3.9	My company has a reputation of having a high level of Global competitiveness.	
Turnover intention	TI6.5	I frequently think of quitting my job	(Jacobs and Roodt, 2007)
	TI6.6	I'm planning to search for a new job in the next 12 months	
	TI6.7	If I had the chance, I would take a different job within this organization	

4. Results

4.1. Descriptive statistics

The demographic information for the study sample has been collected alongside questionnaire variables. Regarding the gander, the highest percentage of the sample was 86.6% male, while the female percentage was 13.4%. The highest percentage of the age group was 26-30 with 28.7%. Finally, in terms of the education level, the highest percentage was a bachelor with 61.5%. Table 2 shows the demographic information details.

Table 2: Demographic information

Personal information		Frequency	Percent
Gender	Male	574	86.6
	Female	89	13.4
Age group	25 years or less	39	5.9
	26-30 years of age	190	28.7
	31-35 years of age	174	26.2
	36-40 years of age	135	20.4
	41-45 years of age	82	12.4
	46-50 years of age	31	4.7
	51-55 years of age	10	1.5
	56 years and above	2	0.3
Education	High School or less	46	6.9
	Diploma	182	27.5
	Bachelor	408	61.5
	Higher Education	27	4.1

4.2. Measurement model

4.2.1. Convergent validity

According to Hair et al. (2016), the estimation of the discrimination of validity, the reliability of the indicators, and the composite reliability comprise the evaluation of the measurement model.

Outer loading values for the items in the measurement model are shown to be more than 0.7 in Table 3. Even though the outer loading for item RC3.6 was 0.548. Indicators with outer loadings in the range of 0.40 to 0.70 need to be removed from the scale in most cases; however, this will only be allowed to bring effect if doing so would result in a

significant increase in the reliability of both AVE and the composite (Henseler et al., 2009).

After that, the internal consistency of composite reliability (cr) and Cronbach alpha (ca) be analyzed for all outside loads that were more than 0.7 (Hair et al., 2016). As can be seen in Table 2, every single component of the model was given a cr score that was higher than 0.70 and was thus acceptable. AVE is a common measure used for measuring the convergent validity in the model's constructs with values greater than 0.50, implying that it is an appropriate convergent value, as advised by Wong and Fan (2013). In addition, AVE is a value that can be used to compare different models. The findings of this test are shown in Table 3, revealing that the constructions in question were successful.

Table 3: Reliability validity of the constructs

Construct	Items	Outer loadings	Cronbach's alpha	Composite reliability	AVE
Corporate reputation	CR3.1	0.814			
	CR3.2	0.784			
	CR3.3	0.827			
	CR3.4	0.767			
	CR3.5	0.799	0.906	0.921	0.566
	CR3.6	0.548			
	CR3.7	0.729			
	CR3.8	0.726			
	CR3.9	0.738			
Turnover intention	TI6.5	0.933			
	TI6.6	0.920	0.830	0.895	0.743
	TI6.7	0.715			

4.2.2. Discrimination validity

A concept is said to have discrimination validity if it can be shown to correctly differ from other constructs in terms of the observed standards. Because of this, the Model has discriminative validity, indicating that distinct constructs exist and that they capture phenomena that are not adequately represented in the Model by other constructs (Hair et al., 2013). Fornell and Larcker's (1981) criteria and the Cross Loading criterion were used in this research project to evaluate the validity of the discriminant function.

When using the Fornell-Larcker approach, it is possible to compare the square root of the AVE for each construct to the correlations that exist between each construct. The square root of the AVE ought to be higher than the correlation between the latent variables if Fornell and colleagues' guidelines are to be followed (Fornell and Larcker, 1981). The findings provide evidence that the measurement model presented in Table 4 has discriminative validity (Chin and Newsted, 1999).

Table 4: Discriminant validity (Fornell-Larcker)

Constructs	Corporate reputation	Turnover intention
Corporate Reputation	0.752	–
Turnover intention	-0.402	0.862

The cross-loading criteria are the second method that was used in this investigation to test the discernment validity. This test attempts to identify whether or not the indicator loading on a certain latent construct ought to be larger than the loading on all of the other constructs for every row. This determination is made by comparing the loading on the various constructs. This suggests that the principal construct indicators (items) loading should be higher than the loading of the other constructs (Hair et al., 2016). The data are provided in Table 5, showing that the loading of all latent indicators is higher than the cross-loading of another construct (by row). In addition, the results demonstrated a significant degree of one-dimensionality for each of the constructs.

