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IDENTIFYING AND RANKING THE FACTORS AFFECTING EMPLOYEE NEGLIGENCE

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ABSTRACT

Employee negligence (EN) in organization plans and not performing the tasks in a timely manner by the employees and management are alarms of reduction in organizational performance. The present study was conducted under the title of "Identification and ranking the factors affecting EN (Case study: Social Security Organization of Isfahan)." The study was applied regarding the purpose and descriptive-survey in terms of the nature and data collection method. Cochran formula was used to determine the sample size, according to which the sample size was 205 people. In addition, random convenience sampling method was used to collect data. The existing literature and interview with 14 managers, who were sampled purposively, were used to extract the items of the questionnaire. Cronbach alpha was used to determine the reliability of the questionnaire. Cronbach alpha for all the factors playing a role in negligence was above 0.7. SPSS22 was used for data analysis and PLS2 software was used for fitting the model. The results of testing the hypotheses showed that occupational stress, knowledge management, human resources training, job satisfaction and organizational silence all have a positive and significant role in EN of the Social Security Organization (SSO).

Keywords: Organizational Neglect, Knowledge Management, Job Satisfaction, Organizational Silence, Occupational Stress, Human Resources Training, SSO.

INTRODUCTION

Understanding many of the human behaviors is very difficult due to their complexity, and one of these complex behaviors is negligence. Negligence or procrastination is a habit many people share, so that the researchers believe this characteristic to be of human inherent tendencies (Nadafi and Kuroshnia, 2016). Negligence leads to effects on people such as overnight restlessness, high levels of stress, regret, anxiety, withdrawal and retreat due to lack of time or incomplete fulfillment of the tasks. After that, people promise themselves not to postpone their tasks, but it happens again (Kagan et al., 2010). As negligence ends in important objective consequences, such as the loss of opportunities and time and emotional ones such as weakening of morale, increasing stress and anxiety, low motivation, and so on, it has created new areas for research (Ferrari & Diaz-morales, 2007). Negligence has been recognized as an important source of efficiency reduction, so many studies have been conducted on it in education and university, with experts becoming more and more interested in understanding it. Examining the challenges of identifying the factors affecting negligence is something essential according to executors of organizational plans and, if practically, organizational plans do not lead to modification of negligence, the deficiencies of the organizations will not be resolved. Given the

issues sated, negligence in organizations is a significant issue, so it is necessary to pay special attention to negligence and the factors affecting it in the research. This study has examined the factors affecting negligence in two categories of organizational and occupational factors, which has less been examined in previous studies.

NEGLIGENCE

Like many psychological terms, negligence is as diverse and numerous as the number of researchers studying the subject (Pourkmali, 2013). In fact, there is no single accepted definition of negligence, with each expert having a definition for it. Although several definitions of various aspects of negligence have been provided, none of these definitions are in contradiction. Negligence is defined as doing personal tasks whose completion is important for the workplace. People with negligence change their priorities for different reasons (Akhtar & Malik, 2016). Negligence is the delay in performing important and essential tasks of the organization that has become habitual in the person rendering decisions inefficient (Reinecke, L. & Hofmann, 2016). In fact, according to Balkis & Dura (2009), as a problematic behavior, negligence is not specific to a special group, and most people have delays in doing things, and some even have selected it as a lifestyle. Dowra (2007) believes that delaying or avoiding any duty resulting from a difference in intention and actual behavior (action) with negative consequences for the individual is negligence. Finally, a common characteristic is seen among all these definitions and that is “delaying.” In all these meanings and definitions, there is a kind of “postponing.” Studies on procrastination state the reasons of procrastination as: a) personality causes, including individual and characteristic differences of people, such as the fear of failure or perfectionism, b) task-related causes, which are based on concepts and related to concepts such as hatred of the task and its difficulty, c) causes related to the perception of abilities, which include self-perceptual beliefs related to self-esteem, education self-concept and self-efficiency, and d) intra-organizational causes. Negvin & et al. (2013) understood that negligence is connected with low salary, short term employment, and the willingness to slack off in people. Moreover, negligence always has strong links with unrelated duties, fatigue and frustration. Heijden & et al. (2012) understood that negligence has a direct and significant relation with fatigue and distraction at the workplace. Several factors affect organizational negligence. This study has divided the factors affecting negligence into two classes: job-related factors (occupational stress and job satisfaction) and organizational factors (education, organizational silence, and knowledge management), each of which will be studied further.

