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EXPLAINING THE RELATION BETWEEN ORGANIZATION'S SERVICE ORIENTATION, JOB SATISFACTION AND OCB (CASE STUDY OF TELECOMMUNICATION COMPANY)

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ABSTRACT
This study examines the relationship between aspects of service orientation, job satisfaction and OCB in Telecommunication Company. It has been a field research and data collection was conducted by questionnaire from Telecommunication Company staff; In this research, simple random sampling was used and the sample size of 120 was calculated by using sample size estimation Cochran, also required data were collected using a standard questionnaire consisted of 23 questions, all questions are designed in a range of five options, This data is analyzed by LISREL software. To determine the validity and reliability of the questionnaire, content validity and Cronbach's alpha coefficient were used, the reliability coefficient of the questionnaire containing 23 questions is equal to 0.923. In this paper we investigate the analytical model based on data drawn by the Path diagram obtained by Perlis LISREL of software measurement model; in this model, the hypotheses were tested by coefficients B and t test. Meanwhile, model fitness parameters are automatically calculated by the program Perlis for the model. The results show that services communication leadership, service system practices don't affect job satisfaction and citizenship behavior but other hypotheses have been confirmed.

Keywords: Leadership, Services Communication Leadership, Service System Practices, Service Encounter Practices, Job Satisfaction and Citizenship Behavior Encounter Practices

INTRODUCTION
Today world is evolving and changing intensively and with considerable speed and Globalization is a phenomenon that is causing organizations to expand national and local boundaries and enter the international competition. In order to have a strong role in this area, organizations seek new ways to maximize the performance of their employees. To achieve the goals of job satisfaction that can affect their citizenship behavior and to improve the delivery and performance of services and services and encounter effects that are essential elements in any organization, appropriate training should be provided for them. "Bolino" and "Tornely" believe that citizenship behavior in general, have two general cases: They are not directly able to be (eg, technically there is no need to be a part of the job). They also resulted from ultra-special efforts that organizations expect their staff to achieve success. Based on the studies conducted OCB is an important factor to enhance the performance of organizations (Bolino and Turnely, 2003).
Reviewing the relationship between employee job satisfaction and organizational citizenship behavior has shown that there is a relationship between these two variables. Meta-analysis conducted in connection with organizational citizenship behavior indicates that there are positive and significant relationships between organizational citizenship behavior and job and workplace satisfaction (Pudsakef *et al.,* 2000). In this regard, Gonza´lez and García (2006) examined Structural validity organization service orientation with job satisfaction and OCB variables. Creating job satisfaction and organizational citizenship behavior is important for all organizations. Employees in the organization believe that their ability to perform tasks is directly related to the customer orientation so that job satisfaction is achieved through effective communication with customers (Gountas *et al.,* 2014). Organizations determine effective variables and factors affecting job satisfaction and organizational citizenship behavior and identify their effects and

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determine appropriate strategies based on the results. To increase job satisfaction, the activities and performance of systems and services should be improved it is also necessary to evaluate the interactions between services and communications with customer, to do this it is necessary to create a kind of leadership in providing services. Telecommunications Company has considered several factors to increase its employees' job satisfaction as well as creating a good citizenship behavior and according to the model proposed by Gonza´lez and García (2006), it has considered Service Communicative Leadership, human resource training, Service System Practices and Service encounter practices. This study examines the relationship between service-orientation dimensions, job satisfaction and OCB and it tries to study factors affecting employees' job satisfaction and OCB in Telecommunications Company and to strengthen effective measures to increase their employees' job satisfaction as well as creating a good citizenship behavior and to plan for achieving their goals in this area.

Research Literature

Service Orientation

Service is an activity or a benefit that one party supplies to the other party that is essentially intangible and does not contain property; the result may be a physical or immaterial product (Kotler and Armstrong, 2000). Laytl and colleagues (1998) point out that important organizational outcomes such as income, growth, customer satisfaction and loyalty are direct results of organizational Service orientation. Therefore, it is important for the organization to be able to identify, understand, and measure service orientation and services practices is what is needed for great services providing and production. Lack of understanding and inability to measure and to manage organization service orientation, in the long term may reduce the stability of organizational performance (p. 455).

