The present study was aimed at investigating the employees’ grievances of their organization at the beginning of retirement in Shahre Kord. **Method:** The research method was survey-descriptive and the study population consisted of the total employees with who had served 25-30 years at organizations and agencies in Shahre Kord. The estimated sample volume was 396 which were selected random cluster sampling. The data were accumulated through the questionnaire containing 22 designed items with reliability and Cronbach’s alpha 0.84. To analyze the data obtained from the measurement instrument, the univariate statistical method T was used. **Results:** The results indicated that the amount of salary and received benefits, welfare and health, the balance between expertise and duty, job promotion opportunity, the society attitude towards retired individuals, separation from the organization affect outbreak the employees’ dissatisfaction at the beginning of retirement. **Conclusion:** The planning factor in the organization, the organization management behaviors, and relationship with the colleagues don’t affect outbreak the employees’ dissatisfaction at the beginning of retirement.

**INTRODUCTION**

The management science theorists introduce the human factor as the most important element to protect the organization existence and survival by considering human as the complicated element in the organization and have paid the increasing attention not only to its traditional role, but also to its modern role in the era of communication and information technology. The management science evolutionary trend has demonstrated that planning and measures at human affairs are much more difficult than planning and measures in material affairs. Stimulating the organization human resources is the urgent needs of managers and administrators which result in the positive attempt in line with the resources of organization, society and the real interests of employees some of which may be unknown. It is obvious that human force can present the useful and effective work, if they have the motivation, appropriate spirit, high satisfaction and commitment. Therefore, job satisfaction has the special place at the study on human resource management and organizational behavior, so that the structure can be effective to beforehand the organizational behavior to abandon the job, delay, hypo, absence, etc and ultimately have an increasing influence on labor productivity [8]. Undoubtedly, one of the most precious resources in the organizations is their sophisticated, experienced staff. Having them to involve and drawing attention to them cause the sense of dependency to the organization and their more compassion to implementing the organizational programs and protect the organizational assets and values. It reinforces their spirits and its reflection is over the entire community.

Organization is considered as the social phenomenon which is matched consciously, has the fairly certain limits, and are active to achieve certain objective or goals according to a series of permanent bases. The expression “the coordinate” signifies the management and the social phenomenon mean that the organization is comprised of individuals or groups who are interacted with each other. Our definition of organization explicitly presumes the need for coordination at interactive models. Individuals perform a task for the credit they have granted and/or the satisfaction they feel out of the other assistance in the social organizations or voluntary organizations.

According to Seyed Javadin each organization success in the programs depends on the appropriate attribution and utilization of tools and equipment, money, the raw material, and particularly its human resources. It would be possible, if the organizations use the skills, abilities, and personal and collective properties of human
elements in line with the organization objectives. So and in other words, the organization is defined as the individuals’ ordered arrangement to achieve the certain goals.

The dynamic and effective leadership are the characteristic and distinction of a successful organization from the unsuccessful one. As May You discovered out of the Haoren studies an organization forces can become the powerful motivated power to achieve the organization goals, in case they see their objectives satisfaction at the organization objectives success [30].

The theory course-aim believes that the leaders’ effectiveness depends on their influence to motivate the employees’ function ability and their satisfaction to increase desire to achieve the goal at subordinates and illuminate the path to move towards the goals. The leader’s behavior is accepted by the subordinates as long as they consider this behavior as the immediate source of satisfaction and/or as the instrument to gain the future satisfaction [3]. Therefore, job satisfaction is one of the most important in job success. Job satisfaction is the factor which causes the efficiency augmentation in organization and also the personal satisfaction sense.

Fisher & Hana assign the job satisfaction psychological factor and assume it kind of emotional adjustment with occupation and employment conditions. In other words, the person would be satisfied with his job, if the desired job provides the ideal delight to the person. In contrast, the person would start to blame the job and seek to change it, if the job doesn’t induce the ideal satisfaction and joy [18].

Seyed Javadin [14] states that the manager of human resource should draw attention to the communication process continuously and should supervise the activities related to the safety and mental health, job security, and physical health of employees. The rapid social transformations cause changing the attitudes and outbreak the new norm at organization alongside the changes occur among the employees and their occupations and causes the various psychological results in the workplace. The changes include satisfaction of job security during the service and issues with the retirement era and disability (like the social life desirability level).

