

SURVEYING THE RELATIONSHIP BETWEEN INDIVIDUAL FACTORS AND WITHDRAWAL BEHAVIORS OF EMPLOYEES AT THAMEN AL-AEMEH CREDIT COOPERATIVE IN KHUZESTAN

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Abstract

The study has been done in order to determine the relationship between individual factors (work stress, job satisfaction, work motivation, work trust, procedural justice) as independent variables and withdrawal behaviors (physical withdrawal and psychological withdrawal) as dependent variable. The population was 300 employees of Thamen Al-Aemeh credit cooperative in Khuzestan. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 141 of these employees which have been selected through the simple random sampling method. To gathering of data, we used questionnaire. Questionnaires reliability was estimated by calculating Cronbach's Alpha. In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. The results Kolmogorov-Smirnov Test shows the test distribution is Normal. So we can use Pearson Correlation coefficients to test the hypothesis of the research. In order to determine the relationship between the variables of the study, the SPSS tool has been used. The results of hypotheses shows that individual factors (job satisfaction, work motivation, work trust, procedural justice) have a negative significant correlation with physical and psychological withdrawal at Thamen Al-Aemeh credit cooperative in Khuzestan. But work stress has a positive correlation with physical and psychological withdrawal. Finally, we can say that there is negative significant relationship between individual factors and withdrawal behaviors at Thamen Al-Aemeh credit cooperative in Khuzestan.

Keywords: *work stress, job satisfaction, work motivation, work trust, procedural justice, withdrawal behaviors*

1- Introduction

People need to have the right knowledge, skills and abilities to be able to carry out their work effectively and safely. They also need to have the appropriate attitudes and awareness of the risks in order to work in a safe manner. Therefore making sure you select the right people for the job is important but it is also necessary to ensure they have the appropriate training and personal

development if they are to work efficiently and safely. It is easier to develop skills and change attitudes than it is to alter personality. It is also important to ensure that the workplace is adapted as far as is necessary to support rather than hinder people's task performance. When people are recruited, or change their jobs, it is sensible to check if any adaptations to the workplace would make it easier for them to do the job and reduce the risk of human error, injury or ill-health as well as increasing their efficiency or productivity (Vazifeh Damirchi, 2010).

There are many behavioral factors such as Occupational stress, job satisfaction, job motivation, trust, procedural justice and etc. that affect individuals work. In this paper we developed them to understanding their relation with Withdrawal behaviors.

1-1- Occupational Stress

Stress is a person's response to a stressor such as an environmental condition or a stimulus. Stress is much in the news at present but it isn't a new problem. Pressure is part and parcel of all work and helps to keep us motivated. But excessive pressure can lead to stress which undermines performance, is costly to employers and can make people ill. Stress takes many forms. As well as leading to anxiety and depression it can have a significant impact on an employee's physical health. Research links stress to heart disease, back pain, headaches, gastrointestinal disturbances and alcohol and drug dependency (Rowe, 2004).

Occupational stress is stress involving work. Stress is defined in terms of its physical and physiological effects on a person, and can be a mental, physical or emotional strain. It can also be a tension or a situation or factor that can cause stress. Occupational stress can occur when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands (NIOSH, 1999; Henry & Evans, 2008). Often a stressor can lead the body to have a physiological reaction which can strain a person physically as well as mentally. A variety of factors contribute to workplace stress such as negative workload, isolation, extensive hours worked, toxic work environments, lack of autonomy, difficult relationships among coworkers and management, management bullying, harassment and lack of opportunities or motivation to advancement in one's skill level (Colligan et al, 2006).