According to Liang and colleagues (2010), service orientation can be described as "a set of attitudes and behaviors affecting the quality of interactions between staff and clients" (p. 68). Liang and his colleagues studied some of the ways in which service orientation i can serve as a viable alternative to more traditional business methods. The results showed that the service orientation has a positive impact on employees' performance of services, but it has negative impact on consumer loyalty, (67). According to researchers the creation of service orientation concepts is allowable at two levels: On a personal level, in which case it is considered as a measure to evaluate personality aspects and as a result, some certain individuals in the organization are more service-oriented than others. Hogan *et al.,* (1984) defined the service orientation at individual level as: a set of defined attitudes and behaviors that affect the quality of interaction between employees and customers of an organization. An important view in service orientation is as a dimension of general condition of an organization by Laytel *et al.,* (1998), (Sura *et al.,* 2005). Laytl and colleagues' research has shown that organizational service orientation as a relatively broad set of organizational sustainable policies of considered methods to support and reward services creates and provides excellent services for organization (Laytl *et al.,* 1998). According to Laytl and colleagues (1998), in defining an organization service orientation two basic issues should have adopted: Firstly, service orientation is one of the general conditions of organization and the second point is that organization service orientation is better understood and measured through understanding of staff requests, opinions and views. In other words, service orientation is what staff can understand it in an organization (p. 457).

Lytel and his colleagues' investigation and analysis showed that ten basic elements effectively represent the range of organization service orientation, some of these elements are services leadership, interactive services, services systems, human resource management (education services, reward services), and so on (p. 460). In 1995, O'Connor and Shewchuk examined service orientation concept in the field of health care in 1995 (535). According to research, service orientation levels for each organizational unit are related to certain criteria such as employee satisfaction, profitability, customer satisfaction and..... Recent research shows that employees' understanding of the services methods is related to customer satisfaction. Service orientation studies can show that quality of provided services to customers is vital to the success of an organization and also organizational service orientation is very important to create and deliver superior services.

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Service Orientation Dimensions

Interactive Services Practices

Interactive services mean staff interaction with customers. These interactions are general description of "a moment of truth" that is an opportunity for the organization to define itself in customers' mind. They are important in service orientation paradigm, because most of short term interactions with customers will form an important basis for assessing the quality of customers' services. According Parasuraman and colleagues (1988), the interactive services are important in service orientation, because a brief encounter often constitute the basis for assessing the quality of customer service. Two major aspects in service-orientation model are to measure the actual interaction of customer treatment and to evaluate employees' empowerment (Laytl *et al.,* 1998).

customer treatment and employees' empowerment are essential elements in interactive services, however, during the presentation of interactive services, staff should have accountability and decision-making power in their "close to the customer" communications, in many cases, managers are not flexible and employees don't have the required capability to find solutions to improve required services level. Empowerment let employees to react customer needs quickly, and it refers to the degree of employees' authorities in daily decisions relating to their daily activities. Interaction with the customer means that employees should be aware of customer needs. According to Laytl and colleagues, this concept is measured based on the extent to which employees put customer's needs ahead of theirs' (Gonzalez and Garcia, 2006).

Services System Practices

Services providing system includes all modules and subsystems within the organization that is engaged in the provision of organizations'' services. Service system practice refers to the results of providing services to clients and service encounter practices include clients reaction in receiving services by which feedback is given to employees. Organizational service orientation requires Service oriented organization requires services system including the following (Laytl *et al.,* 1998):

These systems include service failure prevention practice, recovery practice, service standards communication practices and high levels of service technology (p. 460). Very few studies examined the relationship between service system practice and organizational citizenship behavior.

According to Parashrmn and colleagues (1988), the organizational service orientation needs service system. According to researchers service failure prevention and recovery practice are activities designed to prevent failures in services and to respond effectively to customer complaints in connection with the service failure. Standards of communication service system are degrees for measuring and controlling organization and they are standards in terms of quality of service prevent service failures and improve and they are of the key dimensions of service quality standards (Gonzalez and Garcia Garazv, 2006). Quality of coherent and consistent services in this part depends on how quality of service delivery system is designed (Laytl *et al.,* 1998). Recent studies have emphasized that creating and delivering qualified service system requires organized and systematic system, and wide effort. If a system is often of poor quality or it has design problem it is not related to people problem. According to Laytl et al (1998) practices and methods based on various important services combined together in a service system, must be result in the delivery of qualified services to customers.

Services Communication Leadership

Leadership, most likely, is one of the critical elements necessary to create and maintain an effective ans positive service orientation. Attitudes and behaviors of managers (consciously or unconsciously) continuously and directly led to the formation of the organization services (Laytl *et al.,* 1998). Church (1995) showed that the leadership behaviors of managers at work directly affect the services quality and organizational performance.

