Examining The Impact Of Organizational Reputation On Customer Commitment: Evidence From E-Retail Customers In Saudi Arabia

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Abstract

The purpose of this study is to investigate the relationship between organizational reputation and customer commitment. The most researchers studied organizational reputation through six dimensions: product quality, vision and leadership, workplace environment, corporate social responsibility, financial performance, and customer orientation. In addition, they studied customer commitment through three dimensions: affective commitment, continuance commitment and normative commitment. Therefore, this research will rely on these dimensions. Using a sample of 377 customers, data were collected via an online survey and analysed by applying multiple regression through SPSS software. The results of this study indicate that there is a significant positive correlation between organizational reputation dimensions and customer commitment dimensions. Also, it indicates that there is a significant effect of organizational reputation dimensions on customer commitment dimensions. Furthermore, it shows that there are significant differences in customer perception of organizational reputation and customer commitment according to demographic characteristics (gender and income).

Keywords: Organizational Reputation, Customer Commitment, Workplace Environment, Corporate Social Responsibility, Customer Orientation.

INTRODUCTION

Organizational reputation has received unprecedented attention from academics and the business community (Zhang, 2009), as a strong reputation enhances the organization's credibility in the eyes of its

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stakeholders. Organizational reputation refers to the overall evaluation of the organization from the perspective of its stakeholders over time (Jeng, 2011).

In today's highly competitive e-retail market, organizations are increasingly focused on building strong relationships with their customers to ensure loyalty and sustained business growth. One of the key factors influencing customer loyalty and retention is organizational reputation, which reflects customers' perceptions of an organization's reliability, integrity, social responsibility, and overall image. A strong reputation not only attracts new customers but also fosters emotional attachment, trust, and long-term commitment among existing customers.

Customer commitment is a multidimensional construct that includes affective commitment (emotional attachment), continuance commitment (perceived costs), and normative commitment (obligation to stay). In the context of e-retailing, where customers have numerous alternatives and face minimal switching barriers, understanding the relationship between organizational reputation and customer commitment is particularly critical (Shafiq and Khan, 2024).

Saudi Arabia's e-commerce sector has experienced rapid growth in recent years, driven by technological adoption, increased internet penetration, and changing consumer behaviours. However, despite this growth, limited research has examined how organizational reputation influences customer commitment in the Saudi e-retail context. Investigating this relationship can provide valuable insights for e-retailers aiming to strengthen customer loyalty, improve service quality, and achieve a competitive advantage.

This study, therefore, seeks to explore the impact of organizational reputation on the six dimensions of customer commitment among Saudi e-retail customers, providing both theoretical and practical contributions to marketing and e-commerce research.

LITERATURE REVIEW

Organizational reputation
There is no standard definition of organizational reputation and there are many definitions of organizational reputation found in the literature. For example, Researchers have differed in their definitions of organizational reputation due to varying perspectives: Rindova et al. (2005) defined organizational reputation as stakeholders' perceptions of the organization's ability to create value relative to competitors. Barnett et al. (2006) viewed it as the collective assessments of observers based on financial, social, and environmental grounds attributed to the organization over time. It is also referred to the predictions of the organization's future behaviours based on assessments of past behaviours and their alignment with stakeholder expectations (Gaines-Ross, 2008; Devers et al., 2009; Pfarrer et al. ,2010; Jensen et al., 2012; De Roeck et al., 2013; Hardeck and Hertl, 2014; Van der Merwe and Puth, 2014; De Leaniz et al., 2016; Cintamür and Yüksel, 2018; Aramburu and Pescador, 2019; Rosa et al., 2025. Based on the previous definitions, the researchers conclude that organizational reputation refers to a holistic evaluation by stakeholders of the various aspects of the organization—such as financial, social, environmental performance; product quality; and credibility—to form an overall judgment about the organization.

Organizational reputation comprises several dimensions, including product quality, vision and leadership, workplace environment, corporate social responsibility, financial performance, and customer orientation (Rindova et al., 2005; Barnett et al., 2006; Gaines-Ross, 2008; Devers et al., 2009; Pfarrer et al., 2010; Jensen et al., 2012; Hardeck and Hertl, 2014; De Leaniz et al., 2016; Cintamür and Yüksel, 2018; Aramburu and Pescador, 2019; Shahid, 2025).). These dimensions are as follows:

- **Product Quality**
When customers perceive the product as high quality, they develop a sense of trust and reliability in the organization, contributing to a positive reputation. Product innovation is essential for building a strong

reputation; organizations known for continuous development and innovation—such as Samsung and Sony—are perceived as modern and advanced (Danneels, 2002; Gürhan-Canli and Batra, 2004; Sichtmann, 2007).

