The Mediating Role of Organizational Reputation in Promoting the impact of Employee Value Proposition on Organizational Commitment

Dr. Abbas Mohammed Hussein
The University of Mashreq, Airport St, Baghdad, Iraq.
E-mail: abbas.mohammed@uom.edu.iq

Ihsan Ali Mubarak Al-Jubori
The University of Mashreq, Airport St, Baghdad, Iraq.
E-mail: ihsan.ali@uom.edu.iq

Dr. Amenah Abdul Kareem Mahdi
Al-Ma'moon University College, Ramadan St, Baghdad, Iraq.
E-mail: Amna.a.mahdi@almamonuc.edu.iq

Abstract

The purpose of this research is to determine the mediating role of organizational reputation in promoting the impact of employee value proposition on organizational commitment. The approach used in this research was historical, descriptive, and analytical. The research adopted the historical approach to illustrate the concepts addressed, and the descriptive approach to describing the data on the research problem according to the sample answers. Finally, the analytical approach to analyze the data was through statistical tests. The research concludes that there is a significant impact for employee value proposition on organizational commitment, a significant impact for organizational reputation on organizational commitment, and the mediating role of organizational reputation in promoting the impact of employee value proposition on organizational commitment is partial mediation. The results and recommendations of this research assure that employee value proposition and organization reputation is crucial in promoting the commitment of employees. The originality of this research has valuable implications for both theory and practice, as it offers several contributions to literature in the field of study, as well as the practical contribution.

Keywords

Employee Value Proposition, Organizational Reputation, Organizational Commitment.

Introduction

The employees represents the competitive weapons in organization's armory. Therefore, organizations must build the commitment of employees to achieve the highest performance. Organizational commitment is a psychological bond between an organization and its employees, which make them less likely to leave. This psychological bond contributes to emotional bond and a longer stay with an organization. In addition, the role of organizational commitment is critical and has played an important role in retaining employees, due to the high turnover rate among unsatisfied employees (Lee, 1988), and the intense rivalry and talent scarcity. There are necessities for building commitment of employees to ensure efficiency and competitiveness. Therefore, this issue attracted the scholar's attention. This resulted in a continued academic and managerial interest to understanding the psychological mechanisms underlying withdrawal from the organization. However, latest studies tend to be concerned with turnover rather than mechanisms to build committed employees. As a result, the issue of the employees departure remains unresolved (Verlander and Evans, 2007). And while employee retention is commonly known, just a few studies have been conducted to study this issue. Besides, previous research has focused on the reasons why employees depart the organizations or job turnover, but few have looked into the mechanisms to build the commitment of employees.

Employees are more likely to stay with an organization that has a good reputation. Good reputation has a positive impact on job pursuit intentions. Employees take pride in working for organizations that has a good reputation. And employees' self-esteem is increased by a partnership with a reputable organization (Cable and Turban, 2003). Furthermore, it decreases the likelihood of employees leaving the organization because the organization's reputation enhances the self-image of employees. Smidts et al (2001) asserts that employees' identification with their organization is supported by their perceived reputation. The degree to which employees should match their self-identity and image with that of their employer can have an impact on employee commitment. In this research, we suggest that organizational reputation plays a mediating role in promoting the impact of employee value proposition on organizational commitment. The research is organized as follows: the first section identifies research methodology. The second section examines the literature. The third section summarizes the results of the research, and the final section is dedicated to conclusions.

Employee Value Proposition

Many attempts have been made to establish a particular definition for the employee value proposition, Some scholars refer to it as the holistic sum of all that individuals encounter and gain when they are part of an organization (Michaels et al, 2001). It explains why an organization's overall job experience is superior to that of other organizations. Browne (2012) state that the EVP is a complete work experience, a special mix of the employer's financial and non-financial offers in return for the talents, abilities, and experiences that employees bring to the organization. This implies that the employee value proposition is a collection of obligations towards employees about how they can expect to be treated on the job. And the benefits that employees drive from an organization's membership. Is the compensation and benefits earned by employees in exchange for their job successful? Therefore, it summarizes the real work experience that a person has as a member of an organization and the rationale for choosing to belong to an organization compared to other choices. Therefore, an EVP summarizes what employees can expect to receive from the organization in exchange for the work they perform.

The main purpose of the employee value proposition is the recruitment and retention of employees. Strong employee value proposition attracts great people as bees are attracted by flowers. Because it is about how well the organization fulfills people's needs (Michaels et al, 2001). And summarizes what employees can expect to receive from the organization as a return to work in it. And it is inspiring sign report three messages which are, the organization is a good place to work for, an organization to stay with it, and that what the organization building for the future (Davis et al,2007). Such a sign creates an emotional bond to work in the organization and stay with it.

Employees are becoming more mobile. So the topic of employee retention is one of the most pressing concerns for organizations. As a result, organizations began searching for ways to improve the attractiveness of their workplace. This resulted from the new understanding of the role of employees in organizations. That is, that the committed employees provide a competitive advantage. Employee value proposition dimensions are:

1. **Affiliation**: The feeling of belongingness employees has towards the organizations (Browne, 2012). Affiliation is the strong relationship between the individual and the organization that generates a sense of individual conviction and a desire to devote more effort to the organization. The organizational affiliation is reflected by defending the organization's objectives and goals (Tabarsa and Raminmehr, 2010). As well as a sense of loyalty and the desire of the employees to belong to the

organization and participate along with trust and agree with it, Redoubling efforts and coordinating actions to counter changes and threats, resulting in a strong relationship between employees and their intention to work in the organization.

