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The impact of organizational justice on job satisfaction, organizational commitment and trust

Fatemeh Onagh[1]

[1]Department of Management, University of Zanjan, Zanjan, Iran
onagh@znu.ac.ir

Hossein Azimi[2]

[2]Department of Management, University of Zanjan, Zanjan, Iran
h.azimi@znu.ac.ir

Abstract

Current research tries to examine how the aspects of organizational justice and dimensions of its subset affect job satisfaction, organizational commitment, and organizational trust. Current research is descriptive in terms of data and it is survey research. Standard questionnaires were distributed randomly among 40 statistical samples. Data analysis with SPSS software showed that the distribution of data is normal. The Pearson correlation test was used for determining the relationship of variables. Results showed that all hypotheses of research are supported and there is a positive and significant relationship between organizational justice and job satisfaction, organizational commitment, and organizational trust.

Keywords: justice, job, satisfaction, commitment, trust.

El impacto de la justicia organizacional en la satisfacción laboral, el compromiso organizacional y la confianza

Resumen

La investigación actual trata de examinar cómo los aspectos de la justicia organizacional y las dimensiones de su subconjunto afectan la satisfacción laboral, el compromiso organizacional y la confianza organizacional. La investigación actual es descriptiva en términos de datos y es investigación de encuestas. Los cuestionarios estándar se distribuyeron al azar entre 40 muestras estadísticas. El análisis de datos con el software SPSS mostró que la distribución de datos es normal. La prueba de correlación de Pearson se utilizó para determinar la relación de las variables. Los resultados mostraron que todas las hipótesis de investigación son compatibles y existe una relación positiva y significativa entre la justicia organizacional y la satisfacción laboral, el compromiso organizacional y la confianza organizacional.

Palabras clave: justicia, satisfacción laboral, compromiso, confianza.

1. INTRODUCTION

Organization and organizing is an inseparable element of our life. People spend most of their life in organizations or in relation to them and this shows the importance of organizations' status in the current world (Hosseinzade and Naseri, 2007). Many behavioral sciences scientists believe that organizations are an inseparable part of modern world, identity of societies shaped by organizations, and organizations are formed by surrounding world and relationships

within it. Although organizations shape and organize in different ways and based on different goals, they are governed and directed by mental and physical efforts of human capital, which are considered as the main pillar of organizations (Hooman, 2008). The education system is one of the greatest and broadest systems within any society which determines the destiny of society in the long term, in fact success or failure of any society depends on education. If education is designed correctly in terms of goals and the structure of resources, will warrant the development of society in the long term (Imani, 2007). Human force is the most important capital of an organization, and the more its quality, the possibility of success, survival, and promotion of the organization is more. So, we should try more to improve the quality of human force, because this action is advantageous for the organization and the employee. Human force which is loyal, satisfied, and consistent with the goals and values of the organization and is inclined to keep organizational membership can be an important factor in organization effectiveness (Hosseinianet al., 2007). The existence of such force in the organization is accompanied with increase of performance level and decrease of the amount of absence, delay, and leaving the position by employee and improves organization face in society, provides the ground for growth and development of the organization. Justice and implementing it is one of the basic and innate needs of human which its existence had provided a good ground for the development of human societies throughout the history. Theories about justice had evolved in line with the development and advancement of human society. Research showed that justice processes play an important role in the organization and how treating with people within

the organization may affect beliefs, feelings, attitudes, and behavior of employees. Therefore, understanding how people judge justice in an organization and how to respond to perceived justice or injustice is among fundamental issues, especially for understanding organizational behavior (Hosseinzade and Naseri, 2007). In today society, mental pressures and stresses which result from work and family environment play an important role in people life. Employee of any country if feel lack of satisfaction and injustice in their work environment, cannot do their role well. If an employee likes his job, his creativity and talent develops, never feels boredom and depression. On the other hand, if an employee is not satisfied with his job, is depressed and his work becomes useless, and society will harm. Justice requires that the most fitness exists between job and employee, the foundation of the organization is actions which are done by members; these duties should be consistent with each other and have coordination in order to achieve organization goals (Imani, 2007). Job satisfaction increases morale of people, causes people to have a commitment to the organization, increases people efficiency, cause people to satisfy with life, and causes people to learn new job skills quickly. Organizational justice, organizational justice, job satisfaction, and organizational trust are good and desirable feelings which people can benefit them. Reports and survey reveal that organizational justice, organizational commitment, job, and job satisfaction and their related issues were seldom studied and analyzed professionally. Reports and survey also reveal that no research was conducted on organizational justice, organizational commitment, and job satisfaction in the education field in the Islamic Republic of Iran as a new divine-Islamic system. It is

