Investigation of relationship between employees' political behavior and customer satisfaction (Case Study: Kish Island Customs)

Abouzar ShafieiSeifabadi [1], Alma Faramarzi[2] Ahmad Hosseini Golafshani [2]

[1] Master of Business Administration (International Marketing), Department of Management, *Islamic Azad University-International Kish*branch. iran
[2] PhD Student, Public Administration (policy and decision-making), Department of Management, Islamic Azad University of Kerman. Iran

ABSTRACT

The organizational politics refers to various interpretations, but the organizational behavior is the issue considered by most of the scholars, so that the political behaviour is not only inherently negative, but it can also be useful for members in an organization or the organization itself. This study investigates the relationship between employees' political behavior and customer satisfaction (Case Study: Kish Island Customs). Therefore, three main hypotheses are developed and classified into the sub-hypotheses according to the research objectives and questions. Two questionnaires are utilized in this study. That political behaviour questionnaire with19 questions has Cronbach's alpha of0.87, and the customer satisfaction questionnaire with 37 questions has the reliability with Cronbach's alpha of 0.82. The statistical population of this research includes 50 employees in Kish island Customs and 217 clients of Customs (Cochran formula). The descriptive statistics methods (frequency, mean, and standard deviation) and inferential statistics (chi-square test and Kendall tau rank correlation coefficient) are utilized to analyze data in this research. Therefore, the research hypotheses are confirmed according to results. Thus, the customs customers are almost satisfied with services and personnel and the political behavior in customs administration in Kish Island. Furthermore, there is a weak positive relationship between the political behaviour and customer satisfaction in customs administration.

KEYWORDS: Customer satisfaction, political behavior, customs

1. INTRODUCTION

Because of the rapid reconstructions, the need to do things with a higher acceleration and accuracy and to heighten the output is more urgent. Therefore, managers of organizations should try to equip themselves with techniques that help them achieve their goals and to accelerate the reconstruction trend.

Performance improvement and progress of organizations depend directly on the roles that employees play and on how their performance is. Job satisfaction is one of the subjects related to organizational psychology and human resource management, and it has a considerable part in the growth and development of organizations. The investigations in this field show that over 3000 studies have been done concerning this subject since 1976. The studies also show that when job satisfaction increases, individual creativity and productivity also increases, motivation goes up, and absenteeism decreases (Pearson, 1984). The ultimate goal of any organization, which fulfils the needs of management and employees, is achieved via the realization of the organizational goals. In other words, in all organizations, whether public or private, if management desires productivity from capital in the organization, the individuals also seek benefits that they should achieve in return for the work that they do; and when this is unilateral, i.e. when only one of the parties meet their needs and the other gets deprived, the equilibrium of benefits disturbs and the survival of the organization is endangered (Thiedke, 2011). Management of our present society should look for solutions and schemes to make the realization of the goals possible in the most appropriate way. "Participative decision-making" is a way to work this plan, through which one may heighten the productivity, enhance the satisfaction of employees, and create an effective and efficient organization by supervisions conducted by employees.

Job satisfaction of employees can result in improving organizational and managerial efficiency. Past studies show that employees involvement in organizational processes is an important factor that affects job satisfaction and leads to other positive organizational results. Therefore, the main question of the research is "Does employees participation in organizations affect their job satisfaction?"

2. LITERATURE REVIEW

The organizational politics refers to various interpretations, but what is considered by most of the scholars is in the field of organizational behavior, so that the political behavior is not only negative inherently, but it can also be useful for members in an organization or the organization itself. There are numerous definitions of politics in the organization. Some of the views consider the organizational politics as the use of power to influence decision-making processes or ensuring that the achievements of a situation are ideal for powerful person. Furthermore, the organizational politics is defined as the process of building the coalition to achieve the control over a situation as well as ensuring a positive achievement for coalition (Kasmer, Ferris, 1993). The politics is a fact of life in organizations. People, who cannot

---
* **Corresponding Author:** Abouzar Shafiei Seifabadi, Master of Business Administration (International Marketing), Department of Management, *Islamic Azad University-International Kish*branch. Iran

realize the political behavior, are not able to understand that the organization is characteristics in the organizations, the world will be a better place: Being supportive, consistent, impartial, non-personal, trusted and reliable, helpful, benefactor and with spirit of cooperation and collaboration. A non-political perspective can guide us to convince ourselves that all employees and members of organization take steps in line with fulfilling the objectives of organization and behave on this way. On the contrary, due to a political view, most of the things are considered as the irrational and non-logical behavior in the organization. Accordingly, the employees or members store data and seek to hide it in the organizations, they limit their production efficiency, use great advertisements for successes, hide failures, change the figures and statistics of operators to achieve better reputation and also take similar measures to exaggerate the effectiveness and efficiency of organization. (Karimi, 2008)

The organizations are created with the aim at fulfilling the environmental requirements. The customer is one of the main environmental factors. If the organizations are able to provide, retention or increase the customer satisfaction, thus they will be successful. Therefore, the leading organizations are always seeking to fulfill the customer satisfaction. In today's competitive contemporary world, not only retaining the existing resources, but also absorbing the new resources seems not simple. In this regard, the firms or organizations are successful which can enhance their competitive power to the maximum level of quality for service and products according to the customer needs. The application of appropriate political behavior proportional to conditions is the main factor of success in the organizations.

RESEARCH LITERATURE

Due to the sudden increased attachment to organizational political behavior, this phenomenon is taken into account according to different points of view. For instance, some of the studies have sought to identify the effective political behavior in various workplaces and assign spaces to them (e.g.: *Kipnis, Schmidt,* and Wilkinson, 1980), whereas others have utilized the theories of organizational conflicts to explain the battle for power and effective tactics (e.g. Putnam, 1995). All of these studies have focused on the nature of "Political Behavior" term and considered it emanating from the dark aspect of human behavior such as the fraud, force, or other actions (e.g. Mintzberg, 1983,1989; Ferris and King, 1991). However, a few ones have measured the effect of political organization on the employee behavior and performance in the workplace. The relationship between politics in the organization and its outputs is important since almost each member in organization has power and applies it according to various aspects to obtain the benefit in the workplace.

This study focuses on the investigation of relationship between employee political attitudes and customer satisfaction (Case Study: Kish Island Customs) in order to take even small steps towards proper application of political behavior by staff and customer satisfaction and ultimately the success of customs in today's competitive world. The research hypotheses are as follows:

Main hypothesis: There is a relationship between employee political behavior and customer satisfaction in Kish Island Customs.

Sub-Hypotheses:
- There is a relationship between the flattery and customer satisfaction in Kish Island customs.
- There is a relationship between the political use of information and the customer satisfaction in Kish Island customs.
- There is a relationship between the visualization and customer satisfaction in Kish Island customs.
- There is a relationship between the moral obligation and customer satisfaction in Kish Island customs.
- There is a relationship between communication with influential individuals and customer satisfaction in Kish Island customs.
- There is a relationship between creation of support base and customer satisfaction in Kish Island customs.