- **Vision and Leadership**

According to organizational culture literature, vision and leadership are key drivers of organizational effectiveness. Transformational leadership, in particular, aligns well with organizational culture and enables necessary changes (Vera and Crossan, 2004). Transformational leaders inspire subordinates to transcend self-interest in pursuit of organizational goals (Bass and Avolio, 1990). Customers may perceive this leadership style through the public image of the CEO or through direct experiences with managers (Gürhan-Canli and Batra, 2004).

- **Workplace Environment**

Creating a supportive work environment is essential for building the organization's reputation as a desirable employer. According to HR literature, a good employer must be trustworthy, honest, and ethical (Wilden et al., 2006). Innovative organizations—such as Microsoft and IBM—are often perceived as prestigious employers, prompting job seekers to view innovation as an indicator of workplace quality (Backhouse and Tikoo, 2004).

- **Corporate Social Responsibility (CSR)**

CSR encompasses ethical behavior, social contribution, sustainability, environmental responsibility, and charitable activities (Papasolomolu-Doukakis et al., 2005). Ethical conduct reinforces trust and strengthens organizational reputation (Caza et al., 2004). CSR and business ethics are essential for sustaining long-term performance and shaping the organization's image and competitiveness (Treviño and Nelson, 2011).

- **Financial Performance**

Financial performance serves as an indicator of organizational success. Strong profitability, low risk, and superior financial performance relative to competitors all contribute to building a positive reputation. Organizational capabilities embedded in structure, technology, and processes are considered sources of competitive advantage (Chun and Davies, 2006; Uadiale, 2010).

- **Customer Orientation**

Customer orientation refers to the organization's ability to understand and fulfill customer needs, enhance service quality, and use customer intelligence effectively (Donavan et al., 2004). Employees' ability to meet customer needs and respond promptly plays a major role in shaping customer perceptions. Leadership–employee interactions significantly influence employee–customer relationships (Zablah et al., 2012; Iyer and Johlke, 2015).

Customer commitment

Customer commitment refers to the customer's desire to continue the exchange relationship with the organization (Čater and Čater, 2010). Lariviere et al. (2014) viewed it as a positive attitude that reflects the customer's willingness to maintain his relationship with the service provider. Homburg et al. (2014) described it as a moral obligation that binds the customer to continue dealing with the organization. customer commitment defined as the customer's perceived necessity to maintain his relationship with the organization based on cost–benefit considerations (Meanwhile et al., 2015).

Customer commitment described as the force that keeps the customer attached to continuing his purchases from the organization (Shukla et al., 2016). Similarly, Izogo (2017) defined it as an emotional bond stemming from the customer's desire to remain with the organization. Matikiti et al. (2019) stated that commitment represents the customer's belief in the necessity of continuing the exchange relationship because the organization deserves it. Customer commitment is a psychological feeling that makes the customer attached to the service provider (Fatima and Mascio, 2020; D'Acunto et al., 2025). Based on the

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previous definitions, the researchers conclude that customer commitment refers to an emotional and moral desire on the part of the customer to maintain a continuous exchange relationship with the service provider.

Previous studies have identified the Customer commitment dimensions in: affective commitment, continuance commitment, and normative commitment (Čater and Čater, 2010; Lariviere et al., 2014; Homburg et al., 2014; Keiningham et al., 2015; Shukla et al., 2016; Izogo, 2017; Matikiti et al., 2019; Fatima and Mascio,2020; Arthur et al., 2024) as follows:

- **Affective Commitment**

Affective commitment is defined as the customer's inclination to maintain a long-term relationship with the service provider by benefiting from social bonds and familiar relationships with partners. A customer becomes affectively committed when he willingly expresses positive feelings toward the service provider (Izogo, 2017). Affective commitment reflects emotional and psychological attachment and can be described as loyalty-based commitment. It is characterized as a state of devotion and allegiance to the service provider, resulting from customer satisfaction with the services offered (Keiningham et al., 2015). It refers to an emotional bond between the customer and the service provider, emerging from good treatment and the customer's perception that his expectations of the provided service have been fulfilled (Shukla et al., 2016). Affective commitment is driven by perceived service quality—higher levels of service quality led to higher customer satisfaction, which ultimately enhances the customer's sense of loyalty and his willingness to remain with the provider (Homburg et al., 2014).