OCCUPATIONAL STRESS

Occupational stress related to work in the organization has been defined as a mismatch between individual abilities and skills, and the demands and desires of the job and organization (Choi & Oh, 2015). Lazarroos (2005) presents the following definition of stress: stress refers to a wide range of problems difficult to distinguish from other domains because with the pressure (whether physiologic, social or psychological as well as the responses of that system) they bring in, they disrupt the system. He goes on to say that the reaction of the individual depends on his/her interpretation or evaluation (knowingly or unknowingly) of the significance of the



harmful, threatening or challenging event. According to the definition of the Occupational Health Institute, occupational stress occurs when there is no coordination between the needs of the job and the person's abilities and desires. In other words, it happens when what is expected of a person in a job is not consistent with what he/she likes and wishes. According to Occupational safety and health (OSH), the situations where the probability of stress in the staff is very high are the plan of duties and responsibilities (large volumes of work, low rest periods, long and tedious hours of work, and routine tasks with no need for employee skills), management style (weakness of communication in the company or organization and lack of family-friendly policies), and interpersonal relationships (non-supporting social environment). Moreover, they include job roles (uncertain and contradictory job expectations overloaded responsibilities), job concerns (job insecurity, lack of progress and promotion) and environmental conditions (unpleasant and sometimes dangerous conditions, such as congestion, noise, air pollution, lack of safety and convenience technology). In an organization where stress and anxiety exist in many aspects, commitment and affiliation to the organization are eliminated, so organizational problems and issues are overlooked. Thus, it is important to note that excessive stress causes impairment in performance and reduces the productivity of employees in organizations (Vosuqi Nayeri and Rouh Allahi, 2015).

First hypothesis: Occupational stress affects negligence.

KNOWLEDGE MANAGEMENT (KM)

In the present age, considered as the age of information and knowledge, the main advantage of any organization or institution is in the knowledge capital of that organization. In this period, the largest companies in the world have gained their prominence from knowledge and processes. Studying the experiences and achievements of global pioneering organizations states that this pioneering and innovation have been made possible by identifying, acquiring, developing, distributing, deploying, maintaining, and organizing organizational knowledge. The purpose of KM is to prevent repetition of mistakes and to make all decisions based on knowledge and organization. KM is the systematic process of discovery, selection, organization, summarizing, and presentation of information to improve the understanding of individuals in their area of interest. One of the most famous divisions of knowledge, frequently mentioned, is the division of knowledge into explicit knowledge and tacit knowledge, which was first described by Polanyi in 1985. Explicit knowledge (obvious or focal) is a knowledge that can be easily transmitted and coded using symbols such as letters and numbers in the form of writing, sound, image, photo, and software. Thus, it is easy to share it. Usually, explicit knowledge in organizations comes in the form of rules, patent permits, research findings, routines, and routines. Explicit or codified knowledge represents the knowledge that can be transmitted in the form of a systematic and formal language. The tacit knowledge (hidden or internal knowledge) has an individual character, and it defines its regularization and its transfer. Explicit knowledge is an extensive knowledge that can be easily formulated. The tacit knowledge has two aspects: the first is a technical dimension that includes a variety of informal skills of a person and often refers to the technical and technical knowledge of the individual. The second aspect is the cognitive dimension, which includes beliefs, ideals, values and general patterns of mental patterns that are deeply rooted in individuals, and are often assumed to be obvious.

Second hypothesis: KM affects negligence.



HUMAN RESOURCE TRAINING

Today, the advancement of countries, organizations and small and large institutions depends on human science and knowledge. Increasing knowledge and accelerated changes have led organizations to put education at the top of their agenda because education is one of the most important factors in the development of the countries (Karimi & Salimi, 2015). Staff training and development not only relate to the acquisition of knowledge and skills, but also to the power of entrepreneurship, familiarizing employees with important organizational changes, activities and decisions (Vemic, 2008). Organizations' planned effort has introduced educational and human resource development to facilitate learning and job-related competencies (Noe, 2008). Education means changing knowledge, attitude and interaction with colleagues. Training is an effort to change the knowledge of the individual, which prompts the person to acquire new knowledge and to change habits and behaviors and change the minds and destiny of humans. Learning is an experience based on learning to make a person's relatively stable changes to enable him to do the work and improve his or her abilities, skills, knowledge, attitudes and social behavior. Thus, education is the concept of changing knowledge, attitude and interaction with colleagues. There are ways in which the skills necessary to do tasks are taught to employees according to their needs. Gutter defines education as a systematic effort whose purpose is to coordinate the wishes, interests and needs of those individuals with the needs and goals of the organization in the form of tasks expected of individuals. Perhaps this definition can be considered similar to Goldstine's definition: he teaches systematic education of skills, rules, concepts, or attitudes that ultimately lead to improved performance in an environment (Aghaie and Moradi, 2014). People who do not have the necessary knowledge and skills do not have a logical solution to the problems, escape from the burden of duty or ignore many issues. Thus, it should be noted that continuous organized and technical changes in work environments and the upward trend the complexity of the work reliant on these changes results in the emergence of new jobs in difficult times and employees must constantly adapt themselves to the new conditions. This is achieved by improving and speeding up the necessary training. It is stated that human knowledge is made twice every five years, and this increase changes everything. Thus, how can human resources of an organization not be made familiar with these changes (Aghaie and Moradi, 2014).