Definition and scope of political behavior in the organization

Peffer defined the organizational politics as follows: It refers to the activities inside the organizations for acquisition, expansion and application of power and other resources in order to achieve the preferred outcomes under the condition in which there is the confidence or lack of agreement on options. The "politics" term is implicitly partially negative. Therefore, Peffer believes that the individuals seek to apply the tools for achieving the objectives which are not allowed by organization. In fact, the political behavior is completely natural according to our definition because the power is not inherently negative. However, most of the managers are hesitant to allow the workspaces with political features. The organizational politics covers the informed measures for upgrading or protecting the self-interest of individuals or groups. The organizational politics is often considered as non-functional for organization. It should be noted that according to this definition of organizational politics, it can be useful for members in an organization or the organization itself. The political behavior in the organization includes the informed activities which are conducted for individuals or groups' influences to achieve or protect their interests in the presence of conflicting solutions (Rezaeian, 2004).

Politics definition:

Politics refers to the application of power for affecting the decision-making process in order to reach a conclusion.

According to the exercise of power and influence, two definitions are provided for politics term:

Behavior to benefit ourselves (political action)

The natural process of decision making (politics action or adopting the politics)

First viewpoint: This definition emphasizes on a type of politics under which the individual benefits are provided and this is not allowable by organization because according to this view, the politics means the deception and deceit, and a person, who behaves in this way, aims to fulfill his own demands.

Second viewpoint: According to this definition, the politics is a natural process of decision making in the organization and it solves the conflict and difference between the influential groups.

Definition of organizational politics (From Jeffrey Pfeffer's perspective):

It refers to the total activities by individuals to acquire, enhance and apply the power and other resources in order to enable them to achieve their desired goals in uncertainty and imbalance situations.

Definition of "political behavior":

In terms of definition, the organizational politics have no shortage, but these definitions are primarily about the applied cases of power in order to affect the decision-making process in the organization (or the behavior of members who are serving for themselves and have no intercourse with members). Given our purpose and goal, we define the political behavior in an organization as follows: Those activities which do not play the formal roles in the organization, but affect the distribution of intra-organizational benefits and deficiencies (or seek to affect them). This definition consists of main elements or factors considered by people who talk about organizational politics. The political behavior is put outside of the special working conditions in which it should be done. This behavior requires a kind of effort to utilize the individual power bases. Beyond this, the mentioned definition includes the efforts which affect the objectives, indices and criteria or processes while making decisions when it seems that the politics is associated with "distribution of intra-organizational benefits and deficiencies". The range of this definition is broad and includes the following different types of political behavior:

- Not giving the essential information to decision makers;
- Telling the rumors;
- Being carelessness at work (like whistling);
- Dissemination of confidential information about activities of organization and thus granting the access to mass media;
- Favoritism or intra-organizational transactions in favor of both parties;
- Voting for or against a particular person or mediating (P. Robbins, 1995).

Political tactics:

It should be noted that it is not unusual for all members in an organization to express the political behavior. In politics, everyone is an actor. The subordinates and thus the managers can be involved in the organizational politics trade. However, it is widely believed that the political behavior is less common among the employees with lower posts than those with higher posts. There are a variety of political tactics which are applied in practical way by employees at every level of organization as follows:

1. Attacks the other individuals or blaming them: Avoiding the minimized contribution in a failure. The behavior is considered passive when the others are considered as the scapegoats, but when the purpose is to reduce the competition for limited resources it is considered the hyperactive behavior.
2. The use of information as a political tool: containment or intentional falsification of information such as hiding an undesirable situation by information bombarding the superiors.
3. Creating a proper self-image (managing the other individuals' visualization of ourselves): Selecting the type of clothes and makeup according to the other individuals 'interest and preferences; compliance with organizational norms, attracting the other individuals' attention to our successes and influence, as well as gaining the credit from other individuals' successes.
4. Creating the support base (public base): Obtaining the former support for making a decision; making the other individuals committed to a decision through involving them in decision making.
5. Admiring the other individuals (paying attention to others): Dealing with the matters which are interesting for influential people (flattering).
6. Building the coalition with powerful alliances: Creating the team with strong individuals who can bring things to a conclusion.
7. Communication with influential people (Pretending the relationship with influential people): Creation of a support network inside and outside the organization.
8. Creating the moral obligations (retaliation):Making the others indebted morally (I did you a favor, so you also should do me a favor) (Rezaeian, 2004).

The creation of alliances and networks, management of other individuals' visualization, data management and promoting the opponents are the tactics referred by Appelbaum and Hughes (1998); their viewpoints are summarized as follows:

Creation of alliances and networks: This political tactic includes the association with important people. These people may not be in positions with clear political values, but their jobs may provide the information which can be helpful for them. Some people, who have the chance to make friendships with superiors, will have the access to important information.

- Managing the other individuals' visualization: It is a simple tactic which is applied by everyone at any time and includes the management of appearance and external self-style. Generally, most of the organizations prefer the special images which include being loyal, attractive, honest, beautification and so on. Through this deliberate

appearance to show these mental images, a person can create positive imagery in influential members of organization.

- Information management: This tactic is common among the organizational members. The nature and timeliness of information can have strong effects on the other individuals' behavior. Those, who participate in the information management, probably do not lie and disseminate managing the misinformation because it threats their future reputation. Instead, they rely on planned dissemination of credible information to achieve their objectives.

- Promoting the opponents: This may sound strange, but is a way to eliminate the opposition to help the political rivals.

Line posts: Some of the posts in the organization are accurately associated with the primary mission of organization or line positions which are at the heart of organization. Despite the fact that the staff employees may have a lot of power within their area, the line staff usually commands to attack in major issues. The line staff not only makes more important decisions inside the organization, but it is more likely to be promoted to higher level of positions. Therefore, being appointed or transferred to a line post in a way to acquire influence inside an organization. This often demands the growing insight, influence and movement.

Customer Satisfaction:

The satisfaction/dissatisfaction is an emotional response to evaluation of service or product which is consumed or provided. The satisfaction is the customer evaluation of product or service. According to this question whether the product or service has fulfilled the customer needs and expectations or not, the failure in satisfying the needs and expectations leads to the lack of satisfaction to product or service (Hopson, 2002). The previous definition indicates that the satisfaction is associated with the mental evaluation of emotions. The feeling is a function of incompliance and the output to input ratio which is the final result of a positive or negative feeling of success. (Anderson, 2000)

According to Oliver's definition, the satisfaction is the response to the consumer fulfillment and prosperity. It is a judgment about whether a product or service has provided a pleasurable level of consumption-related fulfillment of success, and consists of the beyond or below compliance levels or not? (Freeman, 2003) Blanchard and Galloway believe that the customer satisfaction is resulted from the customer perception during a valuable transaction or relationship, so that the price is equal to the ratio of service quality to the price of customer costs (Halulan, 1996).

