Study the Relationship among Organizational Reputation with Organizational commitment and Employees’ Turnover Intention

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ABSTRACT: The issue of turnover intention of employees is one of the organizational challenges which can harm the organizations’ progress. It is a problem for all managers who are destined to protect, preserve and improve productivity of their human resources and therefore requires special attention. Thus, identifying factors affecting employee turnover intention is very important. The purpose of this study is to investigate the relationship between organizational reputation and organizational commitment with employee turnover intention in executive organizations of Sepidan city - Iran. The statistical society of the research included all employees of executive organizations which were 646 employees. The results indicated that there was a significant relationship between organizational reputation and organizational commitment (comprising three components of Emotional Commitment, Continuous Commitment and Normative Commitment). There was a significant relationship between organizational reputation and turnover intention (with individual and environmental variables). However there was no significant relationship between organizational reputation and structural variables of employee turnover intention components. Also, there was a significant relationship between organizational reputation and structural variables of employee turnover intention components. It is suggested that organizations pay due attention to it so that they can use its tangible and hidden advantages.

Keywords: organizational commitment, turnover intention, organizational reputation, executive organizations

INTRODUCTION

Looking at around world we can find that organizations surround all our life. Today organizations are necessary events in human social life as a society can't be imagined without organizations. They influence all aspects of human society including political, social, economic and cultural ones (Gholipour, 2002). To achieve goals organization should be able to attract, keep and preserve human resources. Turnover and turnover intention are the factors make some problems for organizations to achieve their goals.

But this point should be regarded that turnover is in all organizations and while people are inefficient in organization (whom that lower organization’s efficiency), it is worth for organization that they leave job. In this regard organization finds an opportunity to replace them by applicants who have higher motivation and skills. So organization can make conditions to promote capable people and leads people to join organization by new visions and motives. However, employees’ turnover means missing more experienced and informed people, because people who leave their organization can join other organization easily and start to work there and this is the first organization that sustain a loss (Arizi, 2003). It is worth to mention that employees’ turnover is more regarded from the second view that is turnover is harmful for organization while it is done.

Turnover is followed by many problems for organization because much resources are consumed to train people who leave organization and it has high costs for the people too because they should consume much energy to find new work and acquire the habit for new conditions (Shahbazi, et al, 2009). In addition, the issue of turnover intention of employees, experts, and some managers is one of the organizational challenges which can harm the
organizations’ progress and managers who try to keep, preserve, improve and profit their human forces and is a problem should be particularly regarded (Mamizadeh, 2003).

According to negative consequences of employees, turnover, organizations should look for some factors to reduce this problem. Organizational commitment and reputation are some important factors to reduce turnover intention.

Organizations usually need people with high level commitment to improve organization efficiency and performance and move capitals towards this organization in this way. Organization never can be imagined without people participation. Participating committed and capable people in organizations causes to develop and strive them. So continuing people activities involves organization strive and growth (Gholipour, 2002). Of organization preference parameters to other organization is having known powerful and committed human force. Organizational commitment is such a meaning by which people dependency to organization is determined and it shows that how extent an employee adapt him/herself to organization goals, praises the membership of that organization and intends to general goals of organization toughly. In this regard commitment is different from joining organization because organizational commitment needs to make an active relationship between employees and organization as employees want to help achieving organization goals by an inner intention higher than predetermined behaviors and playing more active role (Sajjadi, et al, 2010).

Loyal and committed human force adapts organizational goals and values and tends to remain a member of organization, serve higher than determined tasks and can be an important factor in efficiency and productivity of every organization. This force in organization causes to promote performance levels and lower employees' absenteeism, delay and turnover, shows the organization esteem properly and provides the field of organization development and growth (Hosseinion, et al, 2008). Organizational commitment includes some components such as emotional commitment, continuous commitment and normative commitment. Emotional commitment means employees emotional affection, organizational nature and affection and its goals. Continuous commitment is intention to stay in an organization because of one’s need to work in organization. And normative commitment is feeling of staying in an organization as a result of socialization process in a culture (Abobi Mehrizi, 2011). Organizations usually look for a way to increase organizational commitment and finally reduce organizations optional turnover by people and employees who are working in these organizations (Buck & Watson, 2002).

