



Research article

Studying the Prevalence of Organizational Indifference in Bamyan University

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ABSTRACT



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This research was conducted with the aim of investigating the prevalence of organizational indifference in Bamyan University. The research method was a descriptive method. The statistical population included all lecturers and employees of Bamyan University, whose total number reached (269). In this research, full sampling method was used and all members of the statistical community were selected as statistical samples. To collect data, organizational indifference questionnaire of Danaeefard, Hassanzadeh and Salarieh (2010) was used. The validity of the questionnaire was calculated using the item analysis method and its reliability was calculated using Cronbach's alpha scale, and its alpha coefficient was obtained (0.914). This questionnaire was sent to 269 people, of whom (214) responded. The data obtained at two levels (descriptive and inferential) were analyzed using the statistical methods of Pearson's correlation coefficient, one-sample t-test and IBM SPSS23 statistical software. The results of data analysis showed that the prevalence of organizational indifference and its dimensions are less than average level (Q2=3) and more than low level (Q1=2).

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1. Introduction

Today's society is called an organizational society. The phenomenon of organization has been associated with human life since the first days of its creation. Today, most of our live time is spent in organizations or related to organizations (Alaqaband, 2016).

Nowadays, one of the important phenomena in organizations is organizational indifference. Researches show that 90 percent of the employees of organizations are either not motivated or willing, or their behavior is not in line with organizational goals. In this case, one of the main reasons is organizational indifference. One of the main concerns of managers in any organization is to motivate employees as strategic resource of the organization. Meanwhile, organizational indifference is a self-destructive behavior that if it takes hold of the body and soul of the organization, the organization will experience chronic intellectual and motor retardation (Danaeefard, Hassanzadeh, and Salarieh, 2010). Indifference in the organization describes the behavior of a person who mechanically and without using his/her ingenuity and creativity carries out organizational orders without reason and as a result of accepting such order that is free from any interest and desire, it may appear to maintain organizational order, but it does not motivate employees to try, accept responsibilities or show initiative (Torkzadeh, Salimi and Sangi, 2016). The phenomenon of indifference

occurs when employees do not care much about the success of the organization, they just work for what they earn. They are not motivated and do not show attention to the opportunities that contribute to the development of the organization, and finally, this indifference and discouragement is considered as an alarm for the reduction of the organization's performance, which in turn will harm the whole society (Meimand, Adil, Shiri and Darabfar, 2012).

According to what was mentioned, the study of organizational indifference can be a way forward in explaining part of the realities of the organization. Therefore, in the present study, the prevalence of organizational indifference in Bamyan University was investigated.

2. Problem Statement

Weakness in the organization (employees' lack of awareness of performance results, lack of incentive system in the organization, etc.) along with other factors creates the phenomenon of organizational indifference (Dawarpanah and Howaida, 2018). The research results confirm that structural factor is one of the influencing factors on employees' feeling of indifference towards the organization (Esfahani, Ghorbani, Amiri, & Farokhi, 2013). Organizational indifference is called to a situation in which an individual keeps himself/herself away from the

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factors that cause failure or a frustrating situation and becomes indifferent to providing an emotional response to the obstacle or even his/her destiny. Organizational indifference has five dimensions; Indifference to manager, indifference to organization, indifference to requester, indifference to colleague and indifference to the duties (Torkzadeh, Salimi and Sangi, 2016). Indifference is a deviation from the organizational balance and it is a destructive factor that is considered as a factor of destruction, slow fall and talent crisis. The problem of organizational indifference plagues most government, non-government, educational and non-educational organizations, and managers show different reactions to this issue. Some are just greedy, some are indifferent because they don't see a solution, some find a solution in education, and some inexperienced managers don't notice it at all (Jalilian, Azimpoor, Nejati & Shari, 2022). Researchers have found that organizational indifference has a negative effect on organizational performance and has a positive and significant relationship with job burnout and lack of meritocracy. Also, researchers such as Jamshidi and (Jamshidi & Bakhshi, 2010) found that the main causes of organizational indifference are management weakness, organizational limitations, economic factors and personality aspects.

