



IDENTIFYING AND PRIORITIZING THE FACTORS AFFECTING JOB ADJUSTMENT IN THE ELECTRICITY DEPARTMENT OF THE BUALI DISTRICT OF TEHRAN

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Abstract

The present study aims to identify and prioritize the factors affecting job adjustment in the electricity department of the Buali District of Tehran. The present study is descriptive-exploratory in terms of method and applied in terms of aim. The statistical population of the study in the qualitative section included 20 middle- and high-level managers of the Buali Electricity Department. The statistical population in the quantitative section included 510 employees of the Buali Electricity Department in Tehran. In this study, library studies were used to collect the materials. Also, the field method, interview by Delphi method, and questionnaire were used to collect the data. To evaluate the validity of the questionnaire, content validity was used. The reliability of the total questionnaires was obtained at 0.873. Hence, the reliability of the questionnaires was confirmed. The Kolmogorov-Smirnov test was used to measure the normality of the distribution of the statistical sample. Based on the structural equations and LISREL software, organizational culture, job empowerment, social capital, and job motivation affect job adjustment in the electricity department of the Buali District of Tehran.

Conclusion: Our study's results indicated the beneficial effects of the combination of saffron and fluoxetine on mild to moderate depression in DMT2 patients. Therefore, saffron could be considered as an effective and safe alternative to synthetic antidepressants for treating mild to moderate depression.

Keywords: Organizational culture, Job empowerment, Social capital, Job motivation, Job adjustment

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Introduction

The usual solutions are no longer appropriate for different situations in today's complex and chaotic world. Therefore, adjustment is one of the most valuable and significant skills that leaders, managers, and even employees should acquire them. Job adjustment is a significant factor in the successful recruitment of employees (Çakar S, et. al., 2022; Asfahani, A., 2022). Employees are the backbone of organizations in all societies. In most organizations, they are the most significant human resources and play a major role in the quality of service delivery (Lee, J. H., 2022; Sadovnikova, N., et. al., 2022). Thus, their satisfaction and efficiency significantly affect the success of the organization (Sajini, S., et. al., 2022). Job adjustment is associated with factors related to creating harmony at work, increasing the productivity and profitability of employees, their belonging and dependence on the work environment, increasing the quantity and quality of work, establishing good and human relationships at the workplace, increasing morale, love and interest in work. It improves not only the physical and psychological health of people but also their personal and organizational performance. It has been defined as a dynamic and continuous process through a worker who seeks to improve and maintain adjustment within the work environment. It is considered a significant factor for continued successful recruitment (Nguyen et al., 2020, 623). Employees as a leader often have to manage unusual situations, where there are no clear guidelines. They should learn how to ignore their judgment, be confident in making difficult decisions, and pay attention to adjustment. Given the significance of this subject, job adjustment has been described in this article (Gagnano et al., 2017, 3).

Studies have shown that organizations that have employees with higher job adjustment will be more successful in performing their tasks, which will improve service delivery. Job adjustment is a major factor for continued successful recruitment. Every person expects recruitment to provide satisfaction, health, and credit for the person and satisfy his or her basic needs (Rahimi, 2019, 19). Employees who can adjust to changes are not easily discouraged. They are usually more creative than normal employees. Employers are looking for employees who have high adjustment skills. This skill will also help employees in

recruitment and should be considered in the recruitment process. Managers should try to preserve and maintain human resources with the spirit of adjustment (Santisi, 2020, 2). Adjustment mechanisms are a means to indirectly meet needs, reduce anxiety, and gain a sense of self-confidence. Since people sometimes feel deprived and should prevent the defeat of their pride, it can be concluded that all people resort to adjustment mechanisms to reconcile with work (Nguyen et al., 2020, 623). Several studies have been conducted in this field. Shahidi Fazel et al. (2022) examined the relationship between organizational culture and job adjustment among the Tehran Governorate Department employees.

