

Original Research

The analysis of the effect of comprehended organizational reputation and job motivation of job commitment of employees of the branches of Mellat bank of Rafsanjan

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ABSTRACT:

The purpose of this research is to analyse the connection of organizational reputation, job commitment, and job motivation on employees. The statistical population of this research includes all the employees of Mellat bank in Rafsanjan which are 140 people. The volume of sample was considered as the volume of population due to the limited statistical population. Collecting of information is conducted through a questionnaire which content validity was used to validate the content of the questionnaires. Cronbach alpha was employed to determine the reliability of the questionnaires. Single-sample t-test and structural equation modeling were employed to analyze research hypothesis. The results of the analysis indicated that the organizational popularity had a direct effect on the job commitment. Analysis of the hypothesis indicated the insignificance of direct effect of job motivation on job commitment. Organizational reputation does not affect the job commitment indirectly via medium variable of job motivation and is not a mediator between organizational reputation and job commitment.

Keywords:

Job commitment, Job motivation, Mellat bank, Rafsanjan

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INTRODUCTION

Job commitment increase efficiency, individual performance, elevation of personal adaptation, non-resistance against changes, revealing individual creativity, and efficient use of human resource (Taleghani *et al.*, 2009). A loyal human resource who is committed and adapted to the values and goals of an organization tends to retain its organizational membership (Ghaedi and Ghourchian, 2013). He is prepared to perform more than his common duties, and he elevated the performance level of an organization by its efficiency. In contrary, unsatisfied and less loyal and committed human does not move towards the organizational goals but also he is promoting the culture of defiance among his staff (Gominian, 2003). Those factors which cause the decrease of job commitment of employees can be interpreted as follow: lack of clarity in defining organizational roles does not cause satisfaction and lack of motivation for employees, promotion. The lack of accordance between a job and its practitioner, lack of interest to work in an organization, and lack of employing several experiences in job environment, low level of job training in an organization and disdain of employees to their vocation, conducting responsibility by force and lack of responsibility, lack of attachment in avocation, lack of participation of staff in decision making, disregard of the requirements of other staffs are those factors which cause decrease of job commitment (Mohammadzadeh, 2012). Thus, employees would be at odd with the tendencies and results related to the vocation, and that leads to negative consequences of resignation, disturbance of role, ambiguity of role, absence, delay, lack of interest, lack of responsibility, dissatisfaction and finally low efficiency at work (Taleghani *et al.*, 2009).

Also, lack of job commitment can have some consequences such as resignation, absence, lack of participation, and weak performance. Low commitment creates a difficult situation that threaten effectiveness of individual and organization (Gominian, 2002). One of

the effective factors on job commitment is job motivation in a way that when job motivation of employees increases, their job commitment also increases. Job motivation is an important factor in performance of a staff. Thus, when an employee does not have enough motivation for a vocation, they would work by force (Aliabadi *et al.*, 2004).

An individual who has low emotion for his responsibilities feels that he is unable to control daily routines, and he believes that all his efforts are waste. When he faces obstacles, if his first attempts in facing the problem are useless, he will immediately get disappointed. These people do not even try to beat the problems since they are convinced that whatever they do, they cannot modify any changes (Stears and Porter, 2005). Those who have low confidence, they are easily convinced that facing with problems, their effort is useless, and they easily give up. However, those who have high motivation, they defeat the obstacles by their management skills and determination, and they resist against problems (Heidari *et al.*, 2010). One system is defined as a collection of intellectual beliefs of the members of social group that indicates that what is in the mind of a society in terms of past behavior of an organization and the related features (Grunig and Hung, 2002). Organizational reputation is defined as nominal beliefs regarding the strategies of a company, the specific feature they relate to a company, the respect a society has for a firm, and collective belief which exists in organizational field in terms of the identity and prominence of a company, and its medial utility, especially in terms of commercial perspective (Bromley, 2002). In terms of commerce, organizational reputation is the nominal beliefs about strategic features of a company, a specific feature which is attributed to a company, and a respect which a society considers for a firm (Fombrun and Riel, 2003). Organizational reputation is a canonical concept to illustrate the value of public relations in a company. Thus, in one hand, organizational reputation is considered as an effective factor for