In general, the indifference and discouragement of the employees towards the destiny and plans of organization and lack of effective understanding between the employees and the management is warning sign to reduce the performance of the organization, which harms the society at a larger level (Porsadiq, Askari & Khodabanda, 2017). According to the stated contents and the various aspects of the research, it became clear that the phenomenon of organizational indifference in all educational and non-educational organizations is a complication and hinders the growth and development of organization and makes the way to achieve the goals of the organization uneven, and organizations are constantly involved with them. As a scientific and educational organization, Bamyan University has a certain organizational structure and inevitably, like other organizations, it is affected by organizational indifference of its employees. Based on what was mentioned, the current research sought to find the prevalence of organizational indifference in Bamyan University.

3. Research Objective

3.1 General Objective:

Generally, the aim of this study was to investigate the prevalence of organizational indifference in Bamyan University.

3.2 Specific Objectives:

- Identifying the level of organizational indifference in the dimension of "indifference to manager" in Bamyan University.
- Examining the prevalence of "indifference towards organization" in the field of research.
- Studying the prevalence of organizational indifference in the dimension of "indifference to requesters" in the field of research.
- Explaining the prevalence of "indifference to colleagues" in the field of research.
- Studying the prevalence of indifference towards duties in the field of research.

4. Research Questions

4.1 Main Question

Which level is the prevalence of organizational indifference in Bamyan University?

4.2 Sub Questions

- In Bamyan University, how is the prevalence of indifference towards manager?
- In the field of research, how is the condition of organizational indifference in the dimension of indifference towards organization?
- In the field of research, how is the level of organizational indifference in the dimension of "indifference towards requesters"?
- Which level is the prevalence of indifference towards colleagues in the field of research?
- In the field of research, which level is the prevalence of indifference to the duties?

5. Literature Review

• Definition and concepts of organizational indifference

Organizational indifference is one of the most important issues of human resources that plagues most organizations and makes the way to achieve the goals of organizations uneven (Abdullahi, Musawi, Ahmadi & Amirkhani, 2017). Indifference is a deviation from the conditions of organizational balance and a destructive factor that is considered as a factor of destruction, slow fall and crisis of talent (Jalilian, Azimpoor, Nejati & Shari, 2022, p. 36). The spirit of indifference in the behavior of human resources takes motivation, work and effort from them, and of course, indifferent employees form an indifferent organization (Torrington, Hall, Atkinson and Taylor, 2017). Indifference, lack of motivation, silence and discouragement towards the destiny and plans of the organization and the lack of effective understanding between the management and the employees are warning signs for reducing the performance of the organization, which takes away the ability to solve new problems, continuous growth and progress, and at the large level, harms society (Danaeefard and Islami, 2010). Indifference occurs when a person loses hope of achieving his goal in a particular situation after a long failure and wants to withdraw from the source of failure. This phenomenon is a characteristic of people who are engaged in repetitive and boring work and in their work often surrender to the fact that there is not much hope for improvement and progress in their work environment. Every manager should remember that indifference is a symptom of weakness and failure and can indicate the existence of problems in the organization (Rezaeian, 2000).

From a psychological point of view, indifference is a state in which a person, after a long failure, loses the hope of achieving his/her goals in a particular situation and wants to withdraw from the reality and the source of the failure (Abdullahi, Mosawi, Ahmadi & Amirkhani, 2017).

From a sociological point of view, this phenomenon expresses insensitivity, pessimism, reluctance and a kind of social depression. Therefore, in terms of the pathology, indifference is known as a kind of social disease in society; as on the opposite point, any social attention is sign of social dynamism and health.

