



# The Relation Between Organizational Support and Job Satisfaction with The Intention of Turnover in the Staff

Mehrangiz Rezayi Chamani \*

M.A in Public Management, Management Faculty, Islamic Azad University, Sari, Iran

Corresponding Author Email

**Abstract:** *This research aims to determine the relation between organizational support and job satisfaction with the intention of turnover of staffs in Islamic Azad University of Sari. The present study is a descriptive research of survey kind. The population includes 267 from all the staffs of Islamic Azad University of Sari. The sample size was 159 people obtained by Kerjegy & Morgan Table. The sampling method is simple random sampling. Three standardized questionnaires have been used for collecting the data: organizational support questionnaire by Isenberg et. al. (1986): 8 questions, the questionnaire of job satisfaction: 63 questions and leaving job questionnaire: 10 questions. The validity of questionnaires has been confirmed by management experts. The reliability for the questionnaire of organizational support, the questionnaire of job satisfaction and leaving job questionnaire has been calculated 819, 822 and 880, respectively. Given that the calculated alpha is greater than 0.7, it indicates that reliability of the questionnaire is acceptable. The Kolmogorov-Smirnov test was used to analyze the data by SPSS software and Pearson correlation coefficient was used to assess the normality of variables. The analysis found a significant relation between organizational support and the intention of abandoning the job by the staff of Islamic Azad University of Sari. There is a significant relation between job satisfaction and the Satisfaction with work and supervisor and colleague and the promotion and payment with the intention of turnover among the staff of Islamic Azad University of Sari.*

**Keywords:** *Organizational Support, Turnover, Job Satisfaction, Satisfaction with the Work, Supervisor, Colleague, Promotion, The Staff of Islamic Azad University of Sari*

## INTRODUCTION

Nowadays, the human source of the society is a fundamental and decisive factor that provides the basis for the economic, social and political development of each country by directly contributing on production and services and by imposing its mental exudates in a variety of activities (Karampour, 2013, p. 124). Despite the important position of skilled human resources in organizations, sometimes it is seen that people do not tend to stay in the organization and want to abandon their job under different conditions. Obviously, the damage from loss of expert manpower is not compensable or at least, it is not compensable in short-term. Therefore, the problem of turnover, especially by efficient and skilled staffs has been always and now one of the problems of organizations and attracts a great major of attention of human resource management (Ahmadi, 2013, p. 74). On one hand, turnover of skilled and expertized staff has many direct and indirect costs for the organization. The direct cost of turnover includes recruitment and training a new person, and the indirect cost includes decreased work ethics, undermined organizational culture, and a pressure on the remaining staff, learning cost and losing social

capital (Stinmetz, 2014). According the above and the necessity of focusing on assessing effective factors on the staff turnover, this study evaluates the relation of organizational support as the immediate purpose and job satisfaction as independent variable with staff turnover as the dependent variable at the first place, and then, as a future purpose, develops practical recommendations and solutions in order to improve the present situation, maintain the staff and decrease the intention of abandoning the job from the staff by achieving statistical data and results. If universities in general and Islamic Azad University in particular want to remain instructor and learner, they should think to keep their human capital. One way to maintain human capital is to determine factors encouraging staffs to abandon their job. Predicting the intention of abandoning the job from some effective stimuli and strengthening these stimuli not only prevent from the intention of turnover, but also encourage the intention of staying in the job. So, considering the importance of the issue, the researcher tends to investigate the relation of organizational support and job satisfaction with the intention of turnover by the staffs of Islamic Azad University in Sari in the present study to answer this general question that whether there is a relation between organizational support and job satisfaction with the intention of turnover by the staffs of Islamic Azad University in Sari.

## **Research Literature**

### **Organizational support**

Organizational support is the extent to which organizations care about the individual efforts and their mental and physical health and help them in hard and stressful situation. It is also the extent of commitment the organization has against its staff (Lino & Lackoinder, 2012, 1). Perceived organizational support is the state of which one feel that the organization considers him as an important, prominent and useful person and needs his/ her services urgently (Pour Soltani and Iraj, 2013, p. 57). The perceived organizational support is the belief of individual about the extent of organizations' effort on contributing them in values and goals of the organization and focusing on their welfare and comfort (Kousha Zadeh, 2015, p26). Such beliefs are often the basis for the inference and conclusion of the staff and form their perception of the organization's commitment to its obligations and responsibilities. Organizational support is the feelings and belief of individuals, generalized in this regard that the organization values its members' cooperation, assistance and support and concerns about their happiness and future (Hariri et. al., 2013, p.398). The perceived organizational support is considered as a special psychological factor preventing the silence of staffs by stimulating altruistic motives and prohibiting the threatening and futile expectations (Morison, 2011). Finally, the theory of organizational support states that staffs forms a general view of the organizational support against themselves and in return for this support, they will pay attention to the goals of the organization and their realization. In other words, when the organization considers the welfare of the staffs, they compensate this attention by more commitment and best operation (Afjeh, 2015, p.27).

### **The importance of organizational support**

In this era in which organizations and workplaces face many challenges and pressures each day and their staffs tolerate a lot of work and buckle with the problems caused by lack of resource, salary and so on, the organizational support can be a good relief for these challenges and pressures (Ebrahimi and Moshabbaki, 2012, p. 12). In this regard, the organizational support is so important that the perceived organizational support is utilized as an important descriptive framework for understanding the relation between the organization and staffs (Shen et. al., 2014). The perceived organizational support increases the expectation of staffs and in turn, the organization is obliged to pay more rewards and benefits for doing more work according to the goals of organization (Pour Soltani & Iraj, 2012, p. 56). Consequently, this cause to staffs increases their operation according to the organizational goals by more presence and activity. In fact, the staffs who received more support from their organization owe themselves to the organization and try to respond to the organization through shaping the positive attitudes and behaviors and supporting the organizational goals (Arshadi et. al.,

2012, p.1). When the staffs have this perception that the organization is concerned about their welfare and support and assist its staff, they consider themselves as a part of their organization, recognize the organization as their own introducer, and feel loyalty and coherence towards the organization (Rasekh & Mozaffari, 2014, p. 46). Finally, it can be said that high level of perceived organizational support among staff indicates they believe the organization supports them in various situations, vindicates their good operation and reward to their efforts. Such a belief leads the staff to respond to the proper behavior of the organization and try to compensate this. This bilateral action leads to more organizational commitment of the staff and their greater involvement in the behaviors that are profitable for the organization (Stinmetz, 2014),

#### **The benefits of organizational support**

More the staff feels they are supported by the organization; equally, their commitment to the organization will increase. One of the effective and useful ways for increasing the organizational commitment is to pay attention to the increased perceived organizational support.

Some effects of organizational support are associated with the areas of job such as job satisfaction. Job satisfaction refers to general positive attitudes and reactions to the job. As much as employees feel they are backed by the organization, their satisfaction and job satisfaction will be increased. Organizational support causes to increase the positive view of staff to their job.

Moreover, the organizational support effects on increasing the occupational commitment and engagement. The latter mean to engage into the work-related interests. More the organization support its staff, they increase the obligation to their job.