The customer satisfaction is measured periodically or after each structural change. The literature review of customer satisfaction indicates that these definitions are often evaluated by interviewing with participants or customer. According to the results of these studies, most of these definitions overlap each other. According to the review of researchers' viewpoints on the definition of satisfaction, it is found that there are 3 main factors in all definitions and the set of these factors can be the basis for a comprehensive definition of satisfaction. These factors are as follows: The customer satisfaction is the emotional reaction (affective) or a state of mutual understanding and recognition (Pratten, 2004).

The measurement of customer satisfaction is one of the requirements added to ISO 2000: 9000 standard and if an organization has such this standard, it is essential to identify the parameters of customer satisfaction and dissatisfaction as well its serious monitoring. According to the clause 1-2-8 of ISO 2000: 9000: "As one of the measurements of quality management system performance, the organizations should control the information associated with the customer feeling to know whether they have been able to meet the customer needs? The methods of obtaining and applying this information should be determined".

According to the importance of customer satisfaction, Deming, one of the pioneers of quality, considered the quality equal to the customer satisfaction. It is quite clear that there is a strong relationship between the customer satisfaction and his survival. The customers feeling about a product/service determines whether that product/service has been successful in the market or not. The customer satisfaction guarantees the return on Investment. The customers pay money the producers for receiving the products and services and thus cause them to become profitable. Without understanding the customer requirements, the customers may be reluctant to use the produced goods or services and thus the investment may leads to the failure. In other words, the investment, which pays attention to customer needs, would be effective because the aim of investment is the customer acquisition and more sales (and then higher profit), thus the capital productivity is naturally enhanced by fulfilling these needs under such conditions and the return on investment is guaranteed.

Due to limited resources in today's world, we should have the plan for every dollar which a company spends; the best way to ensure the success of products is to ask those who are going to consume them. In financial service competitive market, the loss of a client has a huge cost for banks and financial institutions. More importantly, the huge investment of organizations on diversification of products and services and improvement of quality and proper service all are done with the aim at satisfying the existing customers as well as preventing the loss of new customers. The focus on the customer satisfaction is the primary objective of any organization particularly the bank (Arbore, 2009, 271).

Statistical population of study

The statistical population of this study has two parts and 50 employees in Kish Island Customs are selected as the samples for investigating the employee political behavior. The whole statistical population is selected as the sample due to its constraint. In customer satisfaction section, the sample size is estimated for each sector with regard to the referral of clients per month for each six sectors studied in customs using Cochran formula.

Data collection tools:

The library studies, the internet and papers are utilized to develop the theoretical bases; and the questionnaires are applied for data required for hypothesis test. The questionnaire is the main tool and technique for adjusting and analyzing

the data. Therefore, the questionnaire is the main tool of measurement in this study and a common tool and direct method of research to gain the research data. The questionnaire is a set of questions to which the samples give the responses and these responses make the data required for researcher. In this research, the questionnaire is classified into two sections; the first one investigates the political behavior and consists of 19 questions and the second one includes the customer satisfaction and consists of 37 questions. The Yes-No scale is applied in political behavior questionnaire, and the Likert scale in job satisfaction questionnaire.

The reliability of applied questionnaire in this study is according to the Table 1:

Table 1:Reliability of target questionnaire

Component	Questions	Cronbach's alpha coefficient
Political behavior	19 questions	0.82
Customer Satisfaction	37 questions	0.87

Results of descriptive statistics

Given the output of employee data analysis, it can be concluded that 20 selected samples are female(40%) and 30 men (60%).

In the section of staff education, 6 samples have associate degrees (68.1%), 32 bachelors (48%) and 9 masters (19.1%).

Results of research hypotheses

Research hypothesis:

Hypothesis 1: Customs employees in Kish Island show the political behavior.

Table 4-4: Chi-square test

Frequency Component		No.	Percentage	Chi-square value	significance level	Preference
Flattery	Yes	135	67.5	61	0.000	Yes
	No	65	32.5			
Application of political information	Yes	92	61.3	24	0.000	Yes
	No	58	38.7			
Visualization	Yes	97	64.7	7.7	0.000	Yes
	No	53	35.3			
Creating the moral obligation	Yes	90	60.4	12	0.000	Yes
	No	59	39.6			
Interaction with influential people	Yes	82	54.7	6.4	0.000	Yes
	No	68	45.3			
Creating the support base	Yes	99	66	1.3	0.000	Yes
	No	51	34			
Political behavior	Yes	945	62.7	15.3	0.000	Yes
	No	354	37.3			

DISCUSSION AND CONCLUSION

The organization consists of the individuals and groups with different goals and resources. This will lead to a dispute and conflict over access to scarce organizational resources. Obviously, this leads to activities which are called the political measures. The politics is one of the realities of organizational life. The political behavior refers to the activities which allow people to acquire or increase the power or create desired results in the organization. The managers are not able to and should not prevent these types of behavior in the organization because some types of political behavior are functional and can be utilized to achieve the organizational objectives. The results of Chi-square test indicate the existence of political behavior in employees in Kish Island Customs.

According to Aristotle's argument in centuries ago, the human is a political animal; and a few numbers of researchers have challenged his statement. This indicates our credulity if we think that it is possible to eliminate the political behavior in organizations, but the measures can be taken to lead these kinds of human behavior to reasonable and constructive field. The political behavior is like a double-edged sword in organizations. One edge is Makiawelizm which means the separation of politics from morality and handling anything to reach the goal. The employees may also be persuaded to immoral tactics in organizations through application of unjustified tools to achieve the results, or achievement of their own objectives, which are not justified by organization. Thus, their behavior is called political in this case. However, other researchers refer it as the second edge of sword. In other words, they consider it as the creative art which reconciles the competing interests, thus the individuals get along with each other and prevent the conflict and have peaceful communication. In this regard, the organization is a place where the individuals join and work with each other since they achieve their personal benefits (John R., 1995). In a politicized society, any success achieved by person, is considered related to politics, denying that this person can also have positive points to reach a position. This viewpoint should be changed to overcome the problem of politics in the organizations. There is the political behavior in spite of its advantages and disadvantages and there is no way to ignore it, thus it is better to control the political behavior to minimize its disadvantages and maximize its advantages. Therefore, we should have a good understanding of political tactics. Some of these tactics are as follows:

Wayne and Ferris (1990) mentioned three types of influence tactics according to their objectives: 1) Observers-focused tactics, 2) work-focused tactics, and 3) self-focused tactics. Bretz and Judge(1994) also mentioned two major types of influence tactics: 1) Flattery: the observer-focused tactic which includes the employee's activities by which he seeks to get a firm footing at chief's heart; 2) Self promotion: It includes the highlighted personal virtues, character and qualities to show them lovely. Another study, which is conducted earlier than most of other studies, is one of the most accurate ones. The research by *Kipnis* et al (1980) has mentioned 8 effective tactics which reveal the political behavior in the organization: 1) Courage: Demanding, commanding and specifying the red lines, 2) Flattery: Acting with the sense of humility and obedience and giving the sense of importance to another person, 3)Logic: Designing the accurate plans and explaining the reasons of demands, 4) Sanctions: Preventing or putting the restriction on benefits such as the raised salary or job security for cooperation, 5) Exchange: Exchanging the profitable benefits and suggesting them for sacrificing the others, 6) Inverse approach: The tactics under which the pressures are done for adapting the person to demands through demanding for higher levels of organization; for instance, sending a formal measure to higher levels and gaining the personnel support at those higher levels, 7)Blocking: The efforts which prevent some of the activities by target person in the organization through activities such as reducing the speed in the workplace or ending the cooperation with some people, 8) Coalition: The utilization of constant pressure to persuade others by gaining their support.