Table 5: Cross-loadings test

Items	CR	TI
CR3.1	0.814	-0.382
CR3.2	0.784	-0.287
CR3.3	0.827	-0.438
CR3.4	0.767	-0.322
CR3.5	0.799	-0.298
CR3.6	0.548	-0.141
CR3.7	0.729	-0.187
CR3.8	0.726	-0.204
CR3.9	0.738	-0.27
TI6.5	-0.419	0.933
TI6.6	-0.368	0.920
TI6.7	-0.199	0.715

4.3. Structural model

A kind of linear regression known as a path analysis may be carried out with the help of statistics (Tabachnick et al., 2007). Applying the structural equation model is the primary step of the SEM investigation. To begin, one might use the structural model to investigate the connections between the various research components. The structural model is another important stage of the SEM investigation after the Model has been validated (Hair et al., 2006; Ho, 2006). Assessment of structural models focuses largely on determining whether or not the entire Model is plausible, considering postulated parameter estimates, dimensions, route, and relevance (Hair et al., 2006). Based on the research hypothesis, which was presented in Fig. 1, the study connection was validated in the last portion of the paper.

In this model, following the study context, PLS-SEM was used to evaluate the influence of corporate reputation on turnover intention. The model in Fig. 2 represents the related hypothesis. The bootstrapping method was used to determine how significant the model hypothesis really was. Using

this method, an evaluation of the data's dependability, the data's predictive significance, and the inaccuracy of the measured path coefficient are carried out (Chin, 1998). The endogenous construct was evaluated with regard to the standardized path coefficients (β) and the p-values, as seen in Figs. 2 and 3. Thus, Table 6 shows the p-values results,

which were calculated as a consequence of the bootstrapping method for the research route. According to the study results, the company's reputation has a bearing on whether or not employees want to leave the company (β=-0.402, p<0.000).

Table 6: Path coefficient of the hypothesis

Path	β	SE	T-value	P-value
Corporate Reputation → Turnover intention	-0.402	0.032	12.478	<0.000
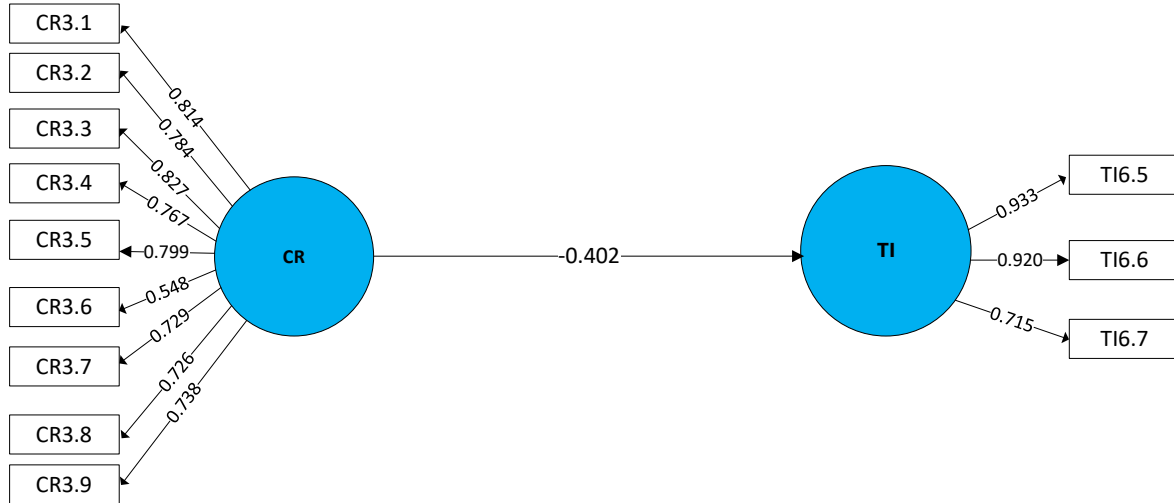
Fig. 2: Measurement model with outer loading and path coefficient
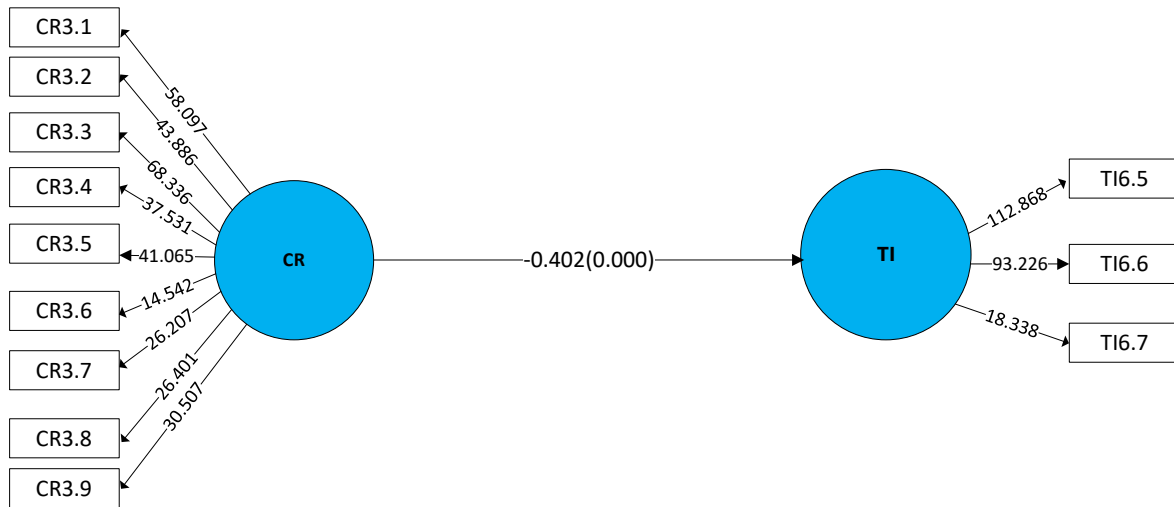
Fig. 3: Structural model with p-values