Byrd defines organizational indifference as a natural instinct for humans that is common to everyone, and states that indifference exists at work, at any level and in any organization, because it is part of the natural instinct and human nature (Byrd, 2010). This instinct constantly takes us to a comfort zone where nothing changes. Willemsen and Keren (2003) define organizational indifference as a type of uncertainty and lack of stability in relation to the challenge to reach a decision. According to Leander, organizational indifference is the demotivation of employees towards organizational goals, which has a negative effect on the organization's performance (Leander, 2009). According to Keef, organizational indifference is a state where employees do not involve themselves in organizational situations and work just for getting paid and not to be fired, and never look for opportunities to grow and improve their organization (Keef, 2003).

Qazifar, Torkzadeh and Nilipoor Tabatabaei in their research about "Investigating the potential of job motivation in types of enabling and preventive organizational structure in the occurrence of organizational indifference" found that there is a negative and significant relationship between both types of enabling and preventive organizational structure and organizational indifference. Also, their findings have shown that the level of indifference in the field of research is in the range of between low and medium level (Qazifar et al, 2019).

Ghori, Safari and Rostami have conducted a research under the title "Relationship between Organizational Indifference and Organizational Inertia through the Mediation of Organizational Silence in the Employees of the General Department of Sports and Youth of Fars". Their findings have shown that there is a positive and significant relationship between organizational indifference and organizational inertia through the mediation of organizational silence in the employees of the general department of sports and youth of Fars (Ghori et al, 2022).

Dawarpanah and Howaida studied the relationship between organizational structure and organizational indifference in Isfahan University. The results of their research have shown that there is a positive and significant relationship between organizational structure and organizational indifference, except for the component of indifference to requesters. Also, the results of the regression analysis showed that the organizational structure and its dimensions are able to significantly predict the organizational indifference of the employees (Dawarpanah & Howaida, 2018).

Torkzadeh, Salimi and Sangi (2016) in their research titled "Reducing organizational indifference in the

light of developing an enabling organizational structure" found that an enabling organizational structure is a negative and significant predictor and a preventive organizational structure is a positive and significant predictor of organizational indifference. Likewise, their findings showed that organizational indifference can be reduced by designing and developing an enabling organizational structure. Also, the dominant organizational structure in the field of research is preventive and the level of indifference is also lower than average.

Leander (2009) in his research titled "Losing the Will: Automatic Reactions to Organizational Indifference Perceived in Others" concluded that the formation of indifference in the organization has an adverse effect on the level of employee motivation. Following that, it will have negative impact on three components: organizational commitment, organizational loyalty and creating organizational identity.

6. Research methodology

This research was done with a descriptive method. The statistical population of this research was all lecturers and employees of Bamyar University and according to the latest statistics obtained in 2023, their total number reached (269).

In this research, due to the limitedness of the statistical population, total sampling was used and all the members of this statistical population were selected as statistical samples. Therefore, the sample volume in the research area is considered to be (269) people.

The required data were collected through the organizational indifference questionnaire of Danaeefard, Hassanzadeh and Salarieh (2010). This questionnaire has 33 items and includes five dimensions (Indifference to manager, indifference to organization, indifference to requesters, indifference to colleague and indifference to duties), which was formulated as a five-point Likert scale. This measure was initially designed and validated by Danaeefard, Hassanzadeh and Salarieh (2010). After that, other researchers such as; Torkzadeh, Salimi, and Sanghi (2016), Qazifar, Torkzadeh, and Nilipoor Tabatabaei (2019), Godlalo and Kashif (2019), and Dawarpanah and Hwaida (2018) used this measure in their research and confirmed its validity and reliability. In this research, the validity of this questionnaire and its dimensions were calculated using the item analysis method and their reliability was calculated using Cronbach's alpha method, and the calculation results showed that the research tool has high validity and reliability. The validity and reliability of this questionnaire is reported in table (1).