2. **Work content**: This dimension refers to the satisfaction obtained by employees from their jobs as a result of certain characteristics (Browne, 2012). Such as autonomy, which is a fundamental principle modern theories of job design and motivation. Previous research has shown that autonomy is linked positively with work performance, job satisfaction, and organizational commitment is often negatively associated with absenteeism. As well as the sense that the problems of the organization are their problems. Autonomy would thus give individuals more scope to build their jobs and thus increase the harmony between the individual and the organization (Daniels, 2011). Therefore, it is an important part of achieving employee happiness and engagement and giving them the feeling that they are part of the organization.

3. **Compensation**: Individuals' compensation is the most important source of financial income that meets their needs; it is the energy to inspire employees to complete jobs. As a result, the extent to which an organization integrates its strategic plans with its compensation plan encourages employees to work to fulfill its expectations (Varghese & Jayan, 2013). In addition to being a major factor in attracting employees to the organization, persuading them to continue with it, inspiring them to make a meaningful contribution to its goals, building their commitment to it, and increasing their satisfaction with their work and reducing the turnover rate (Fapohunda, 2011). In this vein, the personal needs of employees are fulfilled when the organization's compensation exceed the expectations of employees, so they tend to remain with the organization.

4. **Career**: This dimension refers to the long-term opportunities employees have for development (Browne, 2012). High-performance organizations rely on training and development to enhance employee skills, who relied upon by organization in a rapidly changing world to foresee potential challenges. It is intended to help employees feel that the organization is investing in them and helping them maintain the skills they need to stay vital in the labor market (Sinha,2012) So, the unwillingness to change jobs for additional financial benefits suggests that the job itself is more important than financial benefits, This kind of employees has a spiritual bond with their jobs and they find the greatest satisfaction and feel that they contribute to the success of the organization so they tend to stay in it.

5. **Benefits**: Organizations have come to realize that some of the benefits for employees are necessary, such benefits include flexible work arrangements and

schedules, as they enhance employee efficiency and morale as well as the feeling that the organization trusts them. This enables the organization to fulfill the requirements of employees. Flexible work schedules enable employees to use resources more effectively by organizing tasks in a manner suitable to the position of the employee. Among employees who have great demands in their lives, these arrangements are more acceptable and efficient (Sinha, 2012). A working system of flexible hours, different start and end times of work, a compressed workweek, and more working hours per day with fewer working days are examples of these arrangements, and if such arrangements are given, employees will be motivated and more satisfied (Sahu & Sundaray, 2011). The organization will retain them, their turnover will decrease, their productivity increases and organizational reputation is enhanced.

Organizational Reputation

Despite several attempts to define and incorporate the definitions used, the final definition of organizational reputation does not appear yet (Lange et al, 2011). Since terms like identity, image and reputation are still often used interchangeably. And in both its use and context, this has also led to misunderstanding (Markwick and Fill, 1997). However, scholars have attempted to define organizational reputation, As a collection of expectations and assessments of all stakeholders with regard to results, products, and services, individuals. The organizational reputation in this regard is the judgment of the organization by the stakeholders in terms of its impact and its acknowledgment and awareness (Deephouse, 2000). It is a general organizational feature that represents the organization's vision of external stakeholders as positive and not negative (Roberts and Dowling, 2002). Other researchers defined organizational reputation as a combination of factors that are integrated with each other to achieve a positive response in crises. Thus, it's a set of values, strategies, and features that achieve organizational sustainability and differentiation. Some scholars have identified that the organizational reputation is the respect and integrity of the organization's relationships with stakeholders, relating to several factors that influence the organization's reputation, including how to deal with people or moral commitment to the organization's group reputation, which is also linked to gaining material benefits and seeking material gains (Ettenson and Knowles, 2008). From the point of view of some scholars, organizational reputation assesses the judgment on the general conduct, financial results, and accomplishments of the company, which is shared by stakeholders. Organizational reputation is therefore a combination of the opinions, expectations, and attitudes of the organization's stakeholders. On the other hand, some researchers have defined organizational reputation as an intangible asset generated

during the period of work. It, therefore, represents all the factors that are vital building blocks in building trust in the organization and achieving other core principles, such as job transparency.

We concluded that there are three schools from which the researchers derive their concepts of organizational reputation based on the above discussions and our analysis of the literature, these are **assessment school**, According to this school, the organization's reputation is an evaluation of the organization's effectiveness from the viewpoint of key stakeholders. The emphasis of this school is on the financial side. **Impressionist school**, In light of the organization's perception of individuals, the organizational reputation determines. Individuals are key stakeholders. Marketing, human resources, and communications are the priority. According to **relational School**, reputation is the difference between the views of those internal (identity) and external stakeholders (image) in which the evaluated organization relies on the views of the different stakeholders that are established in the light of the relationship between identity and image and between image and reputation of the organization (Sala, 2011).

Reputation of the organization is created through the organization's interactions with stakeholders (Deephouse, 2000). It is also the outcome of a competitive mechanism in which the organization refers to the key features to optimize its economic and social position (Carmeli and Cohen, 2001). This provides the organization with many benefits, such as easier access to capital and the opportunity to attract high-quality employees, and greater potential for financial success. Organizational reputation dimensions are:

1. **Pride**: Being part of an organization with a strong reputation encourages pride (Carmeli, 2004). And strengthening the employee-organization bond (Cable and Turban, 2003). Thus, employees who working for an organization regarded as prestigious feel personal pride generated by activities such as the organization's good outcomes. Thus, employee's pride has a positive effect on the decision to remain with organization.
2. **Performance:** Organizational reputation plays a vital role in achieving business objectives and remaining competitive. Because a Strong reputation paves the road to achieve its goals, and remain successful and productive. Inhibiting the mobility of rival organizations, serving as a barrier to market entry, signaling the quality of the goods of the organization, allowing the organization to exercise price leadership, attracting better job applicants, improving access to capital markets, attracting investors (Dowling, 1994). Roberts and Dowling (2002) find that superior

organizations have a reasonably good reputation. Therefore, a well-managed reputation can contribute to positive performance.