- **Continuance Commitment**

Continuance commitment is strongly associated with switching costs and the scarcity of alternatives. It emerges from a cognitive evaluation of the potential benefits and losses that may result from ending the relationship with the service provider. Consequently, continuance commitment represents a cognitive assessment of the benefits and costs derived from comparing competing marketing offers and weighing the consequences of terminating the relationship (Izogo, 2017). Continuance commitment indicates a more functional relationship between the customer and the service provider. It is defined as a relationship maintained due to constraints that arise from the costs the customer would incur if he chose to leave the service provider. Thus, continuance commitment reflects the customer's perceived need to remain with the provider, either due to less attractive alternatives or a lack of alternatives altogether. This dimension has been widely applied in studies related to consumer behavior, brand loyalty antecedents, and customer–brand relationships in service contexts (Shukla et al., 2016).

Continuance commitment reflects perceived economic investments and the perceived lack of alternatives. The underlying cognitive mechanism has been described as partner entrapment, whereby the customer perceives that ending the relationship would result in forfeiting benefits and incurring losses. There is scholarly debate on this dimension: some researchers view it as a rational, yet negative form of commitment driven by penalties and costs associated with switching, while others argue that when dedication to the service provider is low, but constraints are high, the customer has no choice but to stay (Keiningham et al., 2015).

- **Normative Commitment**

Normative commitment is defined as a moral obligation toward the organization. It represents a form of relationship based on prescriptive norms formed over time, whereby the customer feels that he ought to stay with the organization (Shukla et al., 2016).

It reflects a sense of obligation in which customers continue with the organization because they believe it is "the right thing to do" (Reydet and Carsana, 2017). Normative commitment refers to the extent to which the customer is psychologically attached to the organization based on his perceived duty and moral responsibility toward it (Béal and Sabadie, 2018).

Existing literatures tends to examine reputation in traditional retail or global e-commerce platforms, but there is limited empirical evidence on how Saudi consumers perceive the reputation of local e-retailers (such as documentation of credibility, delivery reliability, data privacy, and customer service performance) and how these perceptions translate into affective, continuance, or normative commitment.

Moreover, the Saudi e-retail sector is expanding rapidly due to Vision 2030, digital transformation, and increased trust in online shopping, yet research has not kept pace with these developments. As a result, little is known about the unique cultural and technological factors in Saudi Arabia—such as the importance of digital trust and cultural expectations in shaping the link between reputation and customer commitment.

Although previous studies highlight that a strong organizational reputation can positively influence various customer outcomes—such as trust, satisfaction, and loyalty. The direct relationship between organizational reputation and customer commitment remains insufficiently explored. Most existing research focuses on how reputation shapes customers' perceptions at a general level, but there is limited empirical evidence on how specific dimensions of reputation (e.g., vision, social responsibility, product quality) contribute to the different forms of customer commitment, such as affective, continuance, and normative commitment.

Furthermore, many studies examine this relationship in Western markets, while research in emerging markets, especially in the Gulf region, is still scarce. These markets have unique cultural, economic, and competitive characteristics that may shape how customers interpret reputation and how it influences their commitment. Therefore, Researchers study the relationship between organizational reputation and Customer commitment - through the model shown in Figure 1- to test the following hypotheses:

> H1- There is significant correlation between organizational reputation and customer commitment.
>
> H2- There is significant effect of organizational reputation on customer commitment.
>
> H3- There are significant differences in customers perception of organizational reputation and customer commitment according to demographic characteristics (gender, income).