Table (1): Validity and Reliability of Organizational Indifference Questionnaire

Components	Correlation Coefficients	Significance	Reliability
Indifference to Manager	(0.473 – 0.725)	0.001 – 0.0001	0.836
Indifference to Organization	(0.667 – 0.774)	0.0001 – 0.0001	0.817
Indifference to Requesters	(0.666 – 0.797)	0.001 – 0.0001	0.841
Indifference to Colleague	(0.686 – 0.787)	0.0001 – 0.0001	0.731
Indifference to Duties	(0.640 – 0.816)	0.0001 – 0.0001	0.854
Organizational Indifference	(0.341 – 0.739)	0.0001 – 0.0001	0.914

Table (1) shows that the organizational indifference questionnaire and its components have high validity and reliability. In this study, to analyze the collected data, first of all, the demographic variables of the research including gender, education, type of job and work experience were discussed and then the results of inferential statistics were analyzed using IBM SPSS 23 software and one sample t-test.

7. Research findings

General characteristics of participants:

Table (2): General characteristics of the participants

Demographic Variables		Frequency	Percentage (%)
Gender	Male	202	94.4
	Female	12	5.6
Type of Job	Lecturer	166	77.6
	Employee	48	22.4
Education	Bachelor's degree	89	41.6
	Master	112	52.3
	Ph.D.	13	6.1
Work Experience	1 to 5 years	80	37.4
	6 to 10 years	77	36
	11 to 15 years	38	17.8
	16 to 20 years	14	6.5
	More than 20 years	5	2.3
Total		214	100

Table (2) shows the general characteristics of the participants (gender, type of job, education and work experience).

As can be seen in the table (2), most of the participants in terms of gender are men (94.4%) and the least of them are women (5.6 %); also, in terms of the type of job, the majority of participants are lecturers (77.6%) and a smaller number of them are employees (22.4%). In addition, the sample people are classified in 5 levels in terms of work experience, most of them (37.4%) have 1 to 5 years of work experience and the least of them (2.3%)

have more than 20 years of work experience. According to the above table, the participants are classified into three levels (bachelor, master and Ph.D.) in terms of their education, (41.6%) have a bachelor's degree, (52.3%) have a master's degree, and (6.1%) have a doctoral degree. Among them, most of them are masters (52.3%) and the least are doctors (6.1%).

Table (3): Means, SD & Correlations

<i>N</i> = 214	<i>M</i>	<i>SD</i>	<i>Correlations</i>					
			1	2	3	4	5	6
1. Indifference to Manager	2.5	0.67	1					
2. Indifference to Organization	2.48	0.80	0.68**	1				
3. Indifference to Requester	2.12	0.78	0.61**	0.65**	1			
4. Indifference to Colleague	2.24	0.77	0.57**	0.55**	0.68**	1		
5. Indifference to Duties	2.37	0.82	0.64**	0.72**	0.61**	0.64**	1	
6. Organizational Indifference	2.37	0.64	0.86**	0.87**	0.83**	0.77**	0.87**	1

Table (3) shows the matrix of correlations, means and standard deviations of the research variable and its components. According to the above table, it can be stated that there are significant correlations between the research variable and its components.

How is the prevalence of organizational indifference and its dimensions in the field of research?

To investigate the prevalence of organizational indifference and its dimensions (indifference to manager,

indifference to organization, indifference to requesters, indifference to colleague and indifference to duties), one-sample t-test was used. The results of this test are shown in table (4).

Table (4): The result of one-sample t-test for studying the level of organizational indifference and its dimensions.

Variables	Average Level (Q2)			Amount of (t)			Low Level (Q1)			Amount of (t)		
	M	SD	(Q2)	(t)	(df)	Sig	(Q1)	(t)	(df)	Sig		
Indifference to Manager	2.5	0.67	3	-10.73	213	0.0001	2	11.01	213	0.0001		
Indifference to Organization	2.48	0.8	3	-9.36	213	0.0001	2	8.76	213	0.0001		
Indifference to Requester	2.12	0.77	3	-14.45	213	0.0001	2	2.30	213	0.022		
Indifference to Colleague	2.23	0.77	3	-14.45	213	0.0001	2	4.52	213	0.0001		
Indifference to Duties	2.37	0.82	3	-11.16	213	0.0001	2	6.6	213	0.0001		
Organizational Indifference	2.37	0.64	3	-14.3	213	0.0001	2	8.5	213	0.0001		