3. **Quality**: Reputation is seen as an important element of quality (Anderson and Sullivan 1993). High-quality organizations have more and less dis-satisfied customers due to the effects of quality (Rogerson, 1983). The growth and popularity of an organization are also highly affected by the quality that it provides (Liu et al, 2014). Reputation acting as a mechanism for assuring quality. A good reputation can serve as a signal of the superior quality and reliability of products or services and improve the efficiency of marketing efforts.

4. **Responsibility:** Responsibility relates to the reputation of the organization (Brammer and Pavelin, 2006). So, individuals depend on an organization's reputation to evaluate its goods or intentions when they lack adequate knowledge about its product or organizational initiatives. Therefore, responsibility is seen as a critical component in determining how people perceive an organization (Brown et al., 2006). As a result of responsibility, people perceive the organization as trustworthy and truthful, which helps to improve the organization's reputation. This ensures that responsibility is linked to an organization's reputation.

Organizational Commitment

Organizational commitment is one of the behavioral and organizational concepts that have taken broad directions and are subject to divergent views. When analyzing the literature that specializes in this concept, it seems evident that there is little agreement. And it is a multi-dimensional concept (Selamat et al, 2013). But that does not imply stopping attempts to find a comprehensive definition of organizational commitment to keep pace with the evolution of the individual-organization relationship. Kanter (1968) defined organizational commitment as the readiness of employees to give the organization their loyalty and ability. Thus, the organizational commitment is a strong bond between employees and the organization (Porter et al, 1976). That commitment is expressed through certain behavioral models such as the defense of the organization, sense of pride in belonging to the organization; desire to stay with the organization, and high levels of extra-role behavior. Organizational commitment thus reflects the strength of the individual's identification and engagement with the organization (Stroh et al, 2002). Organizational commitment is a sense of loyalty and belonging of employees to the organization in which they work, It thus illustrates the organizational influence of the honesty of the organization's individual involvement and symmetry with it. And the sum of the emotions and beliefs held by the individual to the organization as a whole (George & Jones, 2012) and psychological state that connects the individual to the organization

(Salleh et al, 2012). This psychological state describes the working relationship with the organization, which would result in a decision to stay in or leave the organization (Selamat et al, 2013). Based on the above discussions, it can be diagnosed individual committed through a strong faith and acceptance of the goals of the organization and its values, the willingness of individuals to do their best for the organization, and deep desire of people to maintain their membership in the organization (Porter et al, 1976). Management literature indicates that organizational commitment can take several forms and can differentiate between three styles of organizational commitment through a review of the literature, that is:

1. **Emotional commitment**: This type of commitment result from strong positive attitudes held by the individual to the organization (Hitt et al, 2011). Thus, it represents an emotional bond to the organization (Stroh et al, 2002). When the person is pleased to be a part of the organization, believes in it, has a positive feeling about it, and what it seeks, this form of commitment occurs, because the employee is bound to the organization and wishes to do what is good for it (George & Jones, 2012).

2. **Ongoing commitment**: It means an individual's commitment to the organization as a result of the lack of other employment opportunities (Hitt et al, 2011). It is thus the realization and appreciation of the advantages of becoming a part of the organization as opposed to the perceived expense of leaving the organization (Stroh et al, 2002). This form of commitment is not due to the willingness of employees to remain in the company, but they must stay given the high cost of leaving the organization (George & Jones, 2012).

3. **Normative commitment**: It means the employee's sense of staying in the organization (Hitt et al, 2011). This commitment reflects the individual's ethical commitment to the organization, which drives them to remain with it until the situation improves. This kind of commitment means that the employee has a very positive attitude towards the organization, which includes defining the organization's goals and values, dedication to work, and loyalty to the organization (Ho et al,2009). So this type of commitment has a positive effect on the job performance of the working individuals.

Research Methodology

Problem Statement

The advent of the knowledge economy witnessed a wave of work-hopping in which the idea of lifetime employment vanished (Capelli, 2008). And frequent job changes no

longer a sign of failure (Aselstine & Alletson, 2006). Therefore, the employees become moving freely within and between organizations, for an organization, this fluidity poses a new challenge. Since, top performers employees want to work for organizations that differentiate themselves from other organizations. Research suggests that talent is scarce and it is expected that the gap between supply and demand will expand (Black et al, 2013). As a result of these new facts, organizations will need to take proactive action to promote employee commitment, since it would lose a source of competitive advantage if employees leave. Therefore, there is continuous academic and managerial interest to improve understanding of the psychological processes underlying withdrawal from the organization. However, the literature suggests that there is little evidence on this field. It suggests that the problem of commitment still persists and proves to be a daunting task for the management to overcome (Shoaib et al, 2013). And the influence of some managerial practices such as Employee value proposition on organizational outcomes such as organizational commitment remains unexplained due to a dearth of literature. Moreover, the literature, (in order to understand the employees' decision to leave the organization) indicates that future studies should deal with psychological forces that may have an impact on the employees' decision to leave the organization. Therefore, and based on the previous discussion, this research attempts to answer the main question which is: What is the mediating role of organizational reputation in promoting the impact of employee value proposition on organizational commitment.