Third hypothesis: Human resource training affects negligence.

JOB SATISFACTION

Job satisfaction is an important factor in increasing the efficiency and individual satisfaction in the organization. Job Satisfaction is also an important factor in increasing the efficiency and individual satisfaction in the organization. Given the importance that a variety of factors, such as income, social status, and work environment conditions have for a person, he/she feels a certain degree of job satisfaction (Mohammadi et al., 2016). Job satisfaction is the extent to which the individuals have positive emotions and attitudes about their job. When a person says he/she has higher job satisfaction, it means that he really loves his job, has good feelings about his job and values his job (Lee et al., 2013). Job satisfaction is a positive and pleasant emotional state that results from the evaluation of professional work and experience and can affect the job



performance of the employees and the overall performance of the organization. There are different views on the aspects of job satisfaction, but in general, four aspects of job satisfaction job satisfaction, coworker, rights, and promotion opportunities, are emphasized by most scholars. It is important to note that job satisfaction has many dimensions because an employee who is satisfied with one aspect of the job may not be satisfied with the other aspects. In fact, all aspects of job satisfaction are not the same important to employees. Job satisfaction is also different in individuals and organizations. Lack of job satisfaction in individuals creates a sense of despair and disregards many of the organization's issues. Hence, it is important to note that job satisfaction can be one of the important and influential factors in the performance of each organization's employees (Porter, 1999).

Fourth hypothesis: Job satisfaction affects negligence.

ORGANIZATIONAL SILENCE

In the transforming world today, the organizations need employees who express their ideas and break the culture of silence. Moreover, employees select those organizations for employment that will allow them to opine. In organizations where silence is not prevailing, both employees and managers have high motivation and performance. Organizational silence is an inefficient organizational process that eliminates costs and effort and can take different forms, such as collective silence at a meeting, low rate of participation in polls, low expression of ideas and comments. The early definitions of silence considered this term the same as loyal, stating that non-expressing of concerns and opinions is not really wrong. However, new studies show that the atmosphere of silence in organizations can be opposed to desirable organizational goals. Types of organizational silence are 1) submissive silence, which shows a neglect by employees that has been lost in hopes of recovery and reluctant to attempt to talk, engage or attempt to change the situation. 2) Defensive silence: Van Dyne et al., according to Pinder & Harlos (2001) and Morison & Miliken (2000), identified a kind of silence that was self-defensively voluntary and voluntary, and aimed at protecting self against threats. They have defined this silence as refusal to express ideas, information or comments to protect themselves due to fear and have called it “defensive silence”. 3) Altruistic silence: Van Dyne et al. (2003) developed the conceptualization of Pinder & Harlos from organizational silence by adding desirable social motivations. They define altruistic silence as refusing to express ideas, information or opinions related to work to gain the benefit of others or the organization based on the motives of friendship and participation. Moreover, lack of participation and the fear of comment cause loss of creativity and anxiety about work and organization. Hence, it is necessary to note that organizational silence is an obstacle to the comment of the staff, which in the long run, will bring about the power of innovation and creativity and continuous improvement from the organization (Kazemian, 2013).

Fifth hypothesis: organizational silence affects negligence.

RESEARCH MODEL

Based on research literature and the research hypotheses, research model is as follows:





Figure 1: Research model

ANALYSIS OF THE RESULTS

Reliability, convergent validity, and divergent validity were used to evaluate the fitting of the model. Reliability for internal reliability assessment includes three criteria of Cronbach alpha, composite reliability, and factor loading coefficients. The proper value for Cronbach Alpha is greater than 0.7 (Cronbach, 1951), for composite reliability greater than or equal to 0.7 (Nunnally, 1978) and for Average Variance Extracted (AVE) greater than or equal to 0.4 (Magnez & et al., 1996).