Some studies have examined the relationship between leadership styles and employees' organizational citizenship behavior. For example Nihof and Moorman (1993) showed that there is a positive relationship between leader supervision and employees' organizational citizenship behavior, Employees' leadership is associated with the manifestation of organizational citizenship behavior. This relationship implies the

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quality of relationship between employees and their leaders in the style much more than relating to different styles of leadership (Pudsakef *et al.,* 2000). According to Laytl and his colleagues' servant leadership and services vision are as fundamental elements in the service orientation model. If employees receive excellent service from their managers, likely they provide better service to the customers. Servant leaders have a set of service standards through their behavior and management styles; such a servant leadership is a critical element to create and maintain positive and effective service orientation. "Top-down" service vision is necessary to induce broad visions of providing qualified services among members is important. These visions are changed to driving forces that make organization to be able to provide qualified service in the market. Services leadership in connection with the services vision of the organization amplifies the importance of service quality and customer satisfaction in creating superior value for the organization (Laytl *et al.,* 1998).

Human Resources Practices

Much attention has been given in the field of human resource management practices and their relation to the quality of received services and human resource management has evolved significantly in the service orientation. According to Laytl and his colleagues (1998) human resource management has evolved significantly for the service orientation. Most research claim that the ability of an organization to produce quality external services directly is related to the quality of internal services. These issues are often studied by the attitudes; personality, beliefs, and behavior staff. Laytl and colleagues' studies showed that a service orientation model includes service training and service rewards. Recruitment, training, and rewarding service-oriented behavior have a positive direct impact on service quality and organizational practice. Thus organizational service orientation includes a focus on service-oriented human resource management across the organization (p. 462). Based on the results of Gonzalez and Garcia Garazv research, each of 4 organizational service orientation include: communicative leadership, interactive services practices, human resource management practice and service system practices have a significant impact on variable of organizational citizenship behavior (p. 39).

Lee and Kim research in 2010 indicates that human resource management has a positive impact on organizational citizenship behavior. Morrison (1996) examined how organizational citizenship behavior creates a vital link between human resource management practice of a company and level of service to its clients. The results showed that organizational citizenship behavior has a positive influence on quality level of company services (p. 493). Some organizations may not be able to identify good citizens and those with potential citizenship behavior, and unable to attract and hire these people. But they can create useful and productive citizenship behaviors by training plans for current employees. Using training programs help facilitate interpersonal help among employees. To develop the skills of employees, middle training plan and job rotation programs can also be used (Islami and Sayyar, 2007). According to Gonzalez and Garcia Garazv (2006), human resource training services should be designed in accordance with the special needs of services. In order to provide a higher level of customer service staff should know what they are doing and why they are doing what they know. Employees who are in contact with the customers should have the technical and individual skills (p. 29). Therefore, one of the most important preconditions for successful education is screening and hiring people who, naturally, are somewhat service- oriented (Laytl *et al.,* 1998).

Organizational Citizenship Behavior (OCB)

In recent years the development of new technologies and global economic growth has led to increased competition and rapid changes in the nature of work of organizations and employees. Employee behavior in the workplace had attracted many researchers in the past decade. A variety of behaviors were studied during analyzing their concept; these are meta-social behavior, beyond the role behaviors, individual initiative and organizational citizenship behaviors. Bateman and Organ (1983) first used the term 'organizational citizenship behavior and used it as beneficial behaviors that are not listed in the job description but the staff do them to help others in fulfilling their tasks evidently. Organ believes that organizational citizenship behavior, is an individual and voluntary behavior that is not designed directly by the formal reward system, Nevertheless it improves the effectiveness and efficiency of the

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organization practice (Foot and Li, 2008; Dennis *et al.,* 2005; Pudsakef *et al.,* 2000; de Lara *et al.,* 2007; Kim, 2006).

Organizations, especially organizations in developing countries that require a major leap in efficiency should pave the way for employees and managers to implement willingly all their experience, skills and capacities in order to promote the organization's objectives. It will not be possible unless the principles of organizational citizenship behavior are identified and necessary conditions for the implementation of such behavior are provided. OCB is an emerging phenomenon that can take a step in this direction. Results of literature review show that there are approximately thirty different types of citizenship behavior and there have been several definitions (Pudsakef *et al.,* 2000; Foot and Li, 2008).