necessary that researchers and students conduct research in this field. This topic of research important because it tries to find useful and valuable results and affective factors by examining organizational justice, organizational trust, organizational commitment, and job satisfaction of employee of education organization to increase the quality of work, and by presenting correct solutions about how to treat with employee tries to increase their efficiency and develop their talents and combat with the monotony of the job. And, since increasing justice increases efficiency and job performance, their importance is observed clearly and their performance increases and their trust, satisfaction, and commitment growth gradually. With regard to this, current research examines the relationship of organizational justice with organizational trust, job satisfaction, and organizational commitment among employee of Amlash education organization.

2. REVIEWING THEORETICAL LITERATURE OF RESEARCH

2.1. Organizational justice

In organization and management literature, the term organizational justice first was used by Greenberg (1990) (Rezaeian, 2000). In Greenberg's (1990) view, organizational justice is related to employee understanding of equity an organization. He used this term for describing the role of equity in the work environment. In classifying organizational justice, distributional justice, procedural

justice, and relational justice are presented. Distributional justice refers to attitudes and thoughts of employee about payments and what they receive (Greenberg, 1990). Historically, many pieces of research focus on the distribution of payments and/or rewards related to work. However, distributional justice is not limited to payments equity. It also includes a broad range of organizational outcomes (promotion, rewards, punishments, work programs, benefits, and performance assessment). In other words, distributional justice refers to a wide range of attitudes and perceived equity about the distribution and allocation of organizational outcomes, in comparison to performance and brought of employee. Procedural justice was presented to prove the inability of equity theory and other models of distributional justice in describing reactions of people to their understanding of injustice. This kind of justice refers to perceived equity of procedures and processes which outcomes are allocated by them. Based on this, procedures are perceived fair when they are utilized stably and without considering personal benefits and based on accurate information, when interests of all involved divisions of an organization are considered, and when ethical standards and norms are observed. Finally, relational justice is defined on the basis of the perceived equity of interpersonal relations related to organizational procedures and quality of interpersonal relations. This kind of organizational justice considers the fitness of behavior of decision-makers in the organizational decision-making process. Relational justice focuses on supervisors' behavior and their role in organizational justice and is conceptually similar to the unofficial quality of behavior, while procedural justice is conceptually similar to official decision-making.

2.2. Job satisfaction

Job satisfaction is a kind of behavior that affects efficiency and production, which is accompanied with a relational sense of liking or disliking work and colleagues. Job satisfaction in its general sense is a positive and a breezy emotional state which is consistent with job assessment or job experiences of person about needs and values, and lack of job satisfaction is observed when there be difference between person's values and potential his job for meeting needs related to that values. Hooman (2008) which examined job satisfaction from different points of view, refer to two types of job satisfaction.

1- Internal satisfaction, which results from two kinds:

A. Pleasure which human experiences solely by doing the job.

B. Pleasure, which is experienced by observing advancement and by doing some social duties and showing personal abilities and propensities.

2- External satisfaction which is related to the job and work environment and is changing continuously. Among the factors of external satisfaction can name conditions of work environment, the relationship between employee and employer, for example. Internal factors which include personal characteristics and states have more consistency in comparison to external factors which include job conditions, so internal

satisfaction is more stable than external satisfaction. Whole satisfaction is the result of the interaction between internal and external satisfaction. Therefore, job satisfaction in general determines person's whole attitude about his job. A person who has job satisfaction, has a positive attitude. While a person who do not have this attitude is not satisfied with his job and has negative attitudes about his job.

Job satisfaction can be presented generally or in different aspects. Studies of job satisfaction often focused on these aspects. Thus, when speaking about job satisfaction, it should be cleared that satisfaction with which of the aspects should be followed. Most of conducted research presented these six dimensions.

1- Payment (salary): the amount of received reward and the degree of justice, which is felt in comparison to others.

2- Job: job and job opportunities to what extent make the possibility of accepting responsibilities.

3- Promotion: the opportunity to advance in the organization positions direction.

