**Examining the Relationship between Organizational Environment and Public Health with Interpersonal Forgiveness in Women Working in Department of Education in Ahvaz**

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**Abstract**

The aim of the present study was examining the relationship between organizational environment and public health with interpersonal forgiveness in women working in Department of Education in Ahvaz. The sample included 150 women working in Department of Education that were selected by random sampling method. Interpersonal Forgiveness Questionnaire (FS), Organizational Environment Questionnaire and General Health Questionnaire (GHQ) were used in the presents study. The research design was correlational. Simple correlation coefficient at the level of =α 0.05 showed there is a significant difference between organizational environment and general health with interpersonal forgiveness among women working in Department of Education. Stage regression analysis also showed the general health variable is the only predictor interpersonal forgiveness among women working in Department of Education.

**Key words:** Organizational environment, General health, Interpersonal forgiveness.

**Introduction**

Having a meaningful and satisfying interpersonal life involves growing traits such as capacity, enrichment and cooperation. In addition to these attributes, the parties in a close relationship must be able to bear, cope and forgiveness of mistakes and each other's inevitable defects confront.Forgiveness is one of the reactions that makes the continuity of the relationship possible despite of mistakes, betrayal and failure in satisfying the expectations. Forgiveness does not let the inhibiting negative emotions of intimacy overcome the individuals and this reaction (forgiveness) is the representative of individuals' more complicated cognitive capacity. Forgiveness lets the relationships continue and enhances the intimacy despite the threats. Hence, forgiveness is an important tool in keeping and continuity of serious and long-term relationships. It is found that a set of factors facilitate or braze the ability to forgive the wrongdoer after betrayal or interpersonal damage (Loveler- Raw & Pifery, 2006). Forgiveness is a positive personality trait that is studied in Western countries in last three decades and limitedly in Iran recently. Forgiveness includes feature in which the person who is abused or hurt in interpersonal relationships forgives the wrongdoer. McCalof, Werthington & Rachel (1997) define forgiveness as compensation and reconstruction. Thus, forgiveness is considered as a factor for re-establishing the relationship based on trusting again (McCalof, Huit & Rachel, 2001).

McCalof et al. (1997) have proposed three cooperative systems in the process of interpersonal forgiveness that act regardless of the time. The first system is the system of empathy (the central factor of forgiveness). The second system is champing that strengthens the interpersonal distress and is important for predicting motivations of revenge. The third system is returning the interpersonal intimacy that prevents the behaviors of avoiding the wrongdoer and facilitates the behaviors showing the reconciliation. One of the variables that is associated with interpersonal forgiveness is the organizational environment. Organizations are unique like the fingers or snowflakes. Each organization has some special costumes, traditions, beliefs, attitudes and culture that can be generally called an organizational environment (Davis, 2000). In fact, the growth and development of any society requires having an appropriate, healthy, dynamic and effective organizational environment. Based on Michell's point of view (1990, translated by Shokrkon, 2010).

Effective organizations are considered as the most important tools in achieving development in a society and the organizations become effective that in addition to other necessary conditions have an appropriate environment. Various definitions are proposed of organizational environment. One of them is that organizational environment is an environment that individuals work in it and is the reflector of employees' attitude and the way of managing the organization. In another definition, organizational environment is told to common understanding of policies, habits and formal and informal procedures. Also, organizational environment includes a value system, i.e., the way of doing things and the behaviors that should be rewarded, are identified (Bolden, 1992). The managers of the organization should always be thinking about the improvement and correction of organizational environment to, in addition to keeping its effectiveness, create motivation in individuals and fulfill their material and spiritual needs (May, 1959). Forgiveness is considered as a valuable personality structure that is defined as special qualities such as humility, the skill to control the emotion, appreciation, willingness to have adaptive relations and sensitivity to the condition of soothing the anger (Maboa, 2003). It was seen in researches by Toysant and Mioseek( 2001) and Berry, Powert, Conner &Wadd( 2001) that forgiveness is some ways associated with health. McCalof et al.( 2001) showed in a research that forgiveness has a negative relationship with anger, anxiety and depression and have a positive relationship with responsibility.