In other side, organizational reputation is considered as an important and vital resource (competitive advantage) by which an organization is differentiated of rivals (Balboni & Bernardo, 2008). The meaning of organizational reputation is increasingly considered in several papers in two recent decays. According to Vartic (1992), organizational reputation is defined as follows:

Compiling the ideas of stakeholder about how an organization can meet applications and expectations. In addition Gassti & Vilson (2001) explain organizational reputation as renown and fame of an organization that includes: evaluating an organization stakeholder (customers, suppliers of raw materials, public systems and organizations, and more important of all, organization people and employees) of related organization that is formed during time; this evaluation is based on direct experiences of stakeholder with organization (Kiosis, et al, 2007). The newest model of organizational reputation is presented by Stephen Lloyd & et al (2005). According to their idea, six following components are used to evaluate organizational reputation: 1-Products, 2-services, 3-Leadership, 4-Social responsibility, 5-Social identity, 6-organizational image.

Regarding several views, organizational reputation is a kind of evaluation performed by several stakeholders of organization ability to meet their expectations (Fombrun & Van Riel, 2003). Generally reputation means how others observe organization and how judge about it, how react against it; and this is the result of organization recent activities. Organizational reputation can be designed as a strategic resource that creates a competitive advantage for organization (Hall, 1993). Alnasic & et al (2011) support the inverse relationship between organizational reputation and turnover intention.

So, it is expected that increasing organizational reputation reduces employees’ turnover intention. In other side, the variable of organizational commitment as the base variable is a problem confronted by organizations.

One problem of present organizations is low employees’ commitment to their organizations and ignoring this problem causes to misuse human resources. Knowledge of people commitment to organization can provide a suitable base for managers’ decisions in several stages of human resources management process such as attracting, training, preserving and using human forces (Meyerhosseini, 2008). Lack of employees’ commitment as leads to weaker performance and more costs can be harmful for organization (Carauña & Calleja, 1998).

Applicants ever compete to attract in organizations by reputation and confidence among people (Taleghani, et al, 2000). In a paper, Imran & Jawaria Fatima (2011) explains that organizational reputation promotes organizational commitment among employees.
It is worth to note that there are a few researches about the relationship between organizational reputation with employees’ organizational commitment and turnover intention (even in international level). Regarding that turnover intention is often clear among employees of Iran public organizations and sometimes lack of organizational commitment is a strong problem in organizations, the author tries to study these problems.

**Theoretical framework**

In this research, organizational reputation is as anticipator variable, turnover intention as the base variable and organizational commitment by two roles of anticipator and base. Regarding several views, reputation is as an evaluation performed by several stakeholders of organization ability to meet their expectations (Taleghani, et al, 2000). The model of Lloyd & et al (2005) was used to study organizational reputation. In this model they used five components to measure organizational reputation including:

- Quality of products and services: quality means being suitable for use and Valton believes that quality includes what customers want and are supplied for them (Najafbeigi, 2011).

In other words, from Viliamon & Anderson point of view (1991), commitment means strength and extent of one’s participation in organization, feeling of dependency to organization and job and feeling of identity. The related feeling in a person leads to increase group dependency and citizenship behavior (Ahmadpour & Shaemi, 2001). In addition, based on Steers’ view, organizational commitment is a variable which can be regarded as either independent variable or dependent variable simultaneously (as exactly done in this research). In fact organizational commitment not only affects on organizations but also is influenced by other variables (Eskandari, 2000). Organizational commitment includes some components divided to three cases by Greenberg and Baron as shown in following figure (Taleban, 2002).

Turnover intention is studied as the third variable in this research. It is worth to point that in most researches about employees’ turnover, turnover means leaving organization by employee’s choice (Shahbazi & et al, 1999). A simple definition of turnover is expressing desire to stop employing relationship with organization by employed employees (Ziaaddini Avrani, 2007). To measure turnover Praise model including dimensions of environmental variables, individual variables and structural variables is used.

In regard of the relationship between variables, following cases are mentioned:

- Organizational reputation is a completely new subject in management area, but some researchers such as Hali (1993), Fombrun (1996), Dip House (2000) and Shamsi (2003) studied this subject valuably; they define organizational reputation as knowledge of shareholders, sentimental-emotional reactions aspect for an organization that is formed during time (Rindwa, 2005). These researchers implicitly conclude that organizations by reputation profit costly where employees are less intended to leave the organization, so the reputation of this organization makes a (continuous) commitment for organization (Rindwa, 2005). Tetteh & Yixie (2009) in their research include that: organizational reputation has a positive effect on both variables of customer confidence and customer identity. In addition organizational commitment has a mediate effect of structural relationship (customer confidence and making identity) behavioral purpose and intention of customers. Then the relationship between organizational reputation and organizational commitment components are examined in detail.