4- Supervisory: the ability of superior in presenting technical helps and behavioral supports.

5- Colleagues: to what extent colleagues are useful in technical terms.

6- Work condition: work condition is another factor which has an average effect on job satisfaction. If work conditions be good (attractive, clean, and… environment), employee can more easily do his job and if work conditions be poor, it is difficult for employee to do his duties well (Yadegar, 1998).

2.3. Organizational commitment

In Oxford Dictionary, commitment is a necessity which limits freedom of action. The general way to treat organizational commitment is to consider it as an emotional relationship with the organization. Based on this method, a person who is very committed, receives his identity from organization, engages in the organization and is mixed with it, and enjoys being its member (Saruqi, 1996). Hooman (2008) define organizational commitment as accepting organization values and involving in the organization, and consider its measurement criteria including motivation, tendency to continue to work, and accepting organization values. Hooman (2008) define organizational commitment as support and emotional relationship with the goals and values of an organization for organization itself and apart from using its values to achieve other goals. Organizational commitment is positive or negative attitudes of people about the whole organization and not just their job. In organizational commitment, person has a

stronger sense about the organization and recognizes the organization through it. Shahid Motahari states that commitment means attachment to the principles and philosophies or contracts which human believes in them and exists by them. A committed person is who that is faithful to his covenants and protects goals which signed treaty for them. Sheldon defines commitment as follow. Attitude or orientation, which relates person's identity to organization. Counter considers organizational commitment as the tendency of social actors to give their power and loyalty to social systems. Salansyk believes that commitment is a state in human in which person continues activities and maintains involvement in them by his practices. Buchanan considers commitment as an emotional and biased dependence on the values and goals of organization, dependence on a person's role in relation to values and goals and organization itself (Saruqi, 1996). Hooman (2008) defined organizational commitment as an attitude as follows:

Great tendency to stay in the organization

Tendency to do extraordinary effort for the organization

Strong belief in accepting values and goals (Iraqi, 1998).

The common point of the above definitions is that commitment is a mental state which determines the person's relationship with an organization, and includes the decision to stay in the organization or leave it (Saruqi, 1996).

Three strategies are described for making commitment:

1- Accepting

In this stage, person accepts the influence of others for obtaining something like salary.

2- Determining identity

In this stage, person accepts the influence of others in order to continue satisfying relationships and self-raise. People are proud to join to organization.

3- Internalization

In this stage, person realizes that values of organization are rewarding in nature and are consistent with his personal values.

2.4. Organizational trust

Many researchers believe that trust in general is a confidence to optimism about the occurrence of events, or confidence to others without the existence of mandatory reasons Smith and Allen (2005), without being under control (Lewis, 2007). In sum, trust means believes of person about future behavior of the other group. The more group A believes that group B performs its obligations, the more group

A will believe in group B (Lee, 2004). There are three main directions in trust literature: first, a phenomenon within an organization like trust between employee and supervisors or managers, or among colleagues. Second, inter organization trust- a phenomenon between organizations, and third, trust between organizations and customers, which is described as a marketing concept. Ellonen et al. (2008) divide organizational trust into two dimensions of personal and non -personal. Personal trust can be divided into two dimensions: horizontal trust which is related to trust among employee and vertical trust which is related to trust between employee and managers. These trusts are based on competence, benevolence, and/or credit Ellonen et al. (2008). Creating trust in organizations requires a strategy for increasing trust levels in all employee and managers. In a research, Hooman (2008) found that variables related to job like involvement in decision-making, autonomy, feedback, supporting the behavior of a supervisor, and communication can significantly describe trust. Hooman (2008) classified factors affecting creating organizational trust in organizational factors (including: assessing success of employee by using modern methods, having fair rewarding systems, giving regulate feedback to employee, and…) and personal factors (like the tendency to rely, values, justice, behaviors, and…). Hooman (2008) has presented employees' involvement in decision-making, giving feedback to them and receiving feedback from them, and empowerment of employees as necessary activities for increasing trust in the organization. In general, various factors have role in creating trust in an organization which recognizing and making them is an

important factor in improving organizational commitment and performance and understanding personal and organizational goals.

3. CONCEPTUAL MODEL OF RESEARCH

With regard to reviewing the theoretical literature and the relationship between studied variables, the following hypotheses and conceptual model were tested.

Primary hypothesis: there is a significant relationship between organizational justice and organizational commitment, organizational trust, and job satisfaction.

