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Año 8 N° 22

Septiembre - Diciembre 2017

Revista de la Universidad del Zulia

# Revista de la Universidad del Zulia



Fundada en 1947  
por el Dr. Jesús Enrique Lossada

## Ciencias Sociales y Arte

**Año 8 N° 22**  
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# Revista de la Universidad del Zulia

## Tercera Época

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El Dr. Jesús Enrique Lossada, luego de trabajar infatigablemente hasta lograr la reapertura de la Universidad del Zulia, el 01 de octubre de 1946, le aportó a esta institución su primera revista científica: la Revista de la Universidad del Zulia, fundada por este insigne zuliano, el 31 de mayo de 1947. En su Tercera Época la revista mantiene la orientación que le asignara su fundador: es un órgano científico de difusión de trabajos parciales o definitivos de investigadores y/o equipos de investigación nacionales y extranjeros. La revista posee un carácter multidisciplinario, por ello su temática se divide en tres grandes ejes: a. ciencia sociales y artes; b. ciencias del agro, ingeniería y tecnología; c. ciencias exactas, naturales y de la salud. Su publicación es cuatrimestral. Cada número, de los tres del año, se corresponde con uno de los tres ejes temáticos. La Revista de la Universidad del Zulia, por su naturaleza histórica y patrimonial, está adscrita a la Cátedra libre Historia de la Universidad del Zulia.

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## Presentación

El desarrollo de la globalización y la expansión de las Tecnologías de la Información y la Comunicación permiten en los actuales momentos la difusión a escala mundial del conocimiento científico, sin que para ello haya límites espaciales o impedimentos asociados al número de materiales generados por una imprenta. Los hechos actuales indican que presenciamos una revolución comunicacional de mayores proporciones a la iniciada por Gutenberg, y solo equiparable con el surgimiento de la escritura en la fase primaria de la historia.

En el marco de esta era de la comunicación global, nos complace presentar el número 22 de la *Revista de la Universidad del Zulia*, donde aparecen varios artículos provenientes de la República Islámica de Irán, en los cuales sus respectivos autores tratan temas vinculados a las áreas de: Filosofía, Gerencia y Psicología.

Behrouz Eslandarpour analiza la relación entre confiabilidad de la marca e inclinaciones conductuales, con respecto al rol de mediación de las consecuencias perceptivas de la marca, en el contexto de la tienda Adidas de Teherán.

A su vez, Mohammad Taghi Sahraei y Behrooz Eskandarpour analizan la relación entre la gestión del conocimiento del cliente (GCC) y la gestión de relación del cliente (GRC), a fin de mejorar el rendimiento organizacional en el banco Mehr Eqtasad de la provincia de Ardabil en Irán.

Por su parte, Ali Khaleghkhah, Adel Zahed Babalan y Ghaffar Karimianpour abordan el compromiso laboral basado en el capital psicológico y la resistencia en los docentes de escuela primaria de la ciudad de Javanroud (Irán).

Seguidamente, Shapour Nourazar y Mohammad Reza Shad Manamen comparan la noción de la naturaleza humana en Masnavi Ma'naviy y Khajeh Nasir al-Din Tusi.

Finalmente, el presente número culmina con las reflexiones de orden jurídico de Numa Alvarado Villa, quien analiza el concepto de denuncia de la Carta de la Organización de los Estados Americanos por parte del Estado venezolano en el 2017, iniciativa política que a su juicio constituye una decisión apresurada y arbitraria del Poder Ejecutivo de Venezuela.

Prof. Reyber Parra Contreras  
Coordinador



## The relationship between brand reliability and behavioral inclinations, concerning the mediation role of perceptual consequences of Brand (Case study: Adidas store in Tehran)

*Behrouz Eskandarpour\**

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### ABSTRACT

Concerning the sensitive competitive condition in the world, each store in order to achieve its superior aims, namely, fundraising and increasing business efficiency alongside all problems and official disciplines (official provisions, note office), needs to possess hardworking, energetic, considerate, and liable personnel for attracting and retaining customers. This research was done in Adidas store of Tehran, with the purpose of investigating the relationship between brand reliability and behavioral inclinations, concerning the mediation role of perceptual consequences of Brand. This study is a practical one and data collection method was descriptive and survey based. The statistical community consisted of whole customers of Adidas store in Tehran. To examine research hypothesis a sample of 400 customers were selected randomly. For data collection regarding literature of research, library method was used (studying books and articles) and for hypothesis testing standard questionnaire was used based on 5- point Likert scale. Reliability of questionnaire was confirmed by experts and respective professors'

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point of view. Reliability coefficient based on Cronbach's alpha was calculated (0.921). For data analysis, confirmatory factor analysis and structural equation modeling were used. The results of study showed that, brand reliability has a positive impact on customer satisfaction, loyalty and commitment, and continuous commitment of customers. Also, customer satisfaction, loyalty and commitment have a positive impact on inclinations to oral advertising, and it was observed that, when customer satisfaction, loyalty and commitment are high, customers' tendency for changing store will decrease.

KEY WORDS: Brand; behavioral inclinations; perceptual consequence of brand; Adidas store.

*La relación entre la confiabilidad de la marca y las inclinaciones conductuales, con respecto al rol de mediación de las consecuencias perceptivas de la marca. Caso de estudio: Tienda Adidas en Teherán*

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RESUMEN

Con respecto a la delicada condición competitiva en el mundo, cada tienda, con la finalidad de lograr sus objetivos superiores, a saber: la recaudación de fondos y el aumento de la eficiencia comercial junto con todos los problemas y disciplinas oficiales (disposiciones oficiales, oficina de notas), necesita poseer un personal trabajador, enérgico, considerado y responsable para atraer y retener clientes. Esta investigación se realizó en la tienda Adidas de Teherán, con el propósito de investigar la relación entre la confiabilidad de la marca y las inclinaciones conductuales, con respecto al rol de mediación de las consecuencias perceptivas de la marca. Este estudio posee un método de recolección de datos, descriptivo y basado en encuestas. La comunidad estadística consistió en todos los clientes de la tienda Adidas en Teherán. Para examinar la hipótesis de investigación, se seleccionó aleatoriamente una muestra de 400 clientes. Para la recolección de datos con respecto a la literatura de investigación, se utilizó el método bibliográfico (estudiando libros y artículos) y para la prueba de hipótesis se utilizó un cuestionario

estándar basado en la escala Likert de 5 puntos. La confiabilidad del cuestionario fue confirmada por los expertos y el punto de vista de varios profesores. Se calculó el coeficiente de fiabilidad basado en el alfa de Cronbach (0,921). Para el análisis de datos, se usaron el análisis de factor confirmatorio y el modelo de ecuación estructural. Los resultados del estudio mostraron que la confiabilidad de la marca tiene un impacto positivo en la satisfacción del cliente, la lealtad y el compromiso, y el compromiso continuo de los clientes. Además, la satisfacción del cliente, la lealtad y el compromiso tienen un impacto positivo en las inclinaciones a la publicidad oral, y fue observado que, cuando la satisfacción del cliente, la lealtad y el compromiso son altos, la tendencia de los clientes a cambiar de tienda disminuirá.

**PALABRAS CLAVE:** marca; inclinaciones conductuales; consecuencias perceptivas de la marca; tienda Adidas.

## Introduction

In recent years, stores have faced many challenges and the most important of these challenges were, expanding the scope of competition between them and increasing the level of knowledge and awareness among customers. The intense competition among stores of Iran is due to the increasing number of private stores, and conversion of some state stores to private ones but as it seems, stores try to find a systematic approach to understand their customers' needs and avoid the tendency of customers to change their stores. In fact, stores providing the situation for customer loyalty, increase transportation costs for customers. In the meantime, one of the factors affecting customer loyalty, is brand reliability in stores (Dehdashti, et. al., 2010).

Regarding brand, some studies have been done in Iran, but there aren't enough researches on brand reliability and behavioral inclinations. Conducted researches in the field of brand in Iran, were concentrated on brand equity, brand loyalty, brand awareness, and some similar subjects. In the next part, some similar researches with the same topic will be considered. Balochi et al (2015) have investigated the impact of brand trust and identity on brand annunciation among mobile phone users (students) in Semnan University. The results showed that, brand trust has a significant and positive impact on brand identity and annunciation. On the other hand, brand annunciation positively and directly is affected by brand identity (Balouchi, 2015). Ebrahimpur Azbari et al (2015) have examined the impact of experimental marketing on brand commitment with mediation role of trust and brand loyalty among visitors in advertising campaign of Kale Company in free zone of Anzali. Results of study showed that, experimental marketing is effective on customer brand interest, brand loyalty and customer trust,

and leads to customer commitment (Ebrahimpour, 2015). Mousavi and Kenare Fard (2014) have investigated the effect of social media on brand community characteristics, methods of value creation, trust and brand loyalty (Case Study: Comparison of Apple's mobile phone (iPhone), and Samsung (Galaxy) between Apple and Samsung mobile phone users in Shiraz (Mousavi, 2014). Brand trust is effective on Brand-related behaviors, including purchase behavior, observational brand loyalty, and perception of brand value, brand commitment, referrals or brand appraisal (Delgado-Ballester, 2003; Elliott, 2007). In 2011, Becerra and Korgaonkar have investigated the impact of brand trust in online communities. They found that, online brand trust increases the intention of online brand purchase (Becerra, et. al., 2011). Costin (2011) also in a study he has confirmed the positive and significant impact of experimental marketing, emotional-commercial name and brand trust on brand loyalty of Hyundai motorcycle production (Kustini, 2011). In this study, we're going to examine the research variables (brand trust, behavioral inclinations and perceptual consequences).