A study was conducted to investigate the relationship between organizational culture and job adjustment among the Tehran Governorate Department employees. The results indicated a relationship between organizational culture and job adjustment. Accordingly, the more favorable and suitable the organizational culture is, the higher the level of adjustment among the employees of the organization. Aslanzadeh Mamaghani (1400) examined the impact of employee empowerment on job adjustment in service organizations of East Azerbaijan province. The results revealed that employee empowerment affects their job adjustment in the service organizations of East Azerbaijan province. Kikhanjad and Ghanadi (2021) examined the relationship between cultural intelligence and job adjustment, and the organizational trust of faculty members. The results revealed a significant relationship between cultural intelligence and job adjustment. Also, the results revealed a significant relationship between cultural intelligence and organizational trust and between job adjustment and organizational trust. However, the relationship between the behavioral dimensions of cultural intelligence and organizational trust was not significant. Moreover, the relationship between the behavioral dimensions of cultural intelligence and job adjustment was not significant. According to the results, more than 26% of the independent variables of cultural intelligence and trust can be used to predict the job adjustment of faculty members.

Yarmohammadzadeh et al. (2021) examined the role of cultural intelligence and social capital in teachers' job adjustment considering the mediating role of social capital. The results showed that it is necessary to provide suitable conditions for increasing and promoting social

capital and cultural intelligence among the teachers to increase their job adjustment. Alizadeh and Ghalavandi (2021) examined the relationship between cultural intelligence, organizational trust, and job adjustment among office employees of Urmia University. The results revealed a positive and significant relationship between cultural intelligence, organization, trust, and job adjustment of employees. Additionally, a significant relationship was found between organizational trust and job adjustment. However, the relationship between the behavioral dimensions of cultural intelligence and organizational trust, and job adjustment was not significant. The results of the regression tests also showed that up to 34% of the variables of cultural intelligence and organizational trust can predict the job adjustment of office workers.

Amir Hosseini et al. (2020) examined the impact of cultural intelligence on organizational health and job adjustment. The results indicated that cultural intelligence has a positive and significant relationship with organizational health and job adjustment. Moreover, these results revealed that the components of cultural intelligence positively and significantly affect organizational health and job adjustment. Finally, the results revealed that cognitive intelligence is the most significant factor in predicting organizational health and behavioral intelligence is the most significant factor in predicting job adjustment. Yaganeh (2019) examined organizational culture and its relationship with employees' job adjustment. The results revealed a significant relationship between tribal cultures, leader status, market and hierarchy, and job adjustment. Among the dimensions mentioned for culture, the leader status and the tribe explained 21% of the variance of the scores.

Khaledi Sardashti and Mahmoudi (2020) examined the relationship between social capital and job adjustment of elementary school teachers in the nomadic areas of Chaharmahal and Bakhtiari Province. The results of the correlation coefficient test revealed a relationship between social capital and job adjustment of elementary school teachers in the nomadic areas of Chaharmahal and Bakhtiari Province ($p < 0.05$). Also, a relationship was found between the components of job adjustment and the social capital of elementary school teachers in the nomadic areas of Chaharmahal and Bakhtiari province ($p < 0.05$).

The results of the t-test also showed that the level of social capital and its dimensions in the elementary school teachers of the nomadic areas of Chaharmahal and Bakhtiari province was higher than the assumed mean ($p < 0.05$). This issue has also been investigated in foreign studies. Nuryanto and Mz (2022) investigated the effect of social capital and organizational culture on job adjustment. The mentioned study focused on the production of industrial chemicals in the province of Banten, Indonesia, which is the third largest province regarding the number of chemical companies in Indonesia. This study was conducted using the SEM-PLS method to measure 97 respondents from the management level.

The results revealed a positive and significant relationship between social capital and organizational culture, and job adjustment. Zhou et al. (2019) examined the impact of perceived organizational culture on job adjustment and mental well-being. An empirical study was conducted using the competing values framework and flow theory to investigate the predictive role of perceived organizational development culture on mental well-being and explore its mechanism and boundary conditions. The statistical participants of the study were 229 Chinese employees who perceived the measures of perceived organizational culture, perceived organizational rational culture, job adjustment, and mental well-being. The results revealed that job adjustment mediates the relationship between perceived organizational development culture and mental well-being. The perceived organizational rational culture strengthened the relationship between perceived organizational development culture and job adjustment. Meng and Song (2019) evaluated the effect of psychological empowerment on work adjustment among university faculty members in China. Data were collected from 162 faculty members working in a Chinese university. The results confirmed that psychological empowerment has a positive relationship with all dimensions of work engagement. The results of regression analysis showed the positive role of psychological empowerment in work adjustment through the two dimensions of meaning and competence.