Table 1: Dimensions of the variables and fitting indices of measurement model

| Constructs | Composite reliability | AVE | Cronbach Alpha |
|---------------------------|-----------------------|------|----------------|
| Occupational stress | 0.82 | 0.92 | 0.95 |
| Job Satisfaction | 0.85 | 0.95 | 0.85 |
| Education | 0.87 | 0.85 | 0.92 |
| Organizational silence | 0.91 | 0.96 | 0.81 |
| KM | 0.86 | 0.84 | 0.94 |
| Occupational factors | 0.93 | 0.91 | 0.86 |
| Organizational factors | 0.87 | 0.86 | 0.85 |
| Organizational negligence | 0.83 | 0.92 | 0.95 |

Cronbach's alpha values and the composite reliability reported in Table 1 of all latent variables show it greater than 0.7, indicating the proper reliability of the model. Moreover, AVE for the variables is higher than 0.4, so therefore, the convergent validity of the measurement models is also desirable.

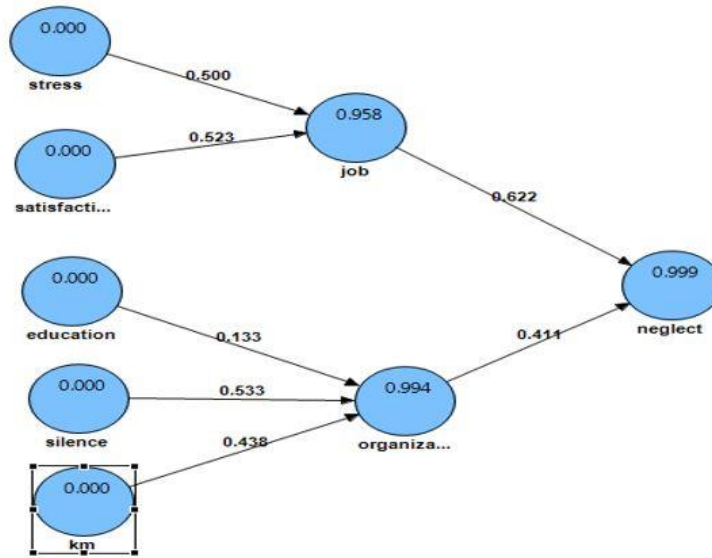


Figure 2: Factor loadings in the research model



The first criterion for fitting the structural model is the coefficients of significance. These coefficients are shown for the implemented model in Figure 2. Accordingly, the significance coefficients of all research hypotheses are more than 3.27, indicating the significance of relationships between variables at a confidence level of 99.9%.

Table 2: Values of significance coefficients

| Constructs | Significant coefficients |
|--|--------------------------|
| Job-related elements → Occupational stress | 21.119 |
| Job-related elements → Job satisfaction | 21.483 |
| Education → Organizational factors | 14.738 |
| Organizational silence → Organizational factors | 27.602 |
| KM → Organizational factors | 24.91 |
| Job-related elements → Organizational negligence | 38.578 |
| Organizational negligence → Organizational factors | 26.872 |

The results obtained from the structural model analysis in Table 2 and Figure 2 show that all the research hypotheses were confirmed.

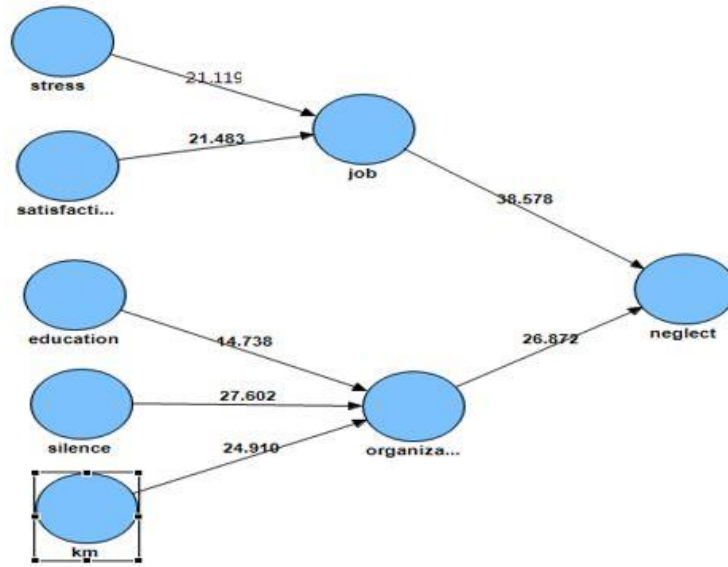


Figure 3: Significance values in the research model

Table 3: The values of the coefficient of determination and the coefficient of prediction

| Constructs | The coefficient of determination | Coefficient of prediction |
|------------------------|----------------------------------|---------------------------|
| Negligence | 0.999 | 0.92 |
| Job-related elements | 0.958 | 0.91 |
| Organizational factors | 0.994 | 0.86 |