In Canada, the ministries are responsible to train their employees the health, remedial, and financial issues, the company investment in exchanges, and diversified entertainments in different courses and social workers offer the advice to pensioners after the retirement. It is obvious that the word “retirement” is so negative and has had very frustration outcomes to the old-aged and still has. The statics show that they feel no identity and alienation in the first days after retirement, so that we have observed strokes and/or unconventional behavior and even suicide [6].

Since the employee is normally retired after 30 years, it appears natural to feel old, idleness, prostration, and failure by resigning from the scope and context of work tasks, however the other group of individuals may have the combination of negative and positive feelings at the beginning of retirement, i.e. in addition to feeling failure, aging, vanity, and so, have also the feeling to attempt and follow the relatively new routes [4]. Why does a person feel satisfied and sophisticated, however the other person is not satisfied with his organization and feel he has wasted his life and worry for his retirement time continually? Therefore, the study is on determining the reasons for the individuals’ dissatisfaction at the beginning of retirement.

Method:

Research method: in the study, researcher is seeking for investigating the reasons for the individuals’ dissatisfaction at the beginning of retirement. Thus, the research method is descriptive and survey.

Population: the current population includes the whole employees at the beginning of retirement (25-30 experience) of Shahre Kord public organization in 1389 who are 1997 and are busy at 61 organizations and offices.

The sample size: according to the estimation, the sample has been 424, but 396 completed questionnaires were gathered. The statistical power and significance level of data are estimated by software SPSS and show the adequacy of sample size. If the statistical power is higher than 0.8 and the significance level is near zero, it can be concluded that the sample size has been adequate [29].

Sampling method: with regard to distribution and extent of public organizations and agencies in Shahre Kord, 15 organizations and agencies were selected randomly which include environmental protection agency, the crescent agency, agriculture organization, welfare organization, commerce organization, department of road and transports, vocational organization, general administration of customs, airport, university of Shahre Kord, security administration, department of culture and Islamic guidance, meteorological office, post office, and ministry of education. Some were selected among the employees at the beginning of retirement with 25030 years experience according to sample size in random. Accordingly, the sampling was cluster.

The measurement tool:
The measurement questionnaire of dissatisfaction reasons:

The questionnaire created by the researcher was used. The questionnaire consisted of 22 questions with the range of five choices—very high, high, moderately, low, and the lack of achieving the goal—which accrue 1, 2, 3, 4, 5 to it respectively. The questionnaire measured the dissatisfaction reasons in 9 components (salary and benefits, organization management, planning in organization, health welfare facilities in workplace, assignment
appropriateness to task, job promotion opportunities, the society’s attitude to the retired individuals, separation from the organization, and connection with colleagues). The maximum score in the questionnaire was 110 and the least one was 22. The high score indicates more efficiency. To determine the questionnaire validity, the content validity was used. Accordingly, the preliminary questionnaire with 25 questions was rendered to 7 management experts and professors, ultimately they agreed on 22 questions, consequently the content validity of questionnaire was approved. In the present study, the questionnaire reliability was measured through Cronbach’s alpha coefficient after conducting a preliminary research and pinpointing the questions variance, the coefficient 0.84 was obtained.

Data analysis method:

in the current study, frequency descriptive statistics, percentage, mean, and standard deviation were used. To analyze the obtained data from the measurement instrument the statistical method univariate T was used.

Findings:

The findings have been presented alongside the research questions in tables 1 to (4-21).

The first research question: how much are the salary and benefits effective at employees’ dissatisfaction in the beginning of retirement?:

Table 1: The test results of univariate T, the comparison of the average effect of salary and benefits on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.93</td>
<td>0.85</td>
<td>21.82</td>
<td>0.001</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level α=0.05. Considering that the mean (3.93) was greater than the moderate level (3) and t also was greater than the critical value in the table, therefore it can be concluded that the salary and benefits amount received by the employees affect the employees’ dissatisfaction at the beginning of retirement significantly.

The second research question: how much do the organization management behaviors affect the at employees’ dissatisfaction in the beginning of retirement?:

Table 2: The test results of univariate T, the comparison of the average effect of organization management on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3</td>
<td>1.12</td>
<td>0.04</td>
<td>0.96</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level α=0.05. Regarding that mean (3) equals moderate level (3), thus thus it can be concluded that the organization management behaviors degree is relatively effective in incidence of employees’ dissatisfaction at the beginning of retirement.