behavioral characteristics of an organization. Lack of organizational reputation hurts feeling of belongings of members to organization, and it decreases their joining to their job and their commitment to values and goals of organization as well as their sensitivity to accomplishment of these goals (Jenaabadi *et al.*, 2013). It demolishes organizational advantages and threatens its existence in a dynamic and competitive environment which current organizations have to activate (Taleghani *et al.*, 2012). Taleghani *et al.* (2012) demonstrated indicates that there is a significant and positive relation between organizational reputation with organizational commitment and blending with a vocation. Mohammadzadeh (2012) indicates that there is a significant relation between organizational reputation and organizational commitment (with factors of emotional commitment, consistent commitment and normal commitment. Since job motivation increases job commitment (Shekari *et al.*, 2006). According to the researcher, there has never been a sample which could measure all these variables. Therefore, the awareness of managers and bosses of various organizations is an effective factor on formation of organizational reputation and also the effect of strong organizational reputation on the commitment of employees and also their blending with other members is crucial which results to the formation of organizational reputation and achieving competitive advantage.

MATERIALS AND METHODS

In this research, a descriptive research method is used. Because the relationship between organizational reputation motivation and job commitment is tested (Delaware, 2015), using data collected by field research methods. Statistical population of this research includes

140 employees of Mellat Bank of Rafsanjan city. The census sampling from all members of the society were selected, therefore a sample size of 140 is sufficient for (Khaki, 2015) collecting data; a questionnaire with 37 questions of job commitment designed by Bella *et al.*, (1993) was used by means of Cronbach Alpha reliability at 0.954 and reliability at 0.632. Organizational reputation through a questionnaire of 26 questions of Fombrun and Riel (2003) by Cronbach Alpha reliability at 0.945 and reliability at 0.655, and job motivation with a questionnaire of 10 questions made by the researcher with Cronbach Alpha reliability 0.695 and reliability 0.662 were used. It should be noted that the researcher in person has collected the field data at the bank branches in the city of Rafsanjan in Kerman province of Iran with the permission from relevant authorities to answer their questionnaire distributed among the staff. To analyze the data from one sample T test or structural equation modeling software is used SPSS (PASW, Predictive Analytics Software; IBM SPSS Statistics 21.0) and Smart.pls 2 (2015) Significance level to test the hypotheses 0.05 ($\alpha=0.05$) is considered (IBM Corp. Released 2012).

RESULTS

In terms of research variables, since the significance level is smaller than the error ($\text{sig} = 0.000 < 0.05$) the null hypothesis is rejected, and the opposite hypothesis is accepted that means the average of each three items does not equal to three. In this test according to the positive amount of high limit and low limit, the confidence interval for research variables, it can be said that the analyzed variable is bigger that the value of the test (Table 1).

Table 1. Indices of variables

Variables	Number	Average	Standard deviation	Average error
Organizational reputation	84	4.22	0.537	0.058
Job motivation	89	3.46	0.523	0.055
Job commitment	88	4.12	0.516	0.055

Table 2. T test for dependent samples

Variables	t	df	Average differences	Confidence interval of 90%	
				Low limit	High limit
Organizational reputation	20.806	83	1.219	1.103	1.336
Job motivation	8.341	88	0.462	0.352	0.573
Job commitment	20.338	87	1.119	1.010	1.229

The results of the conceptual model can be said that all factor loadings appropriate research questions and have more than 0.40 So the research questions accurately measure each of the variables that have been developed to fit the model is acceptable.

H₀ shows lack of relationship is rejected and organizational commitment significantly and directly affect job commitment. Since, β value is 0.738, it shows that the impact of organizational reputation on job commitment of the employees working in Mellat banks in Rafsanjan is 23.6 percent. β value is 0.334 and it shows that the impact of organizational reputation on job motivation of the employees working in Mellat banks in Rafsanjan is 33.4 percent (Table 3). T coefficient to measure the impact of organizational motivation on job commitment is 0.98 which is higher than 0.05 as the significance level.