Basically, stress is divided into eustress and distress. Eustress is positive or good stress, whereas distress is the stress reactions to those events or actions appraised as being negative (Colligan et al, 2006). Stress-related disorders encompass a broad array of conditions, including psychological disorders (e.g., depression, anxiety, post-traumatic stress disorder) and other types of emotional strain (e.g., dissatisfaction, fatigue, tension, etc.), maladaptive behaviors (e.g., aggression, substance abuse), and cognitive impairment (e.g., concentration and memory problems). In turn, these conditions may lead to poor work performance, higher absenteeism, less work productivity or even injury (Colligan et al, 2006). Job stress is also associated with various biological reactions that may lead ultimately to compromised health, such as cardiovascular disease (NIOSH, 2007) or in extreme cases death.

Workplace stress is a concern for both employees and employers, with national and international statistics showing the prevalence has grown steadily over recent years. The stress process originates with exposure to stressors. Stressors are those elements within an environment that

cause stress and can be either physical or psychosocial. Physical stressors include physical elements within an environment such as loud noise or physically uncomfortable working conditions, whereas psychosocial stressors include pressures as tight deadlines or job insecurity.

Table 1. Workplace stress

Types of Stressors	Examples
Work factors	• Excessive work hours • Unreasonable performance demands
Physical environment	• Noise and overcrowding • Health and safety risks • Ergonomic problems
Organizational practices	• Lack of autonomy • Poor communication • Unclear roles and responsibilities
Workplace change	• Insecurity in job • Poor chances for advancement or promotion • High turnover
Relationships	• Office politics, competition and conflicts • Poor relationships with superiors • Bullying or harassment

Source: http://www.helpguide.org/mental/stress_signs.htm, 15 February 2008

1-2 Job Satisfaction

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction (Thompson and

Phua, 2012) and cognitive job satisfaction (Moorman, 1993). Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander et al, 1997). Studies of job satisfaction and librarianship seem to consistently show there is a relationship between professional status and the job satisfaction. High levels of job satisfaction are observed in those professions that are of good standing in society. Age is one of the factors affecting job satisfaction. Different studies conducted show that older workers are more satisfied (Adeyinka Tella et al, 2007).

1-3 Work Motivation

A motivated and qualified workforce is crucial to increase productivity and the quality of the organizational services in order to achieve organizational objectives. The challenge and dilemma for many managers is how to create this type of motivation (Dieleman and Toonen, 2006:1).

Work motivation "is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration"(Pinder, 2008). Understanding what motivates an organization's employees is central to the study of I-O psychology. Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an *incentive* is the anticipated reward or aversive event available in the environment (Deckers, 2010). While motivation can often be used as a tool to help predict behavior, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behavior and performance. Because of motivation's role in influencing workplace behavior and performance, it is key for organizations to understand and to structure the work environment to encourage productive behaviors and discourage those that are unproductive (Mitchell and Daniels, 2003). Motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Lumumba, 2001: 29).

Workers have needs which a workplace must fulfil in order to avoid demotivation. When workers lack motivation they tend to resort to anti-work behaviors such as absenteeism, negligence of duty, late-coming, failure to meet deadlines, display of open frustration and all these factors work negative to the performance and credibility of an organization. Organizations need to place all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are used in order to retain, attract, increase workers efforts, satisfaction and commitment.

1-4 Work trust

In a culture of trust, transparent communication forms a foundation for building relationships. A sense of safety and a comfort level with interpersonal interaction pervades a workplace that has

developed a culture of trust. Duane and Tway offered an excellent definition of trust in his 1993 dissertation, *A Construct of Trust*, as “the state of readiness for unguarded interaction with someone or something” (Dubois, 2010). Warren Buffet put it another way. “Trust,” said Buffet “is like the air we breathe. When it’s present, nobody really notices. But when it’s absent, everybody notices.”

Work trust, once destroyed, is difficult to regain. Trust in your work organization and in your coworkers is fundamental to your happiness and success at work. This is because trust is the cornerstone of the work culture of a successful company. In a work culture that encourages transparent communication, thoughtful risk, experimentation, employee motivation, goal achievement, employee empowerment, and employee engagement - all hallmarks of effective organizations - work trust is paramount. Without trust, these and other desired work behaviors won't occur (Heathfield, 2012).