The results of correlation test confirm the existence of political behavior in customs administration. The existence of this type of behavior is inseparable in the organizations, thus the managers should manage the political behavior in line with the benefits of customs. Since there is a positive relationship between the political behavior and customer satisfaction and a one unit increase in one of them results in increase in another, the managers should take all their efforts in this regard to fulfill the customer satisfaction as much as possible by managing the useful political behavior and diminishing the harmful and destructive political behavior. As mentioned, in today's competitive world, wherein the customers play the main role in the success of every organization, the political behavior should be in line with the customer satisfaction in order to lead to organizational objectives. The results of other research also confirm the findings of this study; for instance, according to a research by Gandz and Murray (1980), more than a half of respondents think that the politics is an unfair, wrong, irrational and unsound behavior. However, most of respondents believe that if a person wants to be a successful employee or manager and develop in the organization, he should have the political behavior. Ferris and King (1991) have found that the tactics, which are applied by employees to affect the observers and supervisors, are effective in evaluation of their performance and thus they will gain better scores in evaluation by heads.

Hirschman (1970) has concluded that there are other people who have adopted a middle course in defining the political behavior in the organization. For instance, the political behavior is considered the appropriate solution for when there is a conflict over an issue in the organization. Furthermore, the political behavior is logical when it is utilized for gathering the information for organization, flexibility and administration of organization.

Kumar and Ghadiali (1989) have stated that the politics can be both helpful and prejudicial for members in the organization. The positive results of political behavior can include the promotion of job, recognition and improvement of status, increased power, reaching the personal goals, performing the work, sense of accomplishment, self-control and victory. It negative results can include the loss of strategic power, loss of position, loss of reputation, negative feeling about others, feeling guilty, and poor job performance.

Randolph(1985) has also stated that the politics is not always bad, but it is simply a tool which is utilized by people for personal or organizational interests. The political behavior is a natural component of any organization and it can be applied for filling the gaps in the organization; it helps to be insured to achieve the organizational objectives and improve the individual performance in the workplace.

As mentioned in most of the studies above, the political behavior is like a double-edged sword which can be utilized by organizations to achieve their interests. Our research indicates that the customer satisfaction is one of the positive outcomes of political behavior, so that the more the political behavior is framework oriented, the more the customer satisfaction is achieved in the organization. Ultimately, it leads to developed efficiency and effectiveness of organization (Customs) and it is in fact a step towards the organizational success.

Researcher's suggestions based on research findings:

Ferris and King (1991) have argued that due to the politics, which are applied by employees, the observers think they have better performance. Since the successful implementation of political behavior is partially associated with the person-workplace fit, the person-organization fit may be the interface between the political behavior and achievement of expectations. The higher person-organization fit can enhance the possibility that the political behavior has a happy ending because the person achieves his demands easier in such this place. When there is a real person-workplace fit, it will be easier to cope with conflict, there will be less resistance to individual goals, and the person finds more communication channels to achieve his objectives. The employees with high fit with organization will be easily and much efficiently implement their tactics because they are familiar with the rule of intra-organizational politics. They make changes or understand the balance of internal power and also communicate effectively with others and better understand the intra-organizational processes. When the person-organization fit is low, it is less likely to perform the successful activities. The person-organization fit acts as an intermediary between the organizational political behavior and level of fulfilling the expectations. The higher political behavior may raise the expectations, but only when there is a high person-organization fit. When there is a low person-organization fit, the high political behavior may have a quite negative effect on the achievement of expectations and thus reduce the employee perceptions of political nature in the organization. The low political behavior limits the basic chances for achieving the expectations. However, when it is along with the high person-organization fit, it may fulfill the arrangements of expectations and satisfaction. In the case that the political

behavior is not utilized, there may be no need for it. When the low political behavior is along with low person-organization fit, the fulfilled expectations will be also decreased and presumably the employee perceptions of political organization will be enhanced.

Therefore, since due to the policies utilized by employees, the supervisors can better assess their performance and the customers in Kish Island Customs as the supervisors of Customs employee performance properly evaluate the employee performance, it will lead to their satisfaction. It is suggested that the managers should successfully implement the political behavior which is largely related to the person-workplace fit. The more the between the individual and organization is enhanced, the more the likelihood of better political behavior is increased with a happy ending because the person can easily achieve his demands in such this place. When there is a real person-workplace fit, it will be much easier to cope with the conflicts and take stronger steps to achieve the organizational objectives one of which is the customer satisfaction, and thus it will lead to the higher success in the organization.

Affecting job satisfaction are classified in some features of satisfaction with the "nature of the job", "satisfaction with management", "satisfaction with co-workers", "satisfaction with promotion", "satisfaction with facilities" (including the salary and perquisite), "satisfaction with relationship in organization", and "satisfaction with job facilities" (work conditions) (Fecikova, 2004).

2.2. Participation and participative management

Most definitions consider participation to be a process that redistributes the possibility of authority and dominance in organizations among the employees who are not equal in administrative hierarchy (Wright et al., 2004). However, newer approaches to participation also include such matters as giving meaning to work, capability of doing activities, self-determinism in work behaviors, and affecting consequences or results of the work (Drehmer et al., 2000). In most cases, participation has been conceptualized in three seemingly different ways: participative management, employee involvement, and empowerment of employees (Drehmer et al., 2000).

Participative management (participative decision-making) includes processes that balance participation of managers and employees in the domains of information processing, decision-making, and problem solving (Wright et al., 2004). Employees involvement consists of four important elements: access to information, training, decision-making, and bonus. Empowerment of employees is the newest approach to participation, and is a developed form of the previous approaches. The main distinction between empowerment and the previous approaches lies in the power of employees. Unlike empowerment, the previous approaches do not bring about genuine changes in the power of the employees. However, empowerment enables employees to make authoritative decisions concerning their own jobs (Drehmer et al., 2000).

Management theorists and organizational researches generally regard employees participation as an essential and fundamental element for improving the efficiency of organizations and the quality of the employees' work (Kalleberg et al., 2009). The studies generally verify that there is a positive relation between participation in decision-making and job satisfaction (Light, 2004; Alas, 2007; Bakhshi & Qureishi, 2007; Scott et al., 2006).