The ultimate effect of the perceived organizational support is that increasing the staff perception of organizational support causes, on one hand, to increase the operation and tendency of staff to stay on the organization and on the other hand, cause to decrease the occupational stress and feedback behaviors (such as the tendency to Turnover and turnover). If the staff receives more organizational support, it effects on their operation and cause to increase their operation. Moreover, it increases their tending to stay in the organization. The feeling of being supported by the organization leads to decrease the job stresses, as well as the tendency to Turnover (Sanei, 2015, p. 4).

#### **Occupation in the organization**

Job is one of the three main indicators (income, occupation, education) for determining the social class. In addition to the scientific topics, the job is also considered as one of the main indicators of class in public opinion. Literally, it means to get someone to work and what causes someone's avocation through employment. The person contributes in production and services actively and receives a cash or non-cash reward. Job can also be a summarized indicator for other classified properties, especially for income and education each of which effects on other classified properties such as life style and attitude patterns. Mentally, being unemployment, when the person needs to job, and lack of required sources for a satisfying life, brings mental suffering in addition to material distress. Job is the activities taken place by human as job responsibilities in certain professional environment for living; namely, the activities done by the person in a work unit or an organization are called job. Success in any job or occupation required the person to know how can do his work better or more desirable. Answering this question is possible when the person know the work (Moqaddami Pour, 2008, p. 8).

#### **Job satisfaction**

Human resources are the main resources of any organization. Organizations should effectively utilize their human resources to achieve their goals and overcome to the environmental challenges. One effort the organizations should do in order to keep the human resources is to make staffs satisfied with the job (Yousefi, 2015, p. 46). In fact, nowadays, the most important topics all the organizations deal with in competitive situation is to increase the satisfaction of staffs with the operation of the organization, because it is one of the most important factors for the success of organization in order to achieve the excellence in the business (Banar, 2015, p. 2)

Researchers defined satisfaction from different points. Some defined it based on the kind of mental factor and considered it as a kind of emotional adjustment to the job and its condition. It means the person is satisfied with his job when it provides the desired pleasure for him. Conversely, if the job does not give satisfaction to the person, he begins to reproaching the job and tries to change it. Hapak, the professor of Education in the University of New York, recognizes the job satisfaction a complicated and multidimensional conception and links this concept to the mental, physical and social factors and emphasizes that only one factor doesn't lead to job satisfaction, but a combination of various factors cause the employed person to feel satisfied in a certain moment with his job and enjoy it. Other researchers cite different factors such as the amount of income, the social value of job, the condition of working place and its products as the factors of feeling satisfaction with the job (Pour Kalhor et al., 2012, p.5).

#### **The importance of job satisfaction**

Nowadays, the organizations should be managed in a completely competitive environment, which comes with amazing development. Meanwhile, staffs play an essential role as the internal customers of the organization, they are eager their needs to be met and have full satisfaction with their job. The logic of the organization is that by meeting these needs, the organization will be in a better position to provide services, since meeting the need of staff cause to increase their satisfaction that finally leads to more loyalty of staffs to the organization and enhances the quality of services provided by staffs (Sanei, 2015, p.3). In developed countries, managements are based on the essential needs of staffs and staff's satisfaction with job is the attention to human dignity but it is considered in the increased efficiency and they pay extensive costs for assessing annual changes of job satisfaction in their staffs. Paying such costs by these countries demonstrate that the job satisfaction is a very important issue that, unfortunately, it is not practically considered much in our country (Jamshidian, 2016, p.3).

#### **Dimensions of job satisfaction**

1. The nature of work: it means the characteristics and properties existing in the occupational responsibilities of individuals including the area of work, diversity of work, working place, Supervision style, supportive behavior, working team, team size and the quality of interpersonal communications in the group and desirable working conditions (Farahi et al., 2011, p. 107).
2. Wages and payment: the amount of financial payment the person receive and the degree he consider its salary to be fairly against other's wage.
3. Enhancement opportunity: the opportunity for advancing in the organizational hierarchy.
4. Monitoring and supervision: the way person communicates with his direct supervisor and the capability of the supervisor to provide behavioral supports and technical assistance.
5. Career colleagues: The degree to which the job colleagues are technically efficient and socially sponsor the person (Emranifar, 2012, p. 80).

#### **Consequences of job dissatisfaction:**

Job satisfaction causes to increase the productivity of person, make the person obliged to the organization, guarantee the person's physical and mental health, increases the person's mood since the poor morale in work is very undesirable. Managers are obliged to monitor the signs of poor morale and lack of job satisfaction continually and take the primarily necessary actions. Some indicators of poor morale are as follow:

1. Anxiety: anxiety is a general condition indicating the dissatisfaction of person with his job and may be appeared in various ways. The person may have low tendency to his job, become sleepy and forgetful in the workplace, become careless in the work, may complain from the work conditions, be late at work or absent from work, all of which have negative effect on the mental health of the person (Pour Kalhor et al., 2012, p. 5).
2. Absence from work: absence from work is a phenomenon that decreases the organizational effectiveness and efficiency and increases the costs of work force. The theories of absence from work claim that job satisfaction has an essential role on the staff's decision of being absent from work. Studies show that

staffs with less satisfaction are probably more absent from work. There are two kind of absence: one is involuntary occurring because of disease or other acceptable reasons and unpredicted events, which is inevitable and it is not associated with the job satisfaction. The second is arbitrary, resulting from the dissatisfaction of person with his job (Darvish, 2007, p. 130).

3. Delay in work: delay in work, the same as absence from work, forms this believe that the person is dissatisfied with his job. This indicates that the person doesn't consider his job important and spend more of his time on resting at home. When the person attends at work, he is busy with personal calls and generally tends to waste time. For instance, a student who is late at his class shows that he is dissatisfied with his major or the way of teaching (Pour Kalhor et al., 2012, p 5).
4. Desertion: many theories of desertion acknowledge that job dissatisfaction leads to desertion (Darvish, 2007, p. 131). Staff Desertion leads to interruption in the operation of organization and substituting people is costly and also technically and economically undesirable for the organization. According to Arnold &Feldman, in the organizational units with lower level of job satisfaction, the amount of desertion will be higher. However, desertion may be voluntarily and due to dissatisfaction with the job or may be because of some personal reasons, which are out of manager's control. On the other hand, desertion can be caused by modernization of factories, lack of orders for production, shortage in raw materials and can be generally caused by difficult economic conditions. In such cases, the desertion should be assessed seriously and corrective actions should be taken wherever necessary.
5. Union activity: studies show that the staffs with high job satisfaction do not want to be a member of union and do not look at it as a necessity. Evidences indicate that the main reason of unionism is job dissatisfaction. The activity of unions depends on the degree of job dissatisfaction. The lower the level of job dissatisfaction is, it may only limit to complaints, but if the level of dissatisfaction is higher, it may lead to the strike of staffs (Pour Kalhor et al., 2012, p.6).
6. Early retirement: Smith & Maclan show the relation between job satisfaction and early retirement. Evidences show that staffs who want to retire early, tends to focus their positive attitudes less on their work. On the other hand, the staffs that have higher organizational positions and the challenging work opportunity are less likely to seek early retirement than staffs in lower position (Pourkalhor et al., 2012, p.6).