A classic study by Cornell University Associate Professor Tony Simon of 6,300 Holiday Inn employees found that hotels where managers followed through on their promises and had behavioral integrity were more profitable (Bader& Liljenstrand, 2003).

A Watson Wyatt Worldwide study found that organizations in which front-line employees trusted their senior leaders had a 42 percent higher return on shareholder investment than organizations in which distrust was the norm (Reina and Reina, 2007).

Amy Lyman’s tracking of publicly traded 100 Best Companies has shown that as a group and over time, those organizations have outperformed the Russell 3000 and S&P 500, posting annualized returns of 11 percent versus 4.26 percent and 3.83 percent, respectively. Lyman also notes that those best companies experience about half the turnover rate than other organizations in their industries. (Lyman, 2003; 2012).

1-5 Procedural justice

The concept of justice is prevalent in personnel research and practice. Pervasive attention to matters of justice is evidenced by the importance placed on making "fair" employee selection decisions. Settling labor disputes "justly" and negotiating "equitable" wage settlements. To name just a few areas involving human resources management. Empirical and theoretical work within the broader psychological literature has also had much to say about justice (Folger and Greenberg, 1985). Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. One aspect of procedural justice is related to discussions of the administration of justice and legal proceedings.

Procedural justice concerns the fairness and the transparency of the processes by which decisions are made, and may be contrasted with distributive justice (fairness in the distribution of rights or resources), and retributive justice (fairness in the punishment of wrongs). Hearing all parties before a decision is made is one step which would be considered appropriate to be taken in order that a process may then be characterized as procedurally fair. Some theories of procedural justice hold that fair procedure leads to equitable outcomes, even if the requirements of distributive or restorative justice are not met (Tyler et al, 1985). It has been suggested that this is the outcome

of the higher quality interpersonal interactions often found in the procedural justice process, which has shown to be stronger in affecting the perception of fairness during conflict resolution. Early efforts to understand the concerns people have when evaluating procedural justice were focused on stipulating specific standards of process fairness. For instance, Leventhal (1980) specified six criteria of fair procedures: consistency, bias suppression, accuracy, correct ability, representativeness, and ethicality (Blader & Tyler, 2003).

1-6 Withdrawal behaviors

Organizations are seeking more efficient and more satisfied staff. However, many people are non-committed for various reasons to the organization. Usually, they show their non-commitment to their organization like as Withdrawal behaviors (Pinder, 2008, 62).

Withdrawal behaviors may be started with little things, but in the end can lead to serious actions that may be detrimental to the organization. Withdrawal behavior occurs in two forms: a) physical, b) psychological.

The physical withdrawal provide the action that getting rid of work for a short time or for a long time. The physical withdrawal occurs in a variety of shapes and sizes, which are as follows:

- Tardiness
- Absenteeism
- Long Break
- Resign
- Quitting (Feizi et al, 2011).

Psychological withdrawal provide the action that mental escape of work for a short time or for a long time. The psychological withdrawal occurs in a variety of shapes and sizes, which are as follows:

- Daydreaming
- Socializing
- Looking Busy
- Moonlighting
- Cyber loafing (Feizi et al, 2011).

According to subject of this study, we tried to answer these questions; ‘is there relationship between individual factors and withdrawal behaviors of employees?’ and ‘What is this relationship in psychological and physical withdrawal behaviors of employees?’

2- Research Hypotheses

In this paper we have 10 hypotheses. The statistical way of analysis of hypotheses is two ways, H_1 is acceptance of hypothesis and H_0 is rejecting of hypothesis. In other words, it means that H_1 has positive meaning and H_0 has no meaning.