METHODOLOGY

The exploratory study surveyed 50 customers to assess the relationship between organizational reputation and customer commitment in online retail. Results showed that customers rated the website's reputation relatively high, while overall commitment levels were moderate. Affective commitment had the strongest positive correlation with reputation, whereas continuance and normative commitment showed weaker correlation. Reliability tests indicated acceptable internal reliability across all scales. Overall, the findings suggest that enhancing website reputation can strengthen affective commitment but may not significantly influence other forms of customer commitment. The researchers can formulate the problem of the study as follow: There is a decrease in level of customer commitment in the sample, which asks the following questions:

1. Is the decrease in the level of Customer commitment due to the decrease in the level of organizational reputation? What is the nature of this relationship, if any?
2. What is the effect of organizational reputation on customer commitment? What type of this effect, if any?
3. Are there significant differences in customer perception of organizational reputation and customer commitment according to demographic characteristics (gender, income)?

The population includes customers of e-retails in the Kingdom of Saudi Arabia. So, the researchers relied on a sample from the customers of e-retails by developing an online survey due to the difficulty of determining the size of the community or setting a specific framework for it and the spread of sample units, and thus the online survey became available to a large number of participants, and was designed depending

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on Google Drive and it was put online for three months starting 17, Apr , 2025, the sample size was 377 units.

To achieve the goals of this research, an online survey has been prepared. It included 24 items for measuring organizational reputation according to the scale of Fombrun et al., 2000; Walsh and Beatty, 2007; Yun and Good, 2007; Walsh et al., 2009; Cintamür and Yüksel, 2018, and 12 items for measuring customer commitment according to the scale of Keiningham et al., 2015, and they were measured by the Likert scale, and its levels include from completely agree (5) Until completely disagree (1), and the last of these questions is related to demographic characteristics.

To test the validity of the scale, the researchers relied on Confirmatory Factor Analysis (CFA), It is an application of the Structural Equation Model, and it is used to test the validity of a particular model, and it also provides an opportunity to ensure that the scale items measure what was prepared for it. therefore, the researchers performed this analysis for each scale of study variables using the AMOS version 20 program as follows:

- Confirmatory Factor Analysis of organizational reputation: The results of the statistical analysis, which are illustrated in Table 1, showed that all Standardized Loadings are significant, and the analysis also showed that the Goodness of Fit Index (GFI) (its value ranges from zero to the one, and the closer it is to the one, the more significant the model is) its value is 0.918, as it turns out that the Comparative Fit Index (CFI) has a value (between zero and the correct one, and the closer it is to the one, the more significant the model is). It has a value of 0.957 and therefore indicates the significance of the scale and that the items measure what they were prepared for.
- Confirmatory Factor Analysis of customer commitment: The results of the statistical analysis illustrated in Table 2 showed that all standard parameters are significant, as the analysis showed that the GFI has reached to one, as it turned out that the CFI has reached one also, and thus indicates significance of scale and items measure what prepared for it.

Table 1. Confirmatory Factor Analysis of organizational reputation

Items	Standardized Loadings					
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
1	**0.901					
2	**0.975					
3	**0.908					
4	**0.941					
5		**0.894				
6		**0.805				
7		**0.856				
8		**0.873				
9			**0.842			
10			**0.985			
11			**0.962			
12			**0.805			
13				**0.870		
14				**0.841		
15				**0.806		
16				**0.862		
17					**0.906	
18					**0.970	

Items	Standardized Loadings					
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
19					**0.954	
20					**0.923	
21						**0.873
22						**0.867
23						**0.808
24						**0.842

** significant at 0.01.

Table 2. Confirmatory Factor Analysis of customer commitment

Items	Standardized Loadings		
	Factor 1	Factor 2	Factor 3
1	**0.860		
2	**0.841		
3	**0.854		
4	**0.801		
5		**0.902	
6		**0.897	
7		**0.807	
8		**0.903	
9			**0.986
10			**0.902
11			**0.965
12			**0.920

To test the reliability of the scale, the researchers relied on Alpha Cronbach coefficient, this test is used to find out how reliable the questionnaire items are for reliable data. As evidenced in Table 3, the results of the reliability analysis show that the reliability of organizational reputation scale has an estimated range between 0.953 to 0.780, which indicates a high degree of reliability on the scale, and it is known that the alpha coefficient if it is in the range of (0.50 to 0.60) is acceptable and sufficient, and the coefficient that 0.80 is very reliable and very reliable. Also, the alpha coefficient of the customer commitment scale has an estimated range between 0.930 to 0.798, which indicates a high degree of reliability on the scale.