Reliability, is defined as believing the company's willingness to keep its promises (credibility). The reliability of a brand is formed as a result of years of activity and communication with customers, customer satisfaction and keep their words, and providing goods and services with higher quality or at last desirable quality that was the result of ability and expertise of company. This reliability is crystallized during time, and through repetitive interactions between customer and company (Dehdashti, et. al., 2010). Believing the fact that, company is able to keep its promises (Sweeney, et. al., 2008). Trust means a brand is willing to offer something that was promised, while expertise means that company is able to offer it. The brand credibility is defined as believability of product information within a brand, and it's essential that, customers understand the brand has the ability and capacity (expertise) and willingness (reliability) for continues deliver of what it has promised (Erdem, et. al., 2004). Several related literature (eg, psychology, organizational behavior, sociology and marketing) show that, willingness to change brands and oral advice to buy, has some background that arise from social exchange theory. Willingness to change brands and oral advice to buy are stated as hypothesis according to two motivations:

1. A hypothesis based on previous experiences that investigates the advantages that customer receives from relationship.
2. And a future-oriented hypothesis that considers other resources for the maintenance of relationship.

Tendency to change brand is defined as the tendency to cut the relationship with company, and transmission of activities and business to other companies. Customer displacement is an important issue in which

profitable business models are dependent on long-term relationships with customers. Workflow management and customer displacement are top priorities for many organizations. It is accepted that, gaining new customers in marketing is much more expensive than establishing a broader and deeper relationship with existing customers (Sweeney, et. al., 2008).

Oral advertisement to buy, is the information that will be published by consumer or other individuals except from the main sponsor. In fact some information about a product, price or discount and its promotion can be shared by friends, colleagues or acquaintances (Farzaneh, 2010). Customer satisfaction is the most important factor affecting oral recommendations, then use of relationship based marketing, customer loyalty and company's image, are other factors affecting positive oral recommendations (Morgan, et. al., 1994).

Higher customer satisfaction, reflects more positive experiences with a company. One of these positive results refers to the share of this experience with other customers, recommending the company that provides exceptional service and applying extra effort to use an excellent company among competing companies. Satisfied customer tends to loyalty and showing supportive behavior and goal, thus customer satisfaction maintains the customers. Prerequisite for the survival of customer is customer satisfaction but customer satisfaction can not necessarily cause to survival (Chen, 2006).

The obtained practical results showed that, the relationship between satisfaction and loyalty begins with product and each product has a brand and it reaches to the peak by brand. Customer satisfaction and loyalty studies are focused more on brand than product. Usually a customer judges a product to be aware of its benefits and satisfaction that was committed. With gaining experience, the customer may focus on one brand. New customers, choose the product that best fit their needs and make them satisfied emotionally, mentally and symbolically. With gaining experience, customers apply a range of brands based on value and price, while customers with very high experience remain loyal to a brand (Torres-Moraga, et. al., 2008).

Commitment, is an attitude and a mental state that represents desire, needs and requirements for the continuation of activities in an organization. Meanwhile, desire means ones interest or inner desire to continue activities in an organization, and need means that the person forces to continue serving because of the investment in an organization. The requirement means the faith, responsibility and trust of a person in an organization that requires their staying. From another perspective, commitment is a sense of attachment and belonging to an organization (Majidi, 1999). Islamic culture considers commitment as adherence to the principles or philosophy or contracts which they committed and are loyal. Motahari (1368), considers commitment as adherence to the principles and contracts that a person committed them and from his point of view "a committed person has committed to be faithful to his covenant and makes effort to his objectives".

Commitment as a complex and specified phenomenon is multi-dimensional but we have concentrated on the fields that are more appropriate and relevant to customer (Commitment to loyalty and continues commitment). These two dimensions are related to each other according to the basic concept of desire to maintaining a relationship.

Emotive commitment dependent on commitment to loyalty, is a positive emotional commitment that reflects psychological dependence toward a partner (Sweeney, et. al., 2008). Accordingly, a person who is highly committed, is self-identified in organization, is involved in company partnership and enjoys from membership (emotional commitment).

Continuous commitment refers to a power based on obligation which commits the consumer to producer because of need, and consumers can't stop their relationship due to economic, social or mental costs. This type of commitment is also described as "computational commitment" that reflects tendency to stay because of the economic costs of leaving the organization (Dehdashti, et. al., 2010).

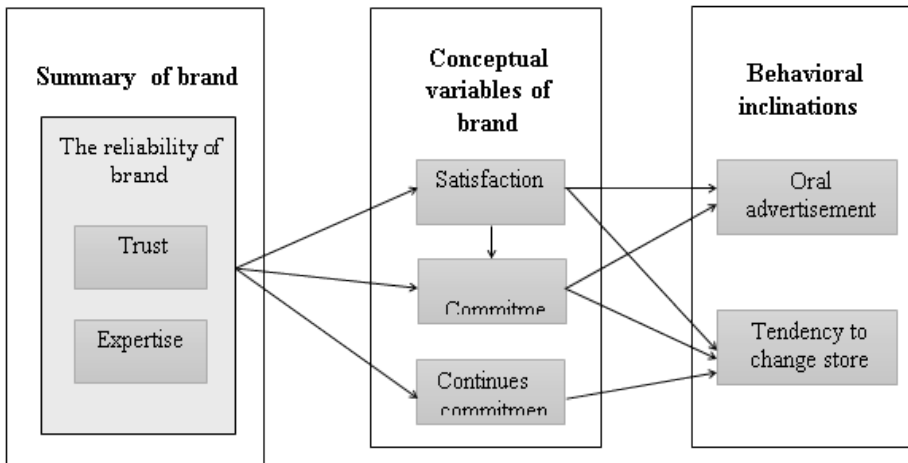


FIGURE 1. A conceptual model of research (Sweeney, et. al., 2008).

- Brand reliability has a positive and significant impact on customer satisfaction.
- Brand reliability has a positive and significant impact on customer loyalty and commitment.
- Brand reliability has a positive and significant impact on continuous commitment of customers.



- Customer satisfaction has a positive and significant impact on customer loyalty and commitment.
- Customer satisfaction has a positive and significant impact on oral advertisement.
- Customer satisfaction has a positive and significant impact on the willingness to change the store.
- Commitment and customer loyalty has a positive and significant impact on oral advertisement.
- Commitment and customer loyalty has a positive and significant impact on willingness to change the store.
- Continuous commitment of customers has a positive and significant impact on willingness to change the store.

## 1. Methodology

The aim of study was determining the causal relationships between reliability of brand and behavioral inclinations according to mediation role of conceptual variables of brand. Also the results of this study can be used practically, so the present study is a practical one and data collection was descriptive and correlational. In this study, to determine the sample size, simple random sampling method was used from an unlimited population and to determine the sample volume, Morgan table was used. The sample consisted of 440 customers of Adidas store in Tehran. In the analytical model of research, brand reliability is independent variable, conceptual variables of brand are as mediator variables and behavioral inclinations are dependent variables. The main tool for collecting data is researcher made questionnaire. Intended comparison for all the variables, were done by 5-point Likert scale. In order to assess the reliability of questionnaire the prototype that contains 40 questionnaire was pre-tested, then according to obtained data from questionnaire, reliability coefficient based on Cronbach's alpha was calculated (0.921). Since the obtained Cronbach's alpha for all variables and the overall questionnaire is more than 0.7, it has an appropriate reliability. The findings of this research have acquired with confirmatory factor analysis approach in LISREL software, and with investigation of structural model in study that should be presented in detail in the following. In factor analysis, at first we should make sure that existing data can be used for data analysis. In other words, is the number of desired data (sample size and the relationship between variables) suitable for factor analysis or not? For this purpose Bartlett's test and KMO index were used. When value of KMO index is close to 1, respective data (sample size) are suitable for factor analysis and otherwise (generally less than 0.6) results of factor analysis are not suitable

for the respective data. Moreover when the level of significance (sig) in Bartlett's test is less than 5 percent, factor analysis is appropriate to identify the structure (factor model). In the present study, we have examined the above conditions, and the results are presented in the table below.

Table 1. Results of Bartlett test and KMO index

Value of KMO index	0.915
Statistics of Bartlett test	9011.746
Degrees of freedom	990
Sig	0.000

Table 2. Suitability of Fitness Index

Fitness index	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Acceptable values	<0. 05	<0. 05	>0. 9	>0. 9	>0. 9	>0. 9	0 - 1
Calculated values	0. 014	0. 027	0. 93	0. 94	0. 92	0. 91	0. 92
Result	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed

Table 3. The results of research hypothesis

Hypothesis	Title	Standard value	Significant level	Result
1	Brand reliability has a positive and significant impact on customer satisfaction.	0.87	7.97	Confirmed
2	Brand reliability has a positive and significant impact on customer loyalty and commitment.	0.76	4.16	Confirmed
3	Brand reliability has a positive and significant impact on continuous commitment of customers.	0.76	7.73	Confirmed
4	Customer satisfaction has a positive and significant impact on customer loyalty and commitment.	0.000-	0.000-	Confirmed
5	Customer satisfaction has a positive and significant impact on oral advertisement.	0.54	4.80	Confirmed
6	Customer satisfaction has a positive and significant impact on the willingness to change the store.	0.42-	3.46-	Confirmed
7	Commitment and customer loyalty has a positive and significant impact on oral advertisement.	0.48	4.77	Confirmed
8	Commitment and customer loyalty has a positive and significant impact on willingness to change the store.	0.35-	3.54-	Confirmed
9	Continuous commitment of customers has a positive and significant impact on willingness to change the store.	0.09	0.83	Rejected