- 1) Surveying the relationship between work stress and Physical Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 2) Surveying the relationship between job satisfaction and Physical Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan

- 3) Surveying the relationship between work motivation and Physical Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 4) Surveying the relationship between work trust and Physical Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 5) Surveying the relationship between procedural justice and Physical Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 6) Surveying the relationship between work stress and Psychological Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 7) Surveying the relationship between job satisfaction and Psychological Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 8) Surveying the relationship between work motivation and Psychological Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 9) Surveying the relationship between work trust and Psychological Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan
- 10) Surveying the relationship between procedural justice and Psychological Withdrawal behaviors of employees at Thamen Al-Aemeh credit cooperative in Khuzestan

3- Methodology

The main purpose of this study was surveying the relationship between individual factors and Withdrawal behaviors of employees. This has done at Thamen Al-Aemeh credit cooperative in Khuzestan and the population was 300 employees of this company. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 141 of these employees which have been selected through the simple random sampling method. To gathering of data, we used questionnaire. Questionnaires reliability was estimated by calculating Cronbach's Alpha. Table 2 shows the number of question and Cronbach's Alpha for each dimensions of research and other questionnaire information.

Table 2: Number of question and Cronbach's Alpha and etc.

Variables	Indexes	No. of items	Alpha	Total
individual factors	work stress (Lambert et al ,2007)	1-5	.82	39
	job satisfaction (Feizi et al ,2012)	6-15	.83	
	work motivation (Memerzadeh et al, 2008)	16-22	.84	
	work trust(Feizi et al ,2011)	23-30	.87	
	procedural justice (Moorman,1993)	31-39	.79	
Withdrawal behaviors	Physical Withdrawal (Researcher make)	10-44	.90	10
	Psychological Withdrawal (Researcher make)	45-49		
Total				49

In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. The results Kolmogorov-Smirnov Test shows the test distribution is

Normal. So we can use Pearson Correlation coefficients to test the hypothesis of the research. In order to determine the relationship between the variables of the study, the SPSS tool has been used.

4- Results

4-1 Demographic Results

The data gathered from questionnaires shows that all of the responders are male. The responder's degree is 8.3 percent MA, 35.5 percent BA and 24.7 DA and 31.4 percent AD or under. It means that the most of the responder have university degree.

Table3- Responders degree

Valid	Degree	Frequency	Percent
	DA or Under	38	31.4
	AD	30	24.7
	BA	43	35.5
	MA	10	8.3
	PhD	0	0
	Total	121	100.0

Table 4 shows age of the responders. 35.5 percent of responders have between 20-30 years' old, and 38 percent have between 31-40, 14 percent 41-50, and finally 12.5 percent have more than 51 years of work experience. It shows that most the employees experience are between 20 -40.

Table 4- Age of the responders

Valid		Frequency	Percent
	20- 30	43	35.5
	31-40	46	38
	41-50	17	14
	More than 51	15	12.5
	Total	121	100.0

From the precedence point of view about 32.2 percent of responders have less than 5 years' experience, 23.9 percent have between 6 -10, 19 percent have between 11-15, 14 percent have between 16-20, and finally 10.9 percent have experience more than 21 years. It shows that all the employees have good experience.

Table 5- Experience of the responders

Valid		Frequency	Percent
	Under 5	39	32.2
	6-10	29	23.9
	11-15	23	19
	16-20	17	14

	More than 21	13	10.9
	Total	121	100.0

The following table shows the statistical parameters such as mean, standard deviation.

Table 6. Statistical parameters of variables

Indexes	Mean	S.D
Work Stress	3.983	1.336
Job Satisfaction	2.812	.884
Work Motivation	2.462	.596
Work Trust	2.906	.511
Procedural Justice	2.643	.850
Physical Withdrawal	3.449	.835
Psychological Withdrawal	3.509	.856

The results of table 3 shows that mean (standard deviation) dependent and independent variables, the individual factors such as work stress 3.983 (1.336), job satisfaction 3.983 (.884), work motivation 2.462 (3.596), work trust 2.906 (.511), procedural justice 2.643 (.850), and Withdrawal behaviors indexes such as physical withdrawal 3.449 (.835), and psychological withdrawal 3.509 (.856).