Graham (1997) argues that there are three types of organizational citizenship behavior:

Organizational Compliance: behaviors whose necessity and desirability have been identified and have been accepted in reasonable structure of the discipline.

Organizational loyalty: expressing dedication of employees for organization interests and to defend the interests of the organization.

Organizational participation: This term takes meaning by the active participation of employees in organization governance and it points to sharing their beliefs with others and awareness of current issues (Sobhaninejad *et al.,* 2001). By doing this categorization of citizenship behavior Graham believes that these actions are directly affected by the rights of individuals given by organization.

Job Satisfaction

After two decades of research, job satisfaction is yet the main predictor of OCB (Organ, 1998). According to Locke (1976), job satisfaction is a positive or pleasurable emotional state that comes from a person job or work experience (Kim, 2006; Huang and Dastmalchian, 2006). Job satisfaction is equivalent to job happiness that has been defined in many ways; here are some examples: Job satisfaction refers to a person's general attitude about his/her job. A person whose job satisfaction is high has positive attitude towards his work, but person who is dissatisfied with his work, has a negative attitude about his job (Robbins, 1995). According to Motel (2003) job satisfaction shows that how people feel about jobs and their different aspects, and how much people love their job (consent), or do not like (dissatisfaction). From a practical standpoint, knowledge of job satisfaction can help future managers to understand how to motivate their subordinates to help increase productivity. Thus perceiving job satisfaction may result in a performance, organizational efficiency and other issues, such as job rotation (Motel, 2003).

Studies show that Job satisfaction has a potential impact on a number of organizational variables that one of them is organizational citizenship behavior (Fiscua, 2004). Many researchers believe that the topic of job satisfaction should be considered based on a systemic approach, in conjunction with other variables. Gonzalez and Garcia (2006) examined structural credit between organization service orientation with job satisfaction and OCB, the results showed how organizational service orientation affects job satisfaction and organizational citizenship behavior among employees who are in contact with the customer. Studies have indicated that organizational service orientation has a positive influence on organizational citizenship behavior and job satisfaction (p. 23). Organizational service orientation affects job satisfaction of employees who are in direct contact with customers, and job satisfaction affects organizational citizenship behavior (p. 24). In this regard, Sura and his colleagues (2005), in their studies attempted to show how customer orientation, service orientation and job satisfaction relate to each other (p. 497). The results showed that service orientation is significantly associated with job satisfaction (p. 517). Other studies that examine the impact of customer orientation and service orientation on job satisfaction include Keeler *et al.,* (1999) that analyzes relationship between customer orientation and service orientation with employee satisfaction, and found that the relationship between these variables is significant.

According to some researchers, managers should improve services and job satisfaction of employees through effective communication in quality standards. There is some evidence to suggest that the relationship between employees and managers is an important factor in achieving quality services. Dnhart *et al.,* (1992) argue that when employees have a better understanding of problems related to the delivery process they feel more involved.

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Factors mentioned in the research literature are presented on a conceptual model in Figure 1 and based on the model proposed by Gonzalez and Garcia (2006) the following criteria have been considered.
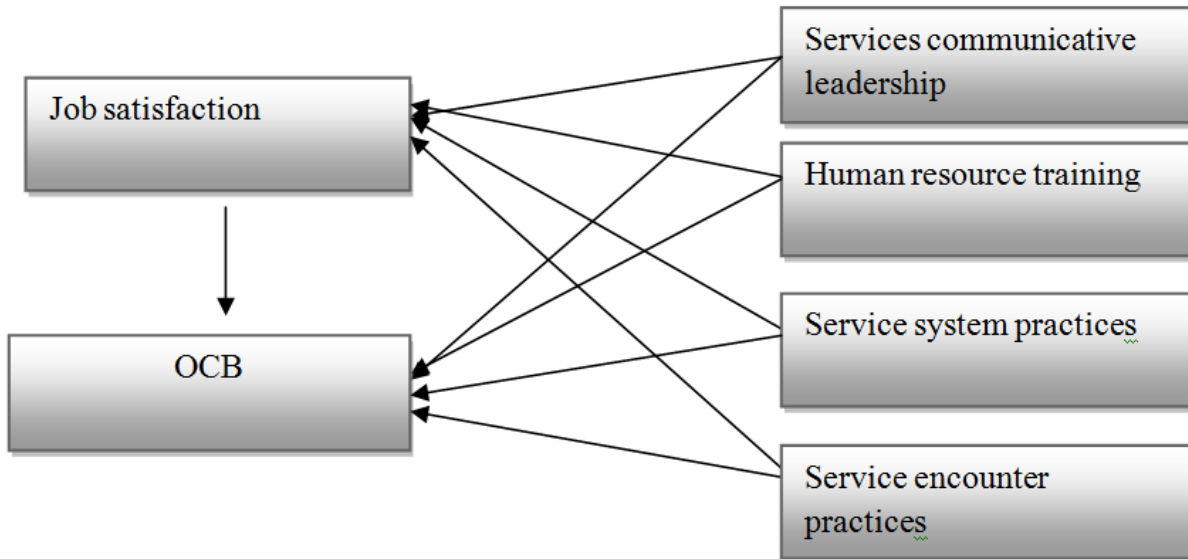