Research Significance

Although the topic of organizational reputation, employee value proposition, and organizational commitment has received a lot of publicity, many facts emerge from a review of the previous studies: Firstly, The matter of skilled employees leaving is still unresolved (Verlander and Evans, 2007). Furthermore, recent studies have concentrated on either the causes for employees departure or the reasons for work turnover, and, few studies have looked at why employees remain in their work. Secondly, In terms of impact, the review revealed that there is mixed findings that making it difficult to draw a definitive conclusions. Thirdly, the previous studies have been relatively neglected. Namely, they have focused on the organizational reputation, employee value proposition, and organizational commitment, and have not studied together. Fourthly, the review of these studies revealed that the majority of previous studies were conducted in developed countries, where the working environment differs from that of developing countries, especially Iraq.

In the development and testing the model of this research, three contributions have been made. First, the impact of employee value proposition attributes on employee outcomes have remained unclear. Thus, this research adds to the literature by presenting empirical proofs on the impact of employee value proposition on organizational commitment. Second, to date, much of the researches have concentrated on either the reasons that push employees to leave the organization or the reasons for high job turnover. However, few studies explored the factors that motivate employees to be more committed towards the organization. Thus, this research try to provide empirical evidence about the reasons that motivate employees to be more committed to the organization, by assuming that when the organization has a good reputation and makes a distinct value proposition, employees will be more committed. Third, the previous studies have been relatively Fragmented, namely, they have focused on the organizational reputation, employee value proposition, and organizational commitment, and have not studied together. Actually this research is distinct from previous studies in that it aims to investigate all of these variables at the same time.

Research Objectives

The research tries to achieve the following objectives:

1. Test the impact of employee value proposition on organizational commitment.
2. Test the impact of organizational reputation on organizational commitment.
3. Determine the mediating role of organizational reputation in promoting the impact of employee value proposition on organizational commitment.

Research Hypotheses

1. There is a significant impact for employee value proposition on organizational commitment
2. There is a significant impact for organizational reputation on organizational commitment
3. The impact of employee value proposition on the organizational commitment is increasing when mediating organizational reputation

Sampling and Data Collection

There are over 250 people in the research population, working in Asiacell and Zain mobile telecommunications in Iraq. The equation (N > 50 + 8m) is used to calculate the necessary sample. By applying the equation, the researchers determined that the required

sample size was estimated to be (90) participants at the very least, so they distributed more than (175) questionnaires, of which 135 were returned and were suitable for analysis.

The data for this research was gathered through a questionnaire. The questionnaire was divided into four sections. The research sample's demographic details were covered in the first section. Affiliation, Work Content, Compensation, Career, and Benefits, were the topics of the second section, which included 40 questions (Browne, 2012). The third section addressed organizational commitment, which included 15 questions on emotional commitment, ongoing commitment, and normative commitment (Allen & Meyer, 1990). Finally, there was a section on organizational reputation, which included 20 questions on quality, pride, performance, and responsibility (Sala, 2011). The five-point rating scale was used (Likert's Scale). The scale's internal consistency is shown in Table 1.

There were 75 males (56%) and 60 females (44%) among the participants. The average age of the participants was 35 (from 30 to 35), (25%), 40 (from 35 to less than 40), (29%), 45 (40 to 45), (33%), and 15 (50 and above) (11%). Bachelor's degree holders made up 85 percent of the participants (62%), followed by master's degree holders at 50 percent (37%).

Table 1 Results of the internal consistency test for variables and dimensions

The dimensions	Coefficient of Cronbach alpha	The dimensions	Coefficient of Cronbach alpha
Affiliation	0.85	Normative commitment	0.80
Work Content	0.79	Total organizational commitment	0.87
Compensation	0.86	quality	0.87
Career	0.82	pride	0.84
Benefits	0.70	performance	0.82
Total employee value proposition	0.94	responsibility	0.83
Emotional commitment	0.73	Total organizational reputation	0.94
Ongoing commitment	0.70	Total Questionnaire	0.96

Results

Structural Equation Modeling

One of the well-known methods that are commonly used in management research is the structural modeling equation. It gives researchers a comprehensive set of tools for testing

and adjusting theoretical models, and thus has a lot of potential for advancing theory. As a result, we used confirmatory factor analysis to ensure that all research variables had adequate and discriminant validity. The models of employee value proposition, organizational commitment, and organizational reputation obtained good values according to the confirmatory factor analysis ($X^2 = 2.04$, GFI = 0.76, AGFI = 0.71, RMSE = 0.08, NFI =0.73, CFI =0.84, TLI = 0.82, IFI = 0.84), ($X^2 = 2.43$, GFI = 0.83, AGFI = 0.77, RMSE = 0.10, NFI =0.73, CFI =0.81, TLI = 0.78, IFI = 0.82), ($X^2 = 2.11$, GFI = 0.80, AGFI = 0.75, RMSE = 0.09, NFI =0.80, CFI =0.88, TLI = 0.87, IFI = 0.89), respectively. This means that the researchers' model can be accepted.