## Conclusion and Recommendations

One of the features of present era is the existence of turbulent markets and tough competition in it. Meanwhile, firms and business units to achieve the main objectives of their formation (survival and growth), are faced with many challenges. According to market characteristics, customers and their behaviors are considered important by business units. Firms are trying to use marketing techniques to attract new customers and to maintain the existing ones. One of the important actions is branding. The use of this strategy is important because with commitment and loyalty to a brand, customers will support the company in any situation. The culmination of this strategy is when your customer considers himself as part of a large family of this brand. It has led to marketing researches go beyond and customer shouldn't be considered just a buyer or consumer, but they will be supporter of brand, company and its product. In the present study, the impact of brand trust on behavioral inclinations were examined with mediation role of perceptual consequences of brand. According to results, brand reliability has a positive and significant impact on customers' satisfaction, loyalty and continues commitment. Customer satisfaction doesn't have a significant impact on customer loyalty and commitment. Customer satisfaction has a significant impact on oral advertisement and willingness to change the store. Commitment and customer loyalty has a significant impact on oral advertisement and willingness to change the store. And finally continuous commitment doesn't have a significant impact on willingness to change the store. According to research findings, practical recommendations are offered for decision-making and application of results:

1. Store managers should strive to promise in cases that they have the ability and desire to do them, and for increasing motivation in customers, and with offering better services, they provide grounds for customer satisfaction and attraction of more customers (first hypothesis).
2. In today's competitive and dynamic environment of organizations, managers should change their point of view and shouldn't limit themselves to the requirements and constraints of job. But they must take some necessary steps to have extra behavioral roles and they should institutionalize this positive atmosphere in the stores, and it can be useful for the encouragement of sellers to such activities. So it can be said that, with instilling a sense of confidence and expertise in customers, customer loyalty and continuous commitment will be increased (second and third hypothesis).
3. It is recommended to consider special compensation for sellers who willingly devote their time to help their colleagues.
4. Sellers should be trained to perform tasks that are not necessary but they can provide a good image of organization, and customer

satisfaction should be considered as an important resource for store advertisement. In this research it was stated that, satisfied customers try oral advertisements and they are reluctant to change the respective store (fifth and sixth hypothesis).

5. Store managers try through delegation of authority and responsibilities, participation of sellers in policy making, get ideas from sellers about methods and how they work, and they will support them. This will motivate and create a sense of responsibility in customers and will increase commitment and loyalty between them to promote oral advertisement, and customers will be reluctant to change the store (seventh and eighth hypothesis).
6. The store managers promote awareness of their performance against the assigned tasks and provide a basis for comparison of their performance with organization expectations.
7. It is recommended that, through monthly formal and informal meetings results of their performance being available for them.
8. Store managers can have an important role by empowering sellers, hiring competent people and establishing a system of meritocracy, creation of job security for sellers, participation of sellers in decision-making and with helping sellers to promote and increase brand reliability.

To compare findings of this study with previous researches, in general it can be said that, there isn't any research with this title and it can be considered innovative aspect of research. Trust in brand means consumer tends to use the brand based on brand capability, which is determined according to his previous performances. So this trust is very important, and positive results were obtained from both internal and external researches in different fields. For example according to the results of studies by Ebrahimpour Azbari et al (2015), Balouchi et al (2015), Mousavi & Kenare Fard (2014), Delgado-Ballester et al (2003), Elliott (2007) Kustini (2011) that were referred in literature review, brand trust has positive results for organization that can strengthen the results of this research. This study had some limitations for researchers, including measurement tools. There wasn't any standardized and tested questionnaire to measure variables of study. This research tool is a researcher made questionnaire that was used after validation test. In this study the level of brand trust and its impact on behavioral inclinations were evaluated only in Adidas store of Tehran. To increase the generalizability of findings of research, it is recommended that, such researches to be done in other stores and other companies. Only the results of such researches and comparing organizations from different dimensions of brand trust, behavioral inclinations and perceptual consequences of brand can lead us to

more comprehensive understanding. It is suggested that future researchers try to answer the following questions along with the present study in other organizations: 1) investigation of this subject in similar organizations and introduction of further indices to measure, 2) The Role of Trust in the brand to achieve profitability and financial purposes.

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# The relationship Customer Knowledge Management and Customer Relationship Management with improving organizational performance

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## ABSTRACT

This study was conducted with aim to investigate the relationship between Customer Knowledge Management (CKM) with Customer Relationship Management (CRM) and Improve organizational performance in the Mehr Eqtesad Bank of Ardabil Province in 2015. the statistical community consists of Ardebil province Mehr Eqtesad Bank employee, statistical sample were obtained 133 persons according to Cochran formula. Sampling method was stratified random. Research method is correlation descriptive that was conducted in cross-sectional form. The data collect tools were standard questionnaires to examine questionnaire validity, and to examine questionnaire reliability, Cranach's alpha in software SPSS were used. Before testing the hypothesis Data normality was confirmed by using Kolmogorov-Smirnov tests. Results showed that data research was normal. To test the hypothesis one to three the Pearson correlation and linear multivariate regression method were used. Those results showed significant relationship between CKM with

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CRM and Improve organizational performance also there was significant relationship between CRM and Improve organizational performance.

KEYWORDS: CKM; CRM; performance; Mehr Eqtesad Bank.

## *La relación gestión del conocimiento del cliente y la gestión de la relación del cliente en la mejora del rendimiento organizacional*

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### RESUMEN

Este estudio se realizó con el objetivo de investigar la relación entre la gestión del conocimiento del cliente (GCC) con la gestión de relación del cliente (GRC) en la mejora del rendimiento organizacional del banco Mehr Eqtesad de la provincia de Ardabil en 2015. La comunidad estadística abarca empleados del banco Mehr Eqtesad de la provincia de Ardabil; se obtuvieron muestras estadísticas de 133 personas según la fórmula de Cochran. El método de muestreo fue estratificado al azar. El método de investigación es una correlación descriptiva que se realizó en forma transversal. Las herramientas de recolección de datos fueron cuestionarios estándar para examinar la validez del cuestionario, y para examinar la confiabilidad del cuestionario, se utilizó el alfa de Cronbach en el software SPSS. Antes de probar la hipótesis, la normalidad de los datos se confirmó mediante el uso de las pruebas de Kolmogorov-Smirnov. Los resultados mostraron que la investigación de datos era normal. Para probar la hipótesis uno a tres se utilizó la correlación de Pearson y el método de regresión multivariable lineal. Esos resultados mostraron una relación significativa entre GCC con GRC y la mejora del rendimiento organizacional; también hubo una relación significativa entre GRC y mejora en el desempeño organizacional.

PALABRAS CLAVE: GCC; GRC; rendimiento; Banco Mehr Eqtesad.

## Introduction

Ever increasing demands of customers concerning quality and innovativeness of products and services put companies under pressure. In combination with global competition, they change the rules of the market and force companies to adapt swiftly (Österle and Winter, 2000).



Notwithstanding theoretical researches conducted still some obscurities remain in what is the difference between Customer Relationship Management (CRM) and Customer Knowledge Management (CKM). Management, customer and retailer can refer to this information. Knowledge Management (KM) is to get the knowledge about customer, constantly improve it and share it through those parts of organization, which need the knowledge to use it hence add value to their work. A very simple definition for CKM is to get involved knowledge from customer in an organization's value creation process through direct contact. In addition CKM is applying KM on CRM (King, 2007). With regard to the importance of Customer Knowledge (CK) rules in today's organization management concept is going to become an essential enterprise's concern.

In the 1990s, in the business domain gradually emerges the concept of «Customer Relationship Management» briefly called CRM- which from the very first years, CRM prevailed, gained prominence as a legitimate area of scholarly inquiry and stimulated the interest of global business and research community. For Galbreath & Rogers (1999), CRM is nothing more than an approach that stems from the need to create a new business environment, which allows a more effective management of relationships with customers. Simultaneously, the concept CRM -for many academics- is theoretically founded on Relationship Marketing, whose philosophy lies on improving long-term profitability establish as strategic goal retention of the customer through a more effective management of customer relationships. Besides, in the academic community the terms «Relationship Marketing», «one - to - one Marketing» and «CRM» are often used interchangeably (Chen and Popovic, 2003; Frow & Payne, 2009; Payne and Frow, 2005).

Customer Relationship Management (CRM) is a comprehensive strategy and process of acquiring, retaining and partnering with customers to create superior values for the company and customer (Parvatiyar and Sheth, 2001). Hence, the performance of CRM is defined as the success of creating values for customers through organizations in the objective of increasing the retention, repurchase and word of mouth in order to achieve improvements on relationship qualities. Although CRM has become the in-thing of marketing strategies nowadays, it is unfortunate that many people are still confused about the actual domain of CRM which perceives customer and service providers the act as major players. It is very important to measure the performance of CRM in any organization. Previous researchers believed that CRM performance should be measured ultimately in terms of customer behaviors since they are the underlying sources of current customer values within a firm. Researchers also believed that CRM has the potential to increase future revenue streams associated with them and to those prospective customers (Wang et. al., 2004). Their argument was supported by Grant (1995) who said that the fundamental of CRM is to ensure steady streams of revenue and maximizations of customer lifetime value or customer equity,

which in this case - customer behaviors become strategically significant (Grant & Schkesinger, 1995).

Social CRM (or CRM 2.0) is considered to be the “sequel”, the “natural evolution” of traditional CRM, an evolution imposed by modern-Social Customer-reality. In this sense, the principles of traditional CRM remain in force in the context of Social CRM. Greenberg defines Social CRM as (2010a, pp. 34): “a philosophy and a business strategy, supported by a technology platform, business rules, processes and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It is the company’s programmatic response to the customer’s control of the conversation.”