Table 3. Reliability test

Variables	Variables		Number of items	Alpha Cronbach
Organizational Reputation Dimensions	(X1)	Product Quality	4	0.841
	(X2)	Vision and Leadership	4	0.905
	(X3)	Workplace Environment	4	0.780
	(X4)	Corporate Social Responsibility	4	0.851
	(X5)	Financial Performance	4	0.953
	(X6)	Customer Orientation	4	0.807
Customer Commitment Dimensions	(Y1)	Affective Commitment	4	0.895
	(Y2)	Continuance Commitment	4	0.798
	(Y3)	Normative Commitment	4	0.930

RESULTS AND DISCUSSION

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1) **The correlation between organizational reputation and customer commitment:**
   The statistical analysis performed using the Spearman correlation coefficient showed the results of this relationship in Table 4.

Table 4. The Correlation coefficients for research variables

Variables	X1	X2	X3	X4	X5	X6	X	Y1	Y2	Y3	Y
X1	1										
X2	0.890	1									
X3	0.876	0.967	1								
X4	0.905	0.904	0.852	1							
X5	0.863	0.975	0.865	0.985	1						
X6	0.749	0.780	0.804	0.943	0.804	1					
X	0.894	0.745	0.871	0.903	0.864	0.981	1				
Y1	0.815	0.853	0.843	0.941	0.843	0.901	0.802	1			
Y2	0.864	0.804	0.803	0.906	0.765	0.983	0.908	0.890	1		
Y3	0.807	0.806	0.927	0.945	0.896	0.892	0.952	0.921	0.892	1	
Y	0.851	0.890	0.943	0.943	0.780	0.867	0.878	0.935	0.904	0.931	1

All coefficients are significant at 0.01.

As evidenced in Table 4, the first hypothesis is accepted: there is a positive significant correlation between organizational reputation and customer commitment at the level of 0.01.

2) **The effect of organizational reputation on customer commitment:**
   To find out the effect of organizational reputation on customer commitment, the researchers formulated the second hypothesis of the study, which states: "There is significant effect of organizational reputation (Product Quality, Vision and Leadership, Workplace Environment, Corporate Social Responsibility, Financial Performance, Customer Orientation) on customer commitment (Affective Commitment, Continuance Commitment, Normative Commitment)." This hypothesis was divided into three sub-hypotheses. To test these hypotheses, a multiple regression analysis was used, Tables 5, 6 and 7 show the results of the multiple regression analysis to the three sub-hypotheses.

Table 5. Results of multiple regression analysis for the effect of organizational reputation dimensions on affective commitment

Independent Variables	Dependent Variable: Affective Commitment		
	Partial Regression Coefficient (B)	T	Sig.
Product Quality	0.763	31.235	0.000
Vision and Leadership	0.356	19.802	0.000
Workplace Environment	0.473	21.075	0.000
Corporate Social Responsibility	0.569	23.058	0.000
Financial Performance	0.460	20.296	0.000
Customer Orientation	0.465	20.310	0.000
• (F) = 750.269, Sig.= 0.000 • Multiple correlation coefficient = 0.96, R^2 = 0.922			

As evidenced in Table 5, there is a significant effect of organizational reputation (in its six dimensions) on affective commitment, and the value of R^2 coefficient is 0.922, meaning that the dimensions of organizational reputation explain 92.2% of affective commitment, The residual is (7.8%) due to other variables that did not appear in the model. This result indicates that organizational reputation plays a crucial

role in shaping customers' affective commitment. The very high R^2 value (0.922) demonstrates that the six dimensions of organizational reputation are strong and reliable predictors of affective commitment, accounting for almost all its variation. In other words, when customers perceive the organization as reputable across these dimensions, their emotional attachment and willingness to stay loyal significantly increase. The small unexplained portion (7.8%) suggests that only a limited number of other factors, not included in the model, contribute to affective commitment. This reinforces the importance of organizational reputation in building and sustaining strong emotional commitment with customers.