Highest mean belong to work stress index and lowest to work motivation among business individual factors. Also, highest mean belong to psychological withdrawal and lowest to physical withdrawal among withdrawal behaviors dimensions.

4-2 Hypotheses Results

Table 7 shows that correlation analysis has been done in order to determine the relationship between individual factors (work stress, job satisfaction, work motivation, work trust, procedural justice) as independent variable and physical withdrawal as dependent variable.

Table7, correlation coefficients between the independent and dependent variables

Independent variable	Dependent variable	n	R	P-value	Result
work stress	Physical Withdrawal	121	0.279	.002	Confirm H ₁
job satisfaction	Physical Withdrawal	121	-0.305	.001	Confirm H ₁
work motivation	Physical Withdrawal	121	-0.287	.004	Confirm H ₁
work trust	Physical Withdrawal	121	-0.240	.008	Confirm H ₁
procedural justice	Physical Withdrawal	121	-0.270	.005	Confirm H ₁

The results show that from individual; factors job satisfaction ($r=-0.305$, $p=.001$), work motivation ($r=-0.287$, $p=.004$), work trust($r=0.240$, $p=.008$), procedural justice($r=0.270$, $p=.005$) have significantly negative related with physical withdrawal and the work stress ($r=0.279$, $p=.002$) index has strong positive correlation physical withdrawal. Therefore, in such cases, we can confirm H₁ and says that so, there is a negative correlation between the independent variables and also they have significant correlation dependent variable.

Table 8 shows that correlation analysis has been done in order to determine the relationship between individual factors (work stress, job satisfaction, work motivation, work trust, procedural justice) as independent variable and psychological withdrawal as dependent variable.

Table8, correlation coefficients between the independent and dependent variables

Independent variable	Dependent variable	n	R	P-value	Result
work stress	Psychological Withdrawal	121	0.295	.001	Confirm H ₁
job satisfaction	Psychological Withdrawal	121	-0.273	.002	Confirm H ₁
work motivation	Psychological Withdrawal	121	-0.241	.012	Confirm H ₁
work trust	Psychological Withdrawal	121	-0.303	.000	Confirm H ₁
procedural justice	Psychological Withdrawal	121	-0.248	.013	Confirm H ₁

The results show that from individual; factors job satisfaction ($r=-0.273$, $p=.002$), work motivation ($r=-0.241$, $p=.012$), work trust($r=0.303$, $p=.000$), procedural justice($r=0.248$, $p=.013$) have significantly negative related with psychological withdrawal and the work stress ($r=0.295$, $p=.001$) index has strong positive correlation psychological withdrawal. Therefore, in such cases, we can confirm H₁ and says that so, there is a negative correlation between the independent variables and also they have significant correlation dependent variable.

5- Conclusion

The study has been done in order to determine the relationship between individual factors (work stress, job satisfaction, work motivation, work trust, procedural justice) as independent variables and withdrawal behaviors (physical withdrawal and psychological withdrawal) as dependent variable. The population was 300 employees of Thamen Al-Aemeh credit cooperative in Khuzestan.

The results of hypotheses 1 to 5 shows that individual factors (, job satisfaction, work motivation, work trust, procedural justice) have a negative significant correlation with physical withdrawal at Thamen Al-Aemeh credit cooperative in Khuzestan. But work stress has a positive correlation with physical withdrawal.

The results of hypotheses 1 to 5 shows that individual factors (job satisfaction, work motivation, work trust, procedural justice) have a negative significant correlation with psychological withdrawal at Thamen Al-Aemeh credit cooperative in Khuzestan. But work stress has a positive correlation with psychological withdrawal.

Finally, we can say that there is negative significant relationship between individual factors and withdrawal behaviors at Thamen Al-Aemeh credit cooperative in Khuzestan.

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