Secondary hypotheses

H1: There is a significant relationship between distributional justice and job satisfaction of employees.

H2: There is a significant relationship between distributional justice and organizational trust of employees.

H3: There is a significant relationship between distributional justice and organizational commitment of employees.

H4: There is a significant relationship between procedural justice and job satisfaction of employees.

H5: There is a significant relationship between procedural justice
and organizational trust of employees.

H6: There is a significant relationship between procedural justice
and organizational commitment of employees.

H7: There is a significant relationship between relational justice
and job satisfaction of employees.

H8: There is a significant relationship between relational justice
and organizational trust of employees.

H9: There is a significant relationship between relational justice
and organizational commitment of employees.

Fig1.Conceptual model of research
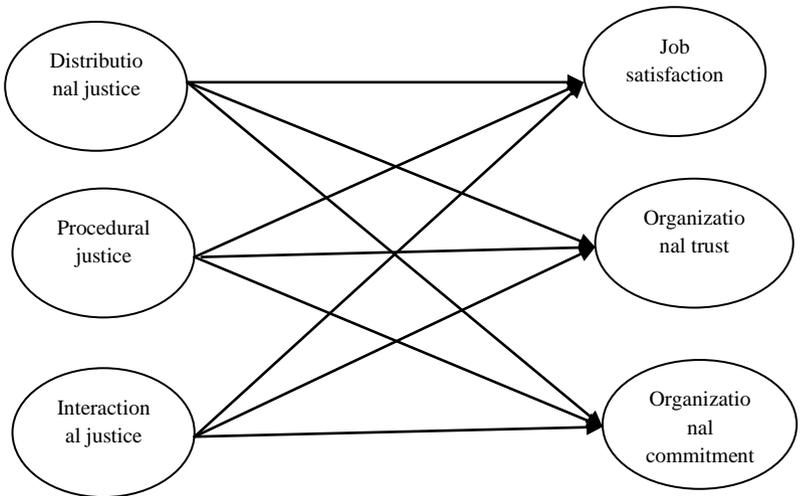
4. RESEARCH METHODOLOGY

Current research is descriptive in terms of data and it is survey. Statistical population of this research is 120 employees of Amlash schools which 40 persons were selected randomly by using Cochrane formula. In order to collecting data, standard questionnaires were used. For measuring dimensions of organizational justice, Niehoff and Moorman questionnaire for organizational justice was used. This questionnaire includes 20 questions (5 questions for measuring distributional justice, 6 questions for procedural justice, and 9 questions for relational justice). For measuring job satisfaction of employee, Minnesota questionnaire (MSQ) for job satisfaction was used (first 10 questions). For measuring organizational commitment, Smith and Allen (2005) questionnaire (questions 11-16) and for measuring organizational trust, Ellonen et al. (2008) questionnaire (OT) (questions 17-26) was used. Validity of questionnaires was confirmed by using comments of experts and professors of management, and reliability of the questionnaires was determined by Cronbach's alpha method as 0.81 for organizational justice questionnaire and 0.76 for job attitude questionnaire.

In the first section, descriptive analysis of the findings is presented as frequency and percent tables and in the second section, for inferential analysis of data, Pearson correlation test was used for examining the relationship between organizational justice and job attitude. All statistical calculations were conducted by SPSS22 software.

5. RESEARCH FINDINGS

Table1: Describing demographic characteristics of respondents

	Frequency	Percent
Sex		
Male	18	45
Female	22	55
Total	40	100
Marital Status		
Married	38	0.95
Single	2	0.5
Total	40	100
Education Level of Respondents		
Diploma	3	7.5
Associate Degree	2	0.5
B.A	31	77.5
M.A	4	0.10
Total	40	100
Work Experience of Employee		
Less than 5	5	12.5
5-10	12	0.30
10-15	11	27.5
15-20	3	7.5
More than 20	9	22.5
Total		100
Recruitment Status		
Contractual	3	7.5
Employment	8	0.20
Official	29	72.5
Total	40	100
Organizational Level		
Employee	3	30.0
Expert	27	67.5
Manager	1	2.5
Total	40	100

Table 2: Describing age of respondents

	Number	**Percent**	**Validity percent**	**Total percent**
Less than 30	11	27.5	27.5	27.5
30-40	17	42.5	42.5	0.70
40-50	10	0.25	0.25	0.95
Higher than 50	2	0.5	0.5	0.100
Total	40	0.100	0.100	

5.1. Inferential findings

Describing research variables

In this section, we describe research variables by using central tendency and dispersion indices like mean, variance, and standard deviation to give a general view of research variables in the studied population.