- Regarding that Alen and Meyer define emotional commitment as one’s emotional dependency to organization and identity determination, entering organizations by high organizational reputation is usually difficult (for multitude of qualifiers and strong competition to attract in organization) and entering these organizations is followed by all people positive understanding in society. Working in these organizations, employees consider themselves as a part of organization and their emotional commitment is too high by working in these organizations (Alen & Meyer, 1996). In his research work, Alinasi (2011) explains that there is a relationship between continuous commitment and organizational reputation as employees may be satisfied about organizational reputation and organization confidence while entering an organization and decide to stay there; but after employment in organization he/she gains some experiences and skills in work during time, so leaving organization will be more difficult and he/she decides to stay in current organization where he/she has a proper reputation and is committed to it.

- Randall & Cote (1990), Alen & Meyer (1990) and O’Reilly, Chatman ans Caldwell (1991) are a few researchers who try to separate this dimension of organizational commitment from other dimensions. Randall & Cote (1990) look at normative commitment as a moral task which one feels in lieu of organization-done investment on him/her, (reputation is one of them). So above researchers support (indirectly) the relationship between normative commitment and organizational reputation. Hall (1991), Dip House (2003) and Fombrun (2000), conclude that presence of reputation in organization not only doesn’t leads to turnover but also it ever causes many applicants to compete for entering organization. And employed employees in organization ever concern to keep
their places in their pleasant organization. As a result organization can attract the best and most qualified human forces present in labor market and increases its reputation in this way.

Rae includes if organization can consider individual variables as employees are mentally and culturally ready, organization reputation will increase (Rae, 2007).

While organization regards content factors, reflection of this attention leads people to increase organization reputation and popularity. For example we can point to Iran national oil company which can increase its reputation in labor market by considering these environmental factors. Fombrun (1996) obtained these results too.

Regarding that many factors effective on job satisfaction influence organizational commitment, so it seems that there is a meaningful relationship between them. Job satisfaction leads to organizational improvement. By lack of employees’ organizational commitment, we observe employees’ turnover. But committed employees have better performance and finally higher job satisfaction (Shahbazi, et al, 1999), so turnover intention decreases. Alen & Meyer believe that one feels emotional dependency to organization while they consider organizational goals as their goals and satisfies to help organization to achieve the goals. Also, they explain that one identity determination by organization happens when people individual values are compatible with organizational values and one can attracts organizational values. So, it is clear that increasing emotional commitment decrease turnover intention among employees. This relationship is supported by some researchers such as Mowday, Porter and Steers (1979). (Sajjadi, et al, 2000). In addition Alen, Meyer and Hersccvitc (2011) explain that emotional commitment shows employee’s emotional connection and his/her identity determination by values, goals and dependency to organization. Employees by strong emotional commitment keep their membership in organization and continue their activities because they intend to do works in the best ways sincerely and don't show turnover intention (Sajjadi, et al, 2000).

Continuous commitment affects on costs resulted from leaving organization; it is hypothesized that employees whose primary relationship with organization is based on continuous commitment stay in organization because staying in organizations is a chance for them and need it. Alen and Meyer (1990) learn continuous commitment as a form of one’s mental affection to organization which in employee’s idea is resulted from what employees lose while leaving organization. In fact it can be said that continuous commitment includes one’s knowledge about costs of leaving organization. However in this form of commitment the main reason of the relationship between people and organization and decision for staying in organization is trying to preserve the advantages resulted from relationship with organization (Abob Merizi, 1999). Normativeor task commitment shows feeling of debt and necessity to stay in organization. People by this commitment believe that continuing activity in organization is their task and they feel to stay in organization. According to above mentioned matters and researches of some authors such as Jaros and et al it is determined that there is a reverse relationship between two variables; in other words increasing people normative commitment decreases their turnover (Sajjadi, et al, 2000).


Most of these researches support a positive relationship between organizational reputation and organizational commitment and also a negative relationship between organizational reputation and turnover. So, increasing organizational reputation raises turnover intention. High level organizational reputation not only can increase organizational commitment but also can have this effect that more strong employees entry organization and there is ever a competition among applicants who intend to enter organization and finally leaving organization (voluntarily) will decrease in this condition (Carmele & Fruid, 2002).