General health is the other variable that is associated with interpersonal forgiveness. The health of the society is one of the axes of evaluating the health of various societies. Undoubtedly, psychological health plays an important role in assurance of dynamism and efficiency of each society (Saki & Keikhani, 2002). Psychological health is one of the issues that is discussed nowadays. Psychological health is one of the issues that individuals are seeking in life. Since, psychological health is considered as a vital need for improving quality of life in individuals' life, World Health Organization (WHO) considers health as a state of complete physical, mental and social well-being and not merely the lack of disease. Psychological health is identified as a state of well-being in which the individuals identify their abilities, use them effectively and productively and is useful for the society( WHO, 2004).

Edlin, Galanty & Brown (1999) stated that it is necessary in increasing the level of health in individuals to coordinate and integrate all the levels and dimensions. Studies have shown those individuals who maintain their close relationships with others and forgive others' mistakes, have higher mental health (Hargerio & Sellz, 1997). Studies have shown that inability in forgiving others has a significant relationship with higher scores of depression( Maltby, Wood, Dey & Cann, 2008) and increasing conflict in close relationships and endangering marital satisfaction( McCalof, Ruth & Cohen, 2006).

Forgiveness is a variable that has been studied limitedly recently in Iran, therefore, there are not studies that directly deal with the relationship between organizational environment and forgiveness in Iran. Thus, in case of Iranian researches, other researches that have been conducted in case of the variables of the present study with forgiveness will be addressed. Babadoost( 2014) showed in a study that there is a positive significant relationship between organizational intelligence and safe attachment style and forgiveness. Also, organizational intelligence was the best predictor of forgiveness in employees. Helali( 2010) showed in a study that there is a positive relationship between organizational commitment, mental health and optimism with forgiveness in employees and mental health, organizational commitment and optimism are respectively the predictors of forgiveness in employees.

Ehteshamzadeh, Ahadi, Heidari & EftekharSaad (2008) showed in a research that there is simple and multidimensional correlation between forgiveness and Islamic coping strategies and general health. Bahari and Saif ( 2004) examined the relationship between forgiveness and mental health in couples and found that there is a significant relationship between forgiveness and mental health, there is a reverse relationship between marriage duration and the amount of forgiveness and also there is a negative significant relationship between age and the amount of forgiveness in couples.

Keller (2014) conducted a study and examined the relationship between general health and forgiveness in employees of Engineering Sciences in Seatel University. The results showed there is a positive significant relationship between general health and forgiveness. Gorsach (2012) conducted a study about forgiveness and organizational environment and concluded that there is a positive correlation between three kinds of forgiveness (from the others, from God and forgiving the others) with organizational environment. Dey( 2012) showed in a study that inability in forgiving oneself is associated with scores of general health and personality and reflect in individuals' psychological pathology, men and women who get higher scores in neurosis, depression and anxiety. Failure in forgiving others is accompanied with scores of personality and health and is found in social introversion in men (low scores in extroversion) and social damage in women (social dysfunction and psychosis). In addition, inability in forgiving others is associated with higher depression scores in men and women.

Yeseldick et al.( 2007) concluded in a study that there is a positive relationship between forgiveness and mental health. Also, individuals who forgive others have more mental health than those who are not able to forgive others. Also, Okart (2006) concluded in a study that there is a relationship between forgiveness and psychological symptoms (depression and anxiety). He also showed that forgiving results into reducing psychological symptoms and increasing mental health in the person that forgives. Barber, Maltby and Macaskil (2005) reviewed 18 studies about the effectiveness of forgiveness on mental health and identified that those individuals who forgive the mistakes, report less anxiety, anger and depression.

The importance of doing research is that forgiveness is one of the greatest moral virtues that is focused in Quran and Hadith and has attracted great interest of psychologists. One of its reason that is proposed by social, personality and clinical psychology is the positive interpersonal effects that forgiveness has on individuals (Volkman, 2009). Forgiveness is a collection of motivational changes in injured individual that decreases in motivation for revenge from the person that causes hurt and avoidance of them and the damaged persons increase their motivation to reconciliation with the person that causes harm, with good will (McCalof et al, 1997).

