

Determining the Relationship between Placement Test and Job Satisfaction of the Tax and Administrative Staff of the Organization of Tax Affairs of Semnan Province

Khodadad BabaAhmadi ^{1,*}, Saied Aghasi²

¹MA student of Department Management Dehaghan Branch, Islamic Azad University, Isfahan, Iran

²Faculty member of Department Management Dehaghan Branch, Islamic Azad University, Isfahan, Iran

Abstract: The objective of the present study is to determine the relationship between the results of placement tests and job satisfaction of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province. The method employed in the study is a descriptive-correlational one and the population includes the tax and administrative staff of the Organization of Tax Affairs of Semnan Province, whose number was 105 individuals among whom 83 individuals (including 58 men and 25 women) were selected as the sample. The instrument of the study consisted of two researcher-made questionnaires (an 11 item for placement tests and a 39 item one for job satisfaction) in the form of the five-point scale (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree). The formal and content validity of the questionnaires were confirmed. The reliability of the questionnaires was determined by Cronbach's alpha as for the questionnaire of placement test was 0.85 and for job satisfaction was 0.94. Data analysis was conducted in two levels of descriptive and inferential statistics (Pearson correlation coefficient). The findings of the research indicate that there is a significant correlation between placement test and job satisfaction. In addition, there is a significant correlation between the results of placement test and indices of job satisfaction (satisfaction with work, satisfaction with supervisors, satisfaction with colleagues, satisfaction with the conditions of promotion and satisfaction with payments).

Key words: *Placement test; Job satisfaction; Tax and administrative staff of the Organization of Tax Affairs*

1. Introduction

Nowadays, a lot of individuals are dissatisfied with their jobs and have anxiety and insecurity in their lives (Marques et al., 2005). Morris (1997) believes that job satisfaction, trust, and work ethics in most of workplaces are rare. Many of the organizations' measures for changing and improving in the two recent years including minimizing, re-engineering, suspension, firing, and etc., result in the demoralization and a moral dilemma among the staff (as cited in Kinjerski and Skrypnek, 2004). In fact, these measures which are based on a modern mechanistic and rational paradigm could not realize the desires of the staff (Lund Dean et al. 2003). Globalization, movement toward knowledge organizations, the growth of employees' demands for rich and training work environments and also meaningful work has made these pressures high. In fact, it seems that the staff in their own jobs pursues something more than economic rewards.

Job satisfaction is one of the most important factors in job success and the factor of increasing individuals' efficiency in organizations. Among the job satisfaction of the staff of an organization and more efficiency and productivity of that organization there is a correlation (Safi, 1992). Researchers have stated that job satisfaction can result in productivity

and organizational commitment (Ah Lee, 2005). A lot of researchers have tried to identify different dimensions of job satisfaction because measuring each of these dimensions of job satisfaction and investigation and effect on the productivity of the staff are very important (Hong Lu et al., 2007).

Job satisfaction as a factor affecting job success which causes increasing the personal efficiency and satisfaction should be comprehensively considered. On the other hand, dissatisfaction causes negligence and absence and even in higher levels can have destructive and undesirable effects on planning and lead it to defeat. In fact, it can be said that if in an organization, the staff's satisfaction is not prior to other objectives that organization will move toward defeat and collapse. Job satisfaction has mutual effects on individuals and organizations. An individual joins an organization with desires and dreams and the coordination of the organization with these desires creates satisfaction in the individual and this job satisfaction causes innovation, creativity in work, increase in the degree of production and services. Accordingly, the organization will enjoy health and dynamicity. The staff has less satisfaction usually will encounter high rates of substitution. This staff may have eyes on more desirable positions, while the staff enjoying more satisfaction remains in their position (Mir Kamali et al., 2009).

* Corresponding Author.

The staff enjoying higher job satisfaction less commits absence and has better performance. Different factors are effective in job satisfaction of the staff. Multiple studies have been conducted on this issue. In the Tax Organization, each year, a test is administered; this test in fact provides the grounds for prompting the staff. The present study, by investigating the role of this test in job satisfaction, is to answer this question that whether the placement test of the tax and administrative staff of the Organization of Tax Affairs is effective on their job satisfaction.