Gran Orimi (1998) has researched about the relation between participative decision-making and the job satisfaction of the employees in Mazandaran Electricity Distribution Company in Iran. The results showed that there is a positive and strong relation between participative decision-making and job satisfaction of the employees. She suggests in the final part of the research that all organizations should let their employees share in the decision-making process, since participation creates commitment in employees and leads to an increase in the efficiency of the organization, job satisfaction of the employees, reduction of losses and costs, reduction of conflicts, and a decrease in absenteeism. Zahori et al. (1999) investigated the effects of participative decision-making on job satisfaction of employees in Khuzestan Agricultural Bank in Iran. The findings of this research showed that there is a positive and significant relationship between the participation of the employees and their job satisfaction in this bank. Akbarzad (1996) has also studied the impact of employee participation in organizational decision-making on job satisfaction in Western Azerbaijan Education in Iran. The results indicated that employees participation has a positive and significant relation with job satisfaction.

Wright & Kim (2004) also researched regarding the impact of employees participation on job satisfaction. The results of the research showed that participative decision-making has a positive and significant effect on the performance feedback and on heightening the occupational development of the employees, and finally on their job satisfaction (Wright & Kim, 2004:18-24). Alas (2007) has also researched about the impact of employee participation on job satisfaction during the change process. The results of this research showed that research variables have a direct and positive correlation; and those employees who have a higher job satisfaction have more tendencies toward the change process.

3. METHODOLOGY

This research is a descriptive-correlation research in which the relation among the variables has been investigated without making any changes in them. The research is a field study and the data were gathered by means of a questionnaire.

3.1. Statistical Population, Sample, and Sampling Method

Statistical population of this research includes all the employees (644 employees) of Fars and Bushehr Regional Electricity Company. 389 employees (340 men and 40 women) were selected randomly from the list that we received from the organization.

4. Instrument
4.1. Employees Participation Questionnaire

In order to measure employees participation, we first studied the literature regarding participation, listening the views of the representatives of the employees in the organization, and then prepared a questionnaire, which was first used tentatively and underwent some corrections and reforms; after which it was presented to the research. The questionnaire consists of 14 questions about the different aspects of participation. To determine the validity of the questionnaire, we used Factor Analysis via Varimax Rotation. The results of this research showed that the questionnaire has three dimensions: "paving the way for participation" (which shows that the managers welcome the employee participation and other organizational factors that lead to it), "feeling of capability to be participative" (having positive feeling toward ones abilities for participation in the affairs and having positive attitude toward participation), and "tendency to participate in discussions and comments". These factors altogether accounted for 51/95 percent of the variance, which was in the participation questionnaire. As a whole, the validity-related evidence seemed to be satisfactory. Table 1 shows the results of Factor Analysis for the participation questionnaire.

Table 1. The Results of Factor Analysis of Participation Questionnaire

Tendency to Take Part in Discussions and Comments		Feeling of Capability for Participation		Paving the Way for Participation	
Factor Loading	Question	Factor Loading	Question	Factor Loading	Question
0.75	1	0.77	10	0.76	3
0.65	2	0.80	11	0.78	4
0.70	7	0.62	13	0.79	5
0. 59	8	0.59	14	0.83	6
				0.72	12
2.54		2.82		3.47	Special Value
14.96		16.57		20.42	Total Percent of Variance

The reliability of the questionnaire was weighted via Cronbach's Alpha Coefficient. The results, as shown in Table 2, indicate an acceptable reliability of the questionnaire.

Table 2. Cronbach's Alpha Coefficients for Participation Questionnaire

Feature	Number of Questions	Cronbach's Alpha Coefficient
Paving the way for participation	5	0.86
Feeling of capability for participation	4	0.79
Tendency to take part in discussions and comments	4	0.73
Total Participation	**13**	**0.84**

4.2. Job Satisfaction Questionnaire

In order to measure job satisfaction via the questionnaires, and with regard to the views of the experts of the Regional Electricity Company and the opinions of the representatives of the employees, we prepared a questionnaire with 45 questions of Likert Scale type, used it tentatively, examined its reliability and validity and then distributed it among the employees. To gauge its construct validity, we used factor analysis through Varimax Rotation. The results of the analysis showed that the questionnaire of job satisfaction had the following seven dimensions: "satisfaction with management", "satisfaction with relationship in the organization" (which shows the clarity and friendly atmosphere of the organization), "satisfaction with facilities", "satisfaction with the nature of the job", "satisfaction with occupational possibilities", "satisfaction with promotion", and "satisfaction with co-workers". These seven factors altogether accounted for 60/3 percent of the variance of the job satisfaction questionnaire. Table 3 shows the results of Factor Analysis of this questionnaire.

Table 3. The Results of Factor Analysis of Job Satisfaction Questionnaire

Co-Workers		Promotion		Occupational Possibilities		Nature of Job		Facilities		Relationship		Management	
FL	Q	FL	Q	FL	Q	FL	Q	FL	Q	FL	Q	FL	Q
0.62	11	0.70	4	0.60	9	0.69	1	0.76	39	0.42	25	0.55	12
0.50	14	0.75	7	0.51	13	0.58	2	0.79	40	0.65	28	0.74	18
0.68	34	0.60	8	0.46	15	0.75	5	0.61	41	0.51	29	0.74	19
0.66	35	0.49	10	0.69	16	0.76	6	0.57	42	0.66	30	0.72	20
				0.43	17			0.35	43	0.54	31	0.74	21
										0.54	32	0.80	22
										0.50	33	0.74	23
										0.53	36	0.76	24
										0.51	37	0.57	26
										0.45	38	0.48	45
2.50		2.68		2.99		3.26		3.51		4.06		8.13	SV
5.56		5.95		6.65		7.24		7.81		9.02		18.07	TPV

FL = Factor Loading; **Q** = Question; **SV** = Special Value; **TPV** = Total Percent of Variance

The reliability of job satisfaction questionnaire was gauged by means of Cronbach's alpha. The results, as shown in Table 4, indicates that this questionnaire has an acceptable reliability.

Table 4. Cronbach's Alpha Coefficients for Job Satisfaction Questionnaire

Components	Questions	Cronbach's Alpha
Satisfaction with Management	10	0.94
satisfaction with Relationship in Organization	10	0.90
Satisfaction with Facilities	5	0.78
Satisfaction with Nature of job	4	0.81
Satisfaction with Occupational Possibilities	5	0.78
Satisfaction with Promotion	4	0.79
Satisfaction with Co-Workers	4	0.74
Total satisfaction	**42**	**0.96**

5. Data Analysis Method

Data were analyzed by means of SPSS. Firstly, the Mean and Standard Deviation were analysed. Then, systematic regression was used for specifying the variables' relations.

6. Results

Table 5 shows the Mean and Standard Deviation (S.D) of the research variables in terms of respondents' gender. In the following table, the number of questions for each dimension divided the scores of the dimensions of participation and job satisfaction so that it becomes possible to compare the Mean of the dimensions. As shown in the table, the Mean of male employees was 44.47 and they had a work precedence of 19.67, whereas these numbers was 35.54 and 11.54 for the female employees, respectively. Among the participation dimensions, the Mean of "paving the way for participation" was lower compared with the Mean of the two other dimensions. In addition, among the dimensions of job satisfaction, "satisfaction with nature of the job" had the highest Mean (3.85), and "satisfaction with facilities" had the lowest mean (2.61).