Now, the relationship between every variable with mediated variables is studied:

During several studies by authors, the relationship between organizational reputation and mediate variables are supported. Fobrun as a pioneer of organizational reputation school believes that employees in their primary service years and in lower ages pay less attention to this weather their organization is famous than while they work for several years. It means that more service years increase their attention to the subject of organizational reputation (Fambrun, 1996). In addition male employees pay more attention to organizational reputation than female employees and finally high educated employees expect to work in more famous organization (Cable, 2006). About the relationship between organizational commitment variables and turnover intention with mediate variables (age, service year, gender and education) different results were obtained in several studies; for example in research by Sajjadi and et al no relationship was found between organizational commitment and turnover intention with above mentioned mediate variables (Sajjadi, et al, 2000).
In a research as “The effect of job satisfaction and organizational commitment on employees’ turnover” these results were obtained. Three group of factors influence employees’ turnover including: environmental variables (environmental opportunity), individual variables (general education and job involvement) and structural variables (independency, distributinal justice, job stress, payment, promotional chances and organizational support). These three variables and factors influence employees’ turnover by a direct effect on job satisfaction and organizational commitment. In a research as “Organizational commitment and employees’ turnover intention in Isfahan medical university” by 73 people following results were obtained.

According to above, research hypotheses and conceptual model (figure 1) are designed:

Main hypotheses
1. There is a relationship between organizational reputation and employees’ turnover intention.
2. There is a relationship between organizational reputation and employees’ organizational commitment.
3. There is a relationship between organizational commitment and employees’ turnover intention.

Secondary hypotheses
1. There is a relationship between organizational reputation and employees’ emotional commitment.
2. There is a relationship between organizational reputation and employees’ continuous commitment.
3. There is a relationship between organizational reputation and employees’ normative commitment.
4. There is a relationship between organizational reputation and environmental variables.
5. There is a relationship between organizational reputation and individual variables.
6. There is a relationship between organizational reputation and structural variables.
7. There is a relationship between emotional commitment and employees’ turnover intention.
8. There is a relationship between continuous commitment and employees’ turnover intention.
9. There is a relationship between normative commitment and employees’ turnover intention.
10. There is a relationship between organizational reputation and variables of age, service year, gender and education level.
11. There is a relationship between organizational commitment and variables of age, service year, gender and education level.
12. There is a relationship between employees’ turnover intention and variables of age, service year, gender and education level.

RESEARCH METHOD

From purpose point of view this research is operational. From view point of gathering and analyzing information it is a descriptive research and of correlation kind. Statistical society of the research included all employees of executive organizations of Sepidan which were 646 employees. The sample size was 242 individuals selected via Cochran formula randomly from all employees in Sepidan executive organizations. In order to gather needed data three questionnaires were used: first questionnaire to evaluate organizational reputation including 30 questions, six questions for every variable (products/services quality, leadership, social responsibility, organizational identity and organizational picture). Also demographic characteristics are at the end of questionnaire. The second questionnaire is to evaluate organizational commitment including 24 questions, eight questions for every component of emotional commitment, continuous commitment and normative commitment. Third questionnaire to evaluate turnover intention including 29 questions, 10 questions for the component of individual variable, 16 questions for structural variables and three questions for environmental variables.

Validity of organizational reputation questionnaire using content validity method was computed 0.89, and validity of turnover intention 0.89. Validity of organizational commitment questionnaire was computed 0.97 by Abobi Mehrizi (2011) previously. Using re-test, organizational reputation questionnaire by 0.90 reliability, organizational commitment questionnaire by 0.90 and turnover intention by 0.943 were approved. To study research hypotheses and their relationship with demographic parameters, Pearson, Spearman tests, Kendall's Tau-b test, and scatter diagrams were used to determine the relationship between the two variables, coefficient of determination, multi-variable regression to study the relationship between base variable and anticipator variables and to study the relationship between organizational reputation and organizational commitment with employees’ turnover intention in Sepidan executive organizations regarding individual characteristics.
Research findings

Demographic findings show that from studied people 76 (31.4%) were female and 166 (68.6%) male. From viewpoint of education level 18 people (7.4%) were under diploma level, 45 (18.6%) in diploma level, 53 (21.9%) in associate of art level, 111 (45.9%) in B.A level and 15 (6.2%) in M.A level. Among them 70 people (28.9%) were under the age of 30, 107 (44.2%) between 31 and 40, 65 (26.9%) above 40. Of these people service year of 58 people (24.0%) was lower than 5 years, 60 (24.8%) between 6 to 10, 73 (30.2%) between 11 and 20 and 51 (21.1%) between 21 to 30 years.