Past research suggested that customer behavior in improved organizational performance should consider other possible factors derived from literature. This review shows the possibilities of proposing CRM & CKM performances as the preceding factors for improved organizational performance among banking employees. On this reason, e-banking adoption was chosen as the prime result of CRM performances in this research.

Ina This study focuses on the components of customer knowledge management and customer relationship management relationship of these variables will be measured with improved organizational performance?

## 1. Methodology

The framework for this empirical research is illustrated in Figure 1.

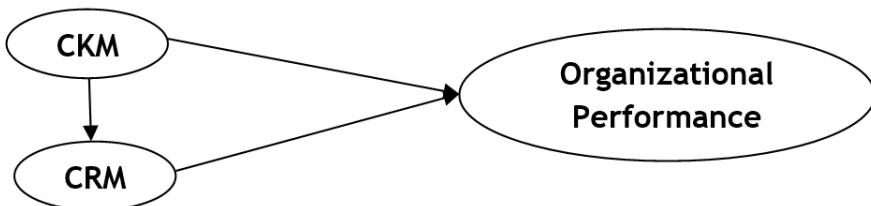


FIG: 1. Conceptual Model

CKM: Customer Knowledge Management

CRM: Customer Relationship Management

### 1.1 Sampling design and sample selection

The population of this study is the employees of Mehr Eqtesad bank in Ardabil province. Samples in this study selected with Cochran formula. The sampling was done using stratified proportionate sampling according to employee number of branches. A total of 109 set of questionnaires were returned and analyzed.

### 1.2 Data measurement and collection

Field data collection was done using questionnaire. Three questionnaires were used to collect data: In this study, to measure the variable “**Customer Knowledge Management (CKM)**”, standard role transparency questionnaire presented by Rahnavad & Mohammadi (2009) With 44 questions was utilized. For measure the variable “**Customer Relationship Management (CRM)**”, standard role transparency questionnaire presented by Kalantari (2010) With 30 questions was used also, to measure the variable “**Organizational performance**”, Haghighi et al standard questionnaire (2010) With 10 questions was used.

### 1.3 Validity and reliability

Validity means that measuring tool is able to measure the attributes and characteristics. To determine content validity, the questionnaire was administered to a number of experts and professors practicing in the area of behavioral sciences, and they presented their comments on the research hypotheses questions and evaluation method, and the questionnaire validity was confirmed, and the questionnaire reliability for the dependent variable and each of independent variables was measured using Cronbach's Alpha coefficient, and the alpha of all of them was over 0.82.

### 1.4 Data analysis

In the current research, to analyze the assumptions of parametric tests were used according to the Kolmogorov-Smirnov, to extract data and their analysis, SPSS software was used.

#### **Finding Analysis**

### **Descriptive Analysis**

In this study, 109 patients were the respondent to questionnaires that summary of the status of demographic variables shown in Table 2.

**Table 2: Results of Descriptive Analysis**

Characteristics	Class	Frequency	Frequency percentage
SEX	male	109	100
	female	0	0
Total Sum		109	100
Age	20 - 30	25	22.93
	30 - 40	45	41.28
	40 - 50	39	35.79
	>50	0	0
Total Sum		109	100
Education	Diploma	3	2.75
	Associate Degree	29	26.6
	Bachelor	73	66.97
	master degree	4	3.68
Total Sum		109	100
Work Experience	<5	41	37.61
	5 - 10	12	11
	10 - 15	37	33.94
	> 15	19	17.45
Total Sum		109	100

### 1.5 Inferential Analysis

Before the research hypotheses to be addressed, Kolmogorov-Smirnov test was used for all variables.

The rationale for using this test to determine the normality of data, which we will use of parametric test (Pearson correlation and linear regression) (significance level  $> 0.05$ ) and non-parametric test (Spearman correlation coefficient and nonlinear regression) (significance level  $< 0.05$ ) in the case of normal non - normal data, respectively. The results of this test are shown in Table3.

**Table 3: Results of Kolmogorov-Smirnov test**

Performance	CRM	CKM	Statistical index
0.893	1.338	1.132	Z
0.403	0.056	0.154	Sig

According to Table 3, data distribution is normal and parametric test was used for variables.

Hypothesis 1: there is a significant relationship between customer knowledge management and customer relationship management.

Table 4: The correlation coefficient between customer knowledge management and customer relationship management

		CKM	CRM
CKM	Pearson Correlation	1	**0.81
	Sig. (2-tailed)	-	0.000
	N	109	109
CRM	Pearson Correlation	**0.81	1
	Sig. (2-tailed)	0.000	-
	N	109	109

\* Significant at a 0.05significance level

\*\* Significant at 0.01significance level

Pearson correlation test was used to test this hypothesis. Table 4 shows the correlation between independent and dependent variables of the research.

According to the results of Table 4, it is clear that there is a significant relationship between the components of customer knowledge management and customer relationship management ( $p < 0.05$ ). The results showed that the correlation coefficient is 0.81 between customer knowledge management and customer relationship management. And since obtained significant level is less than standard significant level 0.05 can be claimed that there is a significant relationship between customer knowledge management and customer relationship management.

Hypothesis 2: There is a significant relationship between customer knowledge management and performance improvement.

Pearson correlation test was used to test this hypothesis. Table 4 shows the correlation between independent and dependent variables of the research.

According to the results of Table 4, it is clear that there is a significant relationship between the components of customer knowledge management and performance improvement ( $p < 0.05$ ). The results showed that the correlation coefficient is 0.908 between customer knowledge management and performance improvement. And since obtained significant level is less than standard significant level 0.05 can be claimed that there is a significant relationship between customer knowledge management and performance improvement.

**Table 5: The correlation coefficient between customer knowledge management and performance improvement**

		CKM	PI
CKM	Pearson Correlation	1	**0.908
	Sig. (2-tailed)	-	0.000
	N	109	109
PI	Pearson Correlation	**0.908	1
	Sig. (2-tailed)	0.000	-
	N	109	109

\* Significant at a 0.05significance level

\*\* Significant at 0.01significance level

PI: performance improvement

CKM: customer knowledge management

Hypothesis 3: There is a significant relationship between customer relationship management and performance improvement.

Pearson correlation test was used to test the relationship between these variables, according to data normality, which the results of this test are shown in Table 6.

**Table 6: The correlation coefficient between customer relationship management and performance improvement**

		CRM	PI
CRM	Pearson Correlation	1	**0.747
	Sig. (2-tailed)	-	0.000
	N	109	109
PI	Pearson Correlation	**0.747	1
	Sig. (2-tailed)	0.000	-
	N	109	109

\* Significant at a 0.05significance level

\*\* Significant at 0.01significance level

Table 6 shows the correlation coefficient between the independent variables that in some cases it is very high. The results showed that there

is significant relationship between customer relationship management and performance improvement because obtained significant level is less than standard significant level ( $p < 0.05$ ).

## 2. Discussion and conclusions

Multivariate Pearson correlation coefficient test was used to survey the research first hypothesis, to assess the relationship between Customer Knowledge Management and its components with customer relationship management. The results showed that there is a significant relationship between customer knowledge management and its components with customer relationship management. Because obtained significant level for each variable is less than standard significant level 0.05, this part of research findings is consistent with Outi Gholami and Ebrahimian Jelodar (2013) results, so that they reported a significant relationship between customer knowledge management with customer relationship management.

Multivariate Pearson correlation coefficient test was used to survey the research second hypothesis, to assess the relationship between Customer Knowledge Management and its components with performance improvement. The results showed that there is a significant relationship between customer knowledge management and its components with performance improvement. Because obtained significant level for each variables is less than standard significant level 0.05. Haji Karimi and Mansurian (2012) also showed that, customer knowledge management has significant impact on performance improvement that consists with this research results. Mansuri and lor (2014) reported the significant relationship between customer knowledge management and performance improvement that confirmed the research results.

Multivariate Pearson correlation coefficient test was used to survey the research third hypothesis, to assess the relationship between Customer relationship Management and its components with performance improvement. The results showed that there is a significant relationship between customer relationship management and its components with performance improvement. Because obtained significant level for each variable is less than standard significant level 0.05, results of this research was consistent with Koltman (2007), ordan Ebrahim (2009), Mooghali and bavandpour (2010), Sadeqianpour (2012) and Khezapr (2013) findings.

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# Prediction of job engagement of teachers based on psychological capital and psychological hardiness

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## ABSTRACT

The present research was carried out with the objective of predicting job engagement based on psychological capital and hardiness. This was a descriptive and correlational research. Research population consisted of all primary school teachers of Javanroud city and 195 samples were selected based on Cochran's formula and with the use of stratified random sampling. Findings showed that there is a significant positive relation between psychological capital and hardiness and job engagement of employees. Also the results of multiple regression analysis revealed that about 55 percent of total job engagement of employees is predictable based on psychological capital and hardiness in which psychological variable had greater share in prediction.

**KEYWORDS:** job engagement; psychological capital; psychological hardiness; teachers.

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## *Predicción del compromiso laboral de los maestros basados en el capital psicológico y la resistencia psicológica*

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### RESUMEN

La presente investigación se llevó a cabo con el objetivo de predecir el compromiso laboral basado en el capital psicológico y la resistencia. Esta fue una investigación descriptiva y correlacional. La población de investigación consistió en todos los maestros de escuela primaria de la ciudad de Javanroud (Irán) y se seleccionaron 195 muestras, basados en la fórmula de Cochran, y con el uso de muestreo aleatorio estratificado. Los resultados mostraron que existe una relación positiva significativa entre el capital psicológico y la resistencia y el compromiso laboral de los empleados. Además, los resultados del análisis de regresión múltiple revelaron que aproximadamente el 55 por ciento de la participación laboral total de los empleados es predecible en función del capital psicológico y la resistencia en la que la variable psicológica tiene una mayor participación en la predicción.