Figure 1: The conceptual model

Research Hypotheses

1) Services communicative leadership has a positive impact on job satisfaction.
2) Human resource training has a positive impact on job satisfaction.
3) Service system practices have a positive impact on job satisfaction.
4) Service encounter practices have a positive impact on job satisfaction.
5) Service leadership has a positive impact on OCB.
6) Human resource training has a positive impact on OCB.
7) Service system practices have a positive impact on OCB.
8) Service encounter practices have a positive impact on OCB.
9) Job satisfaction has a positive impact on OCB in Telecommunication Company.

MATERIALS AND METHODS

The present study in terms of the nature of the topic and determined objectives is considered as causal research. The research population includes all employees of Telecommunications Company. In this method, simple random sampling was used and using formula Cochran a sample size of 120 was calculated. In the field study using a standard questionnaire consisted of 23 questions, all questions are designed in a range of five options, data were collected and this data is analyzed by LISREL software. To determine the validity and reliability of the questionnaire content validity and Cronbach's alpha coefficient was used, the reliability coefficient of the questionnaire containing 23 questions was calculated 0.923. In this paper after we investigate the analytical model based on data by the Path diagram by Perlis LISREL software measurement model is obtained, in this model, they were tested using the coefficients B and t test. Meanwhile, model fitness parameters are automatically calculated by the program Perlis to model.

Data Analysis

Estimating the Model and Evaluating the Fitness

Based on the output of the LISREL software, the concept model fit indices indicate that data has good model fit. Degree of freedom is 215 and chi square is 348.61 and chi square to degrees of freedom less than 3 is good and 2 is very good and in this research it is 1.62 that is an acceptable value. RMSEA index

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less than 0.05 is excellent and less than 0.1 is good and the remaining indices the closer to 0.9, the better. Values in this model are as follows: and indicate the goodness of fit for the model:

RMSEA=0.058

NNFI=0.91

NFI=0.90

CFI=0.89

GFI=0.92

AGFI=0.93

According to the proposed equations and solving these equations by the method of maximum likelihood, value for each coefficient in figure (2) and result of each coefficient and hypothesis test results are presented in Table 1, to assess the significance of each coefficient, t test was used and the values are given in figure (3).
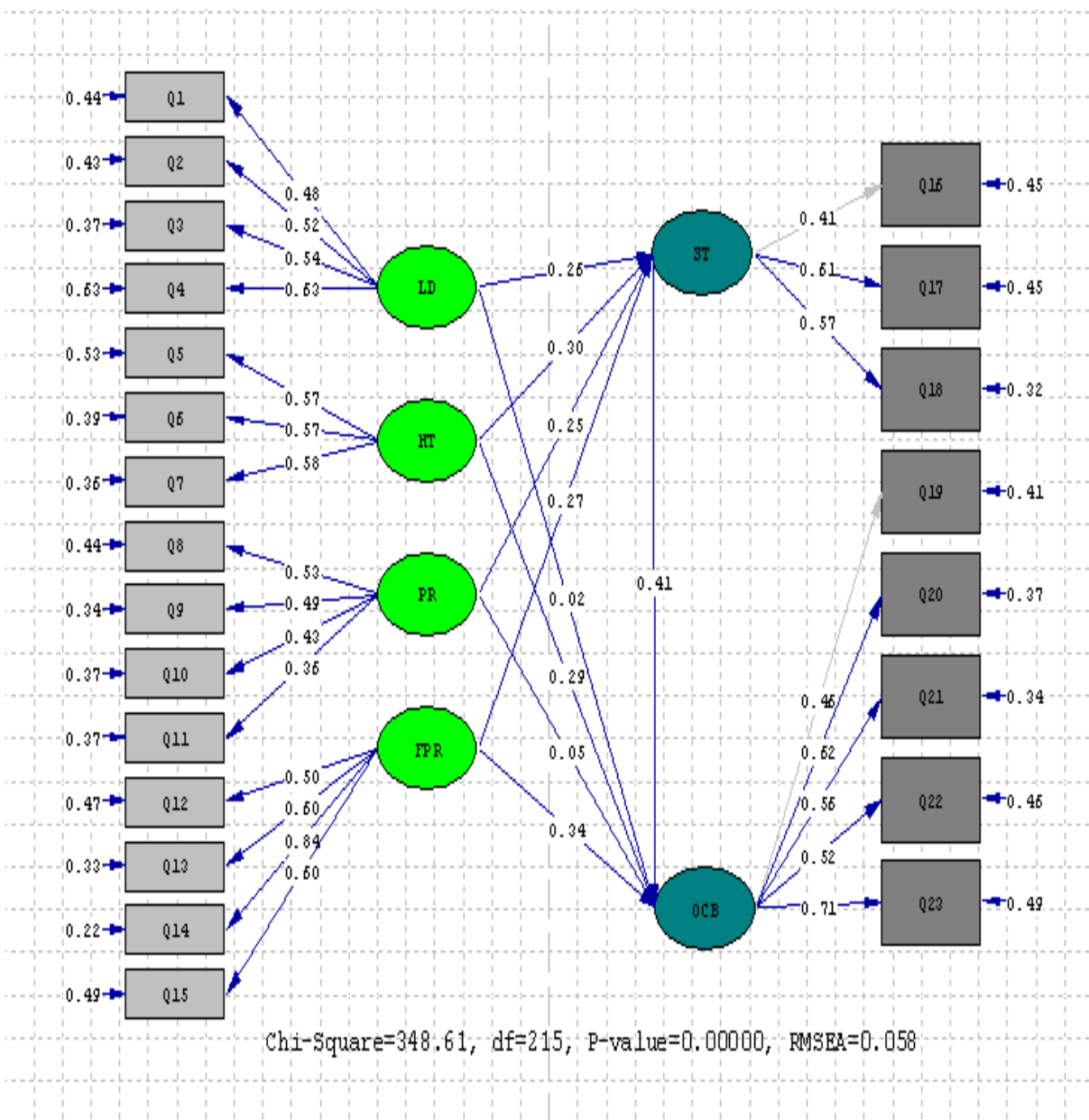

Figure 2: Estimated value each of path coefficients
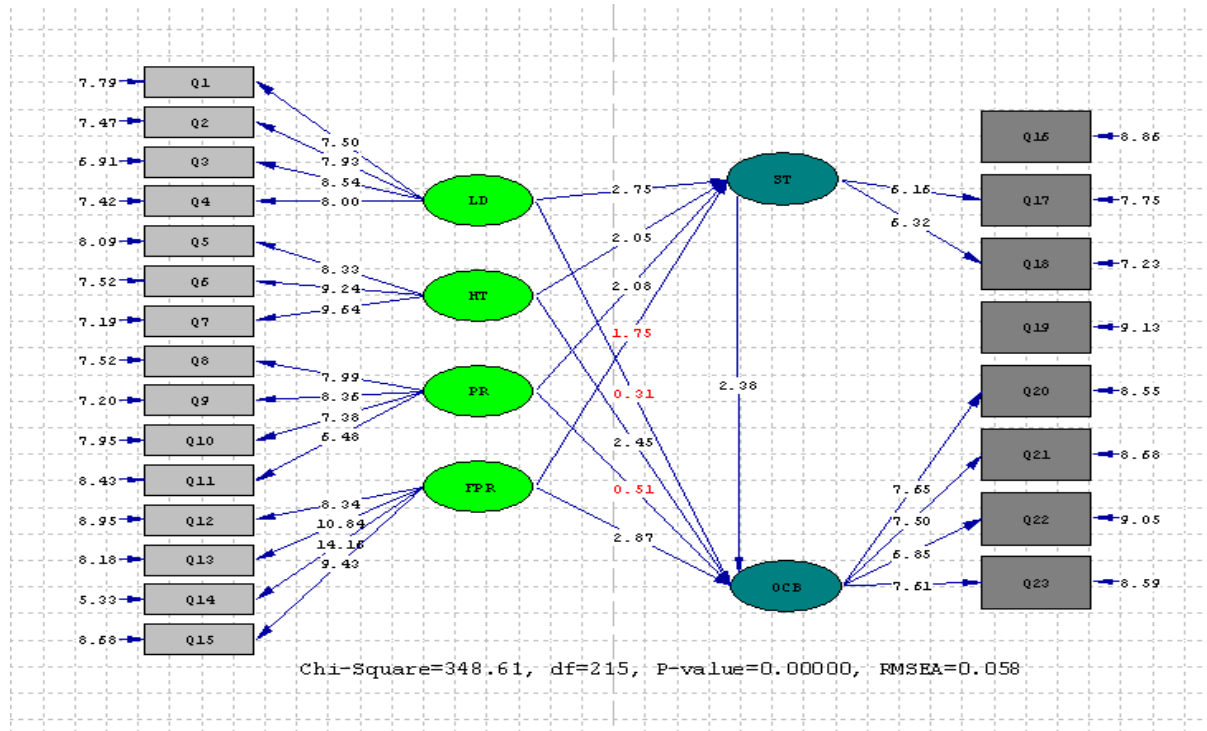
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Figure 3: The t-statistic for each coefficient