In this regard, the problem is that in the electricity department of Buali District of Tehran, the employees do not expect that their employment will bring satisfaction, health, and credibility and at least meet their basic needs. The lack of job adjustment of some employees has led to a lack of

effective and good performance of tasks required by people and a positive attitude toward a new work role. In the electricity department of the Buali District of Tehran, an employee does not seek to improve and maintain harmony within the work environment. The researcher's concern is that job adjustment is one of the most significant factors affecting the efficiency and effectiveness of the Electricity Department of Buali District and managers of this organization should identify the factors affecting it. Given the importance of this variable in the electricity

department of Buali District of Tehran, and the existing research gap in this field, the researcher identified and prioritized the factors affecting job adjustment in the electricity department of Buali District of Tehran and tried to answer the following questions:

What are the factors affecting job adjustment in the electricity department of the Buali District of Tehran?

What is the priority of the factors identified in the electricity department of the Buali District of Tehran?

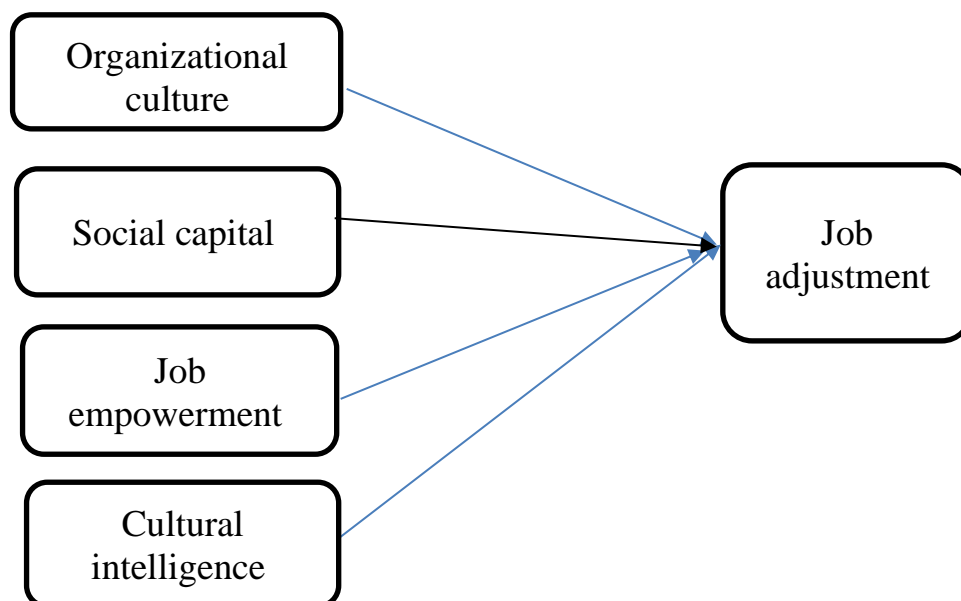


Figure 1- Identifying and prioritizing the factors affecting job adjustment using library studies

Methodology

The present study is an applied and descriptive-exploratory research. The statistical population of this study in the qualitative section included 20 middle- and high-level managers of the Buali Electricity Department who had more than 3 years of management experience in the field of human resources. In the quantitative section, the statistical population included all the employees of the Electricity Department of the Buali District of Tehran who are familiar with the studied issues. Based on the reports

received from the recruitment, their number was estimated at 510 people. In the qualitative section, 16 people participated in the study by purposeful sampling. In the quantitative part section, 219 people participated in the study by random sampling.

Data were collected by library and field methods using interviews and questionnaires. Before starting the Delphi stages, to formulate the topic and form the initial framework, the levels, and dimensions that were effective in presenting the model were extracted from the previous studies. To measure the components extracted from different sources by experienced professors and

managers, several middle and high-level managers of the Electricity Department in Buali District were identified using a judgmental method. The invitation form was sent to the experts via email or personal phone call. After providing the necessary explanation regarding the basics of the topic and the objectives of the study, their agreement to participate in the study was obtained.