Figure (1) (2) (3) Summarizes the constructivist model of the dimensions of the research, the values on the arrow represents the regression coefficients that measure the impact of each paragraph in the formation of the dimension that belongs to it, Noting that all these values have exceeded (0.40), All of them were significant, This indicates the usefulness of these values and sincerity. These values interpreted that the increase in the value of any of them will lead to an increase in the value of the dimension that belongs to him by that increase. The curved arrows that linking the main dimensions of each other represent relationships and values that are located on the arrows it values of correlation coefficients between those dimensions.
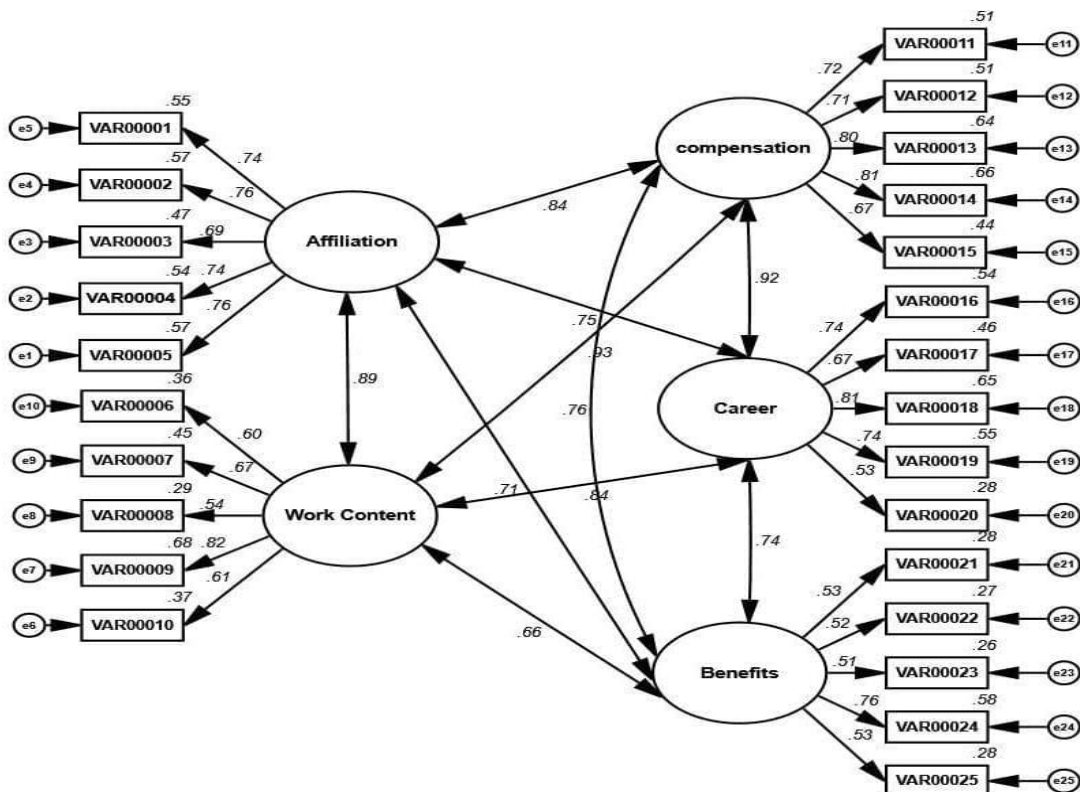

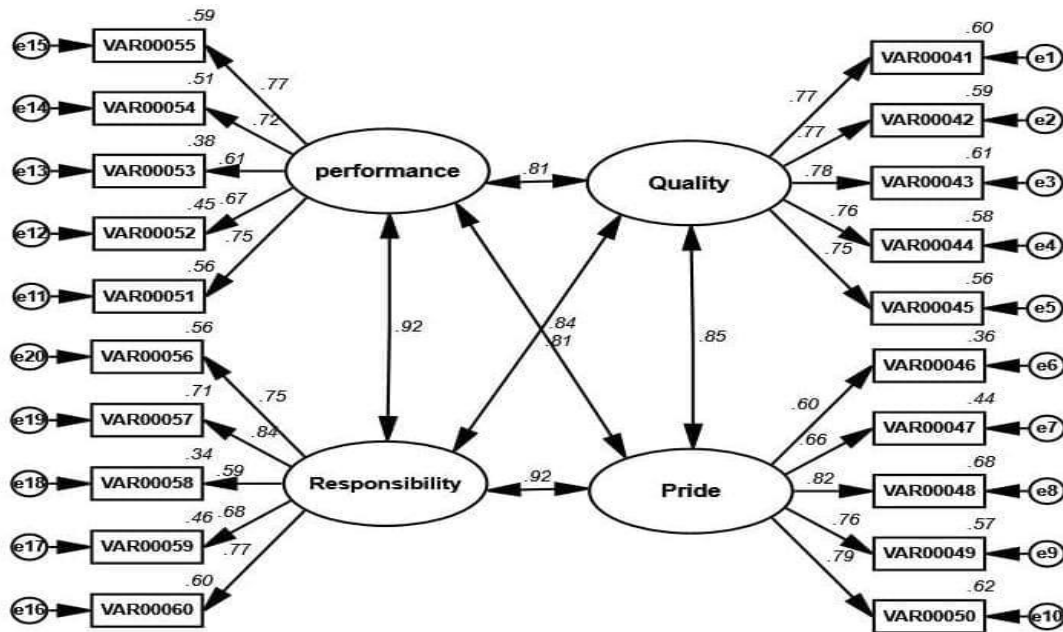**Figure 1 The complete model of the Employee Value Proposition**