Table 5. The Mean & S.D of Research Variables in Terms of Gender

Factors	Total			Women			men		
	N	SD	$\overline{X}$	N	SD	$\overline{X}$	N	SD	$\overline{X}$
Age of the Employees	373	8.70	43.49	41	8.60	35.54	332	8.21	**44.47**
The Precedence of the Employees	376	8.35	18.78	41	8.13	11.54	335	7/95	**19.67**
Paving the Way for Participation	355	0.93	2.62	39	0.79	2.36	316	0.95	**2.65**
Feeling of Capability for Participation	**350**	**0.79**	**3.46**	**39**	**0.65**	**3.51**	**311**	**0.81**	**3.45**
Tendency to take Part in Discussions and Comments	**356**	**0.81**	**3.48**	**40**	**0.69**	**3.22**	**316**	**0.82**	**3.51**
Total Participation	**327**	**0.62**	**2.93**	**37**	**0.46**	**2.78**	**290**	**0.64**	**2.95**
Satisfaction with Management	319	0.91	2.97	40	0.70	2.54	279	0.92	**3.03**
Communication Satisfaction	290	0.76	2.98	32	0.61	2.75	258	0.78	**3**
Satisfaction with the Facilities	321	0.86	2.61	37	0.78	2.58	284	0.87	**2.61**
Satisfaction with Nature of Job	329	0.80	3.85	40	0.76	3.45	289	0.79	**3.91**
Satisfaction with Occupational Possibilities	318	0.77	3.13	37	0.58	2.95	281	0.79	**3.15**
Satisfaction with Promotion	323	0.94	2.91	40	0.75	2.45	283	0.95	**2.98**
Satisfaction with Co-Workers	328	0.74	3.61	41	0.63	3.24	287	0.74	**3.66**
Total Satisfaction	**255**	**0.69**	**3.10**	**27**	**0.43**	**2.71**	**228**	**0.70**	**3.15**

Table 6 shows the results of step by step regression for prediction of occupational satisfaction in terms of basic variables (gender, age, precedence, education level, amount of salary, and perquisite), and the participation dimensions.

Table 6. Prediction of Job Satisfaction in Terms of Basic Variables and Dimensions of Participation

variables	B	ß	R	R²	T
Paving the Way for Participation	0.32	0.45	0.65	0.43	**7.17****
Level of Education	-0.08	-0.21			**-3.70****
Tendency to Take Part in Discussions and Comments	0.22	0.24			**3.86****
Gender (1: Man, 2: woman)	**-0.33**	**-0.14**			**-2.44****

* $P < 0.05$, ** $P < 0.01$

As indicated in table 6, the variables of "paving the way for participation", "education level", "tendency to take part in discussions and comments", and "gender" had the order of the strongest predictions of job satisfaction of employees in Fars and Bushehr Regional Electricity Company. These variables accounted for 43 percent of the variance of employees job satisfaction. "Paving the way for participation", and "tendency to take part in discussions and comments" were the positive predictions of job satisfaction. "Level of education" was the negative prediction for job satisfaction. In other words, an increase in the level of education was followed by a decrease in job satisfaction. Moreover, job satisfaction was higher in men employees in comparison with women. The variables of age, precedence, the amount of salary and perquisite, and a sense of capability for participation were not significant predictors of employees job satisfaction, and thus they were left out from the regression equation.

Table 7 shows step by step results of regression for prediction of satisfaction with the occupational possibilities in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite), and participation dimensions .

Table 7. Prediction of Satisfaction with Occupational Possibilities in Terms of the Basic Variables and Participation Dimensions

Variables	B	ß	R	R^2	T
Paving the Way for Participation	0.26	0.32	0.50	0.25	4.90**
Level of Education	-0.12	-0.29			-4.83**
Tendency to Take Part in Discussions and Comments	0.15	0.16			2.36*
Amount of Salary and Perquisite	0.00	0.12			2.03*

* $P < 0.05$, ** $P < 0.01$

As shown in table 7, the variables of "paving the way for participation", "education level", "tendency to take part in discussions and comments", and "amount of salary and perquisites" had the order of the strongest predictions of satisfaction with occupational possibilities in Fars and Bushehr Regional Electricity Company. These variables accounted for 25 percent of the variance of satisfaction with occupational possibilities. "Paving the way for participation", "tendency to take part in discussions and comments", and the amount of salary and perquisite were the positive predictions of satisfaction with occupational possibilities. "Level of education" was the negative prediction for job satisfaction. In other words, an increase in the mentioned variables was followed by an increase in satisfaction with occupational possibilities. Level of education was the negative prediction of satisfaction with occupational possibilities. In other words, an increase in the education level was followed by a decrease in satisfaction with occupational possibilities. The variables of age, precedence, gender, and a sense of capability for participation were not significant predictors for satisfaction with occupational possibilities, and thus they were left out from the regression equation.

Table 8 shows step by step results of regression for prediction of satisfaction with relationship in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite) and participation dimensions.

Table 8. Prediction of Satisfaction with Relationship in Terms of Basic Variables and Participation Dimensions

Variables	B	ß	R	R^2	T
Paving the Way for Participation	0.32	0.40	0.60	0.36	6.41**
Tendency to Take Part in Discussions and Comments	0.27	0.28			4.53**
Level of Education	-0.07	-0.19			-3.33**

* $P < 0.05$, ** $P < 0.01$

As shown in table 8, the variables of "paving the way for participation", "tendency to take part in discussions and comments" and "education level" had the order of the strongest predictions of satisfaction with relationship in Fars and Bushehr Regional Electricity Company. These variables accounted for 36 percent of the variance of communication satisfaction. "Paving the way for participation", and "tendency to take part in discussions and comments" were the positive predictions of communication satisfaction. "Level of education" was the negative prediction for communication satisfaction. In other words, an increase in the variables mentioned was followed by an increase in communication satisfaction. Level of education was the negative prediction of communication satisfaction. In other words, an increase in the education level was followed by a decrease in satisfaction with motivation. The variables of age, precedence, gender, amount of salary and perquisite and a sense of capability for participation were not significant predictors for communication satisfaction, and thus they were left out from the regression equation.

Table 9 shows step by step results of regression for prediction of satisfaction with promotion in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite) and participation dimensions.

Table 9. Prediction of Satisfaction with Promotion in Terms of Basic Variables and Participation Dimensions

Variables	B	ß	R	R^2	T
Paving the Way for Participation	0.37	0.38	0.50	0.25	5.74**
Amount of Salary and Perquisite	0	0.14			2.32*
Gender (1. man, 2. Woman)	-0.39	-0.13			-2.29*
Tendency to Take Part in Discussions and Comments	0.16	0.13			2*

* $P < 0.05$, ** $P < 0.01$

As shown in table 9, the variables of "paving the way for participation", the amount of salary and perquisite, "gender" and "tendency to take part in discussions and comments" had the order of the strongest predictions of satisfaction with promotion in Fars and Bushehr Regional Electricity Company. These variables accounted for 25 percent

of the variance of satisfaction with promotion. "Paving the way for participation", the amount of salary and perquisite and "tendency to take part in discussions and comments" were the positive predictions of satisfaction with promotion. In other words, an increase in the variables mentioned was followed by an increase in satisfaction with promotion. The women were less satisfied with their jobs than were men. The variables of age, precedence, education level, and a sense of capability for participation were not significant predictors for satisfaction with promotion, and thus they were left out from the regression equation.