At this stage, the indicators resulting from the studies were distributed among 20 members of the expert group through a questionnaire. In the first section of the questionnaire, the topic of the study, the problem, the necessity of the study, and the concepts were stated for the respondents. The Delphi process continued until the result was obtained. Then, the indicators of each dimension were asked and determined separately. Also, it was possible to combine, delete, or add some indicators and dimensions at this stage. Then, the content validity of the items was measured using the Lawshe formula. In this study, to obtain the

validity of the qualitative section, interviews, and questionnaires were reviewed by the supervisor, and some points were revised. In the quantitative section, the content validity (CVR) of the questions was calculated using the opinions of experts (9 people). To measure the reliability of the questionnaire, Cronbach's alpha coefficient was used. Cronbach's alpha coefficient was calculated using Spss19 software. The Cronbach's alpha value of 30 questionnaires was obtained at 0.873, which indicates that this questionnaire has the required reliability. Finally, the obtained data were analyzed using descriptive statistics. In the descriptive levels, indices such as frequency and frequency percentage were used to summarize the demographic data of the variables. In the second stage, a structural equation test and LISREL software were used to test the hypotheses.

Results

Demographic information

Table 1 shows the demographic variables of the participants.

Table 1-Characteristics of the participants

Gender	Frequency	Percentage
Female	74	33.79
Male	145	66.21
Age		
Under 30 years	37	16.89
30 to 39 years	58	26.48
40 to 49 years	56	25.57
50 years and more	68	31.06
Education of employees		
Diploma and less	4	1.83
Bachelor's degree	86	39.27
Master's degree	94	42.92
P.H.D	35	15.98
Total	219	100

The results of the qualitative section:

Table 2 - Delphi results

Delphi technique: It involves collecting answers and summarizing the answers of rounds, as shown in the table below.

Indicator	One-sample t-test (test statistic=3)					Content validity		Result
	Mean	SD	T	df	Sig	CVI	CVR	
Concerned about the accuracy of people's work	4.667	0.479	19.039	15	0.000	100%	100%	Confirmed
Concerned about fulfilling job responsibilities	4.733	0.450	21.108	15	0.000	94%	88%	Confirmed
Inconsistencies in the workplace	4.833	0.379	26.492	15	0.000	100%	100%	Confirmed
Effort at work	4.867	0.346	29.571	15	0.000	100%	100%	Confirmed
working late	4.600	0.498	17.588	15	0.000	100%	100%	Confirmed
Working beyond expectations	4.600	0.498	17.588	15	0.000	94%	88%	Confirmed
Participation in work	4.667	0.479	19.039	15	0.000	100%	100%	Confirmed
Provide information to colleagues	4.733	0.450	21.108	15	0.000	100%	100%	Confirmed
Management of various problems	4.700	0.466	19.977	15	0.000	100%	100%	Confirmed
Lack of job stress	4.600	0.498	17.588	15	0.000	100%	100%	Confirmed
Job motivation	4.700	0.466	19.977	15	0.000	100%	100%	Confirmed
Psychological capital	4.667	0.479	19.039	15	0.000	94%	88%	Confirmed

The researcher's questionnaire examines the significance of indicators and variables from the experts' viewpoint. In this section, a one-sample t-test was used to test the difference

between the means of the studied sample and an assumed value. The null hypothesis in all the research variables according to the five-point Likert scale is as follows: The hypothesis for this questionnaire is as follows.

H0: The mean of the responses does not have a significant difference with the theoretical mean ($=\mu_3$)

H1: The mean of the responses has a significant and larger difference from the theoretical mean ($\neq\mu_3$)

Since all questions in the questionnaire are designed directly, the mean obtained in the range of one to five means very low and low significance (less than 3) and high and very high significance (more than 3). In other words, the value of the norm score is usually considered the middle of the spectrum (3). At this stage, all indicators have a mean of more than 3, or the t-value for them was outside the critical range (significance level is less than 0.05). It shows the validity of all the components and the primary variables. To remain in the analysis process, the CVR and CVI indices were used in addition to the t-test. Indices with CVR less than 0.49 and CVI less than 70% should be removed. The results of the validity of Lawshe suggest the validity of all components and variables. Additionally, since the significance

level is less than 0.05, it can be stated that Kendall's coefficient of the agreement was significant, and there was a 95% consensus among experts. The results of Delphi show that the consensus of the panel members has been reached and it is possible to terminate the repetition of rounds.