The third research question: how much does the planning degree in the organization affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

Table 3: The test results of univariate T, the comparison of the effect of planning in the organization on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2.81</td>
<td>1.07</td>
<td>3.51</td>
<td>0.001</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level α=0.05. Regarding that the mean (2.81) is smaller than moderate level (3) and t is also greater than the critical value in the table, therefore it can be concluded that planning in the organization does not significantly affect the incidence of dissatisfaction in employees at the beginning of retirement.

Fourth research question: how much do the health facilities in the workplace affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

Table 4: The test results of univariate T, the comparison of the degree effect of lack of health facilities in the workplace on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.50</td>
<td>1.10</td>
<td>9.15</td>
<td>0.001</td>
</tr>
</tbody>
</table>
T-test was used to investigate the significance level at level $\alpha=0.05$. Considering that the mean (3.50) is greater than the moderate level (3) and $t$ is also greater than the critical value in the table, therefore it can be concluded that the lack of health facilities in the workplace affects the incidence of dissatisfaction in employees at the beginning of retirement significantly.

Fifth research question: how much does the fitness between expertise and task affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

**Table 5**: Test results of univariate T, the comparison of the degree effect of lack of fitness between expertise and task on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>$t$</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.54</td>
<td>0.91</td>
<td>11.89</td>
<td>0.001</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level $\alpha=0.05$. Considering that the mean (3.54) is greater than the moderate level (3) and $t$ is also greater than the critical value in the table, therefore it can be concluded that the lack of fitness between expertise and task affects the incidence of dissatisfaction in employees at the beginning of retirement significantly.

Sixth research question: how much does the job promotion opportunity affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

**Table 6**: Test results of univariate T, the comparison of the degree effect of lack of job promotion opportunity on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>$t$</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.51</td>
<td>1.03</td>
<td>9.86</td>
<td>0.001</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level $\alpha=0.05$. Considering that the mean (3.51) is greater than the moderate level (3) and $t$ is also greater than the critical value in the table, therefore it can be concluded that the lack of job promotion opportunity affects the incidence of dissatisfaction in employees at the beginning of retirement significantly.

Seventh research question: how much does the society attitude toward the retired persons affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

**Table 7**: Test results of univariate T, the comparison of the degree effect of the society attitude toward the retired persons on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>$t$</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.33</td>
<td>1.03</td>
<td>6.33</td>
<td>0.001</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level $\alpha=0.05$. Considering that the mean (3.33) is greater than the moderate level (3) and $t$ is also greater than the critical value in the table, therefore it can be concluded that the society attitude toward the retired persons affects the incidence of dissatisfaction in employees at the beginning of retirement significantly.

Eighth research question: how much does the separation from the organization affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

**Table 8**: Test results of univariate T, the comparison of the degree effect of the separation from the organization on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>$t$</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.59</td>
<td>0.93</td>
<td>12.60</td>
<td>0.001</td>
</tr>
</tbody>
</table>

T-test was used to investigate the significance level at level $\alpha=0.05$. Considering that the mean (3.59) is greater than the moderate level (3) and $t$ is also greater than the critical value in the table, therefore it can be concluded that the separation from the organization affects the incidence of dissatisfaction in employees at the beginning of retirement significantly.

Ninth research question: how much does the connection with colleagues affect the incidence of employees’ dissatisfaction at the beginning of retirement?:

**Table 9**: Test results of univariate T, the comparison of the degree effect of the connection with colleagues on the incidence of dissatisfaction in employees at the beginning of retirement by moderate level (3)

<table>
<thead>
<tr>
<th>Moderate level</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>$t$</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2.76</td>
<td>1.52</td>
<td>3.14</td>
<td>0.002</td>
</tr>
</tbody>
</table>
T-test was used to investigate the significance level at level α=0.05. Considering that the mean (2.76) is smaller than the moderate level (3) and $t$ is also greater than the critical value in the table, therefore it can be concluded that the connection with colleagues does not significantly affect the incidence of dissatisfaction in employees at the beginning of retirement.