### **Human resources**

Nowadays, the reputation and greatness of organizations and corporations is not merely due to having more physical or financial assets, but it is because of their human capital and knowledge and skills. Accordingly, the success of any organization can be attributed to utilizing efficient, mighty and knowledge-based human resources and using appropriate indicators in selecting and training them (Fathi, 2014, p.1). As the performance and development of any organization greatly depends on proper use of human resource, because job performance of these resources (human resource) is the most essential issue in any organization and it is one of the variables which has been considered in a lot of developed countries (Qasemi, 2012, p. 42). So, it can be said that efficient human resource is the major indicator of an organization's superiority over other organizations (Vadadi, 2013, p.44). Actually, if the best management and new technologies strategies are utilized in the organization, but the organization has not any proper strategy of human resource, it will never achieve a desirable outcome (T-Daro, 2010). Thus, human resource is the most important capital of organizations and the better this quality of capital, the greater the success, survival and promotion of the organization. Unlike the other organizational resources, the human resource is regarded as the coordinator of the other factors and also it is the main leverage for increasing or decreasing the productivity of organization, so it has a great important and more attention should be paid to it. Actually, the necessary condition for the organization to achieve its goals is to have specialized human resource and staffs that are obliged to their job and organization and are satisfied with doing their responsibilities, as well as having special capabilities and skills. Thus the managers cause to enhance their motivation by empowering the human resource and lead to more and better production and by this way,

both the organization and its staffs and the customers and generally, the whole of community and country are satisfied and profited (Narimousayi, 2012, p.4).

### **Staff retention**

Human resources are the most valuable resource of the organization that the goals of the organization can be achieved by the correct use of them and other components of the organization. These resources have potential abilities which come to real in the organizational environment. Human resources are more involved in maintaining and developing the performance and completing the mission of the organization than other factors and the improvement of quality and productivity depend on the human factors involved in development process of the organization (Kamali, 2014, p.50). Recruitment and retention of human resource is a set of managerial strategies and measures that allows the retention of human resource in the organization. Retention is called to maintain the security, spirit, interest and specialized power of individuals (Mirkamali, 2015, p.10).

### **Turnover**

In today's societies, the organizations are created for specific purposes and in any organization, the human resources, as the most important strategic resource, play an important role in achieving the organizational goals and is considered as the driving force and the most important capital of the organization (Cho & Louis, 2012). In this regard, increasing the competition and developing human resources development practices, organizations try to maintain their talented staffs and empower them to show high performance; however, the organizations are concerned about losing their human resources and to be harmed, because every organization spend a lot for training, educating and preparing their staffs till reach them to the desired productivity and efficiency level, and by losing the valuable staffs, they suffer from losing skills and experiences obtained by efforts over years (Afkhami & Farahi, 2011, p.10). Assertion is also defined as the conscious and planned desire and seeking opportunities and options for a job in another organization (Youcho, 2012). The tendency of turnover refers to the individual mental evaluation of the possibility of staying in or going from the organization in the near future (Zarei, 2014, p.26). Generally, turnover reflexes the interest of staffs in seeking substitute jobs and abandoning the organization and it is considered a logical representative to turnover (Cho & Louis, 2012). Furthermore, turnover is defined as thinking to this mental probability that a person will change his job at a certain period of time, which is one of the main prerequisites for leaving the real job (Hami & Taqavi, 2013, p.11).

### **The importance of turnover**

The organizations which are careless about retention of their staffs will soon face the challenge of human resources shortage and special complexity of recruitment. In this regard, there are different thoughts about the retention of the staffs in their workplace. Some recognize financial motives as a factor that increases the chance of staying in the organization. However, this idea is not much valid today. Studies show that staff retention will not be successful by financial payments on longtime (Abbas Zadeh, 2013, p.59).

The intention of desertion is one of the main predictive factors of real desertion and knowing what factors cause the staff decides to abandon his job is very important for the ability of the organization to maintain the staffs. The best predictor of behavior of a person is to assess its intention of doing that behavior. Studies have also shown a direct relation between predicted desertion and the real desertion of staffs (Dalvi & Ganji, 2013, p.122). Desertion, as an important challenge in all the organizations, is proposed regardless of the organization type, since in any organization the staffs are known as a very important capital and their desertion bear a lot of costs on recruiting substitute staffs and consequently on training, educating and preparing new staffs till the desirable productivity and efficiency stage (Dalvi, 2013, p.121).

Staff desertion inn the organizations is an important phenomenon that lack of attention to the causes and factors of its formation can lead to the loss of valuable human and financial resources. Although major micro and macro factors are involved in staff desertion, generally the most important one is the reaction of individuals to job dissatisfaction (Hami & Taqavi, 2013, p.10). Desertion of key staffs can be regarded harmful in terms of replacement costs and disruptions in work for organizations. The intention of desertion by one of the staff affects

both the organization and other staffs; thus, it is important to think about minimizing the negative effects of desertion on the performance of the organization (Rahman, 2013). Some costs of staff's turnover for the organizations are:

- Costs related to the vacancy: including the costs of exit interview, administrative costs of cutting off wages and resignation, the cost of lost knowledge and skill;
- Costs of recruiting new staffs: including the cost of announcement and post, the cost of recruiting (checking job records, recruitment interview, implementing recruitment tests for examining skills and talents) and the cost of entering a new employee into the organization (Recruitment-Administrative Filing, Issuance of Identity Card);
- The costs of training including the cost of introducing and justifying newly arrived staff, the costs spent on training required skills (booklets, books, tuition of instructor), wages and salaries of the new arrived staff until become ready to work, the cost of hours spent on determining responsibilities and describing the work for new staff.
- The costs of low efficiency: the cost of low efficiency of new employed staff, the cost of possible mistakes by new arrived staff, the cost of completing plans disposed to key staff after their resignation and the cost of decreasing unit efficiency (Alizadeh, 2007, p.74).

#### **Factors effecting on turnover**

**Identity Belongs:** the person with organizational identity considers its organization in response to the question of whom is he. With such an internal dependency suggesting the alignment of individual and organizational goals and values, the person does not tend to abandon his organization. As the organization has become a part of his self-concept. Some research also suggests that organizational identity may predict the lack of tendency to desertion (Sam & Genanakan, 2010).

Staffs with organizational identity try to focus on the strength and positive points of the organization and look at the bright side due to considering the organization as their reason of existence. They are more satisfied with their job because of adopting individual identity with their organizational identity and know their desirable situation and occupational development in realizing the goals and expectations of the organization (Kousha Zadeh & Aziz Abadi, 2014, p.27).

