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# JOB SATISFACTION AND SOCIAL FACTORS OF AN ORGANIZATION (CASE STUDY: STAFF OF HEALTH AFFAIRS IN SOUTHERN CITIES OF WEST AZERBAIJAN PROVINCE-IRAN)

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## ABSTRACT
The objective of the present study is to investigate the relationship between social factors with job satisfaction of staff working in health affairs in the southern cities of West Azerbaijan (Miandoab, Bukan, Shahindej and Takab). The method employed in the study is survey study and the population includes 1327 individuals which are technical staff providing health services in three levels of health centers. The sample includes 248 participants, selected using Cochrane formula and systematic as well as stratified random sampling. Data gathering tools were Brimfield, Inhofe and Mormon standard questionnaire as well as a researcher-made one in two domains of job satisfaction and social factors (distributive justice, procedural justice and Interactional justice, trust and the amount of organizational discipline), whose validity was tested using formal validity and reliability was obtained using Corbacho Alpha. The obtained results indicate a direct and positive correlation between job satisfaction and social factors were evaluated in the present study. In data analysis of the stepwise regression, 38.8 percent of the dependent variable (job satisfaction) is predicted by independent variables (social factors).

*Keywords: Distributive Justice, Procedural Justice, Interactional Justice, Trust, Amount of Organizational Discipline, Job Satisfaction, and Staff of Health Affairs*

## INTRODUTION
Social life requires cooperation and collaboration and fulfilling interactional needs. This issue has resulted in job division and development of specialty and different skills and increased qualitative and quantitative improvement in job and its results, and also has developed its social relationships organized in the form of institutions and units more or less extensive and specialized. Humans' job in not only mixed with their experiences and knowledge, but also it has been presented as a cultural and valuable issue; therefore, there has been a unbreakable connection between thought, work and social relations and human culture and civilization is bound to these three features (Tavassoli, 2006).

One of the main and fundamental elements in any organization is its human resources, which without paying attention to their dimensions, motivations and internal wants, attaining organizational objectives will be difficult. In this line, those organizations will be successful which consider the amount of mobility and the role of different factors in motivating and knowing individuals' different dimensions and angels and lead their potentialities in the domain of organizational structure. Human resources are considered the main factors of efficacy and efficiency in organizations, which are influenced by different factors for administrating positive roles in organizations (Nejad, 2009).

Capable, vivid and motivated forces are able to burden the responsibility of the organization and cause the development and improvement in different internal and external dimensions of the organization. The more satisfied the staff is, the more motivated they are for working, the higher their efficacies are and the more organizational efficiency is.

Social systems produce human beings and their core is interaction and complicated behavioral patterns in human beings. The very feature of social system is that among the great number of actors, there is a relationship. Every social system includes a series of patterned activities of a number of human beings. These patterned activates are continuous, regular and enjoying a particular time and space and are

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influenced by human attitudes, perception, motivation, habits and expectation (Gholipoor, 2009). Regarding the increasing expansion of organizations and the dependence of their survival on vivid and motivated human forces have produced this opportunities in different research fields to find appropriate spaces for efficacy and … of the staff scientifically by different attitudes to institutions.

Nowadays, the main resource of an organization is considered its human capital. Feeling job satisfaction is one of the basic components of mental health, dynamicity, and efficacy of any profession and job. The conducted research on job satisfaction indicates that the more the officials of different jobs feel satisfaction, the more they enjoy mental health, internal happiness and thought of endeavor, and the more they enjoy the capability of creativity and innovation and the less they encounter job burnout.

Brown *et al.,* (1998) state that job satisfaction is necessary for guaranteeing providing qualified services. Therefore, the level of job satisfaction is related to effective implementation of individuals' jobs. Nowadays, sociologists and experts consider the health of people in a society as the axis of development which the staff in the health sector have a great role in this important issue. Maternal and infant health care during pregnancy and afterwards and protecting public health with multiple presentation and treatment methods are among the duties of this group. Consequently, this group is on one of the elements of health system and their job satisfactions are effective in increasing the rate of public health. In case of the lack of job satisfaction, problems such as failure in occupational affairs, job alienation, and pessimism to management and organizational regulations, compromising the quality and quantity of services provided … and consequently reduction in levels of public health will be encountered. Therefore, the objective of the present study is to investigate the amount of the correlation between the job satisfaction staff of health sector and some of the social variables (distributive justice, interactional justice, organizational trust and organizational discipline) as the sociology of the organization.