**PALABRAS CLAVE:** compromiso laboral; capital psicológico; resistencia psicológica; docentes.

### Introduction

In recent years, attention to occupational enthusiasm as a psychological component in organizations has created many discussions and studies. Job engagement is a concept which is the result of recent tendency to positive psychology which is related to positive aspects of good experiences of employees and focuses on optimized performance and positive experiences of them at work (Schaufeli, Bakker, 2004) which has been considered by leaders and managers of organizations as a vital element in effectiveness of the organization (Bedarkar, Pandita, 2013). MacLeod, Clarke (2009) believe that employees' occupational enthusiasm is one of the new paradigms of human resources and has various definitions and because of the various ways to exploit it. Hallberg and Schaufeli (2006) consider engagement as a positive psychological concept and know it as an indicator of well-being and mental health in the workplace. Gibbons (2006) knows occupational enthusiasm an emotional relationship that employees have with their jobs, organizations,

managers, colleagues, and also influences their strenuous efforts. Sweetman and Luthans (2010) at consider job engagement as a psychological phenomenon which has cognitive - emotional form.

Fleming and Asplund (2007) have defined job engagement as the ability to conquer the mind, heart, and soul of employees to gradually induce desire and passion for excellence. Based on definition of Schoufeli and Bakker (2004), job engagement a positive motivational - emotional status during work which is determined with three aspects of strength, dedication and absorption. Absorption refers to the degree of concentration and drowning person at work. In this case, because the person is working hardly that work experience is very enjoyable for him. People are also willing to pay for being in such circumstances. In a virility dimension, a person has made a significant effort to do his job, and insists on difficult situations. Highly skilled workers are more likely to be driven by their work and show greater resistance in the event of problems and interpersonal conflicts (Salanova, Agut, Peiro, 2005). The third dimension of occupational enthusiasm is dedication to work, which is characterized by intense psychological involvement of employees in the work and a combination of meaningful sensation, passion and challenge. This dimension has many meanings with the concept of occupational attachment and refers to the degree to which a person is mentally related to his or her job (Carmeli, Freund, 2005). According to Schaufeli, Bakker (2004), it refers to high levels of energy and mental stability during work; dedication means to meaningfulness, seriousness, inspiration, pride and challenge in work, and absorption means full concentration and busy happiness at work.

Job engagement is a concept which has direct and positive relation with positive outcomes such as job performance, enhanced organizational citizenship behaviors and job satisfaction and has negative relation with turnover intention (Hakanen, Hakanen, Bakker, Demerouti, 2005). Occupational enthusiasm has been supposed in opposite of occupational burnout. Unlike those who suffer from occupational burnout, employees have occupational enthusiasm and a strong feeling and effective communication with their work and are capable of fulfilling their job responsibilities (Schaufeli, Salanova, Gonzalez-Romá, Bakker, 2002). Therefore, occupational enthusiasm is characterized by a high level of energy and strong identity, and on the other hand, job burnout is known by low energy level and poor identity at work (Schaufeli, Bakker, 2004). Individuals who are achieved high marks in occupational enthusiasm dimensions not only have high job performance but also receive positive feedback from supervisors and consumers (Schoufeli, Bakker, Salanova, 2001). There are many evidences which show mere existence of motivated employees provides organizational goals in absence of other sources. Based on the study of Bakker and Leiter(2010), enthusiastic employees are completely fascinated by their jobs and positively fulfill their job assignments. Employees with high job engagement use creativity and innovation at work (Salanova, Agut, Peiro, 2005) and react to actions and

their efficacy increases and this helps organization reach its goals (Lorens, Bakker, Schaufeli, Salanova, 2007).

Occupational enthusiasm not only plays a critical role in understanding positive organizational behaviors but also plays a role in directing human resource management and organization policies (Schaufeli, Salanova, Gonzalez-Romá, Bakker, 2007). Hence job engagement might lead to a positive cycle of resources and positive effects as a desirable resource (Hobfoll, Shirom, 2001). Which its result will be apparent in correct fulfillment of assigned job duties or behaviors beyond it based on positive effects of job engagement, identification of factors affecting it is essential. Palo(2015) and Simons, Buitendach(2010) have pointed to relation between psychological capital and job engagement. Psychological capital is a concept usually obtained from theory and research in the field of positive psychology and has been used in the workplace (Avey, Reichard, Luthans, Mhatre, 2011). This structure is one of the new concepts which has been raised as a positive structure and it can be used to effectively manage emotional, motivational, attitudinal, cognitive and behavioral aspects related to individuals at work (Luthans, Youssef, Avolio, 2007). And it is a relatively new concept that enters into the school of organizational behavior from the field of psychology and it is considered as the advantage of organizational competition (Luthans, Youssef, Avolio, 2007).

Psychological capital is one of the indicators of positive psychology that is defined by characteristics such as individual belief in his abilities to succeed, having perseverance in pursuing goals, creating positive attributes about him and enduring problems (Lutans, Norman, Hughes, 2006). Positive assessment of conditions and the probability of access to success, based on motivation-driven and diligent efforts, are called as positive psychological capital (Avey, James, Patera, Jaime, West, 2010). In fact, psychological capital is a positive aspect of human life, based on personal understanding, having a goal to achieve success and sustainability against problems (Seligman, 2002). Psychological capital is an important method to increase competitiveness power of organizations and maintain competitive advantages of those which play an important role in organizational changes (Wang, 2015). Psychological capital in fact means “Who are you (the real self) and who you want to be (the possible self) based on development and growing” (Luthans, Norman, Hughes, 2006). Psychological capital can be a status consisting of four components of self-efficacy / confidence (one’s belief in his/her abilities to mobilize motivational and cognitive resources and strategies needed for success in specific tasks), hope (cognitive status or thinking which enables individuals to form real but challenging and predictable goals and then achieve those goals using self-determination, energy and understanding of internal control) (Snyder, 1994), Optimism (rendition style which relates positive happenings to permanent, pervasive and personal causes and relates negative happenings to external, temporary causes and specific conditions)

(Seligman, 1998) and flexibility (a psychological capacity using which people can successfully face change, crisis and risk and their problems) (Luthans, Youssef, Avolio, 2007). These components give meaning to individual's life in an interactive and evaluative process and give sustaining to individual's effort to change the stressful situations and makes ready him to enter the stage of action and ensures his resistance and hardiness to achieve the goals (Judge, Bono, 2001).

Many studies show that psychological capital has a higher added value in employee performance than demographic characteristics, self-assessment features, and personality dimensions (Avey, James, Luthans, Smith, Palmer, Noel). Luthans, Youssef, Avolio (2007) believe that psychological capital, by relying on positive psychological variables such as hope and self-efficacy, leads to the promotion of human capital and their relationships. Psychological capital is an intrinsic source of effort, activity, and orientation toward the world around, and whatever the amount of self-efficacy, optimism, hope and optimism be higher, the person feels a more reliable and more durable psychological source for living and moving towards his life and work goals (Peterson, Byron, 2007, Ucol, 2012). In the psychological capital has considerable emphasis on ability to achieve the objectives, needs and wishes, hope in achieving the goals and the having perseverance and flexibility in achieving the goals and values with adopting optimistic and positive approach in dealing with issues (Mac Gee, 2011).

Studies have shown that psychological capital also affect individual and organizational variables such as citizenship behavior, organizational commitment, job satisfaction, job stress, employee well-being, job performance, pessimism, the intention of leaving the organization, deviant behavior, job engagement, absenteeism (Sridevi, Srinivasan, 2012). Employees, who have higher psychological capital, perform better. Therefore, considering the ability of teaching and developing psychological capital and its relationship with the desirable individual and organizational variables, psychological capital should be part of employee development and training programs (Saks, Alan, Jamie, Gruman, 2010). Another factor which can affect the level of job engagement of employees is psychological hardiness (Goyal, Ajawani, 2016). Psychological hardiness means patience, and ability to handle difficult situations and in fact refers to performance of individuals based on cognitive functions (Woodard, 2004). Hardiness is a personality trait which might adjust the method of dealing with stressful situations which means it might help those in successful analysis of stressful situation. Khoshaba (1979) believed that this feature is a group of personality traits that provide a source of resistance in the face of stressful life events. Stubborn people have the power to control life events, and instead of avoiding problems, they evaluate them as an opportunity for progress (Sheard Golby, 2007). High psychological hardiness leads to a positive feeling in stressful situations and a sense of confidence in controlling more stress in life situations and increases

the severity of risks and the feeling of confidence in controlling stress in life and work situations (Maddi, 2006). Kobasa (1979) considers hardiness as a complex personality characteristic which consists of three components of commitment, control and facing challenges. Commitment means that an individual prefers to maintain presence on the scene instead of leaving the scene in difficult circumstances and tries to help people involved in that situation to solve the problems. Those who have a high-level of commitment are fully engaged in activities and feel the sense of purpose and self-awareness which create this feeling in them that they and their activities are worthwhile (Crowley, Hayslip, Hobdy, 2003). And on the same basis they are capable of finding meaning and doing their own curiosity about anything they do (Maddi 2006). Control means that the individual believes in his/her ability to affect the outcomes of events and individuals with a high level of commitment believe that they can influence what surround them (Crowley B, Hayslip, Hobdy, 2003). Those who enjoy high control of life events are predictable and controllable, and believe that they are able to influence everything that is happening around them, such individuals on resolving problems emphasize on their role more than others' role. People emphasize (Maddi, 2006). Facing challenges is also believing that individuals are looking to develop themselves and others in the face of challenges instead of blaming fate (Maddi, Khoshaba, 2005). Those who have high level in facing challenges emphasize on changes and comply with situations instead of relying on static aspects of life (Crowley, Hayslip, Hobdy, 2003). These people believe that the change is a natural aspect of life, and the positive and negative situations that need to readaptation are considered as an opportunity for learning and growth (Maddi, 2006).