Table 10 shows step by step results of regression for prediction of satisfaction with co-workers in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite) and participation dimensions.

Table 10. Prediction of Satisfaction with Co-Workers in Terms of Basic Variables and Participation Dimensions

Variables	B	ß	R	R²	T
Tendency to Take Part in Discussions and Comments	0.20	0.22	0.43	0.19	3.29**
Gender	-0.47	-0.21			-3.48**
Paving the Way for Participation	**0.16**	**0.21**			3.22**

* P < 0.05, ** P < 0.01

As shown in table 10, the variables of "tendency to take part in discussions and comments", "gender", and paving the way for participation had the order of the strongest predictions of satisfaction with co-workers in Fars and Bushehr Regional Electricity Company. These variables accounted for 19 percent of the variance of satisfaction with co-workers. "Paving the way for participation", and "tendency to take part in discussions and comments" were the positive predictions of satisfaction with co-workers. In other words, an increase in the variables mentioned was followed by an increase in satisfaction with co-workers. Moreover, the women were less satisfied with their co-workers than were men. The variables of age, precedence, and level of education, amount of salary and perquisite and a sense of capability for participation were not significant predictors for communication satisfaction, and thus they were left out from the regression equation.

Table 11 shows step by step results of regression for prediction of satisfaction with nature of job in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite) and participation dimensions.

Table 11. Prediction of Satisfaction with Nature of Job in Terms of Basic Variables and Participation Dimensions

Variables	B	ß	R	R²	T
Paving the Way for Participation	0.21	0.27	0.45	0.20	4.29**
Level of Education	-0.12	-0.29			-4.38**
Feeling of Capability for Participation	0.18	0.18			2.79**
Amount of Salary and Perquisite	0.00	0.15			2.39*
Gender	**-0.30**	**-0.13**			-2.01*

* P < 0.05, ** P < 0.01

As shown in table 11, the variables of "paving the way for participation", "education level" ,"the sense of capability for participation, amount of salary and perquisite, and "gender" and had the order of the strongest predictions of nature of the job satisfaction in Fars and Bushehr Regional Electricity Company. These variables accounted for 20 percent of the variance of nature of the job satisfaction. "The sense of capability for participation", and "amount of salary and perquisite" were the positive predictions of satisfaction with nature of job. Therefore, an increase in the mentioned variables was followed by an increase in satisfaction with nature of job. Level of education was the negative prediction of satisfaction with nature of job. In other words, an increase in the education level was followed by a decrease in satisfaction with nature of job. Moreover, the variables of age, precedence, and tendency to take part in discussions and comments were not significant predictors for satisfaction with nature of job, and thus, they were left out from the regression equation.

Table 12 shows step by step results of regression for prediction of satisfaction with management in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite) and participation dimensions.

Table12. Prediction of Satisfaction with Management in Terms of the Basic variables and Participation Dimensions

Variables	B	ß	R	R²	T
Paving the Way for Participation	0.43	0.46	0.65	0.43	8.06**
Level of Education	-0.14	-0.29			-5.50**
Tendency to Take Part in Discussions and Comments	0.22	0.19			3.36**
Gender	**-0.34**	**-0.12**			-2.31*

* P < 0.05, ** P < 0.01

As shown in table 12, the variables of "paving the way for participation", "education level", "tendency to take part in discussions and comments", and "gender" had the order of the strongest predictions of satisfaction with management in Fars and Bushehr Regional Electricity Company. These variables accounted for 43 percent of the variance of satisfaction with management. "Paving the way for participation", and "tendency to take part in discussions and comments" were the positive predictions of satisfaction with management. In other words, an increase in the mentioned variables was followed by an increase in satisfaction with management. Level of education was the negative prediction of

satisfaction with management. In other words, an increase in the education level was followed by a decrease in satisfaction with management. In addition, the women were less satisfied with management than were men. The variables of age, precedence, amount of salary and perquisite and a sense of capability for participation were not significant predictors for satisfaction with management, and thus they were left out from the regression equation.

Table 13 shows step by step results of regression for prediction of satisfaction with facilities in terms of basic variables (gender, age, precedence, education level, amount of salary and perquisite) and participation dimensions.

Table 13. Prediction of Satisfaction with Facilities in Terms of Basic Variables and Participation Dimensions

Variables	B	ß	R	R²	T
Paving the Way for Participation	0.29	0.31	0.43	0.19	**4.61****
Tendency to Take Part in Discussions and Comments	0.18	0.16			**2.40***
Amount of Salary and Perquisite	**0.00**	**0.13**			**2.05***

* $P < 0.05$, ** $P < 0.01$

As shown in table 13, the variables of "paving the way for participation", "tendency to take part in discussions and comments" and "amount of salary and perquisite" had the order of the strongest predictions of satisfaction with facilities in Fars and Bushehr Regional Electricity Company. These variables accounted for 19 percent of the variance of satisfaction with facilities. All the three variables were the positive predictions of satisfaction with facilities. In other words, an increase in the variables mentioned was followed by an increase in satisfaction with facilities. The variables of age, precedence, gender, level of education, and the sense of capability for participation were not significant predictors for satisfaction with facilities, and thus they were left out from the regression equation.

6. DISCUSSION & CONCLUSION

As it was shown, job satisfaction among the employees of Fars and Bushehr Regional Electricity Company was a little greater than the Mean. In addition, the highest amount of satisfaction was seen for nature of the job satisfaction and with the co-workers. In other words, the employees of this company have expressed satisfaction with nature of their jobs and the co-workers with whom they are in contact.

In relation to participation, the level of participation and its dimensions were a little greater than the Mean. The employees tendency to take part in discussions and comments had the highest level, and the sense of capability for participation was the next. Based on this, one could say that the employees of the company do not see an appropriate background for participation in and commenting on the issues and problems of the organization, although they are considerably interested in participation in the company affairs.

The results of the research show that there is a significant relation between the variables of "employees participation", and their "job satisfaction". This result is consistent with the results of the researches by Akbarzad (1996), Gran Orimi (1998), Hashemzadeh (2010), and Zahori et al. (2008). In other words, the findings of this research regarding the relation between the employees participation and job satisfaction are the same as of the mentioned researches. According to the traditional view, participation causes satisfaction in employees, and this in turn leads to improvement in productivity. However, this thought is so simplistic (Cummings & Varly, 2006). Among the dimensions of participation, paving the way for participation is one of the most important factors of employees participation in organization (Witt et al., 2000). The results of this research show that the suitable basis is not provided for the participation of the employees.