The general objective of the study is to determine the correlation of social factors and job satisfaction among the staff of health sector in the southern cities of West Azerbaijan; accordingly, the research hypotheses are as follows:

1. There is a correlation between the perception of distributive justice and job satisfaction of staff of health sector in southern cities of West Azerbaijan.

2. There is a correlation between the perception of procedural justice and job satisfaction of staff of health sector in southern cities of West Azerbaijan.

3. There is a correlation between the perception of interactional justice and job satisfaction of staff of health sector in southern cities of West Azerbaijan.

4. There is a correlation between trust in the organization and job satisfaction of staff of health sector in southern cities of West Azerbaijan.

5. There is a correlation between discipline in the organization and job satisfaction of staff of health sector in southern cities of West Azerbaijan.

In case of job satisfaction, there are multiple theories with diverse classifications among which second generation theories of organization and management (humanism) and the newest classification done by Lawson and Chen (1998), known as micro-model and macro-model theories have sociological origins which are more related to concepts of social factors. In micro-model theories (Maslow's hierarchy of needs theory, McClelland's Three Needs Theory, Equity Theory, Behavior Theory) basically more than anything else, the emphases are on internal factors and forces whose fulfillment results in individuals' satisfaction, while the main emphasis of macro-model theories (Herzberg's motivation-hygiene theory, goal-setting theory, role theory) is on the organization particularly organizational processes and human factors. Micro-model theories include theories related to need and cognitive theories and are more in relation to things which individuals bring to workplace. In these kinds of theories, it is assumed that the more the satisfaction of individuals' psychological and cognitive needs is, the more satisfied they will be. According to Lawson and Chen (1998), some theories, instead of focusing on individuals for explicating job satisfaction, consider the organizational context as important. This group of theories, located in the classification of macro-model ones because it includes relatively simple processes to begin, leading and continuing job satisfaction, is of highly important (Human, 2002). The two-factor motivation-hygiene

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theory presented by Fredrick Herzberg and focuses both motivation and job satisfaction (Sa'atchi, 2005) achieves the distinguishing and related factors with job satisfaction. Job satisfaction is mainly related to achievement, cognition, job features, responsibility and promotion which all are present is the nature of a job (Kurtines, 2006), when they are reinforced, the level of job satisfaction increases, but health factors are outside the job however they contain indices located in organizational context. It includes indices such as organizational policies, right if staff's relationship, management and supervision quality and quantity, the organization's regulations and strategies, work conditions and position.

In the Role Theory, two social and psychological aspects are considered; in social aspect, the effect of factors such as organizational system and the conditions of workplace are considered. This includes the external conditions of job satisfaction. The psychological aspects are more related to individuals' expectancy. It means that individuals' feeling of occupational position and their activities in doing burdened responsibilities and taking particular roles as members of the society identify the level of their job satisfaction and general satisfaction is the result that the individuals obtain from these two (Zadeh, 1997).

In second-generation theories of organization and management which have origins in sociology, psychology, anthropology and political sciences, are more focused on behavioral and human aspects in organizations. The results of a study conducted by Harvard group and Elton *et al.,* (1928), introduce social and psychological factors as the most basic impact on individuals' satisfaction and efficacy. Paying attention to the organization as social systems causes that the staff's feelings considered in addition to efficacy. The main tendency of this generation is giving importance to human beings in the organization (Gholipoor, 2009).

Rawls knows justice as individuals' virtue in their relationship with others and also the virtue of social institutions. He in his book *A Theory of Justice* (1971) returns to the tradition o social contracts in which justice is the result of mutual advantages, Rawls' theory of justice is considered as an equity theory and his thought in *Political Liberalism* takes justice as the most appropriate strategy to evolve a constant social order and social cooperation in contemporary societies. He believes that a society will be fair and just when its structure is based on just principles and criteria (Salehi, 2008).

Another equity theory proposed by J.S. Adams, states that every individual presents features and capabilities such as his experience and skill, education, intelligence, talent, age and resume to the organization and instead, he has expectancies. The organization, in turn, provides him with advantages and allowances such that the individual feels satisfaction. Other than the interpretation of every individual compares with his situation regarding his inputs and outputs compared to others', some amount of feeling inequity can suffer him; therefore, the individual will be satisfied with his job and organization if he feels high amount of equity and also in comparison of his situation to others, he feels equity. Principally, the equity of inputs and outputs in social interactions is an invasive relationship and in case those individuals are put in this relationship, they will be satisfied. According to above theory, when human beings feel inequity, he will start to change his inputs and outputs and assumptions in comparison to others (Soleimani, 1995).