- **Workplace:** staff perception of the workplace (job security, trust in management) effects on staff turnover (Macnab et al. 2009). In this regard, several studies have indicated that different aspects of workplace are associated with the intention of turnover among staff. Researchers have also found that the characteristic of workplace predict the job satisfaction and job satisfaction predicts the intention of turnover (Nisi, 2011, p.41). Meanwhile mental pressures from the workplace have also a significant relation to tendency to turnover of staff. Role ambiguity and role conflict are among the most studied factors and researchers state that increasing the ambiguity and conflict of role, staff tends to seek for other jobs due to dissatisfaction with the job and mental discomforts and tensions from the work and abandon their job, if it is possible. Recurring role is also another factor effecting on the intention of abandoning the job. According to finding, diverse and challenging jobs are more satisfying than more simple and common jobs and potentially, they can motives staff to better operation. In contrast, jobs with recurring roles cause staff to be motiveless and be driven to successive absences and tending to turnover (Alizadeh, 2007, p.76).

- **Salary & benefits:** After the organization recruits the suitable applicants, salary management system must retain empowered and expert and ingenious individuals. Many factors may cause desertion of staff from the organization, but the most important reason for desertion is improper compensation system. In order to pay fair salary, the organization should evaluate various organizational occupations and also pay fair wages and salary with respect to the type of duties and its complexity as well as the required conditions. In addition, the organization should design jobs in such a way as to provide employees with opportunities for growth and development (Kameli et al. 2011, p.50).

On the one hand, staffs expect their performance have a direct association with the rewards they receive. Rewards could be financial service compensation, Promotion, Non-Financial Services, and so on. If staffs perceive that hard working and excellent performance is considered, they expect this relation is shown practically. In this case, they will have high performance. If the relation between the performance and reward is poor, staffs deal with the work so that they can only keep their jobs (Kameli et al. 2011, p.50).

So it can be said that determining the wages the organization should pay their staff is one of the most important aspects of human resource management; as, initially the reward system (part of which is formed by salary and wages) has an important effect on recruitment of staffs and motivating them. Secondly, the payment to staffs is the heaviest cost that every organization should experience to advance and perform their goals. So, a well-designed wages and salary system and its implementing is correct based on policies and guidelines, will have an important role in economic health of the organization and also proper and effective utilizing of the staffs available in the organization (Vafayi Nejad, 2013, p.11).

- **job satisfaction:** the relation between turnover and job satisfaction in some concepts is studied widely and most research concluded that there is negative relationship between job satisfaction and turnover and it is more likely the staff with low job satisfaction to leave their job, since job dissatisfaction can lead to burnout and force the staffs to abandon their job. However, job satisfaction seems to express just a very small percentage of variance of tendency to abandoning the job. While, some studies consider more specific aspects of job satisfaction (satisfaction with wages, supervision and the nature of work) as effective factors in abandoning a job. In this regard, Haton & Emerson (1998) believe that Supervisors play a very important role in tendency to turnover and actually it is their behavior that determine staffs to stay in the organization or leave it; this means that the other factors related to turnover play a weaker more role (Alizadeh, 2007, p.76).

- **Work conditions:** it means to develop physically secure working condition and also reasonable working time. This condition is very important in workplace and there is no doubt it is as effective as the real ability of individuals to do works. So, among factors effecting on the behavior of staffs, physical condition of workplace is the most important one. No doubt the condition the persons try to work effects on the speed of their efforts. Also, work place should decrease the effect of pollution that can have a reverse effect on the physical and mental status of staffs in the workplace (Kameli et al. 2011, p.50).

### **Research hypotheses**

#### **A) The main hypothesis**

- There is a meaningful relation between organizational support and the job satisfaction with the intention of desertion of staffs in Islamic Azad University of Sari.
- There is a meaningful relation between organizational supports and the intention of desertion of staffs in Azad University of Sari.
- There is a meaningful relation between job satisfaction and the intention of desertion of staffs in Azad University of Sari.
- There is a meaningful relation between satisfaction with the work and the intention of desertion of staffs in Azad University of Sari.
- There is a meaningful relation between satisfaction with the administrator and the intention of desertion of staffs in Azad University of Sari.
- There is a meaningful relation between satisfaction with the colleague and the intention of desertion of staffs in Azad University of Sari.
- There is a meaningful relation between satisfaction with the promotion and the intention of desertion of staffs in Azad University of Sari.
- There is a meaningful relation between satisfaction with the payment and the intention of desertion of staffs in Azad University of Sari.

### **Methods**



The present study is an applied research in terms of objective, and in terms of methodology it is a descriptive-correlation study.

The field method was used to collect data and for this purpose standard questionnaire of organizational support by Isenberg et al, and the questionnaire of job satisfaction – the questionnaire of turnover were used. The population includes 267 staffs of Islamic Azad University of Sari serving in 2016. Considering to the required sample size, 159 questionnaires were distributed in the population and the data has been analyzed by SPSS software. The simple random sampling method has been used in this research. A pre-test was conducted to measure the reliability of questionnaire. First, 30 questionnaires were distributed in the population and then collected and after inserting the data, the reliability coefficient (Cronbach's alpha) was calculated. The coefficient for the questionnaire of organizational support, the questionnaire of job satisfaction and the questionnaire of turnover was determined 819, 822 and 80, respectively. Given the calculated alpha is greater than 0.7, so it can be said the reliability of the questionnaire is acceptable.

## Research findings

### Descriptive findings

In this sub-section, we use descriptive statistics to assess the characteristics of population.

Statistics description: the major of subject has been men (69.2); the age of subjects range from 31 to 45; the subjects have bachelor degree (46.5); the job record of subjects are mostly ranged from 11 to 20 years; the major of subjects (51) are employed in contract.

### Inferential Findings

The main hypothesis

A- There is a meaningful relation between organizational support and the job satisfaction with the intention of desertion of staffs in Islamic Azad University of Sari.

There is no relation between organizational supports and the intention of desertion of staffs in Azad University of Sari.  $H_0: P=0$

There is a relation between organizational supports and the intention of desertion of staffs in Azad University of Sari.  $H_1: P \neq 0$

**Table1: statistical analysis of the main research hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level ( $\alpha$ )
Organizational support The intention of desertion	159	- 0.203	157	0.087	0.010	0.05
Job satisfaction The intention of desertion	159	- 0.589	157	0.087	0.00	0.05

As, the correlation coefficient calculated for the relation between organizational support and the intention of desertion ( $r_p = 0.0203$ ) with the df of 157 and in confidence level of 95% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between organizational support with the intention of desertion of staffs in Islamic Azad University of Sari. In addition, the correlation coefficient calculated for the relation between job satisfaction and the intention of desertion ( $r = 0.589$ ) with df of 157 and at confidence level of 97% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between job satisfaction with the intention of desertion of staffs in Islamic Azad University of Sari. Given the inverse and negative relationship between these two variables, it can be concluded that: increasing the organizational support and

job satisfaction, the intention of desertion is decreased, and conversely, reducing organizational support and job satisfaction, turnover intention of employees is also increased.

In order to process the effect, regression model fitness has been analyzed which is described below.

**Regression model fitness**

We develop the fitness model after checking the indicators of model adequacy indicators presenting in the following table in order to assess and provide the model of relation of organizational support and job satisfaction with the intention of desertion.