Table 6. Results of multiple regression analysis for the effect of organizational reputation dimensions on continuance commitment

Independent Variables	Dependent Variable: Continuance Commitment		
	Partial Regression Coefficient (B)	T	Sig.
Product Quality	0.835	34.368	0.000
Vision and Leadership	0.653	19.689	0.000
Workplace Environment	0.724	31.260	0.000
Corporate Social Responsibility	0.650	25.367	0.000
Financial Performance	0.743	32.345	0.000
Customer Orientation	0.562	22.240	0.000
• (F) = 659.302, Sig.= 0.000 • Multiple correlation coefficient = 0.90, R^2 = 0.81			

As evidenced in Table 6, there is a significant effect of organizational reputation (in its six dimensions) on continuance commitment, and the value of R^2 coefficient is 0.81, meaning that the dimensions of organizational reputation explain 81% of continuance commitment, The residual is (19%) due to other variables that did not appear in the model. This result shows that organizational reputation across its six dimensions has a significant effect on continuance commitment. The R^2 value of 0.81 indicates that these dimensions explain 81% of the variance in continuance commitment, which reflects a strong predictive power. This means that customers' perceptions of the organization's reputation largely influence their tendency to remain with the organization due to perceived costs or disadvantages of leaving. The remaining 19% is attributed to other factors not included in the model, suggesting that while organizational reputation is a major determinant, additional variables also contribute to continuance commitment.

Table 7. Results of multiple regression analysis for the effect of organizational reputation dimensions on normative commitment

Independent Variables	Dependent Variable: Normative Commitment		
	Partial Regression Coefficient (B)	T	Sig.
Product Quality	0.724	32.376	0.000
Vision and Leadership	0.553	26.801	0.000
Workplace Environment	0.621	28.289	0.000
Corporate Social Responsibility	0.550	25.823	0.000
Financial Performance	0.643	29.249	0.000
Customer Orientation	0.586	23.289	0.000
• (F) = 745.016, Sig.= 0.000 • Multiple correlation coefficient = 0.93, R^2 = 0.865			

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As evidenced in Table 7, there is a significant effect of organizational reputation (in its six dimensions) on normative commitment, and the value of R^2 coefficient is 0.865, meaning that the dimensions of organizational reputation explain 86.5% of normative commitment, The residual is (13.5%) due to other variables that did not appear in the model. This result indicates that organizational reputation—across its six dimensions—has a significant effect on normative commitment. The R^2 value of 0.865 demonstrates that these dimensions explain 86.5% of the variance in normative commitment, highlighting their strong predictive influence. In practical terms, when customers perceive the organization as reputable, they feel a stronger sense of obligation or moral duty to maintain their relationship with it. The remaining 13.5% is attributed to other factors not included in the model, suggesting that while organizational reputation is a dominant driver of normative commitment, additional variables still play a smaller role.

3) **The differences in customers perception of organizational reputation and customer commitment according to demographic characteristics (gender, income):**

To find out these differences, the researchers drafted the third hypothesis: There are significant differences in customers perception of organizational reputation and customer commitment according to demographic characteristics (gender, income). Table 8 shows the results of this analysis.

Table 8. Differences in customers perception of organizational reputation and customer commitment according to gender

Variables	Gender	Number of Customers	Value (Z)	Sig.
Organizational Reputation	Male	126	-33.809	0.000
	Female	251		
	Total	377		
Customer Commitment	Male	126	-32.306	0.000
	Female	251		
	Total	377		

As evidenced in Table 8, there are significant differences in the customers perception of study variables according to gender. These findings suggest that gender plays a meaningful role in shaping how customers evaluate both organizational reputation and their level of commitment. The fact that females demonstrate higher perceptions of organizational reputation may indicate that they are more attentive to organizational image, credibility, and ethical behaviour. Similarly, their higher levels of customer commitment could reflect greater relational sensitivity, stronger emotional engagement, or a higher sense of commitment toward service providers. From a managerial perspective, these gender-based differences highlight the importance of tailoring communication and relationship-building strategies. Organizations may benefit from designing marketing messages and engagement initiatives that resonate with female customers' values and expectations, while also exploring how to strengthen perceptions among male customers. Overall, the results underscore the relevance of demographic characteristics—such as gender—in shaping customer attitudes and relationship dynamics.