Putnam believes that concepts such as trust as individuals' social capital, results in relationship and optimal cooperation of members of a society and consequently it will provide their mutual resources. Trust results in establishing relationships with friends, colleagues, relatives and neighbors, which significantly provides the exchange of goods and services, information and a sense of belonging and also produces networks capital in individuals. Concepts such s trust, cooperation and collaboration among the members of a group or society are constructive of a purposive system which results in valuable objectives of the group as well as results in increasing social and economic performance in individuals of the society. People's trusting each other and also trusting main institutions of the society, mentioned institutions' trust to each other and governments' and institutions' trust to people construct different aspects of social trust. On the other hand, honesty, rectitude, loyalty and fairness are trust building values (Kamel, 2011).

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Robert David Putnam believes that trust is one of the important and vital components of social capital which causes the development of interpersonal relationships in different levels of social institutions, that the more individuals are in contact with each other, the more they trust each other. In an atomized society, feeling lost, anxious and sad dominates human beings and all encounter insecurity. When there is no strong and constant string which makes human beings convergent, creating coordination among them is impossible. Putnam emphasizes this issue that without trust, most of main of everyday activities are impossible. According to Giddens, trust involves in calculated expectancies and is more related to security. Trust should be mutual to be effective and for unexpected events in the future, it should provide relief because Giddens relates trust to the thought of primary relief in identity (Sztompka, 2004). According to his definition, social trust in fact is a basic factor in psychological and physical relief and finally social security in the normal conditions of everyday life. The reason why we mostly in our everyday activities feel weak and incapable less than what we really are is the existence of basic trust in macro level and lack of social trust. Giddens calls the environment having trust as "protective cocoon" which in fact is a kind of confident cover which contributes in maintenance and continuance of surrounding environment (Ghadimi, 1997).

Durkheim knows trust as relief which is the results of a human peaceful life with his peers in peaceful state and without any enmity and hostility (Kafi, 1996). According to Durkheim, the moral element is the protector of unity and discipline. A society is not the sum of its individuals, but it is a unique qualitative reality. Social traditions are dominant over individuals' reasons and the society enjoys moral unity by a balanced discipline and the main movement of the society is from a mechanical unity to organic one. According to Durkheim, in a primary society, mechanical unity is based on collective conscience, but in a modern society, division of labor is replaced by collective conscience in the traditional society and division of labor results in unity only in normal situations (Sideman, 2007).

The result of the Max Weber's statement is that there is a systematized relationship between the structure of social constructions and the nature of personal tendency. The least result that this statement has for our discussion is that human needs shape within the society. An individual, by being within his society and by internalizing its values, finds wants appropriate to his society. Therefore, social discipline originates from organizations and their values.

However this issue is not contrary to personal tendency because between these two issues there is systematized correspondence and relationship (Moeidfar, 2009).

Fayol in definition of discipline is close to the concept of organizing. A place for everything and everything in its place, this formula is also true about discipline of human forces; accordingly, it has been stated that a place for everyone and everyone for himself, in other words, Fayol considers two kinds of discipline which one is material discipline and the other is social one. He believes that everything and everyone should be placed in its location. Chris (1954) in the Accommodation Theory refers to a relationship between an individual and an organization by which two sides reach in a point and a kind of coordination is produced between expectancies and roles of the organization and the individual. He believes that when a mature individual and a mature organization reach each other, a contradiction will be created between them through which the individual is dependent on his behaviors and the organization on his wants. Therefore, discipline is damaged between the role and expectancy in this time and results in a conflict between these two, but when the organization coordinates its wants to the identity of the individual and the individual coordinates his wants to the wants of the organization, there will be accommodation between them (Esmaeili, 2011).

### *Defining the Research Variables*

*Job Satisfaction:* Refers to an extent of positive feelings and attitudes which individual have to themselves. When an individual says that he has a high job satisfaction, this means that he really likes his job, feels good about his job and greatly respects his job (Moghimi, 2004). Davis & Newstrom take job satisfaction (psychological happiness) as a set of compatible and incompatible feelings by which staff looks at their jobs (Kalantari, 2009). Its operational definition is, the existence of appropriate workplace, job pleasance, feeling joy of doing the job, lack of feeling bored by the job, absence of compulsion to be

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present in the workplace, appropriate management environment and … the feeling of staff towards their jobs is determined using Brayfield- Rothe questionnaire.