The results of the analysis of the structural model in Table 3, show R^2 (R Squares) for the endogenous variable of the model (for general file data). The results of this standard show that, according to Chin (1998), the fitting of the structural model is generally “strong” and very good¹. Moreover, a criterion called Q2 (Stone-Geisser criterion) has been analyzed to investigate the predictive power of the model. In doing so, based on preceding studies Hensler et al. (2009) and considering the criteria results in Table 3, one can conclude that the model has “strong” predictive power.²

A criterion called GOF has been used for the overall fit of the model in the analysis of structural equations using Smart PLS. This means that by this criterion, the researcher can control the fitting of the general part after fitting the measurement and structural part of the general research model. The values obtained by this formula, according to Watzles et al. (2009), can be divided by three values of 0.01, 0.25, and 0.36 in three levels of weak, average and strong.

$$GOF = \sqrt{Communalities \times R^2}$$

For explaining the components of the above formula, it should be admitted that *Communalities* are the mean of common values of each construct used to examine the fit of the measurement

¹ Chin (1998) introduces three criteria of 0.19, 0.33 and 0.67 as the criterion for weak, moderate and strong R^2 values.

² Hensler et al. (2009) reported the intensity of the predictive power of the model on endogenous constructs for the weak, moderate, and strong prediction power of the model as 0.02, 0.15, and 0.35.

model and to evaluate the quality of the measurement models. This criterion shows how much of the variability of the indices (questions) is explained by its related construct. $\overline{R^2}$ is the mean value of R squares of the model's endogenous constructs, used to examine the fitting of the structural part of the model and shows the strength of the constructs of the endogenous constructs with other ones. As the benchmark mentioned in this model is 0.64, then the overall fit of the model is “Strong.”

RESEARCH SUGGESTIONS

According to the results obtained in this research:

The first hypothesis was based on the effect of occupational stress on the negligence of SSO staff in Isfahan. The studies examining the relationship between occupational stress and EN are Sepehrian (2011), Rahimi et al. (2014) and Sheikholeslami (2016), and the result sought with all these studies is in the same direction and confirms it. Thus, one can claim that the current hypothesis is consistent with theoretical foundations. Furthermore, Rahimi et al. (2014) consider personal stress and anxiety as one of the key factors affecting negligence and state that if the manager is not well acquainted with occupational stress and its harmful consequences, and does not completely eliminate it, staff management plans will not be effective. It can be concluded that the implementation of anti-negligence programs in an organization initially requires programs to eliminate occupational stress in the organization. With the full support of senior management of the staff stress-management plans, he directs the studies addressing the symptoms of negligence and plans and controls programs of negligence. Here, management directly affects all stages of negligent management through the alignment and consolidation of goals and actions in occupational stress management. Hence, it is suggested that using a coherent atmosphere of relaxation and stable job security, providing employees with confidence in the assessment of fair performance, using appropriate and update methods for stress management such as color and nutrition psychology, and the use of update technologies make the organization manage its communications and employees have less anxiety about cumulative work, and reduces staff stress.

The second hypothesis based on the effect of KM on the negligence of SSO staff in Isfahan was confirmed. In the studies examined in this field, Elahi et al. (2014) and Madhoushi and Nour-Nejad and Nowsh (2013) considered KM as one of the key factors affecting the empowerment of employees and confirmed this relationship According to Al-Alawi (2007), Patil & Kant (2013), Akhavan & Zahedi (2014), and Natarajan & Bagwan (2016), if the company implements KM plans well and has the necessary infrastructure, it can use the experience of both customers and employees to improve employee empowerment and enhance employee performance, and thus reduce EN. According to these studies, knowledge management is typically focused on staffing. According to these studies, the dimensions of KM, including the existence of an integrated information source, the system for recording and collecting experiences, the organizational culture of information sharing and attention to intellectual property, are involved in EN. It can be concluded that the implementation of KM in an organization will be effective in creating an effective source of expertise that will prevent mistakes and duplication. With a resource and an official process for identifying, capturing, storing and retrieving knowledge and integrated organizational experience, managing EN will be more effective. Thus, it is suggested



that SSO managers support comprehensive KM programs. Support for these programs can include legal, financial, and intellectual aspects, and removal of barriers inside and outside the organization. Additionally, managers being fully aware of KM and their accompaniment in implementation are mandatory. Moreover, KM has different aspects of the model; considering the system of recording and gathering experiences in the company and the factors creating it make the work and decision making of managers effective. It is also recommended to use a centralized data warehouse to create a knowledge base and improve knowledge management efficiency.