Researches have been carried out in relation to research variables. Bue, Salvatore, Mylle, Martin(2013) concluded in their research entitled relation between psychological hardiness, job engagement and job burnout that there is a significant positive relation between psychological hardiness and job engagement. Goyal, ajawani(2016) concluded in their research entitled the role of hardiness in job engagement of male and female workers that there is a significant positive relation between psychological hardiness and job engagement. Paek, Markus Schuckert, Kim, Lee (2015) concluded in their research entitled the effect of psychological capital on job engagement and ethics of employees that psychological capital affects employees' job engagement. Simons, Buitendach(2010) concluded in their research entitled psychological capital, job engagement and organizational commitment that there is a significant positive relation between psychological capital and job engagement. Palo (2015) concluded in his research entitled job engagement and psychological capital that there is a significant positive relation between psychological capital and job engagement. Educational system as one of the most important organizations plays a key role in the development and progress of society. Teachers as the human resources of the educational system are one of the most important factors affecting the effectiveness and

realization of the goals that their job attitudes are of particular importance to their job. Nowadays, job engagement is considered as one of the variables affecting organizational performance improvements and concluded researches have shown their positive consequences for the organization. Reviewing researches in the field of job engagement of teachers shows that job engagement variable has been neglected in this organization. Based on positive effects of job engagement for today's organizations, identification of factors it is extraordinary important. Hence, this research was carried out with the goal of predicting job engagement based on psychological hardiness and psychological capital.

## 1. Research methodology

This is an applied research in terms of goal and a descriptive correlational research in terms of research method. The statistical population of this research consisted of all primary school teachers in Javanroud City (390 individuals) and 195 individuals (114 males and 81 females) were selected as sample using Cochran's formula and stratified random sampling. Salanova and Schoufeli's questionnaire of job engagement (2001) has been used to collect data on job engagement. This questionnaire has 17 questions and it is in three dimensions of ability, dedication and absorption. Validity of the questionnaire has been approved and its reliability in this study was obtained to be 0.88 using Cronbach's alpha. Psychological capital questionnaire of Luthans et al (2007) has been used to evaluate psychological capital. This questionnaire has 24 questions in four subscales of self-efficacy, hope, resilience and Optimism. Validity of the questionnaire has been approved by professors and also its reliability in this study was obtained to be 0.86 using Cronbach's alpha. Psychological hardiness questionnaire of Kiamarsi Najaraian and Mehrabi Zadeh Honarmand (1998) was used to evaluate psychological hardiness. This questionnaire has 27 questions and three dimensions of commitment, control and challenge. Validity of the questionnaire has been approved and its reliability in this study was obtained to be 0.91 using Cronbach's alpha. Spss software and descriptive statistic methods (mean, standard deviation) and inferential statistic methods (Pearson correlation and simultaneous multiple regression) were used for data analysis.

## 2. Results

In this research, 195 (114 males and 81 females) of primary school teachers of Javanroud city were evaluated. Results of data analysis at descriptive level showed that mean and standard deviation of psychological hardiness are respectively 82.23 and 9.01, mean and standard deviation of psychological capital are respectively 55.46 and 8.47 and mean and standard deviation of psychological hardiness are respectively 51.45 and 9.78.



Table 1: Correlation coefficients between psychological capital and its components and job engagement

	1	2	3	4	5	6
1. psychological capital	1					
2. self-efficacy	0/85**	1				
3. resiliency	0/89**	0/26**	1			
4. hope	0/90**	0/32**	0/19**	1		
5. optimism	0/79**	0/23**	0/28**	0/31**	1	
6. job engagement	0/73**	0/67**	0/64**	0/54**	0/62**	1

As it can be seen in table 1, there is a significant and positive relation between psychological capital and job engagement ( $p < 0.01$ ,  $r = 0.73$ ), component of self-efficacy and job engagement ( $p < 0.01$ ,  $r = 0.67$ ), component of resiliency and job engagement ( $p < 0.01$ ,  $r = 0.64$ ), component of hope and job engagement ( $p < 0.01$ ,  $r = 0.54$ ) and component of optimism and job engagement ( $p < 0.01$ ,  $r = 0.62$ ).

Table 2: Correlation coefficients between psychological hardiness and its components and job engagement

	1	2	3	4	5
1. psychological hardiness	1				
2. control	0/90**	1			
3. challenge	0/92**	0/23**	1		
4. commitment	0/87**	0/35**	0/28**	1	
5. job engagement	0/65**	0/51**	0/70**	0/57**	1

As it can be seen in table 2, there is a significant and positive relation between, psychological hardiness and job engagement ( $p < 0.01$ ,  $r = 0.65$ ), component of control and job engagement ( $p < 0.01$ ,  $r = 0.51$ ), component of challenge and job engagement ( $p < 0.01$ ,  $r = 0.70$ ) and component of commitment and job engagement ( $p < 0.01$ ,  $r = 0.57$ ).



**Table 3: results of regression analysis to predict job engagement based on psychological capital and psychological hardiness**

Model	R	Adjust	F	Sig		
1	0/74	0/55	0/53	21/10	0/01	
Beta coefficients and T Significancy test for predictor variables						
		B	Std.error	B	t	Sig
	(Constant)	16/05	4/39	-	3/65	0/01
job engagement	psychological capital	0/37	0/08	0/28	4/26	0/01
	psychological hardiness	0/23	0/10	0/16	2/30	0/05

As it can be seen in table 3, Almost 55 percent of job engagement is predictable based on psychological capital and psychological hardiness. F ratio also indicates that regression of job engagement is significant based on psychological capital and psychological hardiness. Psychological Capital with beta of 0.28 ( $P < 0.01$ ,  $t = 4.26$ ) and psychological hardiness with beta of 0.16 ( $P < 0.01$ ,  $t = 2.30$ ) positively and significantly predict job engagement. Also, obtained betas show that psychological capital has more predictive power.

**Table 4: results of regression analysis to predict job engagement based on the components of psychological capital**

Model	R	Adjust	F	Sig		
1	0/65	0/48	0/46	19/51	0/01	
Beta coefficients and T Significancy test for predictor variables						
		B	Std.error	B	t	Sig
	(Constant)	13/20	4/21	-	3/13	0/01
	self-efficacy	0/32	0/13	0/29	2/46	0/05
job engagement	resiliency	0/21	0/08	0/14	2/62	0/05
	hope	0/38	0/15	0/32	2/53	0/05
	optimism	0/24	0/11	0/19	2/18	0/05

As it can be seen in table 4, almost 48 percent of the variance in job engagement is predictable based on the components of psychological capital. F ratio also indicates that regression of job engagement is significant based on psychological capital components. Self-Efficacy component with beta of

0.29 ( $p < 0.05$ ,  $t = 2.46$ ), resiliency component with beta of 0.14 ( $p < 0.05$ ,  $t = 2.62$ ), hope component with beta of 0.32 ( $p < 0.05$ ,  $t = 2.53$ ) and optimism component with beta of 0.19 ( $p < 0.05$ ,  $t = 2.18$ ) have the ability to predict job engagement. Also, obtained betas show that component of hope has higher predictive power.

Table 5: results of regression analysis to predict job engagement component based on psychological hardiness

Model	R	Adjust	F	Sig		
1	0/48	0/23	0/21	12/15	0/01	
Beta coefficients and T Significance test for predictor variables						
		B	Std.error	B	t	Sig
	(Constant)	17/19	4/88	-	3/52	0/01
job engagement	Control	0/24	0/11	0/17	2/18	0/05
	challenge	0/21	0/05	0/15	4/02	0/01
	commitment	0/37	0/08	0/21	4/62	0/01

As it can be seen in table 4, almost 23 percent of the variance in job engagement is predictable based on the components of psychological hardiness. F ratio also indicates that regression of job engagement is significant based on psychological hardiness components. Control component with beta of 0.17 ( $p < 0.05$ ,  $t = 2.18$ ), challenge component with beta of 0.14 ( $p < 0.05$ ,  $t = 4.02$ ) and commitment component with beta of 0.37 ( $p < 0.05$ ,  $t = 4.61$ ) have the ability to predict job engagement. Also, obtained betas show that component of commitment has higher predictive power.

### 3. Discussion and conclusion

This research was carried out with the aim of predicting job engagement based on psychological capital and hardiness among primary school teachers of Javanroud city. Results of data analysis showed that there is a significant positive relation between psychological capital and its components and job engagement and components of psychological capital have the ability to predict job engagement. This result is in line with results of researches by Paek, Markus Schuckert, Kim, Lee(2015), Paulo (2015) and Simons, Buitendach(2013) in terms of positive relation between psychological capital and job engagement. It can be said in terms of above results that Psychological capital can act as mental capacity of individuals which consists

of aspects such as resilience, optimism, efficacy and hope to increase source of motivation of individuals to deal with problems and obstacles arising on the job and their desire and commitment and passion. Resilience aspect of psychological capital helps individuals to have greater resistance against problems and obstacles at work. Hope and optimism aspects help individuals to have more positive attitude toward the organization and co-workers and optimistically look at events at work which in themselves can be a source of responsibility, enthusiasm and willingness of employees in jobs and staying in the organization. Also self-efficacy aspect which is defined in form of perception and attitude of individuals toward their abilities can help individuals to have positive attitude toward themselves and their abilities to perform job duties and be in organization with more confidence. The combination of these four aspects in a variable known as psychological capital can be effective in increasing the level of job engagement in employees. Employees with high psychological capital are characterized by their firmness and sustainability, as well as their belief in future success. In addition, they maintain their hope of achieving the goal, even in the face of new challenges and problems, and expect that good things will happen to them. In short, enthusiastic employees have a psychological capital that helps them to control and influence their work environment successfully. The teachers' passion for work increases the sense of power and energy as well as their interest in the work. Teachers are more enthusiastic about their job and as well as are more involved in work and enjoy the time they spend, so that they consider their job as part of their lives, and they can convey this enthusiasm to students who are not interested in their energy for more learning. Therefore, considering the importance of job enthusiasm and its impact on positive organizational consequences such as organizational commitment, organizational citizenship behavior and performance and job satisfaction, and more important, the impact on the learning environment, the students' passion also, according to the results of this research, planners and managers in the education system, with regard to the ability to grow and expand the positive psychological capital, act to improve their education and improve it in teacher empowerment programs.