In fact, forgiveness provides the chance to develop intimacy again after threats and the relations maintain stable and for a long time. Lack of interpersonal forgiveness creates a lot of problems in various aspects of mental health and emotions and increase mental vulnerability. The results of conducted studies show that increasing forgiveness decreases symptoms of depression, anger and hatred and increases life satisfaction, sympathy, well-being, compatibility, happiness, problem-solving skills, positive emotions, mental health and solving the conflicts( McCalof, Blah, clipotrick & Johnson, 2001; McCalof et al, 2001; Stob& Pearlman, 2001; Ransly& Spy, 2004; Lovinson, Aldion&Yankora, 2006; Yeseldick, Matson & Anismann, 2007; Loveler-Raw, Carmason, Scott, Edlis- Matitiaho & Edwards, 2008; Ehteshamzadeh, Ahadi, Enayati, Mazaheri&Heidari, 2008; Yeep & Tesse, 2009).

Considering the Islamic society and the necessity of moral principals in the relationship with others, the importance of forgiveness in the relationship with others, especially in organizations such as Department of Education is identified. In fact, forgiveness is necessary in relationships and causes maintaining and stability of the relationship in long time, developing intimacy and flourishing. Finally, because of dispersed researches and lack of cohesive researches, highlighting the role of variables especially organizational environment in predicting interpersonal forgiveness in employees and research gap in case of simultaneous study of two variables( organizational environment and mental health), conducting this research is of great importance. Also, considering the importance of forgiveness in individuals' personal, family, social and occupational life and preventing disintegrating interpersonal relationships and identifying related and effective factors on forgiveness, doing research in this case seems necessary. Therefore, in case of considering the factors effective on forgiveness, it can be expected that by increasing the level of forgiveness, many of mental, emotional and social problems of the families and society will decrease. Also, by promoting the level of interpersonal forgiveness, people of society will deal with growth, ascendancy and social, cultural and economic services and families will take benefit of this progress. Therefore, the present study aims to study whether there is a relationship between attachment styles, organizational environment and general health and interpersonal forgiveness in women working in Department of Education in Ahvaz or not.

**Research hypothesis:**

1. There is a relationship between organizational environment and interpersonal forgiveness in women working in Department of Education.

2. There is a relationship between disturbances in general health and interpersonal forgiveness in women working in Department of Education.

3. There is a multidimensional relationship between organizational environment and general health with interpersonal forgiveness in women working in Department of Education.

**Methods: Statistical population, sample and sampling method**

All women working in Department of Education in Ahvaz in 2015 consisted the statistical population of the study. The sample includes 150 women working in Department of Education that were selected by simple random sampling method.

**Tools**

To measure the desired variables in the present study the following tools were used:

**1. Interpersonal Forgiveness Questionnaire (FS):** Thisquestionnaire is a self-assess tool that is designed by Ray, Luicono, Folk, Olsovsky, Himm & Media (2001). The main scale had 16 items and one of its items was omitted after doing factor analysis and it turned into 15 items. The questions are designed on a five-option Likert scale from 1 (Totally disagree) to 5(Totally agree). Scoring of items number 1, 3, 4,5,8,10,12, and 14 is reversed (Ray et al. 2001). Also, this scale has two subscales (lack of negative reaction and existence of positive reaction) and the validity of both subscales are reported appropriate. Chronbach's alpha of 0.86 and 0.85 was reported respectively for lack of negative reaction scale and existence of positive reaction scale. Its test-retest validity was 0.76 for both subscales and 0.80 for the whole scale (Asgari, Roshani, Abafat & zamiri, 2009). In this scale, the level of forgiveness is categorized into three levels including low ( 0-21), average( 22-42) and high( 43-65)( Zandipoor&Yadegari, 2007). Ray et al ( 2001) compared this scale with Enright Forgiveness Inventory( EFI). The obtained correlation using matching method was 0.50-0.75 that was relatively high. Chronbach's alpha of 0.96 was obtained for this test by Zandipoor & Yadegari( 2007). In the present study to identify the reliability of Interpersonal Forgiveness Questionnaire, Chronbach's alpha was used and was obtained 0.75 for the whole questionnaire that showed acceptable reliability coefficient for this questionnaire.

**2. Organizational Environment Questionnaire:** The program of innovativeorganizational environment was first made bySiegel and Caimer( 1978, quoted by Afshari and Anami, 2006). This questionnaire has 24 items and is planned in a descriptive form. By emphasis on the theoretical basis that exist in case of organizational environment, two subscales of this questionnaire including protect from the creativity and supplying the sources for innovation in organizations are criticized. This questionnaire can be used for all personnel of the organizations from the managers to employees. The responses of the questionnaire are on a 5-option Likert range from totally disagreeing to totally agree. Thus, it can be said that the scoring of the questionnaire is from 23, that represents the lowest organizational innovation, to 115, that represents the highest organizational innovation.