Regarding the relations of the basic variables (age, precedence, amount of salary and perquisite and education level) with job satisfaction of the employees, the results showed that education level is a good predication for employees job satisfaction. According to most scholars, there is a negative relation between job satisfaction and education level with the assumption that no change is made in the job. Since the higher the education level is, the higher one's expectation from the job is; and his or her job satisfaction falls down because the organization cannot meet his or her needs. Therefore, the educated persons have a lower job satisfaction level (Human, 2002:45).

7. Suggestions

Based on the findings and results of the study, the following recommendations are given in order to improve the status of human resources and creating the sense of job satisfaction:

1. Considering the findings of the research in different dimensions of job satisfaction, it is recommended that more attention should be given to facilities so that the gap of this factor is compensated to some extent. It is particularly recommended in this field that the needs and expectations of the employees should be evaluated with regard to the occupational sectors.

2. Taking a look at the questions of job satisfaction, one can get to know that the questions about facilities, promotion, and attitude toward management show a lower score than the Mean. This point indicates that these fields, as the improvement point in the domain of human resources, should be given more consideration.

3. Appreciation of employees attempts and fair behavior with them have been taken into consideration more than the other cases. Therefore, it is recommended that actions be taken to tackle any problems regarding this important issue and to modify the employees attitudes.

4. Organizational participation, as a factor that heightens job satisfaction and commitment, should be given more weight with emphasis on training employees and managers and paving the way for proper participation in the organization

5. Preparing the preconditions of employees participation and increasing the sense of usefulness and effectiveness in employees via training of managers and employees, and implementing cultural actions in line with participation improvement.

6. Welcoming and encouraging the superior and novel ideas from the low-level workers by managers, and enhancing their sense of empowerment.

7. It is recommended regarding the organizational participation, that participatory management pattern should be strengthened in organization. For this purpose, the polls from the employees should be maximized, and their results should be returned to them so that they do not think of them as just formalistic; and they get more prepared for participation and the trust atmosphere within the organization heightens.

8. In line with empowerment and preparing the grounds for promotion of participation level and quality, it is recommended that instructional courses be held in order to train the employees and managers, with emphasis on group work and problem-finding and cooperative problem solving as the most important instructional and practical means of team and participative work.

9. Clarification of the promotion process and job flow in organization.

10. More consideration should be given to transparent distribution of the facilities and advantages so that employees feel a sense of justice.

11. Enhancing cooperation and organizational coherence and unity which this can be implemented by help of the researches.

12. Enhancement of trust and the social capital of employees and managers for the purpose of an improvement in the attitudes and performance of human resources in the horizontal and vertical directions. Trust or confidence is one of the most important affecting constructs in the field of human relations in and out of organizations. As shown by the contemporary researches, an increase in employees trust leads to the improvement of employees performance.

REFERENCES

Karimi Alireza, 2008, "Political Behavior Management in the organization".

Vigoda Eran, Cohen Aeron (1998), "Organizational politics and Employee performances: A Review and Theoretical Model", JOURNAL OFMANAGEMENT SYSTEMS, VOL.10, NO.3,1998,59-72,

Karppinen Virpi, "The Role of Organizational Politics in Performance Appraisal Process", Helsinki University of Technology.

Kristof, A. (1996)."Person-Organization Fit: An Integrative Review of its Conceptualizations, Measurement, and Implications." Personnel Psychology 49: 1-49.

Oliver Christine, Holzinger Ingo. "The effectiveness of strategic Political management: A Dynamic capabilities framework, Schulich School of Business York University.

Piasentin KellyA., Chapman Derek S,2006, "Subjective person–organization fit: Bridging the gap between conceptualization and measurement"

Woehr DavidJ, 2005, "A quantitative review of the relationship between person–organization fit and behavioral outcomes".

Akbarzad, M. A. (1996). Investigation of the Impact of Employee Participation in Organizational Decision Making on Their Job Satisfaction in Western Azerbayjan Education. M.A thesis.

Alas, R. (2007). The impact of employee participation on job satisfaction during change process, Problems and Perspectives in Management, 5(4).

Bakhti K., & Qureshi T. M. (2007). Impact Of Employee Participation on Job Satisfaction, Employee Commitment And Employee Productivity. International Review of Business Research Papers 3(2): 54-68.

Donohue W., & Heywood, J. (2009). Job Satisfaction, International Journal of Man Power; 26: 36-37.

Drehmer, D. E., Belohlav, J. A. & Coye, R. W. (2000). An Exploration of Employee Participation Using a Scaling Approach. Group & Organization Management, 25(4): 397-418.

Fecikova, K. (2004). An Index method for measurement of customer satisfaction. The TQM Magazine, 16(1): 57-66.

Gran Orimi, A. (1998). The Relation between Participative Decision Making with Employee Job Satisfaction in Mazandaran Electricity Distribution Company, M.A Thesis.

Hooman, H. (2002). Preparation and standardization of the assessment scale of job satisfaction Center for Public Management Center, Tehran.

Hosseini Hashemzadeh, D. (2010). Investigation of the factors affecting the employee job satisfaction in Industry and Mine Bank. Human Resource Journal, 2(5)

Kalleberg, A. L., Nesheim, T. & Olsen, K. M. (2009). Is Participation Good or Bad for Workers? Effects of Autonomy, Consultation and Teamwork on Stress among Workers in Norway. Acta Sociologica, 52(2): 99–116.

Khowaja A. K., Qureshi R., Andrades, M., Fatmi, Z., & Khowaja, N. K. (2010). Comparison job satisfaction and stress among male and female doctors in teaching. [Cited 2004 sep10]. Available from: http://www.ayubmed.edu.pk/JAMC/PAST/16-1/Alikkhawajaaku htm

Pearson, C. A. L. & Chatterjee, S. R. (1984). Developing Commitment through 6- 6-6-Participative Work Redesign. Asia Pacific Journal of Human Resources, 22(4): 51-56.

Robbins, S., & Judge, T. (2005). Organizational Behavior, Nass Publication, 13.

Scott, B., Travaglione, A. & Marshall, V. (2006). Causal inferences between participation in decision making, task attributes, work effort, rewards, job satisfaction and commitment. Leadership & Organization Development Journal, 27(5): 399-414.

Smith, P. C., Kendall, L. M., & Hulin, C. L. (2008). The measurment of satification in work and retirement. Chicago, Rand McNally & Company: PP. 65-76.

Thiedke, C. C. (2011). what motivates staff Fam Pract Manag [serial on the internet], 11(10): 54-55. Available from: http:/ aafp.org/fpm/20041100/54what html

Thomas, J. C., & Varly C. C. (2006). Organization development, Publisher: Over The green fairy, Vol 1.

Witt, M. C. A., & Kacmar, K. M. (2000). The Role of Participation in Decision-Making in the Organizational Politics-Job Satisfaction Relationship , Human Relations, 53.

Wright, B. E. & Kim, S. (2004). Participation is Influence on Job Satisfaction. Review of Public Personnel Administration, 24(1).

Zohoori, G. (2008). A study on the effects of participative decision-making on the job satisfaction of the employees in Khuzestan Agricultural Bank, Knowledge Management Journal, 21(3).