2. Theoretical framework

Regarding job satisfaction, there have been different definitions; some of these definitions are concentrated on the job itself. Other definitions include the factors related to the job (Cheng et al., 2007). Job satisfaction is a complicated and multidimensional concept related to psychological, social and physical factors. Only one factor cannot fulfill job satisfaction, but a certain combination of different factors causes that the employed individual in certain moment is satisfied with its job and enjoys it (Schertuz, 1992). The degree of job satisfaction indicates the positive or negative attitudes of individuals regarding their jobs are influenced by different factors (Seyyed Javadin, 2006). Job satisfaction refers to an emotional response given to different aspects of the job of an individual. In other words, job satisfaction is not a unified and integrated concept because an individual as he can be satisfied with an aspect of his job, he can be dissatisfied with another aspect of that job (Kreitner et al., 1999; Mir Kamali et al., 2009). Edwin Lock defines job satisfaction as the individuals' report that as the result of the emotionally positive state of evaluating jobs or job experiences (Droussiotis and Austin, 2007). In addition, Lock believes that job satisfaction is due to job evaluation as an issue providing the access to or the possibility of attaining important job values. Therefore, the individual effectively helps the organization in attaining its objectives when firstly he is satisfied with his job and is interested in his activities (Foroughi, 2007). Job satisfaction refers to individuals' attitudes about their jobs or the quid dity of individuals' feelings toward their jobs and their diverse aspects (Seyyed Javadin, 2006).

Job satisfaction is a set of feelings and beliefs which individuals have toward their current jobs. Job satisfaction is one of the important factors in job success, a factor which results in increasing efficiency and personal satisfaction. Job satisfaction means liking the conditions and requirements of a job, the conditions in which jobs are conducted and rewards are assigned for them (Mir Kamali et al., 2009).

Staff is the most important and effective known factors for their job performance and the advancement of organizations; therefore, to attain high job performance, they should be motivated. Most of the researchers have concentrated their

attempts on the study of the staff by which they can identify the factors affecting motivation and consequently their more efficiency (Jafari et al., 2013).

Job satisfaction is an important issue in the discussion of keeping and maintaining human resources of an organization and neglecting it, in long term, can disrupt the social system of the organization and result in disobedience, reduction of responsibility and at last turnover (ibid).

Job satisfaction is one of the main factors in the job success of each person and results in increasing the efficacy and satisfaction of each individual. Job satisfaction is a complicated and multidimensional concept related to psychological, social and physical factors. It is the main condition of the presence and coordination of individuals with organizations this issue is due to the important role of job satisfaction in increasing productivity, commitment to organizations, the guarantee of the physical and psychological health, the acceleration of learning new job skills and the increase in individuals' spirit (Bazuvand et al., 2013).

Job satisfaction causes that productivity increase, individuals be committed to organizations, the physical and psychological health be guaranteed, individuals' spirit increase, they be satisfied with their lives and new skills be learned quickly. The results of different studies indicate that when the members of an organization are satisfied with their jobs, the rate of absence or delay in working and even turnover rate reduce (Askari, 2004; Azadi, 2011).

3. Literature review

Walt (2007), in a research investigated the relationship between spirituality and job satisfaction and attained this results that there is a positive and significant correlation between individuals' job satisfaction and organizational spirituality. In addition, the results indicate that there is a significant difference between individuals' spirituality in terms of demographic variables (gender, racial and religious groups). In addition, the results indicate that there is a significant difference between organizational spirituality based on age and education variables.

Pettijohn and Charles (2008) conducted a research on sellers' understanding power of work ethics and consumption behaviors and the available relations among these observations and sellers' job satisfaction. The results of this study showed that there is a positive correlation between sellers' understanding of work ethics and ethical principles of employers and their job satisfactions.