Table 3: Descriptive Statistic of Variable

Descriptive Statistic of Variable	**Number**	**Minimum**	**Maximum**	**Mean**	**SD**	**Variance**
Procedural Justice	40	1.50	3.88	2.4792	0.584	0.342
Relational Justice	40	1.33	4.11	2.70	0.735	0.541
Distributional Justice	40	1.40	3.60	2.790	0.561	0.316
Job Satisfaction	40	1.60	4.00	2.69	0.642	0.413
Organizational Commitment	40	1.33	3.67	2.74	0.708	0.501
Organizational Trust	40	1.70	3.00	2.79	0.561	0.501

5.2. Hypothesis testing

H1: there is a significant relationship between distributional justice and job satisfaction of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.616 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H2: there is a significant relationship between distributional justice and organizational trust of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.391 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H3: there is a significant relationship between distributional justice and organizational commitment of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.625 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H4: there is a significant relationship between procedural justice and job satisfaction of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.586 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H5: there is a significant relationship between procedural justice and organizational trust of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.384 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H6: there is a significant relationship between procedural justice and organizational commitment of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.348 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H7: there is a significant relationship between relational justice and job satisfaction of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.812 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H8: there is a significant relationship between relational justice and organizational trust of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.548 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

H9: there is a significant relationship between relational justice and organizational commitment of employee

With regard to the table, it is observed that the obtained significance level for the Pearson correlation coefficient test of research variables is less than 0.05. As a result, the hypothesis is supported by 95% confidence and this relationship is significant. The amount of correlation between distributional justice and job satisfaction is 0.636 which reveals direct (positive) relationship between these two variables. That is by increasing (decreasing) one, the other is also increases (decreases). Therefore, this hypothesis is supported.

Table 4: Hypothesis Testing Results

	Number	Correlation coefficient	Significance level
H1: Distributional justice and job satisfaction	40	0.616	0.000
H2:Distributional justice and organizational trust	40	0.584	0.003
H3:Distributional justice and organizational commitment	40	0.625	0.000
H4:Procedural justice and job satisfaction	40	0.586	0.000
H5:Procedural justice and organizational trust	40	0.384	0.001
H6:Procedural justice and organizational commitment	40	0.348	0.000
H7:Relational justice and job satisfaction	40	0.812	0.000
H8:Relational justice and organizational trust	40	0.548	0.000
H9:Relational justice and organizational commitment	40	0.636	0.000

6. CONCLUSION

The aim of current research is examining the relationship between organizational justice and organizational commitment, organizational trust, and job satisfaction of employees. Results or research show that organizational justice has a significant relationship with job satisfaction, organizational commitment, and organizational trust.

Findings of research reveal that in order to increase the level of organizational commitment, organizational trust, and job satisfaction and preventing from adverse outcomes of lack of attention to this, it is necessary that policy-makers and responsible persons adopt suitable actions. Lack of attention to job satisfaction, organizational commitment, and organizational trust of the employee causes various problems to the organization which is one of the important problems of employee, especially expert employee. It seems that loyalty to organization depends to a large extent on professional advancement opportunity, respect to an employee, and criteria for distributing rewards. It takes a long time to become professional and if the organization does not provide this direction of advancement for people, loyalty to organization decreases.

Moreover, if professionals come to this conclusion that legal standards and criteria in distributing rewards are not used, their commitment to organization decreases. Although achieving to sole educational goals is limited to optimal use of human resources,

financial resources, and equipment, dynamic of an education system depends on different factors like having satisfied, committed, and loyal employee in a dynamic and healthy work environment. Managers can affect their understanding of distributional justice and in general organizational justice by justifying employee, describing decisions about salary, making trust about decisions which are made, observing respect when describing decisions, and increasing employee understanding of relational justice. Finally, organizations today need to satisfied employee, so they can achieve their goals for growth and development in all aspects, and in general, the efficiency and effectiveness of organizations depend on efficiency and effectiveness of human force. Therefore, it is necessary to increase justice, trust, commitment, and satisfaction among human force and this is among basic duties of organizations.

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