Some researchers have been conducted to evaluate the reliability of the Organizational Environment Questionnaire. Afshari & Anami (2006) reported Chronbach's alpha of 0.79 and 0.74 for this questionnaire. The criterion reliability of this questionnaire was reported 0.46 and 0.30 for this questionnaire. Also, in a study by Mahmoodinasab ( 2007) to examine the coefficient and internal reliability of this questionnaire, Chronbach's alpha was used and to examine the external reliability coefficient, Tasnif method was used and they were 0.82 and 0.80, respectively. Therefore, it can be said that the present questionnaire has pleasant psychometric properties and can be used as a valid tool to evaluate the amount of organizational attraction toward creativity and innovation. In the present study to identify the reliability of organizational environment, Chronbach's alpha was used and was reported 0.78 that shows the acceptable reliability coefficient.

**3. General Health Questionnaire:** To assess the general health in women working in Department of Education in Ahvaz, General Health Questionnaire was used. This questionnaire first was set by Goldberg (1972). The main questionnaire has 60 items but short forms with 30 items, 28 items and 12 items were used in various studies. Researchers believe that various forms of this questionnaire have high validity and efficiency and the efficiency of 12-item form is the same as 60-item form (Goldberg & Williams, 1988). 28-item form was used in the present study. The 28-item form was designed by Goldberg and Hilier ( 1979) by implementing factor analysis method on its long form. The items of this questionnaire deal with the individuals' mental state in last one month and include signs such as abnormal thoughts and feelings and aspects of observable behaviors that focus on now and here. General Health Questionnaire has four subscales that each of them has 7 items. Items of each subscale are brought into order. These four subscales include: physical signs scale, anxiety and insomnia subscale, disturbance in social functioning subscale and depression subscale. In physical signs subscale, the individuals' general health state and physical signs during last month are examined. Items 1 to 7 are related to the physical sign subscale. In anxiety and insomnia subscale, the symptoms and clinical signs of severe anxiety, being under the pressure, anger and worry, insomnia and having panic are evaluated. Items number 8 to 14 is related to the anxiety and insomnia subscale. In disturbance in social functioning subscale, the individuals' ability in doing daily works, having the power of making decision, feeling satisfaction in doing the responsibilities, felling of being useful in life and enjoying daily activities are examined. Items number 15 to 21 is related to the disturbance in social functioning subscale. In this subscale, depression, despair, the feeling of not being valuable of life, having the thoughts of suicide, desire for death, felling of not being valuable and inability in doing works are evaluated. Items number 22 to 28 is related to the depression subscale. All items of GHQ have four options. Scoring is based on Likert method. Based on this scoring, each 4-option score of the questionnaire are 0,1,2,3. Therefore, individuals' total score will be variable from 0 to 84. This questionnaire gives 5 scores for each individual that four scores are related to the subscales and one score is related to the whole questionnaire. In general, in each subscales, lower score indicates better mental hygiene. Various studies were conducted about the reliability of GHQ (Jafari, 2009).

Goldberg( 1972) obtained the reliability of 78 percent for this questionnaire by correlating it with Mental Health Questionnaire SCL-90. Taghavi( 2011) for obtaining the reliability of the questionnaire used construct validity, factor analysis and correlation of subscales with each other and with the whole test. In construct validity method, simultaneous implementation of GHQ and Middlex Hospital Questionnaire (MHQ) was used. The correlation coefficient between scores of 75 subjects in GHQ and MHQ was 0.55. Taghavi (2011) calculated the reliability of GHQ. The test-retest results on 75 subjects with an interval of 3 to 4 weeks were 0.72 and its reliability using Chronbach's alpha was reported 0.90. In a study by Jafari (2009), the reliability coefficient of General Health Questionnaire was calculated using Chronbach's alpha that was 0.95 for the whole scale and indicated pleasant reliability for the questionnaire. Also, in a study by AzizanMortazavi (2010), the reliability coefficients of GHQ were calculated using Chronbach's alpha and Tansif method that was 0.90 and 0.77 for the whole scale and indicated acceptable reliability for the questionnaire.

In the present study, to calculate the reliability of GHQ, Chronbach's alpha was used that was 0.94 for the whole questionnaire and showed pleasant reliability coefficients for the questionnaire.