Table 9. The differences in customers perception of study variables according to income

Variable	Income Level	Number of customers	Chi Square	Sig.
Organizational Reputation	Low	43	304.875	0.000
	Medium	72		
	High	262		
	Total	377		
Customer Commitment	Low	43	243.675	0.000
	Medium	72		

Variable	Income Level	Number of customers	Chi Square	Sig.
	High	262		
	Total	377		

As evidenced in Table 9, There are significant differences among customers of e-retails based on income level regarding all study variables (organizational reputation, customer commitment). This result indicates that customers' income levels meaningfully influence how they perceive an e-retails site's reputation as well as their level of commitment to it. Higher-income customers may have different expectations concerning product quality, reliability, vision and leadership, workplace environment and brand image, which can shape their perception of organizational reputation. Similarly, their commitment levels may vary depending on factors such as purchasing power, sensitivity to service value, and the availability of alternative options. These findings suggest that e-retails platforms should consider income-based segmentation in their marketing and customer-relationship strategies to better address the differing needs and expectations of various customer groups.

CONCLUSION

E-retails management must interest to create a trust relationship between the website and customers, as the research results showed a significant positive effect of organizational reputation on customer commitment, and therefore the researchers recommend that employees of the E-retails pay attention to the topic of organizational reputation by doing the following:

- Paying attention to improving the quality of services provided to customers and continuously working to introduce innovative new services that satisfy current needs and future customer expectations, in addition to pricing services fairly in a way that ensures customer satisfaction.
- Ensuring the presence of distinguished leadership that makes good use of available opportunities, with e-retails management having a clear vision for the future and promoting a culture of joint achievement between managers and subordinates.
- Providing a healthy and motivating work environment that encourages innovation, making employees feel happy to work within such a positive atmosphere, as well as treating subordinates in the same respectful manner as customers.
- Fulfilling the social responsibility by participating in community development activities, supporting civil society organizations, and offering charitable initiatives.
- Improving financial performance by retaining customers, achieving profitability, and outperforming competitors.
- Adopting a customer-oriented approach by taking care of customers, meeting their needs and desires, and treating them with respect, appreciation, and fairness.

The management of the e-retails must develop customer commitment, as the results of the research showed a positive correlation between both organizational reputation and customer commitment, and for this reason the researchers recommend that employees of e-retails must do the following:

- Improving website and app usability: e-retailers should ensure that their platforms are easy to navigate, fast, visually appealing, and mobile-friendly. a smooth shopping experience increases satisfaction and strengthens emotional commitment.
- Enhancing service quality and customer support through providing responsive customer service through live chat, quick issue resolution, clear return policies, and reliable delivery boosts trust and reduces customers' intention to switch to other platforms.
- Strengthening organizational reputation online through building a strong e-reputation through transparent communication, accurate product descriptions, ethical practices, and positive online reviews enhances all forms of customer commitment.

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- Offering innovative and personalized services through using data analytics and AI to personalize recommendations, promotions, and notifications can increase engagement and deepen the customer's attachment to the platform.
- Ensuring fair pricing and clear value: transparent pricing, competitive offers, and loyalty discounts reinforce the perception of fairness, encouraging customers to continue purchasing from the same e-retailer.
- Enhancing security and privacy measures through ensuring secure payment systems, data protection, and privacy transparency increases customers' confidence and strengthens continuance commitment.
- Implementing effective loyalty and reward programs: rewarding repeat purchases through points, exclusive offers, or membership benefits encourages long-term relationships and reduces switching behaviour.
- Developing strong logistics and delivery reliability: fast, accurate, and trackable delivery services significantly increase satisfaction and loyalty, as delivery is a key factor in customers' continuance commitment to e-shopping sites.
- Engaging customers through social media and online communities: active engagement on social platforms builds emotional bonds and encourages a sense of belonging, enhancing affective and normative commitment.
- Promoting corporate social responsibility (CSR) online: E-retailers should showcase their contributions to environmental sustainability, charity, and community support, as this strengthens customers' moral attachment to the brand.

The researchers suggest preparing other studies related to both organizational reputation and customer commitment. These proposals are as follows:

- Investigate how cultural, regional, or national differences affect the relationship between organizational reputation and customer commitment, particularly in emerging markets versus developed markets.
- Study the role of variables such as customer demographics, trust, perceived value, or service quality as mediators or moderators in the relationship between organizational reputation and customer commitment.
- Implement longitudinal research to examine how changes in organizational reputation over time influence the evolution of customer commitment.
- Conduct research across different sectors, such as banking, e-commerce, or hospitality, to compare how organizational reputation impacts customer commitment in various industries.

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