Results of the second hypothesis of research showed that there is a significant and positive relation between psychological hardiness and its components and job engagement. This is in line with results of researches of Goyal, ajawani(2016) and Bue, Salvatore, Mylle, Martin(2013).

Psychological hardiness has been taken into consideration as personal resistant making attribute to face mental stresses and many people believe that it leads to more strength and coping with challenges at workplace. Psychological hardiness in fact refers to individual performance based on cognitive evaluation and people who have high psychological hardiness have high self-esteem and focus more on positive events. These individuals ignore problems in life and work situations and actively face problems and try to

solve them. Psychologically hardened teachers can overcome all sorts of adverse effects and physical and emotional exhaustion due to occupational activity and maintain their mental health. These teachers maintain their psychological and adaptive health and stress situations, feel more confident in the face of accidents and situations, and feel themselves bound to be persevered and committed to their organization and work. They also often struggle with job challenges to succeed in life and work and will be more likely to attend the school.

We should not ignore the effect of psychological hardiness aspects in determination of this positive relation. Individuals who are strong in commitment aspect of psychological hardiness have confidence in their ability to change job experiences and challenges in their work environment and so will be presented at their work with more enthusiasm. On the other hand, those with high control believe that they are able to affect and control things that happen around them. These individuals insist to take their responsibilities and act independently in their life and career. Also, individuals who are at a high level in terms of taking challenges focus on changes and comply with conditions instead of relying on static aspects of life. In fact, these individuals are ready to fight any challenges in work environment in every respect and perform their job duties with high enthusiasm.

In general, the results of this research showed that psychological capital has a significant positive relation with job engagement of employees as a positive structure and its components predict a part of changes of job engagement. Employees with high psychological capital have high hope, resiliency, optimism and efficacy which helps them achieve more positive experiences and have more success in doing their job duties and effectively deal with failures. These successes help them to have more positive attitude toward the organization and their jobs and be in organization more eagerly.

Also, psychological hardiness has a significant positive relation with job engagement of employees as a positive structure and its components predict a part of changes of job engagement. Individuals with high psychological hardiness are at a high level in terms of components of commitment, control and challenge and always believe that they have the power to face challenges and obstacles in the organization and control and deal with these challenges and will be presented in organization with more enthusiasm and will experience a high job engagement. Hence, it is recommended that managers of Education organization can focus on teaching psychological capital and psychological hardiness as two variables affecting the enthusiasm of teachers.

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## Comparison of Human Nature in Masnavi and Nasirean Ethics of Khajeh Nasir al-Din Tusi

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### ABSTRACT

Human in nature has no goal in life but happiness and success; happiness is a form of life that men aspire to and are fascinated with it. Man in his nature requires basically some issues which include: growing body, economic need, sexual need, beauty, and moral need, formation of the physical body of a man is related to the statue or the human body, not the man himself, and only when a soul has been blown in him, he finds a human figure and he is called human. Maulana considered human as a being with the anthropic dimension that he says opposing forces in human existence is a sign of balance in creation and believed that human is the goal of creation and all creatures have been created so that only a man becomes matured, and the biggest obstacle to growth and perfection of human in Rumi's perspective is sensuality and egotism. Khajeh Nasir al-Din Tusi believes that human is a symbol of the perfection of God's acts, and human perfection is realized with health, happiness, blessings, mercy, eternal life, true happiness and in his perspective, religious mystical knowledge fosters man and all the behaviors and movements of human that God possesses.

**KEYWORDS:** human; nature; Masnavi Ma'navi; Nasirean Ethics; Khajeh Nasir al-Din Tusi.

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## *Comparación de la naturaleza humana en Masnavi y Khajeh Nasir al-Din Tusi*

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### RESUMEN

La naturaleza humana tiene por objetivo en la vida la felicidad y el éxito; la felicidad es una forma de vida a la que los hombres aspiran y están fascinados con ella. El hombre en su naturaleza requiere básicamente: cuerpo en crecimiento, necesidad económica, necesidad sexual, belleza y necesidad moral; la formación de un hombre no está relacionada sólo con el cuerpo humano, pues solo cuando un alma ha sido soplada en él, encuentra una figura humana y se le llama humano. Maulana considera al humano como un ser con la dimensión antrópica y dice que las fuerzas opuestas en la existencia humana son un signo de equilibrio en la creación y cree que el objetivo de la creación es el ser humano y todas las criaturas han sido creadas para que solo el hombre madure, y el mayor obstáculo para el crecimiento y la perfección del ser humano en la perspectiva de Rumi es la sensualidad y el egoísmo. Khaje Nasir al-Din Tusi cree que el humano es un símbolo de la perfección de los actos de Dios, y la perfección humana se obtiene con salud, felicidad, bendiciones, misericordia, vida eterna, verdadera felicidad y en su perspectiva, el conocimiento religioso místico fomenta al hombre y a todos los comportamientos y movimientos de los humanos que son poseídos por Dios.

**PALABRAS CLAVE:** humano; naturaleza; Masnavi Ma'navi; Nasirean Ethics; Khaje Nasir al-Din Tusi.

### Introduction

Question about human nature has a special place and philosophers had different responses to it in the history of human thought. Some scholars believe that human is at first as a blank slate, both in terms of knowledge and in terms of desires and inclinations and his identity is shaped in the course of life voluntarily and involuntarily. Reviewing human nature is important in several aspects. The result of this review not only helps man to understand himself better, but also it is very effective in various human sciences, such as sociology, economics, politics, law etc., where the subject of them is to study aspects of human existence, and it is widely used in macro planning (Khandan,

2004: 49-35). According to Maulana's view, human is a two-dimensional being that one of his dimensions is the body and the spirit, each one of them has their own process. The temporal aspect of human is from animal and animal is from plant and plant from mineral; therefore, the body starts from minerals and reached human (Rumi, 1987, vol. 2: 493). But divine aspect of human also has its own story, because its principle is from the spiritual world and for a short period, it has come to the material world and it is captured in a body. Human soul, which has become into human body, is always praising God and complaining about the separation from true world (ibid Vol. 1: 3). Khajeh Nasir Al-Din Tusi believes since his childhood that humans are ready to accept the value system and if it is not well directed, anti-values can be emphatic in his nature, also families and communities play a critical role in protecting him from falling into the trap of anti-values. Value system in his own view, is based on human nature and innate issues and on the other hand, knows society and its effective teaching in directing the governing system (Ghiyasi Kermani, 1994: 17).

## 1. Discussion

### 1.1. Human nature from the perspective of Maulana

Maulana's human is a human that is different from other people innately, including the man possesses soul than other animals. An image of Molavi draws from human in Masnavi, is a man who is committed to both, doctrine and law; in fact, the law for Molavi is Mizan and scale by which truth and falsehood can be distinguished from one another. Molavi knows human as perfect and the Caliph of Allah that is willing to acquire knowledge and also willing to revelation and enthusiasm. We should emphasize the enthusiasm, because, Molavi is all around enthusiasm. Although the goal of Molavi's human is Allah and he knows his ultimate perfect optical union with God, but he never forgets material world. In other words, although his course is in the spiritual world and it tries to make his existence divine, but he never forgets his natural aspect. Such a person accepts the universe with all its ugliness and beauty, goods, and evils and doesn't forget the apparent causes, however, behind every effect, he finds a true cause. So this human tries to save those who are prisoners of desires, material and passions and clear all colors from human heart, so colorlessness will prevail human world. Molavi's human is sometimes reclusive and sometimes sociable, because he sees favorable environment for his state, that is to find authenticity between himself and others, he comes among people and community, unless he is reclusive to get rid of the infidels and I think despite the positive attributes that Molavi considers for human, it is a big deal that cannot be ignored; because human value depends on it so to communicate with those he has nothing in common

and move contrary to him and try to bring them perfection, although he has suffered in this way, but it should be considered that Maulvi does not always suggest isolation and separation from society, but he emphasizes on the inner world and tries to make human to establish contact for a while with his true self (Nasri, 1997: 248-241).

## 1.2. Human and humane society from the perspective of Khajeh Nasir al-Din Tusi

Khajeh Nasir al-Din Tusi devoted the major part of Nasirean Ethics to practical wisdom that consists of three parts: ethical purification, household management and civil politics. In the first part of ethical purification, Khajeh spoke about the human soul, purpose and that perfection of human soul belongs to how to use the forces of the human soul, barriers to attaining perfection and factors of purification and refinement or fall and decline of soul (Ghiyasi Kermani, 1994).