The results of research main hypotheses include

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and employees’ turnover intention are -0.149 and -0.141 and with p-value (meaningfulness) are 0.020 and 0.028 respectively and less than meaningfulness level of \( \alpha = 0.05 \), so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and employees’ turnover intention. This is supported by points scatter manner and also suited line. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables. Also coefficient of determination between two variables is equal to 0.022 (R2=0.022) or in other words 2.2% of changes is common between two variables (2.2 changes of employees’ turnover intention is explained by organizational reputation).

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and organizational commitment are 0.641 and 0.650 and with p-value (meaningfulness) are 0.000 and 0.000 respectively and less than meaningfulness level of \( \alpha = 0.05 \), so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and organizational commitment. This is supported by points scatter manner and also suited line. In addition positivity of correlation coefficients and slope of suited line shows a direct relationship between two variables. Also coefficient of determination between two variables is equal to 0.410 (R2=0.410) or in other words 41.0% of
changes is common between two variables (41.0 changes of employees’ organizational commitment is explained by organizational reputation).

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational commitment and employees’ turnover intention are -0.241 and 0.256 and with p-value (meaningfulness) are 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational commitment and employees’ turnover intention. This is supported by points scatter manner and also suited line. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables. Also coefficient of determination between two variables is equal to 0.060(R2=0.060) or in other words 6.0% of changes is common between two variables (6.0 changes of employees’ turnover intention is explained by organizational commitment) (Table 1).

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<thead>
<tr>
<th>Table 1</th>
<th>Statistics of Spearman and Pearson correlation test related to relationship between variables</th>
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<td>Service quality</td>
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<tr>
<td>Kind of relationship</td>
<td>Spearman Numbers</td>
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<td>Direct Organizational commitment</td>
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<td>Turnover intention</td>
<td>Variable</td>
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<td>Kind of relationship</td>
<td>Spearman Numbers</td>
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<td>Reverse</td>
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THE RESULTS OF SECONDARY HYPOTHESES INCLUDE

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and employees’ emotional commitment are 0.656 and 0.660 and with p-value (meaningfulness) are 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and employees’ emotional commitment. This is supported by points scatter manner and also suited line.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and employees’ continuous commitment are 0.340 and 0.234 and with p-value (meaningfulness) are 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and employees’ continuous commitment. This is supported by points scatter manner and also suited line.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and employees’ normative commitment are 0.546 and 0.546and with p-value (meaningfulness) are 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and employees’ normative commitment. This is supported by points scatter manner and also suited line.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and individual variables are -0.164 and -0.148 and with p-value (meaningfulness) are 0.021 and 0.011 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and individual variables. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables.
Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and structural variables are -0.118 and -0.117 and with p-value (meaningfulness) are 0.067 and 0.069 respectively and more than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship isn't rejected; as a result there is no meaningful relationship between organizational reputation and structural variables.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of organizational reputation and environmental variables are -0.172 and -0.151 and with p-value (meaningfulness) are 0.007 and 0.018 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between organizational reputation and environmental variables. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of emotional commitment and employees' turnover intention are -0.237 and -0.230 and with p-value (meaningfulness) are 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between emotional commitment and employees' turnover intention. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of continuous commitment and employees’ turnover intention are -0.163 and -0.166 and with p-value (meaningfulness) are 0.011 and 0.010 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between continuous commitment and employees’ turnover intention. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of normative and employees’ turnover intention are -0.185 and -0.213 and with p-value (meaningfulness) are 0.004 and 0.001 respectively and less than meaningfulness level of α=0.05, so in this level H0 hypothesis that is lack of relationship is rejected; as a result there is a meaningful relationship between normative commitment and employees’ turnover intention. In addition negativity of correlation coefficients and slope of suited line shows a reverse relationship between two variables.