**Findings**

**Descriptive findings:**

Descriptive findings of this research including statistical indices such as mean and standard deviation for all studied variables are presented in Table 1.

Table 1. Mean and standard deviation of scores of organizational environment, general health and interpersonal forgiveness in women working in Department of Education

|  |  |  |  |
| --- | --- | --- | --- |
| Mean | standard deviation | N | Indices Variable |
| 54.31 | 11.05 | 150 | organizational environment |
| 20.23 | 12.65 | disturbancegeneral health |
| 66.73 | 8.19 | interpersonal forgiveness |

As it can be seen in Table 1, the mean and standard deviation are 54.31 and 11.05 in organizational environment variable, 20.23 and 12.65 in disturbance in general health and 66.73 and 8.19 in interpersonal forgiveness.

**2. Findings related to the research assumptions**

The present study includes all the following assumptions that every assumption is presented here with the results obtained from its analysis.

1.There is a relationship between organizational environment and interpersonal forgiveness in women working in Department of Education.

Table2. Simple correlation coefficients between organizational environment and interpersonal forgiveness in women working in Department of Education

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| (r) | (p) | (n) | Indices PredictiveVariable | Criterion variable |
| 0.28 | 0.001 | 150 | organizational environment | interpersonal forgiveness |

As it can be seen in Table 2, there is a positive significant relationship between organizational environment and interpersonal forgiveness in women working in Department of Education( r=0.28, P=0.001), therefore, the first assumption is confirmed. In other words, the more organizational environment increase in women working in Department of Education, the more the interpersonal forgiveness increases in them.

2.There is a relationship between disturbance in general health and interpersonal forgiveness in women working in Department of Education.

Table 3. Simple correlation coefficients between disturbance in general health and interpersonal forgiveness in women working in Department of Education

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| (r) | (p) | (n) | Indices PredictiveVariable | Criterion variable |
| -0.44 | 0.0001 | 150 | disturbance in general health | interpersonal forgiveness |

As it can be seen in Table 3, there is a negative significant relationship between disturbance in general health and interpersonal forgiveness in women working in Department of Education( r= -0.44, P=0.0001), therefore, the second assumption is confirmed. In other words, the more disturbance in general health increase in women working in Department of Education, the less the interpersonal forgiveness in them. It should be explained that considering the scoring of General Health Scale, high score indicates disturbance in general health.

Table4. Multidimensional correlation coefficients of predicting variables( organizational environment and disturbance in general health) with interpersonal forgiveness in women working in Department of Education with simultaneous and stage entry methods.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Method | PredictiveVariable | R | R2 | F | β | t | P |
| "log in" | organizational environment | 0.65 | 0.43 | 21.66 | 0.12 | 1.87 | .062 |
| disturbance in health | -0.31 | -4.58 | 0.0001 |
| " Phase" | disturbance in general health | 0.62 | 0.38 | 46.04 | 0.43 | 6.66 | 0.0001 |
| -0.39 | -6.09 | 0.0001 |

As it is shown in Table4, predicting regression of interpersonal forgiveness in women working in Department of Education is significant in case of organizational environment and disturbance in general health( F=21.66, P< 0.0001), therefore, the third assumption is confirmed. Disturbance in general health variable with beta coefficient of 0.31 can negatively and significantly predict interpersonal forgiveness in women working in Department of Education. Also, the amount of R2 shows 43 percent of the variance of interpersonal forgiveness in women working in Department of Education is explained by the stated variables. The results of stage regression analysis showed that only disturbance in general health predicts interpersonal forgiveness in women working in Department of Education.

**Conclusion**

The aim of the present study was examining the relationship between organizational environment and general health with interpersonal forgiveness in women working in Department of Education. As it can be seen in Table2, there is a positive significant relationship between organizational environment and interpersonal forgiveness in women working in Department of Education( r= 0.28, P=0.001). Therefore, the first assumption is confirmed. In other words, the more organizational environment increase in women working in Department of Education, the more the interpersonal forgiveness increases in them. The results of this assumption are consistent with the results of researches by Babadoost (2014), Helali( 2010) and Goorsach( 2012). In explaining this assumption, it can be said that if the organizational environment be more pleasant and positive and have higher quality, the incidence of obsessive-compulsive disorders, depression, anxiety and phobia decreases and vice versa. Since, mental health is associated with interpersonal forgiveness in individuals, it can be stated that organizational environment, i.e. individuals' positive understanding of the goals of organization, the role of prizes, procedures and relationships can relieve the employees and causes morale in them and reduces the incidence of mental disorders such as depression and anxiety and increase interpersonal forgiveness. Gorsach( 2012) concluded in a study about the forgiveness and organizational environment that there is a positive correlation between three kinds of forgiveness( from the others, from God and forgiving others).