*Distributive Justice:* According to the definition of Homans" distributive justice refers to this issue that whether allowances and damages are distributed among individuals fairly" (Ritzer, 2001). Its operational definition is as such, due to the fact that distribution of benefits obtained from the activity of organization should be fair in order that every individual obtains a favorably fair proportion appropriate to his amount of inputs and capabilities, which will be calculated using Nigh off & Mormon questionnaire (1993)with five questions in Likert scale.

*Procedural Justice:* Refers to fairness perceived of procedures and processes by which outcomes are allocated (Dowell, 2004). Its operational definition is as such, due to the fact that processes of individuals attaining fair results should be fair; it means that individuals should not and cannot use unfair procedures and processes to obtain fair results. It will be calculated suing Nigh off & Mormon questionnaire (1993) with six questions in Likert scale.

*Interactional Justice:* This kind of justice is defined based on fairness perceived from interpersonal relationship related to organizational approaches and the quality of interpersonal relationships (Sitter, 2003). Its operational definition is as such that all individuals' interactions and relations in the path of attaining fair results should be fair; it means that nobody have the right to practice unfair interactions between himself and others in the path of attaining fair objectives. It will be calculated by Nigh off & Mormon questionnaire (1993) with nine questions in Likert scale.

*Trust:* According to Robert David Putnam, trust refers to cooperation and coordination among the members of a group or society which causes the attaining of valuable objectives and increasing social performance (Eivazi, 2011). Its operational definition is that in the research, trust will be calculated using a five-question researcher-made questionnaire in Likert scale in three fields, trust to colleagues, trust to different levels of management and supervision factors and organization's regulations.

*Discipline:* Is a social norm which appears for maintaining life and creating social order in a society and organizations to prevent from corruptions. The existence of discipline results in the tranquility of a society and workplace for individuals and consequently results in increasing efficacy of organizations (Nyeli, 1994). Discipline means having continuous plan for responding to tasks and programs. In fact, by discipline, we allocate our behavior to our particular objectives. Its operational definition is that in the research, the amount of discipline will be evaluated by indices such as the appropriate arrangement of tools and furniture in workplace, the dominance of organizational regulations, clarity of occupational tasks, timely controlling performances, the existence of hierarchy, organizations' enjoying appropriate personnel and … using a five-question researcher-made questionnaire in Likert scale.

### MATERIALS AND METHODS

The present research is a cross-sectional survey study. The population of the study includes the staff of health centers in southern cities of West Azerbaijan (Miandoab, Bukan, Shahindej and Tekab) includes 1327 technical employees providing health services (Health Center headquarters, urban and rural health centers, rural Health Houses). The sample was evaluated as 243 according to Cochrane formula using systematic and stratified sampling proportion to the population. To reduce sampling errors, the sample size increased from 243 to 256 individuals.

To evaluate job satisfaction, Brayfield- Rothe standard index of job satisfaction was used. To evaluate justice in the organization which is in the form of three dimensions of distributive, procedural and colleague-centered interactional justices, Nigh off & Mormon questionnaire (1993) was used (Cedwyn & Awamleh, 2006). And to evaluate the amount of trust and organizational discipline, the researcher-made questionnaire was used in which all items were closed and designed using Likert scale valued in five scales.

The validity of this questionnaire was calculated using formal validity. Questions of the questionnaire were investigated by experts and confirmed and finally for competition, it was distributed to the sample.

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To evaluated the reliability of the questionnaire, Cranach's alpha coefficient was used, which according to the following table, indicates all evaluated items.

**Table 1: The amount of variables' reliability**

| variables | Job satisfaction | Justice | trust | discipline |
|---|---|---|---|---|
| alpha | 0/864 | 0/937 | 0/802 | 0/770 |

**RESULTS AND DISCUSSION**
*Results*
There is a positive moderate significant to high correlation between the amount of perception of distributive justice in the organization and staff's job satisfaction. Therefore, the research hypothesis is confirmed.