DISCUSSION

Based on the results of this study, the organizational reputation has a direct and significant impact on the job commitment which means the higher the organizational reputation of the bank, the higher is the job commitment of the employees. On the other hand Mohammadzadeh (2012) concluded that the organizational reputation is correlated with the organizational commitment of the employees who works in executive

agencies in Sepidan city. It is expected that as the organizational reputation increased, the organizational commitment of the employees increased as well and when there is no commitment in the employees, it is not possible to achieve a good reputation. Therefore, organizations should always be diligent in bringing commitment in their employees. Organizational commitment also reflects an individual's attitudes toward the organization and goals of the organization and it has become one of the main challenges of the organizations. Organizational commitment increases the economic profit of the organization and it creates a competitive advantage for the organization. Thus, organizations are always looking for appropriate human resource strategies to increase the organizational commitment of the employees. According to the above explanation, it is clear that if an organization is not able to increase the employee's commitment, it not only achieves any good reputation in the society but also it probably loses most of its employees. The most important indices of a good organization is having good manpower. Manpower should be committed to the goals of the organization and also compatible with it. Such kind of employee tries to preserve the values and keep the membership in the organization and its activities are beyond its mandate in the job description. Besides, it is an important factor in organizational effectiveness. On the other hand, the results showed that the organizational

Table 3. T - test statistics based on the model fitted to examine research hypotheses

Variables	β	T. test	Sig
Organizational Reputation * Job Commitment	0.738	9.34	P< 0.05
Organizational Reputation * Job Commitment* Job Motivation	0.064	0.79	P> 0.05
Organizational Reputation * Job Motivation	0.334	3.92	P< 0.05
Job Commitment* Job Motivation	0.094	0.98	P> 0.05