The results of relationship between organizational reputation and variables of age, service year, gender and education level show that there is a meaningful relationship between age, service year and education level with employees’ organizational reputation, but there is no meaningful relationship between gender with employees’ organizational reputation. In other side, there is a meaningful relationship between age, service year, gender and education level with employees’ organizational commitment. There is a meaningful relationship between service year and education level with employees’ turnover intention, but there is no meaningful relationship between age and gender with employees’ turnover intention.

**DISCUSSION**

Organizational reputation is a new meaning for which some papers are written recently. While this is less known in Iran, it is studied in this paper. An organization by good organizational reputation is a winner to compete-usually to attract better and more ideal human forces, for buying raw materials, for advertisement and showing self and for selling and presenting products and services to customers- its rivals. In addition organizations by high organizational reputation, probably has a longer life than their rivals and reaches to dissolution point late and stay more in maturity stage; this is because of great human forces, suitable raw materials and more important people positive judgment (Lue & Kratz, 2009). In other side, lack of employees’ commitment makes it impossible to reach a proper reputation. So, organizations should ever try to create commitment among employees. Organizational commitment which shows employees’ views of organization and its goals changes to one of the basic challenges in organizations today. Organizational commitment causes to increase organization economic profit and to make a competitive advantage; so organization ever looks for suitable approaches in human resources to increase their employees’ organizational commitment. According to above, if an organization can’t increases employees’ commitment, it not only achieves a well known degree but also loses many employees. Human force is of the most important priority parameters in an organization to others. Human force that is loyal and compatible with organization’s goals; this person desires to preserve values and membership in organization and acts higher than tasks determined in job description and also is an important factor in organizational effectiveness. This force leads to develop and promote performance, to decrease employees’ absenteeism, delay, haste and turnover and shows
a suitable appearance of organization in society and provides a field to grow. In contrast less loyal, dependent and intended to turnover human force not only doesn’t move to achieve organizational goals but also can be effective to make indifference culture to organization’s problems among their colleagues. Now regarding the results of research some authorities’ ideas and hypotheses are mentioned:

Findings show that there is a reverse relationship between organizational reputation and employees’ turnover intention. Researchers done by authors support this subject too, as Hall (1991), Dip House (2003) and Fambrune (2000) find that organizational reputation not only doesn’t cause to employees’ turnover but also having a proper reputation ever leads many applicants to compete to enter organization and employed employees ever try to preserve their related places; as a result organization can attract the best and qualified human forces in labor market and increases its reputation.

However it is expected that promoting organizational reputation by improving products and services presentation, good leadership method, promoting social responsibility and concentrating on organizational identity and picture, organization can reduce employees’ turnover intention increasingly.

Findings show that there is a direct relationship between organizational reputation and employees’ commitment. While a few researches are about organizational reputation and organizational commitment, but Alinasic & et al (2011) conclude that there is relationship between organizational reputation and employees’ commitment. In a research Tetke & Oxi find the following results: First, organizational reputation has positive effect on two variables of customer’s confidence and customer’s identity. In addition organizational reputation has a mediated effect on structural relationship (customer’s confidence and making identity) and customer’s behavioral intention. Generally, by limited researches studying the relationship between organizational reputation and employees’ behaviors (organizational commitment; turnover intention, job satisfaction, employment and coming back organization), but foreign researchers perform valuable works in this field, including Dutton & Dukerich (1991), Turban & Grienig (1996), Riordan & et al (1997), Carmele & Freuid (2002), Turban & Cable (2003), Harrbach & Mignonac & Cattignon (2004), Alaniasic & et al (2011). Most researches support the positive relationship between organizational reputation and organizational commitment. So it is expected that increasing organizational reputation raises employees’ organizational commitment.

Findings show that there is a reverse relationship between organizational commitment and employees’ turnover intention. Regarding that most of effective factors on job satisfaction affects on organizational commitment too so, it seems that there is a meaningful relationship between them. Job satisfaction leads to organizational commitment and in other side lack of employees’ commitment leads them to leave organization more. Barun & Grinburg (1990) believe that increasing organizational commitment causes that people try more and present better performance and finally achieve higher job satisfaction (Shahbazi & et al, 2009); this reduces employees’ turnover intention. In addition researches show that reducing organizational commitment can lead to their turnover intention (Kim & et al, 1996). Organizational commitment is intention to try more for organization and also accepting organization’s goals and values. Before Purto & et al, (1974), researchers considered job satisfaction as the main factor to leave job; but their research show that organizational commitment influences turnover, a result that hadn’t been obtained before. Also they show that in comparison with job satisfaction organizational commitment can anticipate turnover more (Vang & et al, 1996). So it is anticipated that increasing organizational commitment by normative commitment, continuous commitment and emotional commitment can decrease employees’ turnover intention.