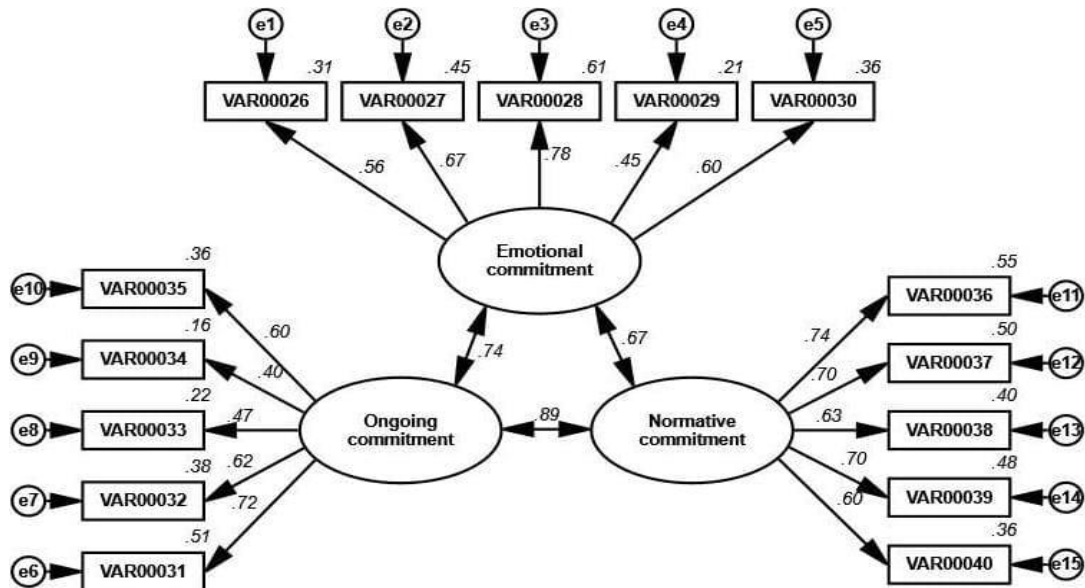**Figure 2 The complete model of the Organizational Reputation**

Figure 3 The complete model of the Organizational Commitment

Descriptive Statistics Analysis of the Research Dimensions

The means and standard deviations for the employee value proposition, organizational commitment, and organizational reputation are shown in Table (2). Overall, the answers had a mean scope of (3.54) (3.86) (4.04), respectively, which indicates its high degree, as shown by the sample's high harmony of responses. Which reversed by the low value of standard deviation reached (0.70) (0.49) (054) respectively, the statistics indicators analyses at the sub-dimensions level are shown in Table (2). Total means of Affiliation,

Work Content, Compensation, Career, Benefits, Emotional commitment, Ongoing commitment, Normative commitment, Quality, Pride, Success, and Responsibility reach to (3.67) (3.51) (3.34) (3.59) (3.60) (3.88) (3.88) (3.81) (4.10) (4.04) (4.02) (4.02) Respectively, Which are high values confirmed by the high level of agreement in the responses, reversed by the low standard deviation that reached (0.82) (0.83) (0.90) (0.84) (0.72) (0.57) (0.56) (0.61) (0.60) (0.61) (0.59) (0.63) Respectively. Table (2) shows correlation coefficients between the sub-dimensions of the research, demonstrating the scale is valid since all sub-dimensions are significantly correlated.

Table 2 Means, Standard Deviations, and Correlation Coefficients for Research Variables n=135

Dimensions	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Affiliation	3.67	0.82	1														
Work Content	3.51	0.83	0.68**	1													
compensation	3.34	0.90	0.71**	0.75**	1												
Career	3.59	0.84	0.62**	0.68**	0.79**	1											
Benefits	3.60	0.72	0.55**	0.49**	0.61**	0.58**	1										
Total employee value proposition	3.54	0.70	0.84**	0.85**	0.91**	0.87**	0.75**	1									
Emotional commitment	3.88	0.57	0.34**	0.46**	0.44**	0.47**	0.55**	0.53**	1								
Ongoing commitment	3.88	0.56	0.43**	0.57**	0.59**	0.53**	0.46**	0.61**	0.56**	1							
Normative commitment	3.81	0.61	0.56**	0.59**	0.68**	0.66**	0.63**	0.73**	0.54**	0.66**	1						
Total organizational commitment	3.86	0.49	0.52**	0.63**	0.67**	0.65**	0.64**	0.73**	0.82**	0.86**	0.87**	1					
Quality	4.10	0.60	0.35**	0.48**	0.43**	0.43**	0.42**	0.50**	0.38**	0.57**	0.58**	0.60**	1				
Pride	4.04	0.61	0.32**	0.48**	0.48**	0.38**	0.46**	0.50**	0.41**	0.56**	0.55**	0.60**	0.74**	1			
performance	4.02	0.59	0.29**	0.43**	0.40**	0.37**	0.42**	0.45**	0.33**	0.58**	0.54**	0.57**	0.68**	0.69**	1		
Responsibility	4.02	0.63	0.28**	0.43**	0.41**	0.32**	0.45**	0.44**	0.35**	0.47**	0.52**	0.53**	0.71**	0.79**	0.77**	1	
Total organizational reputation	4.04	0.54	0.35**	0.51**	0.48**	0.42**	0.49**	0.53**	0.41**	0.61**	0.61**	0.64**	0.87**	0.90**	0.88**	0.91**	1

Examine the Impact of Employee Value Proposition on Organizational Commitment

The impact models test results are shown in Table (3), which demonstrates the significant impact of employee value proposition on organizational commitment. The value of F (158.23), which is a highly significant value at a level (0.01), According to the value of

(R^2), this model had a strong explanatory power reach to (0.54), this means that the employee value proposition is explained for 54% of changes in organizational commitment. The value of β (0.73) indicates that changes in employee value proposition in one unit will result in a change in organizational commitment of (0.73). The above findings support the hypothesis that employee value proposition has a significant impact on organizational commitment at the macro level.