Delphi summary

Kendall's W=0.508 Chi-square=279.028 Sig=0.001
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To investigate the status of factors affecting job adjustment, a questionnaire tool was prepared based on the framework approved by experts. Finally, the questionnaire tool consisting of 7 dimensions was approved. It was explained to the statistical population to examine the status (Table 3).

Table 3- Factors extracted from literature and interviews

Identification of effective factors	Number of question	Factors extracted from the literature	Factors extracted from the interview
Organizational Culture	Questions 1 to 3	Zhou et al. (2019), Shahidi Fazel et al. (2021), Yeganeh (2020)	Confirmed by the interviewee
Social capital	Questions 4 to 6	Naronto and Mez (2022), Jatengaren et al. (2020), Fajita et al. (2016), Yarmohammadzadeh et al. (2021), Klaheldi and Sardashti and Mahmoodi (2020)	Confirmed by the interviewee
Job empowerment	Questions 7 to 9	Meng and Song (2019), Amir Aslanzadeh Momghani (2021)	Confirmed by the interviewee
Cultural Intelligence	Questions 10 to 12	Kikhanjad and Ghanadi (2021), Yarmohammadzadeh et al. (2021), Alizadeh and Ghalavandi (2021), Amir Hosseini et al. (2020), Vedadi and Dashti Rahmatabadi (2016)	Confirmed by the interviewee
Lack of job stress	Questions 13 to 15		Confirmed by the interviewee
Job motivation	Questions 16 to 18		Confirmed by the interviewee

Psychological capital	Questions 19 to 21		Confirmed by the interviewee
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Results of the quantitative section

Testing the normality of the research data

The Kolmogorov-Smirnov test was used to examine the normality of the data. According to the table of results and decision criteria, the null

hypothesis is accepted. It means that there is no reason to reject the hypothesis that "the study sample follows the normal distribution" since the decision-criterion criterion is higher than 0.05. In other words, the distribution of this sample is normal. Therefore, the structural equation test can be used to test research hypotheses.

Table 4- Kolmogorov-Simonov test

	Organizational culture	Social capital	Job empowerment	Cultural intelligence	Lack of job stress	Job motivation	Psychological capital	Job adjustment
Decision criteria	0.052	0.078	0.069	0.054	0.051	0.071	0.092	0.054

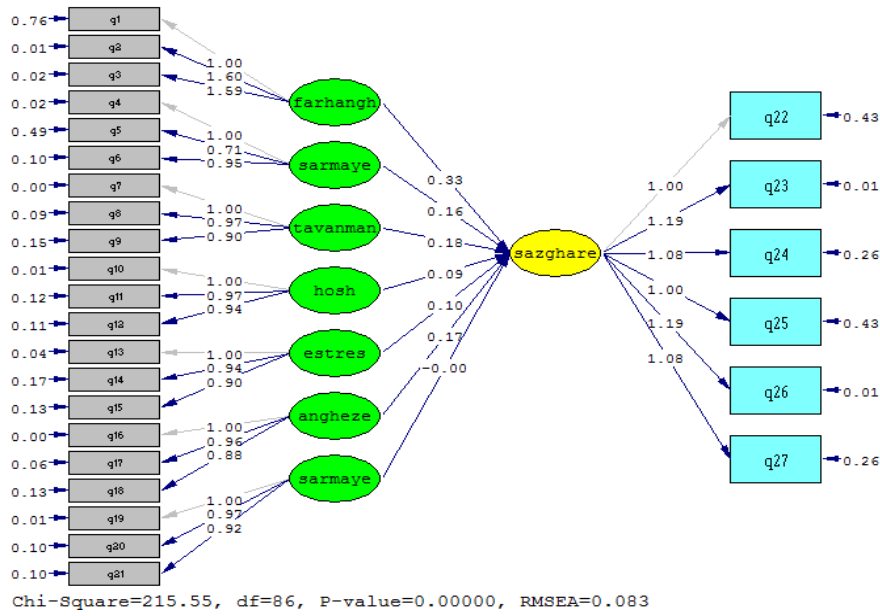
Model fit

Model fit is a method to measure the adjustment of a theoretical model with an experimental model. For this purpose, several indices are used. For each of these indices, an acceptable