**Table 2: Pearson coefficient of the variables of distributive justice and staff's job satisfaction**

| variable | Mean | SD | Correlation coefficient | Significance level: Sig | Number |
|---|---|---|---|---|---|
| Distributive justice | 13/77 | 3/92 | %552 | 0/000 | 243 |
| Job satisfaction | 48/26 | 8/882 | | | |

There is a positive moderate significant correlation between the amount of perception of procedural justice in the organization and staff's job satisfaction. Therefore, the research hypothesis is confirmed.

**Table 3: Pearson coefficient of the variables of procedural justice and staff's job satisfaction**

| Variable | Mean | SD | Correlation coefficient | Significance level: Sig | Number |
|---|---|---|---|---|---|
| Procedural justice | 13/69 | 4/21 | 0/434 | 0/000 | 243 |
| Job satisfaction | 48/26 | 8/882 | | | |

There is a direct moderate significant correlation between the amount of perception of interactional justice in the organization and staff's job satisfaction. Therefore, the research hypothesis is confirmed.

**Table 4: Pearson coefficient of the variables of interactional justice and staff's job satisfaction**

| variable | Mean | SD | Correlation coefficient | Significance level: Sig | number |
|---|---|---|---|---|---|
| Interactional justice | 27/13 | 8/04 | 0/464 | 0/000 | 243 |
| Job satisfaction | 48/26 | 8/882 | | | |

There is a direct moderate significant correlation between trust in the organization and staff's job satisfaction. Therefore, the research hypothesis is confirmed.

**Table 5: Pearson coefficient of the variables of trust and staff's job satisfaction**

| Variable | Mean | SD | Correlation coefficient | Significance level: Sig | number |
|---|---|---|---|---|---|
| Trust | 42/95 | 6/59 | 0/482 | 0/000 | 243 |
| Job satisfaction | 48/26 | 8/882 | | | |

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There is a direct significant correlation between discipline in the organization and staff's job satisfaction. Therefore, the research hypothesis is confirmed.

**Table 6: Pearson coefficient of the variables of discipline and staff's job satisfaction**

| Variable | Mean | SD | Correlation coefficient | Significance level: Sig | Number |
|---|---|---|---|---|---|
| Discipline | 53/54 | 7/45 | 0/384 | 0/000 | 243 |
| job satisfaction | 48/26 | 8/882 | | | |

To predict the variations of staff's job satisfaction based on the studied social factors in the form of research hypotheses, the stepwise regression was used, which the results of the analysis of variance and characteristics of statistical regression prediction are presented in the following table.

**Table 7: The results of the stepwise regression and the variance of regression coefficient of job satisfaction based on social factors**

| step | Sum of squares | Degree of freedom F | Mean square | F | Sig | R | R2 | modified R2 |
|---|---|---|---|---|---|---|---|---|
| 1 | Regression | 1 | 5819/22 | | | | | |
| | remained 5819/222 | 241 | 55/066 | 105/677 | 0/000 | 0/552 | 0/305 | 0/302 |
| | total 13270/959 | 242 | | | | | | |
| | 19090/181 | | | | | | | |
| 2 | Regression | 2 | 3660/975 | 74/662 | 0/000 | 619 | 0/384 | 0/378 |
| | 7321/949 | 240 | 49/034 | | | | | |
| | Remained | 242 | | | | | | |
| | 11768/232 | | | | | | | |
| | 19090/181Total | | | | | | | |
| 3 | 7593Regression | 3 | 253/296 | 52/624 | 0/000 | 0/631 | 0/398 | 0/390 |
| | Remained | 239 | 48/102 | | | | | |
| | 11496/294 | 242 | | | | | | |
| | 19090/181Total | | | | | | | |

The findings indicate that the prediction of the variations of staff's job satisfaction based on social factors using the analysis of the stepwise regression was 38.8% which this prediction was conducted by the variables distributive justice, the amount of trust and interactional justice respectively. It means that a proportion of the variance of the dependent variable explicated by independent variables is equal as 39.8. The significant test confirms the obtained correlation.