**Table 2: The coefficient of determination and corrected coefficient of determination**

R	R <sup>2</sup>	Corrected R	Standard deviation	Watson Camera
.593a	.351	.352	2.54	1.660

The regression equation above is carried out simultaneously. As it can be seen from table (11-4), the total correlation between research variables is equal to 0.59, indicating the mean correlation between the variables. In addition, the corrected coefficient of determination is equal to R<sup>2</sup>= 0.352. This means that the organizational support and job satisfaction can describe the intention of desertion of employees by 35.2%. Considering to that the statistical value of Watson camera is greater than the standard value of 1.5, so we conclude the independency of residuals. Given the indicators, the model has the required adequacy.

In the following table, the significance of regression has been calculated by F test.

**Table 3: F test of the regression significance of the organizational support and job satisfaction with the intention of desertion**

Coefficients	Sum of squares	df	The average	F	Significance level
Regression	3973.870	2	1986.935	307.946	.000a
Residuals	1006.546	156	6.452		
Total	4980.415	158			

Analyzing the variance (table 3) has also showed the significance of regression and the linear relation between variables, confirming its significance. Variance analysis show that F value is equal to 307.946 with the significance level (0.000) it can be said that probably more than 95% confidence, there is a significant difference between independent variable (organizational support and job satisfaction) and dependent variable (the intention of desertion). So, it can be claimed that regression equations are significant or in other word, we are allowed to use regression equations.

**Table 4: regression coefficients of dependent variables with the intention of desertion**

Variable	title	Unstandardized coefficients		Standard coefficients	T	Significance level
		B	Standard error	Beta		
A	Constant	124.403	4.126		30.152	.000
X <sub>1</sub>	Job satisfaction	-.424	.018	-.878	-24.171	.000
X <sub>2</sub>	Organizational support	-.108	.047	-.083	-2.290	.023

As table 4 show, the variables of organizational support and job satisfaction are remained in the regression model to express a part of the intention of desertion. Accordingly, the above linear regression can predict the intention of desertion by 35.2 % and the remains 8/64.5% are predicted by other variables out of the research subject. It can also be said that changing a unit of each independent variable, the dependent variable will change the same as Beta coefficient. As a result, given the Beta coefficient, job satisfaction (0.878) has the greater effect and organizational support has the less effect on expressing the intention of desertion. Regression equation can be calculated by using the column of unstandardized coefficients as the following:

$$Y = a + b_1x_1 + b_2x_2$$

The staffs' intention of desertion = 124.403- 0.424 (job satisfaction) – 0.0108 (organizational support)

**The first specific hypothesis**

There is a significant relation between organizational supports with the intention of desertion of staffs in Islamic Azad University of Sari.

There is no relation between organizational supports with the intention of desertion. H0: P=0

There is relation between organizational supports with the intention of desertion. H1: P≠0

**Table 5: statistical analysis of the third specific hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level (α)
Organizational support The intention of desertion	159	- 0.203	157	0.087	0.010	0.05

As the calculated correlation coefficient (r= - 0.203) with the df of 157 and at confidence level of 95% (α = 5%) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between organizational supports with the intention of desertion of staffs in Islamic Azad University of Sari. Given to this diverse and negative relation between these two variables, it can be concluded that increasing the organizational supports, the intention of desertion will decrease and conversely, by decreasing the organizational supports, the intention of desertion will increase.

In order to assess the effect, the regression model fitness has been analyzed which is described below.

**Regression model fitness**

We develop the fitness model in order for checking and developing the relation model of organizational support with the intention of desertion after checking the indicators of model adequacy presenting in the following table.

**Table 6: The coefficient of determination and corrected coefficient of determination**

R	R <sup>2</sup>	Corrected R	Standard deviation	Watson Camera
.203a	.041	.035	5.52	1.577

The regression equation above is carried out simultaneously. As it can be seen from table (4-15), the total correlation between research variables is equal to 0.203, indicating a poor correlation between the variables. In addition, the corrected coefficient of determination is equal to R<sup>2</sup>= 0.035. This means that the organizational support can describe the intention of desertion of employees by 3.5%. Considering that the statistical value of Watson camera is greater than the standard value of 1.5, so we conclude the residuals are independence. Given the indicators, the model has the required adequacy.

In the following table, the significance of regression has been calculated by F test.

**Table 7: F test of the regression significance of the relation between organizational support and the intention of desertion**

Coefficients	Sum of squares	df	The average	F	Significance level
Regression	204.373	1	204.373	6.718	.010a
Residuals	4776.042	157	30.421		
Total	4980.415	158			

Analyzing the variance (table 4-17) has also showed the significance of regression and the linear relation between variables, confirming its significance. Variance analysis show that F value is equal to 6.718 with the significance level (0.010) it can be said that probably more than 95% confidence, there is a significant difference between independent variable (organizational support) and dependent variable (the intention of desertion). So,

it can be claimed that regression equations are significant or in other word, we are allowed to use regression equations.

**Table 8: regression coefficients of independent variables with the intention of desertion**

Variable	title	Unstandardized coefficients		Standard coefficients	T	Significance level
		B	Standard error	Beta		
a	Constant	33.099	3.603		9.187	.000
X <sub>1</sub>	Organizational support	-.263	.101	-.203	-2.592	.010

As it can be seen from table 8, the variables of organizational support is remained in the regression model to express a part of the intention of desertion. Accordingly, the above linear regression can predict the intention of desertion by 3.5 % and the remaining 8/64.5% are predicted by other variables out of the research subject. Given the Beta coefficient, changing a unit of organizational support, 0.203 unit of standard deviation of the scores of intention of desertion will change. Regression equation can be calculated by using the column of unstandardized coefficients as the following:

$$Y = a + b1x1$$

The staffs' intention of desertion = 33.09 – 0.263 (organizational support)

**The second specific hypothesis:**

There is a significant relation between job satisfaction and the intention of desertion of staff in Islamic Azad University of Sari.

There is no relation between job satisfaction and the intention of desertion of staff. H<sub>0</sub>: P=0

There is relation between job satisfaction and the intention of desertion of staff. H<sub>1</sub>: p≠0

**Table 9: statistical analysis of the second specific hypothesis**

Variables	Statistical indicators	N	r m	df	r	Sig	Error level (α)
Job satisfaction	The intention of desertion	159	- 0.589	157	0.087	0.000	0.05

As the calculated correlation coefficient (r = - 0.589) with the df of 157 and at confidence level of 95% (α = 5%) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between job satisfaction with the intention of desertion of staffs in Islamic Azad University of Sari. Given to this diverse and negative relation between these two variables, it can be concluded that increasing the job satisfaction, the intention of desertion will decrease and conversely, by decreasing the job satisfaction, the intention of desertion will increase.

In order to assess the effect, the regression model fitness has been analyzed which is described below.

**Regression model fitness**

We develop the fitness model in order for checking and developing the relation model of job satisfaction with the intention of desertion after checking the indicators of model adequacy, presenting in the following table.

**Table 10: The coefficient of determination and corrected coefficient of determination**

R	R <sup>2</sup>	Corrected R	Standard deviation	Watson Camera
.513	.263	.261	2.32	1.503

The regression equation above is carried out simultaneously. As it can be seen from table (4-2), the total correlation between research variables is equal to 0.513, indicating a mean correlation between the variables.