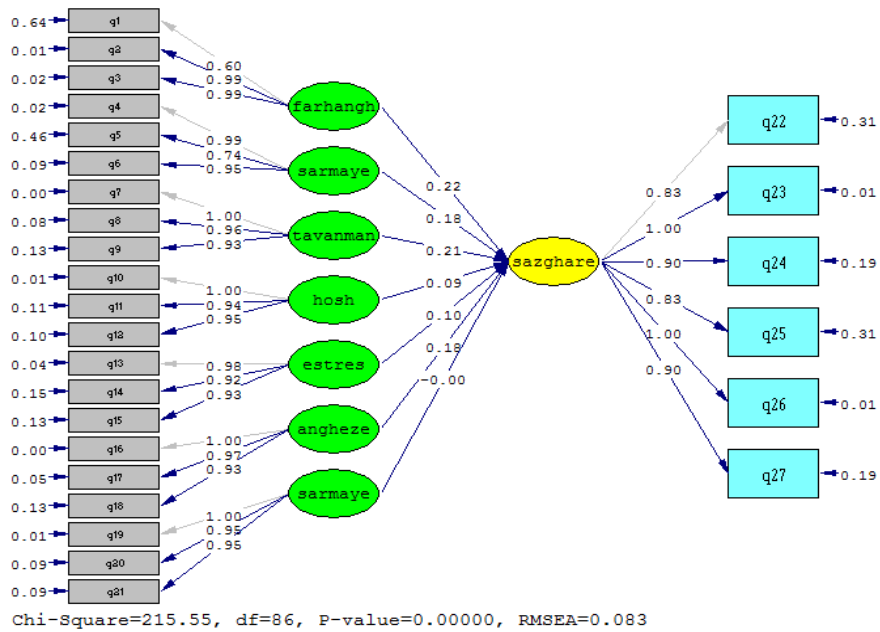
range was considered, which in the table below compares the standard values and the values obtained from the output of LISREL software. It shows that the research data has a good fit (Table 5).

Table 5- Fit indices

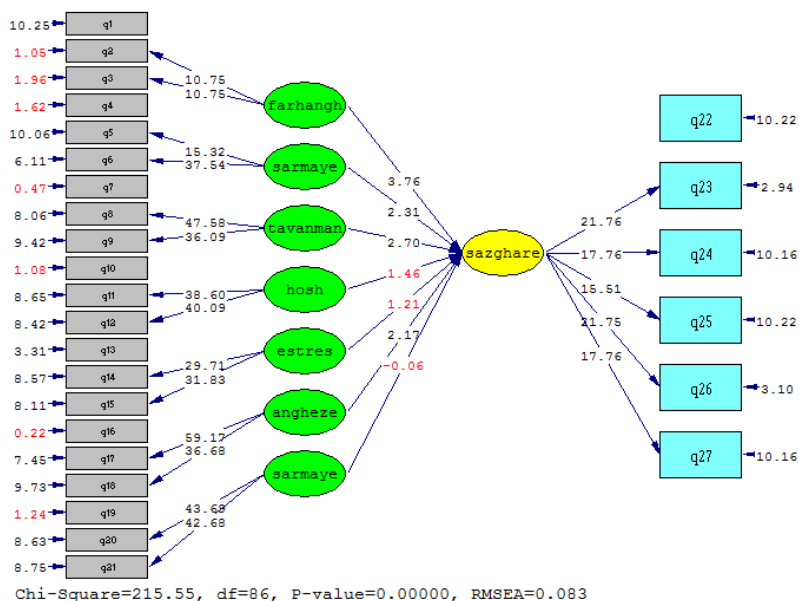
		Standard values
RMSEA	0.083	Less than 0.9
NFI	0.91	Higher than 0.9
NNFI	0.90	Higher than 0.9
CFI	0.91	Higher than 0.9



A



B



C

Chart 1- a) Structural equations based on estimated values, b) Structural equations based on standard values, c) t statistic calculations

Table 6- Identification of factors affecting job engagement

independent variable	Dependent variable	Path coefficient	T statistic	Comparison with standard statistics	Result
Organizational Culture	Job adjustment	0.22	3.76	96.1 > 76.3	Organizational culture is one of the factors affecting job adjustment.
Social capital	Job adjustment	0.18	2.31	96.1 > 31.2	Social capital is one of the factors affecting job adjustment.
Job empowerment	Job adjustment	0.21	2.70	96.1 > 70.2	Job empowerment is one of the factors affecting job adjustment.
Cultural Intelligence	Job adjustment	0.09	1.46	46.1 > 96.1	Cultural intelligence is not one of the factors affecting job adjustment.