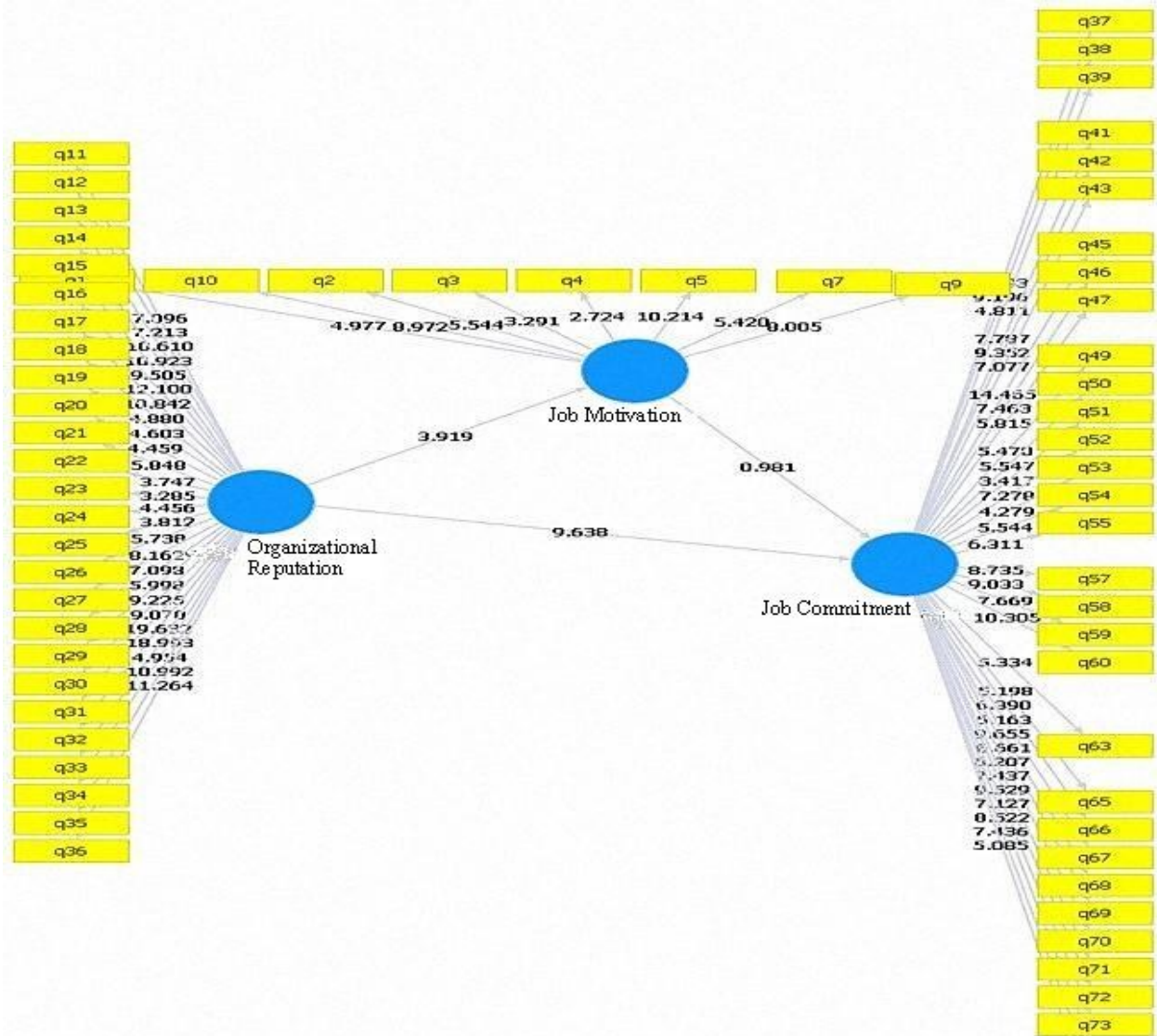


Figure 1. Model implemented with factor loading coefficients

reputation has a direct and significant impact on the job motivation which means, by increasing the organizational reputation of bank, the employee’s job motivation increases as well. Therefore, when a bank acts based on good qualities and presenting good services and achieving the customers’ satisfaction, it achieves an appropriate organizational reputation and when the employees realize this reputation, they become more motivated to work in the organization. These results are consistent with findings of Taleghani *et al.* (2012) who showed that the organizational reputation is correlated with the employees’ job attitudes. Also, the findings of the study are consistent with Shokri *et al.* (2006) results which showed

that job motivation increases the job commitment. Therefore, it is expected that the banks improve the organizational reputation to make the employees more motivated to work so that employees regard and they like their organization. Other results showed that the job motivation doesn’t have a mediating role in the impact of the organizational reputation on the job commitment. In other words, the organizational reputation on the employees’ job commitment is not affected by the job motivation. The relationship between two independent variables is related to the job reputation of the employees. These results are not consistent with the findings of Mohammadzadeh (2012) who showed that the

relationship between the organizational reputation and organizational commitment is affected by the mediator of the employees' turnover. This inconsistency is due to differences in population, sample size and instrument for data collection. The results of this study showed that the job motivation and the job commitment are not significantly correlated in the bank employees. That is the job commitment and the job reputation of the employees are not correlated. These results are inconsistent with Zopiatis *et al.* (2014) results due to differences in population, sample size and instrument for data collection and etc.

CONCLUSION

Regarding the results of this study, it can be said that the organizational reputation has a direct impact on the job commitment and when a bank benefits from a good organizational reputation, the job commitment of the employees increases. The organizational commitment can be an important factor in promoting the job commitment of the employees. Also, according to the results, the organizational reputation can affect the employees' job motivation. This means that by increasing the bank's organizational reputation and providing high quality services and realizing the customers' satisfaction, the employees get more motivated and more willing to work in the bank. However, according to the results, the effect of the organizational reputation on the job commitment is not affected by the job motivation of the employees. In other words, the job motivation cannot be a mediator in the relationship between the organizational reputation and the job commitment. But, the job motivation acts as an independent variable affected by the organizational reputation. Finally, job motivation doesn't have a significant impact on the job commitment of the bank employees and job commitment is different with job reputation.

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APPENDIX

Fombrun CJ and Van Riel CBM. (2003). Fame and fortune: How successful companies build winning reputations. Upper Saddle River, NJ: Prentice Hall.

Bella. (1993). 37 questions of job commitment was used by means of Cronbach Alpha reliability at 0.954 and reliability at 0.632.

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