Table (3) demonstrates the details of the impact test at the sub-dimensions level, indicating the significant impact of employee value proposition dimensions on organizational commitment. The values of F for the dimensions of affiliation, work content, compensation, career, and benefits is (50.17) (90.68) (110.86) (100.24) (69.82) respectively, which is a highly significant value at a significant level (0.01), according to the value of (R^2), The explanatory power of this dimensions was high which is (0.27) (0.40) (0.45) (0.43) (0.42) respectively, This indicates that these dimensions explain (27%) (40%) (45%) (43%) (42%) of changes on organizational commitment. The value of β for Affiliation, Work Content, compensation, Career, and benefits dimension was (0.52) (0.63) (0.67) (0.65) (0.64) respectively, indicates that changes in one unit would result in changes in organizational commitment in the same value for each dimension. The above findings support the hypothesis that the employee value proposition dimensions have a significant impact on organizational commitment at a sub-dimensions level.

Table 3 Impact of Employee Value Proposition on Organizational Commitment n=135

Total organizational commitment	Path	Employee value proposition	a	β	F	R^2	Sig
Total organizational commitment	<---	Affiliation	2.69	0.52	50.17	0.27	.000
	<---	Work Content	2.52	0.63	90.68	0.40	.000
	<---	compensation	2.61	0.67	110.86	0.45	.000
	<---	Career	2.46	0.65	100.24	0.43	.000
	<---	Benefits	0.25	0.64	96.82	0.42	.000
	<---	Total employee value proposition	2.01	0.73	158.23	0.54	.000

Examine the Impact of Organizational Reputation on Organizational Commitment

The impact models test results are shown in Table (4), which demonstrate the significant impact of organizational reputation on organizational commitment, The value of F (94.71), which is a highly significant value at a significant level (0.01), According to the value of (R2), this model had a strong explanatory power reach to (0.41) This means that the organizational reputation is explained for (41%) of changes in organizational commitment. The value of β (0.64) indicates that changes in organizational reputation in

one unit will result in a change in organizational commitment of (0.64). The above findings support the hypothesis that organizational reputation has a significant impact on organizational commitment at the macro level.

Table (3) demonstrates the details of the impact test at the sub-dimensions level, indicating the significant impact of organizational reputation dimensions on organizational commitment, The value of F for the dimensions of Quality, Pride, performance, and responsibility is (76.85) (76.13) (63.96) (52.53) respectively, which is a highly significant value at a significant level (0.01), according to the value of (R2), The explanatory power of this dimensions was high which is (0.36) (0.36) (0.32) (0.28) respectively, This indicates that these dimensions explain (27%) (40%) (45%) (43%) (42%) of changes in organizational commitment. The value of β for Quality, Pride, performance, and responsibility dimension was (0.60) (0.60) (0.57) (0.53) respectively, indicates that changes in one unit would result in changes in organizational commitment in the same value for each dimension. The above findings support the hypothesis that organizational reputation has a significant impact on organizational commitment at a sub-dimensions level.

Table 4 Impact of Organizational Reputation on Organizational Commitment n=135

Total organizational commitment	Path	Organizational reputation	a	β	F	R^2	Sig
Total organizational commitment	<---	Quality	1.82	0.60	76.85	0.36	.000
	<---	pride	1.89	0.60	76.13	0.36	.000
	<---	performance	1.94	0.57	63.96	0.32	.000
	<---	responsibility	2.17	0.53	52.53	0.28	.000
	<---	Total organizational reputation	1.49	0.64	94.71	0.41	.000

Median Hypothesis Test

a. It is clear from the table (5) that the critical CR value between (Employee value proposition and organizational reputation) has reached (7.281) and it is greater than the critical value of (1.96) and this indicates a significant impact on employee value proposition on organizational reputation.
b. It is clear from the results that the critical CR value between (Employee value proposition in organizational commitment) has reached (8.880) which is greater than the critical value of (1.96) and this indicates a significant impact between (Employee value proposition and Organizational commitment).

To determine the contribution of the employee value proposition (independent variable) in the organizational commitment (the dependent variable) through organizational reputation

(as a mediating variable), and to find whether the mediator impact is total or partial, The direct and indirect impact has been identified using path analysis (the Amos program v.23). The results of the analysis as in Figure (4) showed that the employee value proposition would lead to a direct impact on the organizational commitment by (0.39) and indirect impacts through the organizational reputation by (0.13) this mean that the results of the indirect impact (employee value proposition in organizational commitment) through (organizational reputation) is less than the value of direct impact (employee value proposition in organizational commitment), this means that the impact of organizational reputation between employee value proposition and organizational commitment is partial mediation, and this means that the mediating variable has added a simple value to the relationship between the independent variable and the dependent variable. Thus, the organizational reputation as a mediating variable plays an effective role in increasing and interacting the impact model between employee value proposition and organizational commitment.

Table 5 Direct and Indirect Impact Between Employee Value Proposition and Organizational Commitment by Mediating Organizational Reputation n=135