Lack of job stress	Job adjustment	0.10	2.21	21.1 > 96.1	Lack of job stress is not one of the factors affecting job adjustment.
Job motivation	Job adjustment	0.18	2.17	96.1 > 17.2	Job motivation is one of the factors affecting job adjustment.
Psychological capital	Job adjustment	0.00	-06.0	-0.06 > 96.1	Psychological capital is not one of the factors affecting job adjustment.

Prioritizing

the identified factors

Since the coefficient of the path of organizational culture on job adjustment is 0.22, the effect of this component on job adjustment has the highest priority. Since the path coefficient between job empowerment and job

adjustment is 0.21, the effect of this component on job adjustment has the second priority. Based on the path coefficient between social capital and job motivation on job adjustment is 0.18, the effect of this component on job adjustment has the third priority.

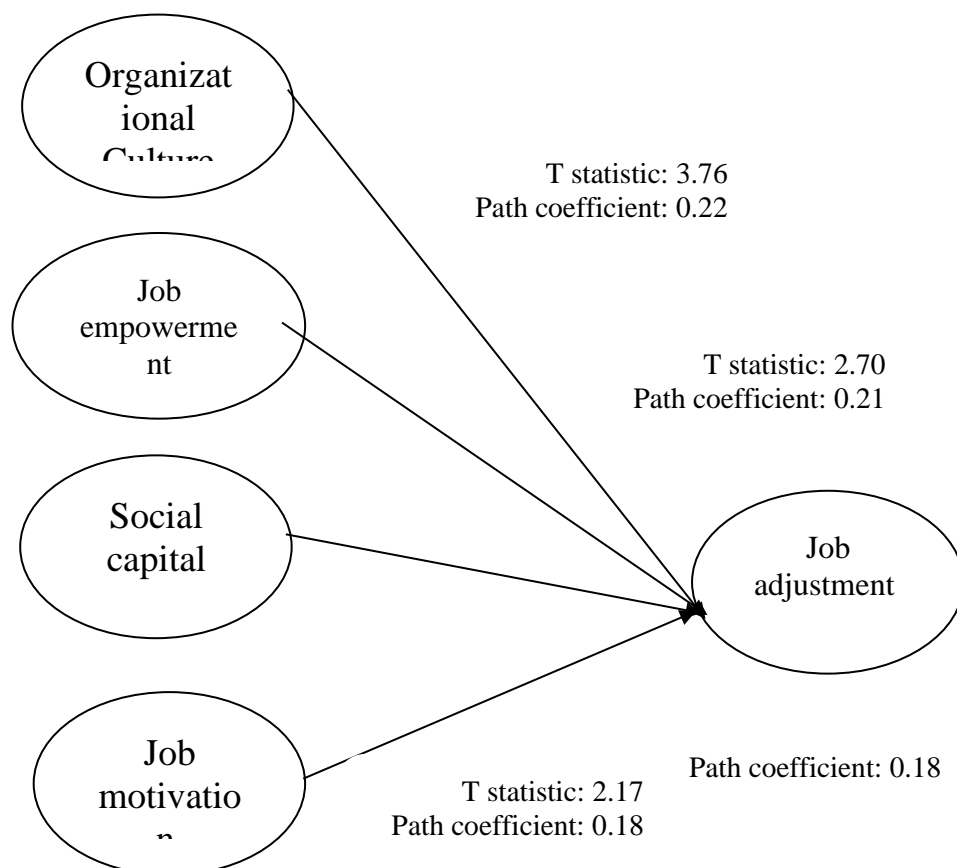


Figure 3 -General research model

Discussion and Conclusion

Since the T-statistic is 3.76, organizational culture is one of the factors affecting job adjustment in the electricity department of the Buali District of Tehran. Also, the path coefficient is 0.22, so organizational culture has the highest priority that affects job adjustment in the electricity department of Buali District in Tehran. The results show that the organizations that have a strong culture, their prevailing values, beliefs, and norms are supported by a large number of their employees. In such organizations, people feel better about what they do efficiently. Thus, a strong culture is a positive factor for greater job adjustment. In light of a strong culture, people feel responsible and improve job adjustment while gaining more knowledge about the goals and strategies of the organization regarding the values and norms.