Togia et al., (2004), by a list of the staff's satisfaction covering 6 aspects of job satisfaction (work conditions, allowance, promotion, nature of work, supervision, and organization), investigated the degree of job satisfaction among Greek academic libertarians. The findings of their research indicated that these librarians had the most satisfaction with

the nature of work, supervision, and work conditions and the least degree of satisfaction with the allowances and promotion conditions.

Long (2005), in his research investigated job satisfaction in Australia. The results of his research showed that there is a correlation between personal characteristics and job satisfaction (Hesari, 2006).

Podsakoff et al., (2000), by reviewing comprehensively the theoretical and experimental literature of organizational citizenship which included 20 researches conducted from 1983 to 1999 attained these results that job satisfaction, organizational commitment and leadership trust has a positive correlation with organizational citizenship.

In this regard, Miao and Kim (2009), in a research conducted in China, attained these results that there is a positive and significant correlation between job satisfaction and organizational citizenship behavior and this correlation is more powerful in men than in women.

Beeb et al., (2008), in a research found out that good relationship with supervisors, the increase in job skills and having promotion opportunities are more satisfactory for students than paying them.

Noordin (2009), in a research found out that in general faculty members of the studied university have a moderate level of job satisfaction and the current situation, marital status, age, allowance, have significance effect on the job satisfaction of the faculty members.

Musarrat Nawaz (2010), in a research conducted in Pakistan, found out that the motivational factors have a significant role in increasing job satisfaction of the staff. Satisfied staff has better performance.

Greenslade and Jimmieson (2011) reported that the units in which the management gives the staff rewards and supports them, work forces attempt to complete their job roles and consequently have more effective roles.

Sageer (2012), in a research found out that in general, staff's satisfaction is the degree of their happiness with their jobs and workplaces. Factors such as job security, factors of workplaces, the policy of compensation and incomes as well as the opportunities assigned for promoting the staff, improve the staff's job satisfaction.

Regarding the role and significance of job satisfaction in developing and improving organizations and due to the impotence which job satisfaction has for staff's attitudes, the present study is to investigate the relationship between placement test and job satisfaction of the staff. Doubtlessly, investigating such researches can enrich the literature of job satisfaction and its variable related. Therefore, based on the theoretical framework, the present study is to answer the following hypotheses:

1. There is a correlation between the results of placement tests and job satisfaction of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

2. There is a correlation between the results of placement tests and satisfaction with working of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

3. There is a correlation between the results of placement tests and satisfaction with supervisors of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

4. There is a correlation between the results of placement tests and satisfaction with colleagues of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

5. There is a correlation between the results of placement tests and satisfaction with promotion of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

6. There is a correlation between the results of placement tests and satisfaction with payments of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

4. Research methods

The present study is to investigate the relationship the results of placement tests and job satisfaction of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province; therefore, the present study is among the descriptive-correlational ones. It is descriptive due to the fact that the objective of the present study is to investigate the phenomenon in an objective, systematic, and realistic description (Naderi and Seif Naraghi, 1999). It is correlational due to the fact that the researcher is to investigate the correlations among the variables. In the present study, due to the fact that the researcher is to explore the correlation between two independent (placement test) and dependent (job satisfaction) variables; therefore, the descriptive-correlational research has been used.

In the present study, two questionnaires were employed: the questionnaire of placement test including 11 researcher-made items, closed-questions, and in the form of five-point scale (strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree) and the questionnaire of job satisfaction including 39 researcher-made items closed-questions, and in the form of five-point scale (strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree) which were prepared in five indices.

The population of the study includes all the tax and administrative staff of the Organization of Tax Affairs of Semnan Province which were 105 individuals. Since investigating the whole population was not feasible both in terms of time and expenses; therefore, the sampling was conducted. To determine the sample size, Kerjcie and Morgan Formula was used, the sample size of this research consisted of 83 individuals. The data analysis was conducted through descriptive (frequency, percentage, and mean) and inferential (Pearson correlation coefficient).

5. Research findings

1. There is a correlation between the results of placement tests and job satisfaction of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

To answer the first hypothesis, Pearson correlation test was used, whose results are indicated in Table 1.