Based on the table (4) and the result of one sample t-test, it can be stated that the mean of organizational indifference (2.37) with a standard deviation (0.64) is obtained less than average level (Q2=3) and more than low level (Q1=2). This difference has been found significant with the obtained t-value in the df (213) and p-value (0.0001). Accordingly, the result showed the mean of "Indifference to manager", Indifference to organization", "Indifference to requesters", Indifference to colleague" and "Indifference to duties" respectively obtained (2.5), (2.48), (2.12), (2.14) and (2.77) with standard deviations of (0.67), (0.86), (0.77), (0.77) and (0.82). These means are also found less than average level (Q2=3) and more than low level (Q1=2) and these differences were found significant with the t-value obtained in the df (213) and p-value of (0.0001 & 0.022 for indifference to requesters). In general, it can be concluded that the prevalence of organizational indifference and its components is lower than average level and higher than low level in the field of research.

8. Discussion

The results of this research, which was conducted with the aim of investigating the prevalence of organizational indifference in Bamyan University, showed that the prevalence of organizational indifference and its dimensions among the lecturers and employees of Bamyan University are obtained between low and average level. This issue is somewhat desirable for the organization and management. Organizational indifference is the occurrence of carelessness and work time-consuming, intellectual stagnation, slowness of work, avoidance of accepting responsibility and dislike of the organization, that ultimately prepare employees to leave the organization (Danaeefard and Islami, 2011). In the analysis of this finding, it can be stated that not doing personal affairs during work hours, not wasting time, not using organizational facilities for personal benefits and paying attention to maintaining the resources and assets of the

organization, reducing absenteeism, honoring clients and requesters, participating in team work and warm informal interaction of the manager with the employees, increasing the accuracy, speed and concentration in the work, active

presence in the meetings and honesty in the work are among the factors that lead to the reduction of the feeling of organizational indifference among the employees. The findings of this research are consistent with the findings of the researches conducted by Qazifar, Torkzadeh and Nilipoor Tabatabaei (2019), Torkzadeh, Salimi and Sanghi (2016).

9. Conclusion

In today's business arena, one of the main concerns of managers and officials of organizations is to motivate human resources and encourage them to perform their duties and responsibilities in order to achieve organizational goals, and one of the obstacles to achieving this is the phenomenon of organizational indifference. The existence of indifference in the organization indicates the existence of a problem in the organization. The organizational indifference of the employees leads to the loss of work spirit and effort towards the realization of organizational goals.

Since managers cannot count on apathetic employees in order to achieve their goals and be encouraged by their existence, they must look for ways to prevent, control and reduce their indifference. Accordingly, in this research, we tried to investigate the level of organizational indifference and its dimensions in Bamyan University. Based on the statistical analysis conducted in this research, it was found that the prevalence of organizational indifference and its dimensions among lecturers and employees of Bamyan University is lower than average level (Q2=3) and higher than low level (Q1=2).

According to the findings of the research, the following suggestions are proposed:

- The findings showed that the prevalence of organizational indifference is lower than average and higher than low level, and this level is significant and indicates a problem in the organization. According to the findings of the research, it is suggested that managers and officials reduce the indifference of employees by further improving and developing the organizational structure, and in this way, provide the basis for

improving job satisfaction and increasing their efficiency, effectiveness and productivity.

- Considering that the variable of organizational indifference has recently been raised in the field of organization and management, the studies related to them are few, therefore, for next researchers in this field, more research from other angles and more introduction of these variables to the organizational field is recommended.
- Every organization has a unique culture and atmosphere, and the findings of this research cannot be easily generalized to other organizations. Therefore, it is suggested to investigate and study this phenomenon in other organizations and territories.

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