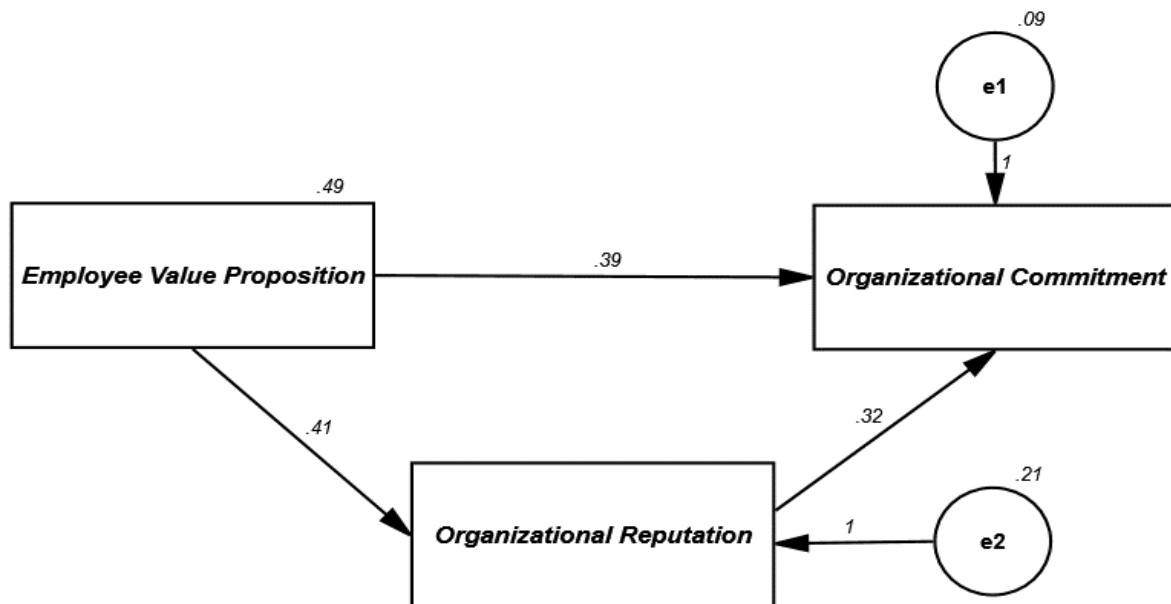|			Estimate	S.E.	C.R.	P	Label
Organizational reputation	<---	Employee value proposition	0.415	0.057	7.281	***	
Organizational commitment	<---	Employee value proposition	0.388	0.044	8.880	***	
Organizational commitment	<---	Organizational Reputation	0.319	0.056	5.694	***	Partial mediation

Figure 4 Model Complete broker relationship test

Conclusions

1. Employee's development opportunity contributes to building organizational commitment. the organization that believes that developing the skills of its employees is the basis for the completion of its work, so it provides real opportunities to develop employees and will increase their ability to deal with changes in their jobs, as well as keeping up with the latest developments, having accurate information about it, and all this will contribute to making employees feel that the organization invest in them to make them more employability, and the feeling that it would be very difficult to leave the organization even if they wanted to.

2. The results show that the organizations that design the work environment in a manner that is characterized by being enjoyable, equipped with adequate infrastructure to perform the jobs, and equipped with procedures to ensure safety in jobs, will make employees feel happy to build their career path in the organization, and obligation towards it, and a sense that they remain in their jobs It is a matter of necessity rather than a desire, and then leaving the organization will entail great personal sacrifices, and feelings of guilt upon leaving it.

3. The organizations with high human values and characterized by the existence of open and transparent policies and procedures on how to assess their human assets, which fulfill their commitment to employees and society and maintain their well-being, will lead to high morale for employees and increase their sense of appreciation as well as a feeling of pride in telling individuals about their workplace, and trying to convince them to work with it as a good workplace.

4. The result indicates that employees are affected by the adequacy and fairness of compensation, and that their contributions to their jobs are in proportion to their expectations of the returns achieved to them, and that their satisfaction is determined by the extent of the actual returns approximating the returns they believe are fair and compatible with their efforts. Therefore, the organizations that provide financial rewards and provide a competitive compensation package will make employees feel safe job, and realize the cost of leaving the organization, and this will result in their belief that the organization deserves commitment and adherence to it.

5. The organizations that solve work problems up-to-date and allow time to take care of personal and family issues, enabling employees to keep up with the latest developments in the work environment, and take care of family matters on will contributes to building a great personal meaning towards the organization, a strong sense of belonging to it, and the belief that the negative consequences of leaving the

organization will be the scarcity of alternatives available in other places, so the organization deserves their commitment.

6. The findings revealed that when people don't have enough knowledge about a product or even an organization's programs, they depend on the reputation of the organization to make decisions, as well as the quality of the staff, the fulfillment of the obligations towards the stakeholders, the interest in the various stakeholders, and the management based on the quality standards Employees feel that they are part of the organization's family, have an emotional attachment with it, and feel the disruption of their lives when they leave.

7. The finding indicates that when working in organizations with a good reputation, employees will feel admiration, confidence in the organization, and thus a sense of pride in working in it and the exclusion of the idea of leaving the organization for a relative increase in wages.

8. The research finds that the reputation of the organization is linked to its performance, and it was found that the organization's enjoyment of good economic and financial results, the ability to invest, the possibility of growth, and market leadership, constitutes one of the main pillars of its reputation and that this performance creates the appropriate climate to attract the best employees to work in it and their sense of happiness to belong and adhere to it.

9. The research finds that the organization's assumption of social and environmental responsibility, ethical behavior, transparency, and its commitment to acceptable behaviors by society, and its commitment to the law is one of the critical elements in developing what employees think about the organization. Therefore, they believe that even if the organization's performance is not well financially, it may not be a good idea to leave.

10. The results showed a significant effect for employee value proposition in organizational commitment through organizational reputation. This result indicates that the organizations that adopt training and development programs, which are characterized by a healthy work environment that provides all the needs of employees, and that possess an organizational culture with high human values, confirms the existence of open and transparent policies and procedures on how to assess human assets, and fulfill their commitment to employees and society. Preserving its welfare, offering fair and appropriate wages, and achieving an optimal balance between the requirements of work and life, will lead to high morale for employees, increase their sense of appreciation as well as a sense of pride in telling individuals about their workplace, and convincing them to work with it as a good workplace.

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