In table (1) if the t-test statistic for coefficients is positive and negative 1.64, the hypothesis is rejected, otherwise it is accepted.

Table 1: Results of testing hypotheses

Result	T statistics	Coefficient	Hypotheses
accepted	2.75	0.26	1) Services communicative leadership has a positive impact on job satisfaction.
accepted	2.50	0.30	2) Human resource training has a positive impact on job satisfaction.
accepted	2.08	0.25	3) Service system practices have a positive impact on job satisfaction.
accepted	1.75	0.27	4) Service encounter practices have a positive impact on job satisfaction.
rejected	0.31	0.02	5) Service leadership has a positive impact on OCB.
accepted	2.45	0.29	6) Human resource training has a positive impact on OCB.
rejected	0.51	0.05	7) Service system practices have a positive impact on OCB.
accepted	2.87	0.34	8) Service encounter practices have a positive impact on OCB.
accepted	2.38	0.41	9) Job satisfaction has a positive impact on OCB in Telecommunication Company.

RESULTS AND DISCUSSION
The First Hypothesis
Having a positive and significant path coefficient, services communication leadership has a positive impact on employees' job satisfaction and for one unit increase in services communication leadership, job

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satisfaction increases 0.26 unit. The cause of employees' job satisfaction of services communication leadership can be resulted from the fact that employees feel pride and job satisfaction because of providing services and leading by the organization. The results of this hypothesis are not consistent with the results of Karazv and Garcia (2006) showing that all aspects of the service orientation including services communication leadership can lead to increase job satisfaction, their results showed that this variable does not have the capacity to increase employees' job satisfaction and there is no significant relationship between variable of service communication leadership and employees' job satisfaction.

The Second Hypothesis

Having a positive and significant coefficient, human resources training has a positive impact on employees' job satisfaction and for one unit increase in human resources training, job satisfaction increases 0.30 units. Telecommunication Company staffs consider training provided by the company desirable and in their opinion it has been effective on job satisfaction and this shows the good performance of the company in the training of human resources. Based on the results of Gonzalez and Garcia Garazv research and based on service orientation variables, human resource management practice has a positive impact on job satisfaction and other aspects of service-orientation don't affect job satisfaction. The results of the research are consistent with Laytl and colleagues research in 1998, according to Laytl and his colleagues human resource management has been formed in service orientation substantially and service orientation training programs among employees who are strong in the field of service orientation are effective and employment, education and service-oriented behaviors have positive impact on service quality and organizational performance, and this in turn has a positive impact on job satisfaction.

The Third Hypothesis

Having a positive and significant path coefficient service system practice has a positive impact on employees' job satisfaction and for one unit increase in service system practice, job satisfaction increases 0.25 units. Telecommunication Company performance in services system is more to do services to customers but also has a positive effect on job satisfaction and this is an activity that leaves two desired results. Staff job satisfaction of service communication leadership can be caused by the fact that employees are satisfied with service providing and increasing customer satisfaction and organization performance. The results obtained in this thesis are inconsistent with the Garazv and Garcia (2006) research results that showed service system practice does not affect job satisfaction and cannot increase it.