As it can be seen in Table 3, there is a negative significant relationship between disturbance in general health and interpersonal forgiveness in women working in Department of Education ( r= -0.44, P=0.0001), therefore, the second assumption is confirmed. In other words, the more disturbance in general health increase in women working in Department of Education, the less the interpersonal forgiveness in them. It should be explained that considering the scoring of General Health Scale, high score indicates disturbance in general health. The results of this assumption is consistent with the results of studies by Helali( 2010), Ehteshamzadeh et al (2008), Bahari & Saif (2004), Keller (2014), Dey (2012), Yeseldick et al( 2007), Overcut( 2006) and Barber et al( 2005). In explaining this assumption it can be said that one of the axis of evaluating the health of various societies is the health of that society. Undoubtedly, psychological health has an important role in assurance of the dynamism and efficiency of each society. Edlin et al. (1999) have stated that in order to increasing the level of individuals' health, it is necessary that all its levels and dimensions be coordinated and integrated. The researches have shown that those who keep their intimate relationships with others and forgive others' mistakes have higher health. In fact, forgiveness provides the chance that intimacy develop after the threats and relationships stay stable and long term. Lack of interpersonal forgiveness creates a lot of problems in health and emotion aspects and increases mental vulnerability. The results of the conducted researches show that increase in forgiveness decreases the symptoms of depression, anger and hatred and increases the amount of life satisfaction, sympathy, well-being, adaptation, happiness, problem solving skills, positive emotions, mental health and solving the conflicts( McCalof et al., 2001; Stop & Perlman, 2001; Ransly& Spy, 2004; Levinson et al. 2006; Yeseldick et al, 2007; Lovler-Reva et al, 2008; Ehteshamzadeh et al, 2008; and Yip &Tesse, 2009). Considering what is explained, the second assumption is correctly confirmed.

As it is shown in Table4, predicting regression of interpersonal forgiveness in women working in Department of Education is significant in case of organizational environment and disturbance in general health( F=21.66, P< 0.0001), therefore, the third assumption is confirmed. Disturbance in general health variable with beta coefficient of 0.31 can negatively and significantly predict interpersonal forgiveness in women working in Department of Education. Also, the amount of R2 shows 43 percent of the variance of interpersonal forgiveness in women working in Department of Education is explained by the stated variables. The results of stage regression analysis showed that only disturbance in general health predicts interpersonal forgiveness in women working in Department of Education. In explaining this assumption it can be said that individuals with general health do not do rumination about the mistakes that they do or others do and try to look at it positively and because of that have rational attitudes to their vexation and solve them and because of having this rational attitude, are able to solve themselves and the others. It was seen in researches by Toysant and Miosick( 2001) and Berry et al( 2001)that forgiving oneself is associated with health. Researches have shown that inability to forgiving others has a significant relationship with higher depression scores(Maltby et al. , 2008), increasing conflict in close relationships and endangering marital life( McCalof et al., 2006). The present study had some limitations including: 1. Low cooperation, lack of interest and fear of disclosure of life secrets and inner secrets in some participants in completing the questionnaire.2 the sectional nature of this study reduces the possibility of generalizing the results to some extent. 3. A lot of distributed questionnaires were not returned and some of the returned questionnaires were omitted because of lack of complete answering and it can be because of low motivation in participants. Therefore, it is recommendedsuch studies be conducted on other societies, regions and age groups. Since this research was only conducted on females, it is recommended to conduct researches on both sexes in future. Considering the results about interpersonal forgiveness, judging about the superiority of the employees is so difficult, therefore it is recommended to apply those individuals in organizations that have higher interpersonal forgiveness. It is recommended employees of Department of Education become familiar with the concept of interpersonal forgiveness through workshops and the ground of gaining necessary knowledge and skill for identifying, controlling and changing organizational environment be provided considering the understanding of the members of Department of Education and creating an environment full of intimacy in the Education System.

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