Table 1: the correlation between the results of placement tests and job satisfaction of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province

Variable	The staff's job satisfaction	Significance level
Placement test	0.70**	0.01

The results of the above table indicate that there is a direct and significant correlation between the results of placement tests and job satisfaction of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province at the significance level 99%. The placement test as a test for promoting positions or the income level of the staff can provide the grounds for the staff's job satisfaction.

2. There is a correlation between the results of placement tests and satisfaction with working of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

To answer the second hypothesis, Pearson correlation test was used, whose results are indicated in Table 2.

Table 2: the correlation between the results of placement tests and satisfaction with working of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province

Variable	The staff's satisfaction with working	Significance level
Placement test	0.712**	0.01

The results of the above table indicate that there is a direct and significant correlation between the results of placement tests and satisfaction with working of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province at the significance level 99%. The placement test as a test for promoting positions or the income level of the staff can provide the grounds for the satisfaction with working.

3. There is a correlation between the results of placement tests and satisfaction with supervisors of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

To answer the third hypothesis, Pearson correlation test was used, whose results are indicated in Table 3.

The results of the above table indicate that there is a direct and significant correlation between the results of placement tests and satisfaction with supervisors of the tax and administrative staff of the

Organization of Tax Affairs of Semnan Province at the significance level 99%.

Table 3: the correlation between the results of placement tests and satisfaction with supervisors of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province

Variable	satisfaction with supervisors	Significance level
Placement test	0.528**	0.01

The placement test as a test for promoting positions or the income level of the staff can provide the grounds for the satisfaction with supervisors.

4. There is a correlation between the results of placement tests and satisfaction with colleagues of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

Answering the fourth hypothesis, Pearson correlation test was used, whose results are indicated in Table 4.

Table 4: the correlation between the results of placement tests and satisfaction with colleagues of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province

Variable	satisfaction with colleagues	Significance level
Placement test	0.56**	0.01

The results of the above table indicate that there is a direct and significant correlation between the results of placement tests and satisfaction with colleagues of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province at the significance level 99%. The placement test as a test for promoting positions or the income level of the staff can provide the grounds for the satisfaction with colleagues.

5. There is a correlation between the results of placement tests and satisfaction with promotion of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

To answer the fifth hypothesis, Pearson correlation test was used, whose results are indicated in table 5.

Table 5: correlation between the results of placement tests and satisfaction with promotion of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province

Variable	satisfaction with promotion	Significance level
Placement test	** 0.553	0.01

The results of the above table indicate that there is a direct and significant correlation between the results of placement tests and satisfaction with promotions of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province at the significance level 99%. The placement test as a

test for promoting positions or the income level of the staff can provide the grounds for the satisfaction with promotions.

6. There is a correlation between the results of placement tests and satisfaction with payments of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province.

To answer the sixth hypothesis, Pearson correlation test was used, whose results are indicated in Table 6.

Table 6: the correlation between the results of placement tests and satisfaction with payments of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province

Variable	satisfaction with payments	Significance level
Placement test	** 0.553	0.01

The results of the above table indicate that there is a direct and significant correlation between the results of placement tests and satisfaction with payments of the tax and administrative staff of the Organization of Tax Affairs of Semnan Province at the significance level 99%. The placement test as a test for promoting positions or the income level of the staff can provide the grounds for the satisfaction with payments.

6. Discussion and conclusion

There is a significant correlation between the results of placement test and indices of job satisfaction (satisfaction with work, satisfaction with supervisors, satisfaction with colleagues, satisfaction with the conditions of promotion and satisfaction with payments).