The Forth Hypothesis

Having a positive and significant path coefficient, service encounter practice has a positive impact on job satisfaction and for one unit increase in service encounter practices, job satisfaction increases 0.27 unit. Job satisfaction of service encounter practices can be caused by the fact that employees feel happy and satisfied from Service encounter practices and customer treatment. According to Gonza´lez and García Garazo (2006) research results, the obtained effect on job satisfaction achieved through variable of service encounter practices is more than other service-oriented variables. Empirical evidence suggests that employees' empowerment and customer treatment that are the basic elements of interactive services have a positive relationship with job satisfaction. In this regard, the Sternberg (1992) showed that employees' empowerment has a positive impact on the attitudes and behavior of employees.

The Fifth Hypothesis

Services communication leadership doesn't have a positive impact on organizational citizenship behavior. Result of the hypothesis is not unexpected because communication services are related to customer and citizenship behavior can be influenced directly. The obtained results in this hypothesis are not consistent with the Garazv and Garcia (2006) research results indicating a direct and significant relationship between communication services and organizational citizenship behavior.

The Sixth Hypothesis

Having a positive and significant path coefficient, human resources training has positive impact on organizational citizenship behavior and for one unit increase in human resources training, organizational citizenship behavior increases 0.29 unit. The obtained results in this hypothesis are consistent with Garazv

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Gonzalez and Garcia (2006) research results that showed that each of the 4 dimensions of organization service orientation such as human resource management practice such as human resources training has a significant impact on organizational citizenship behavior. In this regard, Lee and Kim research in 2010 showed that human resource management has a positive impact on organizational citizenship behavior.

The Seventh Hypothesis

Services system practices doesn't have a positive impact on organizational citizenship behavior. This hypothesis result is like the fifth hypothesis and services system practice is related to communication with customers and citizenship behavior cannot be influenced directly. Staffs are satisfied with customer satisfaction for service system performance that this is short term but citizenship behavior change arises in long-term. The obtained results in this hypothesis are not consistent with the Garazv and Garcia (2006) research results indicating that services system practice has a significant impact on organizational citizenship behavior.

The Eighth Hypothesis

Having positive and significant path coefficient, service encounter practice has positive impact on OCB and for one unit increase inservice encounter practices, OCB increases 0.34 unit. Service encounter practice Is a feedback resulted from service system practices and citizenship behavior will be formed by this feedback and customers' interactive treatment. In line with the results of the eighth research hypothesis Garazv and Garcia (2006) research results can be stated, showing that service encounter practices directly affect the Organizational Citizenship Behavior.

The Ninth Hypothesis

Having a positive and significant path coefficient human resources training has positive impact on organizational citizenship behavior and for one unit increase in human resources training, organizational citizenship behavior increases 0.41 unit. The research results of this hypothesis are consistent with the results of Ahmadi and colleagues research that examines the structural relations between job satisfactions with Organizational Citizenship Behavior in 1391. The results showed that with increasing job satisfaction citizenship behavior can be increased. These findings are consistent with Gonzalez and Garcia research results in Spain (p. 42).

The Dickinson (2009) also concluded that there is a significant relationship between job satisfactions, relationship with superiors; organizational justice and organizational commitment with organizational citizenship behavior. Bulino and Turnely studies also show a positive relationship between Organizational Citizenship Behavior and increasing job satisfaction and job satisfaction affects employees' organizational citizenship behavior significantly and increases it.

Suggestions

Based on the research findings, recommendations are provided, so the company can improve its activities according to the following:

If a company is interested in establishing particular kinds of citizenship behavior it should try to increase employees' job satisfaction and consider its service encounter practice more than ever. Since job satisfaction leads employees to present organization's desired behavior and thus their citizenship behavior is affected by their satisfaction. Since service encounter practice is concerned to customer treatment that has a positive effect on employees' job satisfaction and this is a favorable result of service system practices, so the company can attract its employees and customer satisfaction by developing these activities. Based on the favorable results of the company's focus on services communication leadership in order to provide employees' satisfaction and customer service, the company must determine how and whether the service has a positive impact on job satisfaction and the company will cause to maintain he pride and satisfaction of the employees. Providing necessary training to human resources by the company to increase employee job satisfaction and organization recovery practice is very effective. So companies need to be more careful in designing and assessing human resources training system to efficiently exploit the favorable results. The future researchers are suggested to do the studies at other companies and compare results and divide the present model to minor indicators in order to evaluate the effects by determining effects of each factor more accurately.

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