In addition, the corrected coefficient of determination is equal to  $R^2 = 0.261$ . This means that the organizational support can describe the intention of desertion of employees by 26.1%. Considering that the statistical value of Watson camera is greater than the standard value of 1.5, so we conclude the residuals are independent. Given the indicators, the model has the required adequacy.

In the following table, the significance of regression has been calculated by F test.

**Table 11: F test of the regression significance of the relation between job satisfaction and the intention of desertion**

Coefficients	Sum of squares	df	The average	F	Significance level
Regression	4153.373	5	83.675	153.672	.000a
Residuals	827.042	153	5.406		
Total	4980.415	158			

Analyzing the variance (table 11) has also showed the significance of regression and the linear relation between variables, confirming its significance. Variance analysis show that F value is equal to 153.67 with the significance level (0.000) and it can be said that probably more than 95% confidence, there is a significant difference between independent variable (job satisfaction) and dependent variable (the intention of desertion). So, it can be claimed that regression equations are significant or in other word, we are allowed to use regression equations.

**Table 12: regression coefficients of independent variables with the intention of desertion**

Variable	title	Unstandardized coefficients		Standard coefficients	T	Significance level
		B	Standard error	Beta		
a	Constant	143.099	5.363		26.685	.000
X <sub>1</sub>	job	-.429	.070	-.409	-6.130	.000
X <sub>2</sub>	Supervisor	-.654	.077	-.344	-8.528	.000
X <sub>3</sub>	Colleague	-1.078	.155	-.264	-6.955	.000
X <sub>4</sub>	Promotion	-.681	.121	-.281	-7.688	.000
X <sub>5</sub>	Payment	-.649	.087	-.293	-7.434	.000

As it can be seen from table 12, the variables of job satisfaction are remained in the regression model to express a part of the intention of desertion. Accordingly, the above linear regression can predict the intention of desertion by 36 % and the remaining 74% are predicted by other variables out of the research subject. It can be also said that changing a unit of independent variable, the dependent variable will change as amount of Beta coefficient. As a result, given the beta coefficient, job satisfaction (0.409) has the greatest effect and satisfaction with colleague (0.264) has the less effect on expressing the intention of desertion. Regression equation can be calculated by using the column of unstandardized coefficients as the following:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5$$

The staffs' intention of desertion = 143.09 – 0.429 (work) – 0.654 (supervisor) – 1.078 (colleague) – 0.681 (promotion) – 0.649 (payment)

**The third specific hypothesis**

There is a significant relation between job satisfactions with the intention of desertion of staffs in Islamic Azad University of Sari.

There is no relation between job satisfactions with the intention of desertion. H<sub>0</sub>: P=0

There is relation between job satisfactions with the intention of desertion. H<sub>1</sub>: P≠0

**Table 13: statistical analysis of the thirs research hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level (α)
Job satisfaction The intention of desertion	159	- 0.589	157	0.087	0.000	0.05

As the calculated correlation coefficient ( $r = - 0.547$ ) with the df of 157 and at confidence level of 95% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between job satisfaction with the intention of desertion of staffs in Islamic Azad University of Sari. Given to this diverse and negative relation between these two variables, it can be concluded that increasing the satisfaction with the job, the intention of desertion will decrease and conversely, by decreasing the satisfaction with the job, the intention of desertion will increase.

**The fourth specific hypothesis**

There is a significant relation between the satisfaction with supervisor and the intention of desertion by staffs in Islamic Azad University of Sari.

There is no relation between the satisfaction with supervisor and the intention of desertion by staffs.  $H_0: P=0$   
 There is relation between the satisfaction with supervisor and the intention of desertion by staffs.  $H_1: P\neq 0$

**Table 14: statistical analysis of the fourth research hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level (α)
Satisfaction with the supervisor The intention of desertion	159	- 0.490	157	0.087	0.000	0.05

As the calculated correlation coefficient ( $r = - 0.547$ ) with the df of 157 and at confidence level of 95% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between satisfaction with supervisor and the intention of desertion of staffs in Islamic Azad University of Sari. Given to the diverse and negative relation between these two variables, it can be concluded that by increasing the satisfaction with supervisor, the intention of desertion will decrease and conversely, by decreasing the satisfaction with the supervisor, the intention of desertion will increase.

**The fifth specific hypothesis**

There is a significant relation between the satisfaction with colleague and the intention of desertion by staffs in Islamic Azad University of Sari.

There is no relation between the satisfaction with colleague and the intention of desertion by staffs.  $H_0: P=0$   
 There is relation between the satisfaction with colleague and the intention of desertion by staffs.  $H_1: P\neq 0$

**Table 15: statistical analysis of the fifth research hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level (α)
Satisfaction with the colleague The intention of desertion	159	- 0.360	157	0.087	0.000	0.05

As the calculated correlation coefficient ( $r = - 0.547$ ) with the df of 157 and at confidence level of 95% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between satisfaction with colleague and the intention of desertion of staffs in Islamic Azad University of Sari. Given to the diverse and negative relation between these two variables, it can be

concluded that by increasing the satisfaction with colleague, the intention of desertion will decrease and conversely, by decreasing the satisfaction with the colleague, the intention of desertion will increase.

**The sixth specific hypothesis**

There is a significant relation between the satisfaction with promotion and the intention of desertion by staffs in Islamic Azad University of Sari.

There is relation between the satisfaction with promotion and the intention of desertion by staffs. H1: P≠0

There is no relation between the satisfaction with promotion and the intention of desertion by staffs. H0: P=0

**Table 16: statistical analysis of the sixth research hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level (α)
Satisfaction with the colleague The intention of desertion	159	- 0.528	157	0.087	0.000	0.05

As the calculated correlation coefficient ( $r = - 0.547$ ) with the df of 157 and at confidence level of 95% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between satisfaction with promotion and the intention of desertion of staffs in Islamic Azad University of Sari. Given to the diverse and negative relation between these two variables, it can be concluded that by increasing the satisfaction with promotion, the intention of desertion will decrease and conversely, by decreasing the satisfaction with the promotion, the intention of desertion will increase.

**The seventh specific hypothesis**

There is a significant relation between the satisfaction with payment and the intention of desertion by staffs in Islamic Azad University of Sari.

There is relation between the satisfaction with payment and the intention of desertion by staffs. H1: P≠0

There is no relation between the satisfaction with payment and the intention of desertion by staffs. H0: P=0

**Table 17: statistical analysis of the seventh research hypothesis**

Statistical indicators variables	N	r m	df	r	Sig	Error level (α)
Satisfaction with the colleague The intention of desertion	159	- 0.565	157	0.087	0.000	0.05

As the calculated correlation coefficient ( $r = - 0.547$ ) with the df of 157 and at confidence level of 95% ( $\alpha = 5\%$ ) is greater than the correlation coefficient of Critical Table (0.087), so the null hypothesis is rejected and the research hypothesis is confirmed. we conclude that statistically this relationship is meaningful, namely, there is a meaningful relation between satisfaction with payment and the intention of desertion of staffs in Islamic Azad University of Sari. Given to the diverse and negative relation between these two variables, it can be concluded that by increasing the satisfaction with payment, the intention of desertion will decrease and conversely, by decreasing the satisfaction with the payment, the intention of desertion will increase.