**Discussion and conclusion:**

Findings based on the employees at the beginning of retirement ideas demonstrated that the inadequate salary and benefits is considered as one of dissatisfaction elements. In other words, the employees with 25-30 years’ experience who are at the beginning of separation from their organization believe that the salary and benefits they receive do not fit compared to the cost, today expenses, and the amount of work they are doing, the lack of fitness causes their dissatisfaction and discomfort. Indeed, once an individual is not able to receive adequate salary and benefits, in addition to his attempts and services in the organization, so that to be able to handle his life would be stressed out and feel dissatisfaction. In this respect, the studies of Shy, Kaski et al, Rimand Mantizan et al [12], and Zatef indicate that once the individuals are at the beginning of separation from the organization (due to retirement) need their salary and benefits received by them to be adequate for their rest of life. In case the imagination does not come true, it can make the left years stressful, since they have to find a new job and may face issues due to lack of energy and physical inabilities. Also, in Tavakoli study [6] has reported the providing life expenses and economic problems as one of the important cases in retired individuals’ life and stated the forenamed factor as a stressful element which needs the organization attention. Therefore, regarding the research results of Shy, Zatef, Robinson, and Tavakoli providing the life expenses and absence of economic shortage are the important factors to the retired individuals to continue living without stress. The results are consistence with the current research results. Accordingly, paying attention to the employees’ financial and economical issues at the beginning of retirement is very important to provide a calm life and increase the psychological and physical health of employees which should be paid special attention by the organizations.

The results related to the effect of the organization management behavior in incidence of employees’ dissatisfaction shows that the mean (3) equals the moderate level (3). Therefore, the manager behaviors have caused relatively dissatisfaction among the employees. The investigation of means regarding three proposed questions demonstrates that the employees are pretty dissatisfied with the general management behaviors. The presence of discrimination by the manager and supporting some of the employees are of the main reasons for dissatisfaction from the managers. The employees at the beginning of retirement in public organizations believe that the manager discriminates among the employees and values more some of the staff. Whilst, Zatef reports the discrimination between the employees an important factor to incidence the organizational conflicts and disturbing the organization discipline. He believes that if the employees think that the managers discriminate among the employees in the organization, it would cause the organization destroying and decreasing the efficiency and effectiveness.

Also, the other proposed question in this component is “being unpredictable the manager behavior” on which the employees didn’t worry and believe that the manager behaviors are predictable. The influence of the organization management behavior in incidence of satisfaction and dissatisfaction in various studies such as Robinson, Kaski et al, Rimond Manitzan et al, Zatef, Shy, Deris et al, Zarei, and Atarian have been reported that manager support and presence of the human skills can be an important factor to grow and develop the organization. The successful organizations have the managers who are in the high level in human skills.

The findings regarding the impact of organizational planning degree in incidence of employees’ dissatisfaction at the beginning of retirement indicated that the way to planning in the organization is not the cause of their dissatisfaction. In other words, since they are at the beginning of retirement, the organizational planning doesn’t affect their future life much, as the economic factor is the most important element during the retirement for them to be able to spend the rest of life without economic problems. So the planning in the organization is no longer important for them, as the planning can be effective for the employees. To this respect, Robinson reports that in case there is no planning for the employees’ retirement time, it would cause confusion and stress and would disrupt their mental and physical health. Therefore, according to Robinson’s report the planning in the organization is important for the retired individuals when it is to their life programs. Otherwise, the planning is not important to them.

The results regarding the influence of lack of health facilities in the workplace in incidence of employees’ dissatisfaction at the beginning of retirement demonstrated that the forenamed factor is considered as one of the employees’ dissatisfaction factors. In other words, it would increase the possibility to incidence dissatisfaction in the individuals, if there are inappropriate health facilities in the workplace and the staff does not feel comfortable in the workplace physically. Zatef considers the appropriate physical facilities to increase the workplace health the effective factor in physical health. If the physical conditions of workplace are not based on standards, it can arise many physical problems such as backache and muscle aches and cause dissatisfaction feeling in them.
Thus, providing the appropriate physical conditions in the organizations is considered very significant and effective in physical health of employed people in the organization. If managers do not pay attention to it, it can affect the efficiency and effectiveness level of organization and make problem to the employees’ performance.

The findings regarding the effect of lack of fitness between expertise and task in employees’ dissatisfaction at the beginning of retirement indicated that lack of balance between expertise and task can be considered a dissatisfaction factor. In other words, if the organization does not divide tasks based on the individuals’ expertise and the individuals are not able to utilize their skills, it may cause their dissatisfaction and it can decrease the organization performance and efficiency. Shy indicated in his study that the balance between individuals’ expertise and tasks has the beneficial effects to both organization and the individual. The organization will move more rapidly to achieve the goals in one hand and the staff utilizes the whole ability and expertise to organization success in the other hand.