**Table 8: Regression coefficients**

| Step | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|---|---|---|---|---|---|
| | B | Standard error | | | |
| 1A fixed number | 31/029 | 1/742 | | 17/813 | 0/000 |
| distributive justice | 1/251 | 0/122 | 0/552 | 10/280 | 0/000 |
| A fixed number | 17/178 | 2/994 | | 5/738 | 0/000 |
| distributive justice | 0/966 | 0/126 | 0/426 | 7/676 | 0/000 |
| 2 trust | 0/414 | 0/075 | 0/307 | 5/536 | 0/000 |
| A fixed number | 17/833 | 2/978 | | 5/988 | 0/000 |
| distributive justice | 0/867 | 0/131 | 0/383 | 6/597 | 0/000 |
| 3Procedural justice | 0/325 | /083 | 0/241 | 3/914 | 0/000 |
| | 0/167 | 0/070 | 0/151 | 2/378 | 0/000 |

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## Discussion

Social life and different institutions of a society, without considering intuitive needs of their members and obeying the equity principle or justice by their effective factors, their maintenance and continuity will seems to be impossible. Other than producing gaps and ranking within the institutions, it engenders contradiction inactors' behaviors.

The results of the present is in line with Parsons' theory which refers the exchange of energy and information in social system and states that if micro economic system is provided by salaries and benefits and welfare conditions, individuals will try to maintain the patters of the society. Therefore, according to the ideas of scholars of sociology, the very substance of creating coordination, collaboration, participation and facilitation of relationships among constructive members of social institution is establishing the spirit of equity in different dimensions in that structure which provides the appropriate ground for peaceful life of individuals to live with each other without enmity and to attain their objectives, and also produces the appropriate ground of trust in its every constructive elements to each other; therefore, it results in coordination and collaboration among the members of a group or society and it is constructive of a purposive system which causes accessing valuable objectives of the group and results in increase in individuals' social and economic performance in the organization.

Consequently, this process results in unity in the organization and under the shadow of organizational unity and integration, accessing to use opportunities and relationships among actors in workplaces and even the society will be easier.

Because of the positive and moderate effect of independent variables on job satisfaction of the studied sample, it can be concluded that justice in payments and fair view to individuals' capabilities and potentialities, managers' colleague-centered interactional treatment with organizational actors and adopting an identical approach in decision making, it will produce a motivating and vivid workplace for the staff. To do normal behaviors and following dominant values by different organizational factors and interaction of members of a work group indicate the satisfaction of an active presence of actors in that organization.

A study by Hoffman (2005) indicates that the staff who feel more unequal in payments are less satisfied with their jobs than other staff. Such a perception on the performance has a reducing effect (as cited in Nowruzi *et al.,* 2009). The confirmation of the obtained results of Hoffman's study is the correlation between job satisfaction and distributive justice and is in accordance with Homans' distributive justice, it means that individuals like to accept payment system and the policy of fair promotion without ambiguity. The results of research conducted by Liao & Rupp (2005, indicate the correlation between justice and attachment to the organization. The presence of justice (distributive, procedural and interactional) gas a stronger correlation with attachment and satisfaction with jobs in the organization. When staff perceive fairly managers behaviors and the organization's policies, they will motivated to burden their responsibilities and do their occupational tasks at best (Parvar, 2011). In an investigation done on nurses' satisfaction by Yousefi *et al.,* (2010), indicates that there is a correlation between organizational trust of nurses and their job satisfaction, and the more nurses trust their manager, the more they feel satisfied with their jobs. According to Puntam, trust results in establishing and expanding relationships with friends, colleagues and relatives which provide the exchange of gods, services and information in the society. And Durkheim considers trust as relief which is the result of humans' peaceful living with their peers without any enmity. Foroutani (2001) in his research titled as "investigating the relationship of some of the organizational factors with social discipline in the organization from the viewpoint of Jihad of Construction of Khoy" concludes that there is a significant correlation between social discipline and job satisfaction and organizational commitment. The results of the conducted research the objectives consistent with the present study indicate the confirmation of the results obtained by the present study.

- It is suggested that in the future research, factors effective on staff' security and job satisfaction in organizations from a different sociological viewpoint be investigated.
- Because of the unique role of managers in different organizational levels in the process of distributive and interactional justices, it is suggested that the selection of managers be based on the particular

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organizational regulations and having suitable and effective records of servicing in organizations and their interactional good manners with regulations and colleagues before being appointed to the position.

- By training staff by their arrival to the organization and during their servicing the interaction between organizational expectancy and what the organization has will be institutionalized in individuals.

- It is suggested that an association or an employee unions in organizations to pursue the wants of staff and modifiers of non-binary pressures by higher levels with staff's ideas and views.

- Logical supervision system with specified framework on the performance of law enforcement and the system of rewards and payments of the organization based on specialty, education and … should be done periodically to prevent from creating the grounds of hypocrisy.

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