**Discussion and Conclusion**

- There is significant relation between organizational support and the intention of desertion of staffs of Islamic Azad University of Sari.

There is relation between organizational support and the intention of desertion of staffs and this relation is diverse. This means that increasing the organizational support, the intention of desertion will decrease and conversely, decreasing the organizational support, the intention of desertion will increase. In fact, a unit increase in organizational support causes to a unit decrease in the intention of desertion. In explaining this, it must be said that nowadays, manpower is the most important capital of an organization and must be fully

supported by their organization, since the organizational support cause to increase the sense of worth and dignity of staff. In such circumstances, staff feel they are effective for the organization and with a sense of belong to the organization, they consider themselves a partner in the future and the fate of the organization. In this way, staff doesn't feel indifferent to the organization's affairs. In fact, if staff feels the organization pays attention to them, acts in line with their interest, values their work, don't ignore their positive operation and summerly staffs are supported by the organization, they trust in the organization, feel belonging and attachment, remain loyal to the goals of the organization and their internal motivation is increased for further work. This leads to increasing the efficiency and productivity of organization. Accordingly, it can be acknowledged the staff's perception of the supports they receive from the organization effect on their loyalty to the organization and consequently decreased tending to turnover.

The results of this research are consistent with the Hashemi (2015) and Arizi (2011).

- it is recommended that University administrators give the required freedom for doing tasks to their staff, and also provide the ground for their talents and welcome to their creativity and innovation, in fact, they should provide opportunities for the capabilities of staff, so they enjoy doing it in the way they know right and feel better of ding it.
- one of the expectation of staff from the organization is that the organization pay attention to their problems and support them. Thus, it is suggested that the organization care about the mental and physical health of staff, further support and protect them in times of crisis and difficulty by strategies such as lending, vacations, rest, etc. to the staff suffering from physical and mental problems.
- considering to the importance of organizational support and the results from this research, it is recommended to the directors and planners of the organization start to develop new human resources management policies such as rewards, promotion, and job security, training, job autonomy and son on.
- There is significant relation between job satisfaction and the intention of desertion of staff in Islamic Azad University of Sari.

There is relation between job satisfaction and the intention of desertion of staffs and this relation is diverse and negative. This means that increasing the job satisfaction, the intention of desertion will decrease and conversely, decreasing the job satisfaction, the intention of desertion will increase. In fact, a unit of increase in job satisfaction leads to a unit of decrease in the intention of desertion of staff. Conversely, decreased job satisfaction leads to increase the intention of desertion of staff. This represent that job satisfaction not only lead to increase the efficiency and individual satisfaction, but also consequently provide a positive and practical attitude of commitment to the organization or organizational commitment which includes a firm belief in the organization and its goals, an attempt to advance the organization and desire to join and stay in it. So, job satisfaction can leads to more loyalty of staff to the organization and their reluctance to leave the organization. The result of this study is consistent with Esmail Zadeh et al. (2014), Ahmadi et al. (2012), Rizaqi & Reidwan (2015) and Omer et al. (2012).

- Considering to the importance of appreciating the staff, it is recommended that the directors of organization materially or spiritually encourage the staff who had good operation or presented suitable suggestions for promoting the performance of the organization, or materially and spiritually motivate the staffs who had better operation by holding periodic conferences or even by promotion.
- It is recommended that directors provide conditions in work for staff to form work ethic in them and enable them to work with a sense of responsibility. This leads to that they don't do thing because of being forced by managers. Finally, this causes to their satisfaction with their job.
- There is significant relation between the satisfaction with the work and the intention of desertion of staff in Islamic Azad University of Sari.
- considering to the negative and diverse relation between the satisfaction with the work and the intention of desertion, this recommended in this research that to provide all the conditions leading to increase the satisfaction with the kind of work by making it enjoyable, giving freedom to act and



enhancing the power of creativity in order to make jobs more attractive and increase the satisfaction through job enrichment and development.

- given to that if the staff of each organization had not suitable security in their job and see their job and position in danger every moment, their satisfaction will decrease and if they have job satisfaction, they try to work more and finally their satisfaction with their job will increase.
- Some measures should be taken in order to increase and improve the lateral benefits for staffs such as providing travel and recreation tours and preparing welfare and tourism facilities for the staffs and their family and so on. The use of cash and non-cash benefits such as grocery and clothing and housing should also be considered to cause satisfaction of staffs with their job.
- There is significant relation between the satisfaction with the job and the intention of desertion of staff in Islamic Azad University of Sari.

There is relation between satisfaction with the work and the intention of desertion of staffs and this relation is diverse and negative. This means that increasing the satisfaction with the work, the intention of desertion will decrease and conversely, decreasing the satisfaction with the work, the intention of desertion will increase. In this regard, it can be said that if the staffs feel they are working harder than others but receive less rewards, they will probably have negative attitudes to the job, boss and colleagues. On the other hand, if they feel they are treated well and payments are fair, they will have more positive attitudes toward their job. Thus, when the staffs feel they do useful work for the organization and can have creativity on it and the task they must do is clear to them, they do it with more interest. Meanwhile, job is enjoyable for staffs when it is appropriate to their capabilities, cheering, respectful, without risk and so on and also this features must be alongside with security and job autonomy to staffs be satisfied with the work they do in the organization. More they are satisfied, more the interest and commitment they will have to the organization and the turnover will decrease. These results are in consistent with Amin Rashti & Kiani (2012) and Mohammad Isa (2013) and Zhang & Fang (2011).

- considering to the findings of the present study on the satisfaction with the supervisor and its relation with the intention of desertion, it can be concluded that job satisfaction, as an important attitude towards job, can affect the intention of desertion negatively and diversely. That's why the managers and administrators studied in this research are recommended to use proper management practices for promoting the job satisfaction in order to improve the quality level of organizational commitment of staffs.
- Given that if the supervisor values the good operation, give special attention to its staffs, provide the possibility of receiving feedback and listen to the beliefs of its staffs, the satisfaction with the supervisor is increased. In this regard, it is necessary to hold suitable training courses for managers to become familiar with the proper management and supervisory practices and utilize them in communicating with the staffs.
- There is significant relation between the satisfaction with the supervisory and the intention of desertion of staff in Islamic Azad University of Sari.

There is significant relation with the satisfaction with the supervisor and the intention of desertion. This relation is negative and diverse. This means that by increasing the satisfaction with the supervisor, the intention of desertion is decreased, and conversely by decreasing the satisfaction with the supervisor, the intention of desertion is increased. In this regard, it can be said that, nowadays, managers as the main decision makers in dealing with organizational issues and problems, play an important and determining role in the success or even the failure of organization and according to Drucker (1978) manager is the vital member of the organization. However, it must be said that staffs need managers in the organization who have the skills of human, ethical and behavioral relationships, in addition to having strong management skills. Actually, when staffs have a friendly feeling to their manager and see him a competent and intelligent manager with high management skills and are satisfied with that the manager try to solve the problems of the organization and the staffs, in the same way, staffs also increase their efforts to express their satisfaction and their efforts lead

to improve the performance of organization. Thus, staffs see themselves committed to the organization and the manager and try more, and conversely, if staffs are not satisfied with their managers, naturally, they don't devote themselves to the organization and absence of staffs and turnover are occurred in the organization.