Therefore, the current research findings are consistent with the findings of Shy research, as in both researches have been indicated that it would cause the employees’ satisfaction, if the tasks are done based on the individuals’ expertise, otherwise it would cause their dissatisfaction and it can cause decrease of the organization effectiveness and efficiency. So, it is necessary to create the balance between the expertise and tasks to grow and develop the individuals and organization and the individuals should be divided according to their expertise.

The findings indicated that the lack of job promotion opportunity is the factor affecting the incidence of employees’ dissatisfaction in the beginning of retirement. In other words, if there are not necessary facilities and opportunities to promote the job and the individuals do not have the opportunity to be able to show and use their job ability and talents, they may face job loss and their performance has a negative course in the organization. Providing the opportunity to incidence the occupation talents has been reported in the various studies such as Rimond Mantian, Robinson, and Zatef studies. Accordingly, the individuals need the necessary opportunities to incidence their occupation talents in order to feel more satisfaction and keep their mental health, since they can have more effective performance in the organization and occur the feeling of being helpful and effectiveness to the organization and the others by flourishing occupation talents.

Therefore, the current research findings are consistent with the research findings of Rimond Mantizan, Robinson, and Zatef which indicate the importance of the necessary opportunities to job promotion to the employees. The managers should provide the necessary facilities to all employees. It can bring the beneficial outcomes to the organization and assist the organization growth and success.

The results related to the impact of society attitude towards the retirement on incidence of employees’ dissatisfaction in the beginning of retirement indicate that the society attitude can cause dissatisfaction from the employees at the beginning of retirement point of view. In other words, the fear of losing the former position due to the retirement and losing the social position cause the employee to decline mentally at the beginning of retirement and dissatisfaction feeling is exacerbated in them. Shy indicated in his study that individuals pay special attention to their social position to feel social security, consequently they feel that the people may no longer greaten them and lose their social position by reaching the retirement.

It has been noticed this subject in Rimond Mantizan et al, Tavakoli [6], Bozorgmehr Bozar Jomhari studies in addition to Shy research and protecting the social position can affect the retired satisfaction feeling and their mental health. The forenamed research findings are consistent with the current research findings and it indicates the role and importance of protecting the social position to the retired individuals. The individuals would have the better performance when they feel they value in the society. If the importance and value are still in the old age and retirement time, it would be very effective to their mental health and prevent from the mental lose.

The findings regarding the effect of separation from the organization on the employees’ dissatisfaction feeling at the beginning of retirement show that the forenamed element can cause dissatisfaction feeling. In other words, abandoning feeling by the retirement in the retirement time and the lack of organization attention to the problems related to the retirement time cause dissatisfaction feeling in the employees at the beginning of retirement. Separation always can be anguishing for the human. If a person wants to break up with the individuals with whom has spent the best hours for 30 years, it would be so difficult, thus the first fear after retirement is separation from the colleagues in the organization. Therefore, retirement center has an important task to make communication among the contemporary coworkers and must pay attention to it.

Zatef considers the individuals’ separation from the organization, particularly those with more sense of belonging and commitment to the organization very difficult and painful. Some of the employees are so doubtful that may feel depressed and disappointed and occur mental loose in their performance. Also, it was reported in Shy study that abandoning feeling due to separation from the organization has the negative influence on the mental status of retired persons and can decline their personal and social performance. According to Zatef, Shy, and also the current research findings which indicate the negative impact of the separation from the organization on incidence of mental loose and employees dissatisfaction at the beginning of retirement and retired ones, it can be concluded that the retired individuals need the organization support during the retirement time and they should be paid special attention during this time.
The results related to the way of connection with colleagues in incidence of employees’ dissatisfaction at the beginning of retirement show that relationship with the colleagues does not affect their dissatisfaction and it demonstrates that it has been the healthy and intimate relationships between them and their colleagues. In other words, they have had cooperation in the workplace, it has not been the discrimination feeling among them, and they had been busy doing their jobs respectfully. To reach the best performance in the organization, you should work with the people who consider the principle of mutual respect and notice it in all affairs. The mutual respect causes the individuals to work with sense of comfort and confidence together and thereby maintain the organizational health. Robinson reports the individuals’ mental health in the job the important factor to create causes the individuals to work with sense of comfort and confidence together and thereby maintain the state of satisfaction degree of nurses in Shahre Kord hospitals and its relation to excessive dependence to work in retired men and women and at the beginning of retirement in Isfahan, M. Sc. Thesis, Isfahan University.

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