- The third hypothesis stating the effect of human resources training on EN of SSO staff of Isfahan was confirmed. In the studies examined in this regard, one can mention Setayesh Azhari et al. (2017), Atadohkht et al. (2015), Hakimzadeh et al. (2014) and Rahimi et al. (2014). According to Aghaei and Moradi (2014), one can conclude that human resource education is one of the most effective ways in maintaining and efficiency of the staff. Optimum use of human resources, facilities and proper management of the organization are of the results of staff training programs. Many companies are familiar with the management and use of new and relevant training systems for all organizational goals and aspects, which reduces errors and rework. Moreover, the managers need to be able to increase employee participation and create incentives for human resource education through motivation, performance evaluation, reward and staff promotion to create an appropriate educational atmosphere. It should be remembered that the main obstacle to the realization of goals, policies or new methods of training is the resistance of members of the organization to change, which must be reduced through the use of an effective human resource system. By creating an effective system of effective training, employees feel that by sharing their knowledge or expertise not only will their values not be reduced, but also will increase. Thus, it is suggested that the managers of the organization create maximum efficiency by coordinating training strategies with human resources involved sectors and improving EN. Additionally, using motivational programs and appropriate rewards, one should increase the participation of people in educational programs. Furthermore, holding meetings and programs allowing people to express their opinions and consider financial and spiritual rewards for positive ideas should be taken into account. Also, the participation of people in the educational system will reduce their resistance to change and reduce their negligence in a shorter period.

- The fourth hypothesis on the effect of job satisfaction on EN of SSO of Isfahan was confirmed. The studies examining job satisfaction with EN are Nasiripour et al. (2013), Atadokht et al. (2015), Van et al. (2014), and Samperborn & et al. (2017). All these studies emphasize the role and job satisfaction as a key factor in employee performance. However, one can claim that the confirmation of the present hypothesis is consistent with the above theoretical foundations and the above studies confirm the result of the study. Furthermore, according to the literature, one can claim that job satisfaction can act as a strong empowering agent and provide effective and adequate measures to eliminate all aspects of negligence. The results of job satisfaction can greatly reduce the consequences of negligence and ease its reduction. By focusing on the results of studies related to the outcome of this section, one can also state that although job satisfaction alone cannot lead negligence or completely eradicate it, it still plays a vital role in the success of anti-negligence programs in the organization. Thus, it is suggested that the managers of the organization be diligent in removing structural, managerial, and strategic barriers and



creating job satisfaction among employees and strategies for evaluating effective performance and strengthen building a sense of friendship and unity among colleagues.

- The fifth hypothesis stating the effect of organizational silence on employees' negligence in SSO of Isfahan was confirmed. No studies were found regarding the relationship between organizational silence and EN. However, it can be argued that the present study is consistent with theoretical foundations. Therefore, it can be argued that the confirmation of the present hypothesis is consistent with theoretical foundations. The studies examining the organizational silence of employees are Holland et al. (2011), Zehir & Erdogan (2011), Ebrahimi (2016), Marzouqi et al. (2015), and Dustar et al. (2014). All these studies have emphasized the role of organizational silence as a key factor in employee performance. However, it can be argued that the confirmation of the present hypothesis is consistent with the above theoretical foundations and the above studies confirm the result of the study. According to research literature and according to studies, one can state that organizational silence acts as a strong negative phenomenon and exacerbates the actions and aspects of negligence. According to the results of Marzouqi et al. (2015) and Dustar et al. (2014), organizational silence has many consequences that can increase negligence and organizational silence management can ease its reduction. By focusing on the results of related studies, one can state that organizational silence and its consequences, such as organizational commitment, active participation in decision making, and other issues, can affect negligence. Nonetheless, how to organize the participation and consideration of employees in affairs are vital role in the success of anti-negligence programs in the organization. Hence, it is suggested that the managers of the organization remove the barriers to employee participation in decision making. Furthermore, using different communication channels and creating a collaborative platform for resolving organizational silence are recommended



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