These results are consistent with Amin Rashti & Kiani (2012), Mohammad Isa (2013) and Zhang & Feng (2011).

- given that, according to the results, there is negative and diverse relation between the satisfaction with colleagues and the intention of desertion, so the administrators should provide a favorable atmosphere for activity of the organization's staff and the required condition for increasing the sense of cooperation, friendship and mutual acceptance by creating motivation and good working relationships between colleagues and strengthening the level of loyalty and honesty of colleagues towards each other.
- There is significant relation between the satisfaction with promotion and the intention of desertion of staff in Islamic Azad University of Sari.
- considering to that there is a negative and diverse relation between the satisfaction with promotion and the intention of desertion, so administrators are recommended to take the necessary action on providing equal opportunities in the organization, a regular, systematic and continuous system of promotion, on the basis of capabilities and competencies of staff.
- Job promotion should be reevaluated to be taken with respect to the education degree and individuals competency and be fair. It must try to create a situation where staffs seek to promotion and achieving higher degree and thereby expand their activities and scope of work.
- There is a significance relation between the satisfaction with the colleagues and the intention of desertion of staff in Islamic Azad University of Sari.

There is significant relation between the satisfaction with the colleagues and the intention of desertion and this relation is negative and diverse. This means that increasing the satisfaction with the colleague, the intention of desertion is decreased, and conversely, by decreasing the satisfaction with the colleague, the intention of desertion is increased. In this regard, it can be said most researchers recognize the relation with colleagues as the most important factor in determining the satisfaction and dissatisfaction with job. Maslow believes that most people enjoy the sense of belonging, attachment and loving and this is the internal need of everyone who is a part of a group because it gives him the opportunity to establish significant relationships with others and receive support from others or support them. In fact, staffs are expected to cooperate in the working place and atmosphere with people that assist them in works and also have a good social behavior. When staffs are working in a place with loyal and committed colleagues to the organization, with friendly behavior which focus on cooperation, it causes each staff try to follow and participate in work to progress the goals of the organization according to the existing positive atmosphere, and conversely when staffs are working in a place without friendly behavior and collaborative atmosphere they try to transfer affairs to other staffs, which finally decrease the performance and effectiveness of the organization and abandoning the job.

The results are consistent with Amin Rshti & Kiani (2012), Mohammad Isa (2013) and Zhang & Feng (2011).

- There is significant relation between promotion and the intention of desertion of staff in Islamic Azad University of Sari.

There is significant relation between promotion and the intention of desertion which is negative and diverse. This means that increasing the satisfaction with promotion, the intention of desertion is decreased and conversely, decreasing the satisfaction with promotion, the intention of desertion is increased.

In this regard, it can be said that usually the possibility of progress and promotion receive very high rating among the important factors for job satisfaction. Satisfaction with promotions measures the satisfaction of staffs with the policy of giving promotion and how these policies are implemented in the organization. Satisfaction can be considered as an action of the abundance, the importance of promotions and their desirability. Generally, as a person is recruited in the organization, the advancement and promotion is usually converted to very strong motivating encouragement. So promotion in job is an effective factor on the organization for satisfaction or dissatisfaction with the organization because staffs expect to receive a special attention to their promotion in

the organization they are working. Meanwhile this path should be fair, based on the ability and regularity and continuity for staffs to have the adequate motivation for continuing work in the organization. Thus, staffs work with more satisfaction and motivation in the organization when giving importance to the job promotion is emphasized. While satisfaction with the organization is favorable, equally staffs make themselves responsible in order to more promotion in job and try harder, and conversely, dissatisfaction with the promotion and injustice in this area leads to decreased job motivation and finally to take action to abandon the job. The results from this study are consistent with Amin Rshti & Kiani (2012), Mohammad Isa (2013) and Zhang & Feng (2011).

- There is significant relation between the satisfaction with payments and the intention of desertion in the staffs of Islamic Azad University of Sari.

There is significant relation between the satisfaction with payments and the intention of desertion in the staffs. This relation is negative and diverse. This means that increasing the satisfaction with payment, the intention of desertion is decreased, and conversely, the decreasing the satisfaction with payment, the intention of desertion is increased. In this regard, it should be said that the payment is the most important condition of job for almost all the occupation groups. Though there are fewer evidences about it. The results of some studies indicate that the wage is not considered as the main factor of job satisfaction by some staffs. Meanwhile, money has different meaning for various groups. This factor is most likely important for people who are not able to get satisfied with their job by any other way. According to Hersberg, wage is a hygiene factor that if it is low, can leads to dissatisfaction but if it is high doesn't lead to job satisfaction. Furthermore, wage and salary can be a model for development and a source of cognition and perception because staffs regard their wage as the ability to do works for their participating in the organization. Accordingly, when the staffs are not satisfied with their wage, they refuse to work or try to escape from doing their duties. Meanwhile, in this condition staffs do not pay attention to the organization and do not try to improve the existing situation. Moreover, increased dissatisfaction in this area can lead to decreased commitment and turnover. Thus, the organization should pay salaries and benefits proportionate to the work of employees in order to maintain staffs and increase their commitment to the work and the organization. While the proportion of payment and the hours of overtime should be considered in the payment of overtime. The results are consistent with Amin Rshti & Kiani (2012), Mohammad Isa (2013) and Zhang & Feng (2011).

- it is suggested that directors of the university provide the ground for staffs to receive wage in terms of hardship of work and performed activities by planning and coordinating with relevant organizations through which staffs who work harder than others, get higher wages. This cause to other staffs increases their activity for receiving more wages.

#### **Recommendations for future research**

- It is recommended to take place this research in a larger population such as Islamic Azad Universities of Mazandaran.
- Considering to the results from this research, it is recommended to evaluate this study in other organizations and universities and compare their results with the results of this study.
- It is recommended to carry out this research in a comparative form between managers and staffs and to compare the results obtained with the results of this study to evaluate the similarities and differences.
- It is recommended to evaluate the effect of other variables such as leadership styles, manager's skills etc. on job satisfaction.
- It is recommended to evaluate the factors effecting on the improvement of job satisfaction of staffs by using the comments of experts through practices such as AHP and ANP.

Therefore, based on the results of the present research, the following suggestions were presented:

- Assessing the effect of other organizational features such as controlling systems of the organization and personal features on the organizational silence.
- Measuring the relation of organizational silence and the organizational effectiveness based on Parsons Model (AGIL) in future research.
- Qualitative studies on organizational silence by future researchers, since the common literature in this field, are merely based on research carried out in the abroad.
- Assessing and studying the phenomenon of organizational silence and its creating factors considering to the organizational culture and the value system governing on the organizations of the country and given the environmental, contextual and Behavioral Conditions (Three-Branch Model) in administrative organizations of Iran, and to make the common researches in this field available as localized for the managers of organizations.
- Using qualitative research methods such as Grounded Theory and Phenomenological studies in future research to deeply study and check the factors creating and promoting it from the view point of staffs

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