Regarding that Alen and Meyer consider emotional commitment as one’s emotional dependency to organization and determining identity by it, it can be explained that according to difficulty of entering organizations by high organizational reputation (because of qualified people multitude and strong competition to attract in organization ) and people positive understanding of entering these organizations in society, employees consider themselves as a part of organization and their emotional commitment will increase by working in these organizations (Alen & Meyer, 2007). So it is expected that organizations can create more desires for employees while employees regard organization’s problem as theirs and be dependent enough to organization. Findings show that there is a relationship between organizational reputation and employees’ continuous commitment. In a research Alinasic (2011) supports the relationship between organizational reputation and employees’ continuous commitment. He believes that while entering an organization, employees may be satisfied of organizational reputation and confidence and decide to stay, but after employment gain some experiences of their jobs and organizations during time; so leaving organization is more difficult for them and finally they decide to stay in current organization that has proper reputation and feel commitment to it. However it is expected that increasing organizational reputation raises employees, continuous commitment.

Findings show that there is a relationship between organizational reputation and employees’ normative commitment. Employees who feel that they are working in a known organization are esteemed among people and
naturally they have higher normative commitment than employees who work in an organization by less reputation. However increasing organizational reputation raises employees, normative commitment, as people by higher normative commitment compel themselves to stay in current organization (Alen & Meyer, 1990). This dimension of organization is examined less than other dimensions. Randall & Cote (1990), Alen & Meyer (1990) are special researchers who try to distinct this dimension of organizational commitment from others.

So it is expected that organizations can increase employees’ normative commitment by organizational reputation in the way that employees be faithful to their organization, regard turnover as an immoral manner, consecrate themselves to organization and be more responsible to their tasks.

Findings show that there is a reverse relationship between organizational reputation and individual variables. Generally individual variables are such opportunities and skills by which the base of job-based learning is founded in organization but also help them to grow and develop self and organization by gaining these skills and using in their job environment (Alizadeh, 2008). Rae (2007) concludes implicitly if organizations can consider individual variables while employees are prepared mentally and culturally, organization will grow and finally increase their confidence and reputation.

Certainly organizations can influence employees’ promotion and development, job involvement and their freedom and independency of act that is an integration of individual variables.

Findings show that there is no relationship between organizational reputation and structural variables. The result of this hypothesis can be explained in this way that regarding conditions of Iran labor market, employees often look for a job (by nearly better conditions) and don’t pay attention to some problems such as organizational reputation or at least they don’t put it in the priority of their work. But the results of the same researches in abroad (Fombrune, 1996) are contrary to the results obtained from researches. Two reasons can be explained for this contrast; the conditions of Iran labor market produce this result, and/or employees didn’t answer questionnaire questions properly.

Findings show that there is a relationship between organizational reputation and environmental variables. Environmental variables relate to factors dependent on labor conditions. Environment means where an employed person works. Pressures resulted from labor environment play important role in employees’ turnover intention (Alizadeh, 2008). Some researchers such as Sager (1994), Jackson & Randal (1985), Fisher & Gitelson (1983) explain that increasing pressures resulted from labor leads employees to look for other job because of job satisfaction and mental worries and tensions related to labor and providing suitable conditions they leave their jobs. But it is evident that employees working in known organizations continue their works and never think about leaving job.

Findings show that there is a reverse relationship between emotional commitment and employees’ turnover intention. Alen and Meyer believe that one feels emotional dependency to organization while finds organization’s goals as self goals and believes that helps organization to achieve its goals. They also explain that one’s determining identity by organization happens while people individual values are compatible with organizational values and when one can internalize organizational values.

According to above explanations, it is determined that increasing emotional commitment among employees decreases their turnover intention. This relationship is supported by several researches such as Mowday, Porte and Steers (1979). (Sajjadi & et al, 2010)

So, it is expected that organization provides some conditions in which employees’ emotional commitment increases to enjoy their workplace and be attached to their organization; in addition they prefer their organization to others and as a result reduce employees, turnover intention.