Zhou et al. (2020), Shahidi Fazel et al. (2022), and Yeganeh (2020) confirmed that organizational culture is one of the effective factors of job adjustment, which is consistent with the results of the researchers of this study. Since the T-statistic is 2.70, job empowerment is one of the factors affecting job adjustment in the electricity department of Buali District. The path coefficient is 0.21, so job empowerment is the second priority that affects job adjustment in the department. The results show that empowering employees aligns with individual and organizational goals. In line with the synergy of forces and talents, employees believe that the growth and progress of their organization will include their interests.

Empowering employees is one of the effective methods to increase employees' adjustment and optimal use of their individual and group capacities and capabilities in line with organizational goals. Empowering people increases the job adjustment of employees. Empowerment is not just giving authority to employees, but it can improve their performance by acquiring knowledge, skills, and motivation, and provide the basis for improving job adjustment. Meng and Sang (2019), and Amir Aslanzadeh Momghani (2021) confirmed that employee empowerment is one of the effective factors of job adjustment, which is consistent with the results of the researchers of this study.

Since the T-statistic is 2.31, social capital is one of the factors affecting job adjustment in the electricity department of the Buali District of

Tehran. Also, the path coefficient is 0.18, so social capital is the third priority that affects job adjustment in the electricity department in the Buali District of Tehran. The results show that organizational social capital can support people's subjective knowledge and cause better sharing of knowledge, retention of organizational knowledge, creating relationships based on trust and cooperation, the spirit of cooperation, helping to train, increasing activities related to organizational stability, and common understanding. Thus, social capital can improve job adjustment.

Narunto and Maz (2022), Fajita et al. (2016), Yarmohamzadeh et al. (2021), and Khalidi Sardashti and Mahmoudi (2020) confirmed that social capital is one of the effective factors of job adjustment, which is consistent with the results of the researchers of this study. Since the t-statistic is 2.17, job motivation is one of the factors affecting job adjustment in the electricity department of the Buali District of Tehran. Also, the path coefficient is 0.18, so job motivation is the third priority that affects job adjustment in the electricity department in the Buali District of Tehran. The results indicate that job motivation is an internal stimulus that encourages a person to perform job duties effectively. Motivation empowers a person to do that work better and with interest. Thus, it can improve job adjustment. A person with low job motivation works reluctantly and goes to the workplace late and has no willingness to do his or her work well. One of the significant duties of managers in organizations is to do things through the employees of that organization. For this purpose, the manager should motivate other employees since he or she can make employees more adjustable to their jobs and increase job adjustment. The research experts stated that job motivation is one of the factors affecting job adjustment in the electricity department of the Buali District of Tehran. Based on the identified factors, the following recommendations are presented:

-It is recommended to provide the conditions in the organization to make the attitude of the employees toward the future and the organization positive to improve job adjustment in the electricity department of Buali District of Tehran.

- It is recommended to implement collaborative management to improve job adjustment in the electricity department of Buali District of Tehran. Most employees and managers only pay attention to the beginning and end of the working year. Informing employees about the organization's

perspective and the annual planning of the organization's manager at the end of each working season can index the activity cycle of the organization and its sub-units in the form of charts and slides. They can be aware of the performance of each work unit (managers-employees). In this section, managers should not neglect the opinion of personnel.

- To improve the job adjustment in the electricity department of Buali District of Tehran, it is recommended for managers plan and improve honesty, respect for the rights of others, freedom and democracy, power, health, affection, respect, skill, knowledge and, strengthening of employees.

- To improve job adjustment in the electricity department of Buali District of Tehran, it is recommended to provide information relating to improving job motivation in various ways such as training sessions, brochures, training booklets, etc., to employees and managers.

One of the limitations of the study is its location, which may lead to different results by changing the statistical population. Future researchers can conduct such studies in private companies.

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