Since the mentioned cases in this hypothesis all are the components of job satisfaction, and in the main hypothesis, there is a significant correlation between placement test and job satisfaction, therefore, these components are investigated together. The findings of the research from the first to the fifth hypotheses indicate that there is a correlation between the results of placement test with job satisfaction (0.712), satisfaction with supervisors (0.528), satisfaction with colleagues (0.56), satisfaction with promotion (0.553), and satisfaction with payments (0.495) all were significant at the significance level $p < 0.000$. It means that there is a significant correlation between the results of placement test and components of job satisfaction. As mentioned in the main hypothesis, the results of the placement test is correlated with job satisfaction; therefore, these results are significantly correlated with satisfaction with work, satisfaction with supervisors, satisfaction with colleagues, satisfaction with the conditions of promotion and satisfaction with payments.

Jimmieson (2000) found out that the factors such as the possibility of continuing education, respect,

responsibility, acknowledgement and equal reward are among the main motivational factors. Sophia (2000) in her studies found out that payroll is one of the main three factors of job satisfaction in such a way that sometimes its importance covers the 97% of the participants' ideas. Danhoow & Heywood found out that relationship with colleagues and the boss, work hours, high workload and career future, and annual salary are effective in the degree of job satisfaction. Franco (2004), discussed that feeling honor, effectiveness, and loyalty in management and job security are the most important motivational factors. Rantz (2005), in a research indicated that motivational factors include appropriate salaries, the possibility of promotion and the development of the staff, job security, attractiveness of jobs, acknowledgment, sympathy with personal problems, and participation in doing activities are among the important factors from the perspective of the staff. Billmore (2006), in his studies found out that job satisfaction is related to the mode of management. Eldon (2010) indicated that using rewards in creating motivation in the staff has a vital role and the method of managers in using it is particularly important. Rashid (2012), found out that rewards have positive and significant effect on the motivation of the staff and positive motivation result in creating job satisfaction. Tahouri (2005), Hashemzadeh (2010), Saffari (2010), Malekshahi (2010), Abbaschian (2011), Nasiripour (2013), Togia et al. (2004), Beeb et al. (2008), Noordin (2009), Musarrat Nawaz (2010), Greenslade & Jimmieson (2011), and Sageer (2012) in their investigations all consider job security, participation in decision makings, satisfaction with workplaces, satisfaction with facilities, work nature, allowances and salaries, satisfaction with colleagues, and satisfaction with job promotion, supervision, job skills, and having the chance of promotion are more effective than paying salaries to be effective on job satisfaction. If a placement test is considered as a chance for job promotion, it can be concluded that the individual with taking the placement test provides the grounds of job promotion and raising his salaries and job allowances and this test can have a significant role in the staff's job satisfaction.

7. Applied suggestions

The findings of the research indicate that the staff's job satisfaction is higher than the moderate level; therefore, the following cases are suggested in line with enhancing the degree of the staff's job satisfaction.

- Identifying the factors related to job satisfaction among the staff
- Holding friendly sessions with the staff and listening to their issues and problems
- Enhancing the level of welfare facilities among the staff including activating housing cooperatives, consumption cooperatives, insurance services and etc.

- Holding training courses for managers and authorities and declaring the creation of job satisfaction among the staff, and declaring the positive and negative consequences of job satisfaction of the staff on the organization
- Identifying different fields of providing facilities for the staff
- Different plans such as pilgrimage travels, health insurance, housing, giving coupons, encouraging the staff's children, acknowledging the staff's families on different occasions (Women's Day), signing contract with different stores and cases as such can be effective in eliminating their problems and their satisfaction with jobs and enhancing their motivations.
- Signing agreements with various banks for long-term, low-interest granting financial facilities to the staff
- Awarding bonuses to the staff who could promote from different aspects of their job
- Identifying concerns of the staff regarding their career planning to meet them
- Observing justices and fairness in different aspect of particularly in the awarding of bonuses, granting financial facilities and payments between government and contract employees
- Holding regular meetings with the staff and explaining the functions of various rules and regulations, especially laws related to employment promotion
- The findings of the research indicated that there is a significant correlation between the results of the placement test and job satisfaction; therefore, it is suggested that the fields of continuing education of the staff and promoting their level of education and finally promoting their incomes be provided.
- Granting financial facilities or taking certain concessions for individuals who are busy pursuing continuing studies

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