Findings show that there is a reverse relationship between continuous commitment and employees’ turnover intention. This hypothesis can be explained in such a way that regarding employment bad conditions in our country, increasing one’s continuous commitment to organization decreases employees’ turnover intention. As Allen and Meyer (1990) consider continuous commitment as a form of one’s mental affection to organization that is resulted from employee’s feelings and something that he/she loses while leaving organization. In fact it can be said that continuous commitment includes one’s consciousness about costs resulted from leaving organization. In this form of commitment the main reason of one’s relationship with organization and deciding to stay in organization is effort to preserve advantages of relationship with organization (Abobi Mehrizi, 2011) that leaving organization is thought less.

So, it is expected that policy makers of our organizations increase some factors that raise employees’ continuous commitment to increase their continuous commitment and reduce their turnover intention.

Findings show that there is a reverse relationship between normative commitment and employees’ turnover intention. This hypothesis means that increasing employees’ normative commitment reduces their turnover intention. As employees feel that organization makes such capitals for them and thinking about leaving job is an
immoral manner. Regarding above hypotheses and researches of some authors such as Jaros and et al it is determined that there is a reverse relationship between these two variables; in other words increasing employees’ normative commitment reduces their turnover intention (Sajjadi & et al, 2010). It is expected that organization makes some conditions in which employees are faithful toward their organization and consecrate themselves to organization, be more responsible for their tasks and consider leaving job as an immoral manner.

Findings show that there is no relationship between gender and age with employees’ organizational reputation and this is when there is a meaningful relationship between education and service year with organizational reputation. Above results can be explained in a way that lack of relationship between gender and organizational reputation is resulted from this matter that disregarding gender and age employees try to work in a more famous organization (than less famous organizations). This is a normal conclusion according to several authors’ ideas about employees’ employment intention in more famous organization (Fombrun & Rail, 2003). In addition it seems so natural that high educated employees have more expectation of their organizations and every try to find better esteem generally in their tasks. About service year it can be explained that employees by more service year have no financial problems and organizational place may be more attractive for them and prefer working in more famous organization (Alniasic, 2011).

Findings show that there is no relationship between gender and age with employees’ turnover intention but there is a meaningful relationship between education level and service year with employees, turnover intention. In a research Sajjadi and et al conclude that there is no relationship between mediated variables of gender, education and service year (Sajjadi & et al, 2010). According to above characteristics it is determined that high-educated employees by more service year are more probably to leave their organizations; the reason may be that nominations aren’t merit-based in this town and tendency to relation and political reasons (for example supporting deputy while voting) play important role in employment and even achieving a managerial place; as it is repeatedly observed that people reach to management from lower ranges (such as a driver) by collusion. However, high educated employees by more service year prefer to leave organization not to continue work as subordinates of these people.

There is a relationship between organizational commitment and employees’ age, gender, service year and education level. Organizational commitment is such a variable which can be considered as independent variable and dependent one simultaneously. In fact organizational commitment can either influences some variables or be affected by other variables that individual characteristics (gender, education, age and service year) belong to these variables. In addition while organizational commitment is considered as an independent variable, it can affect on individual variables such as age, education development, service year and employment years. However, there is probably a relationship between organizational commitment and individual variables of employees’ age, gender, service year and education level. Finally following suggestions are presented:

As possible, managers should increase their organizations’ reputation to encourage employees to work willingly and think less about leaving job. In addition, organizational reputation is as strong instrument to achieve competitive advantage for organization; as an organization with proper organizational reputation profit in several ways.

According to low reputation of our country public organizations, it is suggested to lower size of current public departments possibly and in contrast pay more attention to privatization; the reason that can be explained is that regarding inefficiency of competition in public department, it is unexpected that managers of these organizations try to increase reputation of their organizations but in private department managers and owners are forced to increase their organizational reputation to survive in a competitive environment.

It is suggested that employees’ work in office hours isn’t considered as the only priority for organization, but employees be in a mental stage that is ever prepared to serve customers. Such basic measurements are needed to increase organizational commitment and authorities of country should increasingly concentrate on rewarding services and finding the origins of cultural problems.

Organizations should concentrate on employees’ normative commitment to increase organizational reputation.

Regarding that condition of individual variables has important effect on organization reputation and confidence, public organizations should try to increase the quality of these variables. So, some conditions should be prepared in which employees ever think about their promotion and development and can make a suitable relationship with their job and in other words involve their job. In addition employees’ freedom and independency of act shouldn’t be ignored because employees pay special attention to it.
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