4.4. Predictive relevance of the model

A structural model should have several significant characteristics, one of which is the capacity to evaluate the predictive usefulness of the Model. It was determined that the blindfolding method was the most effective way in order to keep an eye on the redundancy and cross-validation tests for the dependent variable. According to the findings, the results of variable performance as Q2 was (0.11), which was more than 0, which indicates that the exogenous construct has predictive relevance for the endogenous construct that is the focus of this research (Hair et al., 2011). Because the value of Q2 in Table 7 is greater than zero, we may deduce that

the Model has a high degree of predictive relevance, which can be reasonably inferred.

Table 7: The predictive relevance (Q2)

Latent variable (Endogenous)	SSO	SSE	Q^2 (=1-SSE/SSO)
Turnover intention	1989.000	1770.117	0.110

4.5. Importance-performance matrix analysis (IPMA)

The PLS-SEM methodology sheds light on the relative importance of the independent variable within the context of the path model representing the dependent variable (Hair et al., 2011; Hair et al.,

2016). Importance-Performance Matrix Analysis (IPMA) extends SEM results, considering each variable's performance. The outcome may be reduced from 2 components (importance and performance), both of which are important factors to consider when selecting management activities. These factors include significance and performance (Hair et al., 2016). The overall results of the structural model, which we will refer to as "importance," together with the average value of the latent variable scales, which we will refer to as "performance," are utilized to suggest a corporate reputation that would improve management practices (or the fundamental focus of the Model) (or the basic emphasis of the Model). Table 8 highlights the significance and performance of the independent variable (corporate reputation).

Table 8: The IPMA of corporate reputation

Predictor	Importance	Performances
Corporate reputation	-0.583	67.823

5. Discussion

The study between the dependent and independent variables has been applied to identify the effect of corporate reputation on turnover intention. The study suggests that strengthening the corporate reputation will lead to lower turnover intention among the bank's workers. Likewise, the corporate reputation strongly affects turnover intention significantly $\beta=-0.402$; when the companies gain 1 unit of their reputation, it would also lower the turnover intention by -0.402. In firms with greater reputations, various aspects lead to the retention of workers inside the organization. For example, workers are more likely to remain with a company that has a solid reputation because of factors such as a pleasant working environment, a sense of pride in being an affiliate of the organization, the satisfaction of stakeholders with the organization's services and goods, and participation in the decision-making (Deniz, 2020).

Moreover, even if workers are presented with improved prospects, they may still decide not to leave the company. To put it another way, it's possible that employees have higher levels of organizational loyalty and would choose to remain employed by their current company because of its more positive reputation. Therefore, according to a past study, a strong corporate reputation negatively affects turnover intention (Alniacik et al., 2011; Arikan et al., 2016; Beheshtifar and Allahyary, 2013).

6. Conclusion

This research evaluates the association between bank workers' business reputation and turnover intention. Fig. 1 presents the results of the correlation analysis performed on the hypothesis that was developed as a result. According to the data analysis, corporate reputation negatively impacts worker turnover intention. Following these results,

the study hypothesis was tested and was significant. For the theoretical contribution, the study extended the body of knowledge regarding this relationship. Also, this study confirms this direct relationship in the different sectors. While for practical contribution, this study will help the managers and decision-makers in the banking sector to work on enhancing the bank's reputation to avoid turnover intention among the employees. Besides, Banks should take critical actions to create and maintain a strong corporate image among their employees by paying workers on time, following the law, giving social benefits, garnering employee involvement, and considering employee perspectives. Other key measures include winning workers' confidence, empowering them, giving job security, and guaranteeing fairness in bank practices (such as wage, promotion, and reward). Furthermore, the outcomes of the reputation measures should be communicated to the staff, and continuity in the operations of the corporate reputation should be accomplished. Although this study provided significant contributions, there are still some limitations. First, there is a lack of previous studies on this topic to support the literature review, especially in eastern countries. Second, the study measured the turnover intention by only three items, which made the analysis unflexible, so it is better to expand these items. Finally, this study investigates the direct relationship. Thus, future researchers can add moderating or mediating variables to improve the model and investigate this relationship from other perspectives. It is also recommended that future studies address the possibility of including another variable, such as the performance of employees and corporate social responsibility.

Compliance with ethical standards

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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