

## Abstract

This study investigates whether the three independent variables of Pay Fairness, Promotion and Supervisor Support have an influence on the concept of Job Satisfaction or not from the viewpoints of Iranian employees hired by National Iranian Oil Company (NIOC) located in the Iranian capital city of Tehran. Additionally, the researcher takes a step beyond and explores how Job Satisfaction influences the dependent variables of Organizational Commitment and Organizational Citizenship Behavior on the basis of surveying NIOC employees.

Considering the fact that NIOC is among the leading firms within the Iran's oil reliant national economy, the findings of this study are believed to benefit the whole Iranian domestic economy where the oil and gas industry is considered as the main source of the income generation for the country. While there are certain evidences of studies on the organizational behavior of Iranian employees within the Iran's oil and gas industry, the current research has got two major characteristics that distinguish it from previous researches of similar topic. First of all the researcher has mainly centralized its point of focus on young operative NIOC staff who are in an age range of 18-34 years old. Second of all, the selection of specific factors of pay fairness, promotion and supervisor support as the independent variables of the study regarding NIOC distinct the present study from previous researches.

Since the researcher aimed to investigate an influence among the variables, the statistical techniques of simple and multiple linear regression were considered as the most suitable to be used in this study. From the results of statistical analyses, it can be concluded that first of all, the three independent variables of Pay Fairness, Promotion and Supervisor Support do impose an influence on the concept of Job Satisfaction from the standpoint of Iranian employees who are

working at NIOC. Furthermore, the researcher realized that although the mediating variable of Job Satisfaction has a significant influence on the dependent variable of Organizational Commitment for the sake of this study, the statistical analyses' results illuminate the fact that Job Satisfaction does not levy any influence on the NIOC employees' Organizational Citizenship Behavior.

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