Khajeh in the third part of the ethical purification, divided the soul into three types: plant, animal, and human (Ghiyasi Kermani, 1994). In the fifth part of ethical purification, considered the order of human perfection as happiness, blessings, mercy, eternal life and true happiness (Ghiyasi Kermani, 1994). Khajeh divided human happiness in the seventh part of ethical purification into four genera as follows: wisdom, courage, decency and justice (Ghiyasi Kermani, 1994).

In other words, human virtues are: 1) what arises from theoretical refinement is wisdom. 2) what arises from the practical refinement is justice. 3) what arises from anger refinement is courage. 4) what arises from libidinal power refinement is chastity (Ghiyasi Kermani, 1994).

Khajeh Nasir Tusi considers the items of wisdom as: intelligence, understanding speed, purity of mind, ease of learning, good sense, memorization and notification. Also Tusi considers the items by virtue of courage as greatness of spirit, courage, ambition, perseverance, knowledge, peace, testimony, tolerance, humility, zeal and dilution. Also he considers the items of chastity as: modesty, tolerance, having good conduct, peace, stillness, patience, contentment, serenity, piety and virtue, order, freedom and generosity. Also he considers the items of justice as: honesty, affection, loyalty, compassion, devotion to relatives, punishment, good behavior with partner, fulfillment of others' rights, love for others, surrender, trust and praying (Ghiyasi Kermani, 1994).

Khajeh Nasiruddin Tusi, at first glance considers four evils for human virtues that include: ignorance against wisdom, cowardice against courage, decency against obscenity, injustice against justice. But on second glance,

he considers two evils for each virtue that include: foolishness and stupidity against wisdom, fear and bravery against courage, debauchery and pacification against chastity and oppression and persecuted against justice (Ghiyasi Kermani, 1994).

Khajeh in the second part of Nasirean Ethics explains the household management and its principles are father, mother, children, servants, and food (Ghiyasi Kermani, 1994).

Khajeh Nasir in this section speaks about factors for keeping the human property, consuming property, conditions for managing home and wife, how to satisfy husband, governance of children, manners of speaking, walking, sitting, eating and observing the rights of the parents.

Khajeh Tusi in the third part of his practical wisdom deal with civil politics and considered four policies for human that include: property policy, overcoming, dignity and community (Ghiyasi Kermani, 1994).

Then Khajeh Nasir brought issues about utopia, leader role in utopia, elements of utopia of human, types of human leadership in utopia, conditions of leadership, types of dystopia, fortune or pleasure, running the country, features of the leader of a country, role of human justice in creating social justice in detail.

### 1.3. Human growth and development factors

Science and contemplation is faith and action. Humans by knowledge, faith and practice can grow and attain to God, having knowledge, faith and practice is stressed in the Quran, and finally the human acts with the knowledge and belief that this would lead human to evolution and practice leads to build human character (Nasri, 2002).

### 1.4. Man in Plato's view

The ultimate cause and the perfection of human soul in Plato's view is desire for happiness, which is seen only by tending to justice and avoiding injustice, Plato's human loves science and wisdom more than others, also the man in his perspective seeks righteousness, Plato's human is self-made and is away from any greed, and meanness and he says human should refine his soul. (Nasri, 1997).

### 1.5. Human in Aristotle's view

Human that Aristotle speaks of and calls him "great man" and "wise human", has features including: nobility, having accurate measurement, looking for serious tasks, good to others, stands against rebels and treats the weak with respect and dignity, never holds a grudge and he always seeks the truth (Nasri, 1997).

### 1.6. Human in Farabi's view

Farabi's ideal human is the chairman of utopia and his features are: his body members are complete, he is clever and intelligent, he has a strong memory, he is articulate and loves science and tries to acquire it, he is not greedy in eating and drinking, he loves the truth and the truthful and the enemy of lie and liars, and he has self-esteem, reluctant to worldly properties, he loves justice, and has a strong will (Nasri, 1997).

### 1.7. Human in Ibn Arabi's view

Ibn Arabi calls human "caliph" and "comprehensive human". The reason for this appellation is the universality of human, because all the facts of the universe lie in him. Properties of a perfect human in terms of Ibn Arabi include: the perfect human is who the secrets of God appeared by him, the perfect man is the ultimate purpose of creation, the perfect man embodies all the attributes of God, so God must be known by him, the perfect human is the spirit of the universe, and for the sake of his perfection, everything is subservient to him, the perfect man is in body in the world and inwardness in the hereafter, the perfect man is the preserver of the universe until the perfect man lives in this world, the universe and the treasures in him will be preserved (Nasri, 1997).

### 1.8. Human from Azizuddin Nasafi's view

Perfect man from the perspective of Nasafi is a human that has good words, good deeds, good ethics and perfect knowledge, Nasafi calls perfect man with different names that include: Sheikh, Leader, Director, the rightly-guided one, Wise, Mature, complete, complement, Imam, caliph, Qotb, Jam-e Jahan nama, Ayene-ye Giti nama, sometimes the perfect man is referred to as "Jesus" that lives the dead, and al-Khidr said that he has drunk living water and Solomon said that he knows the language of birds (Nasafi, 1983: 5).

### 1.9. Human from the perspective of Shams-e Tabrizi

For Shams Tabrizi, human is a precious being, because all the facts lies in him, according to Shams, human should know the inner world and the world of souls morethan the world outside and the horizons, according to Shams, what prevent a man from perfection are the veils between man and God, Shams'sperfect man has both attraction and repulsion, Shams's perfect man thinks of others and guidance of people, Shams'sperfect man is full of love and optimism, Shams'sperfect man doesn't use the science for worldly benefit and is patient against problems and adversity and Shams'sperfect man is humble with poor people, and arrogant with arrogant people (Nasri, 1997).

### 1.10. Human in Mulla Sadra's view

According to Mulla Sadra, human is the fruit of the tree of existence and the universe is created for him. Human is the greatest sign of God. He is the greatest proof of God on creatures, like a book that God has written. He is a great mosque that God has created it with his wisdom. He is the straight path between heaven and hell. About the dignity and greatness of man, it suffices to say that he has no bounds in perfection (Nasri, 1997).

In the words of sociology, human is a creature that has his will, power to create, recognize and choose and has his own responsibility. To the extent that a human has freedom and free will, and he is human against nature, environment, inheritance and education and against everything that he can rebel (Nasri, 1997).

### 1.11. Human creation in Bidel Dehlavī's view has some images that are:

Human is the manifestation of perception and mirrors of understanding, origination is the meaning of human, human is the rise of Dawn of Pre-eternity, human is a conscious and rebellious being, his soil is assign of purity of man, man is a crystallization of the unmarked song of secret veil, human nature represents the manifestation of the truth, the essence of human is awareness, love, determination and faith, human is created for servitude, and the key for his creation is worship, it is understanding the secret of the separation of man and beast, politeness is an indication of man honor, modesty is the essence of man, and self-glorification is a sign of effrontery, clothing is not a sign of humanity, and ... (Arezo, 2008: 211-210).

### 1.12. Human from the perspective of Hafez

According to Hafez, human is a set of angels and animals. His purgatorial nature makes both sides of his existence to be valid. He believes that everything in the universe has a detailed form and is accumulated in human, human is the version of the world and Jam-e Jahan Nama of God (Arezoo, 2008).

Hafez believes that the nature of human is made in the love tavern, and love is the border for differentiation of the creation of Adam and Angel, thanks to the superiority of the love, human was prostrated by angels, Adam is a heavenly creature, divine trust is given to the man, human is from God, man is from heart, human is from annunciation, human is from mystery, human has Jesus breath and human is among God's men (Arezoo, 2008: 211-210).

### 1.12. Perfect human from the view of Imam Ali (AS)

Imam Ali (AS) says in the Sermon 193: human speech is full right, he moderates in clothing and prevents wearing a garnet which is a sign of luxury and pretense, his walking is based on humility, he pays attention to lawful and unlawful things, he always seeks knowledge, he considers God in everything, he believes hardly in paradise and hell, he bothers no one, his heart is empty of whim, he is patient, he has piety and charity, he correctly understands the glory of God, he is calm and prudent, he is eager for good things, he is always grateful, he does not have any arrogance, he wills eternal things not mortal affairs, he doesn't oppress because of enmity with someone, he is trustee in fiduciary, and if he stays away from a group, it is just for the sake of piety and purity of soul (Nasri, 2002).

Khajeh Nasiroddin Tusi knows human perfection in property of the rational soul which consists of practical and theoretical reason (Minavi, Heidari, 2012).

## Conclusions

Maulana knows human as a creature with the anthropic aspects with two extremely positive and negative characters, he manifests right and he is a set of potential talents. Maulana in the greatness of the man says that man is the essence of the world and anything other than him is subordinate to his existence; value and greatness of human comes from the fact that he is the goal of creation and all human beings are created to reach perfection. According to Maulana, perfect men are the caliph's of God on the ground and his

shadow among the people and in this regard, we should surrender to them, consider them as a guiding light that helps people and shows the straight path in the darkness of ignorance. Finally Maulana considers the features of men of God in having will power, piety, contentment, patience, and concern, knowledge of the secrets of the universe, inspired spirit and continuity to the God. According to Khajeh Nasir al-Din Tusi, all behaviors and movements of human are possessed by God, human in the mystic knowledge of Maulavi and Khajeh Nasir al-Din Tusi is the perfect manifestation of God's actions and they know human as caliph of God and comprehensive being, in terms of Khajeh Nasir, two-dimensionality of human existence and presence of conflict in him are signs of moderation in creation and in his view, the main features of the men of God are the possession of virtues such as wisdom, courage, modesty, justice, determination, piety, contentment, patience, etc.

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# Concepto de denuncia de la carta de la Organización de los Estados Americanos por el Estado venezolano

*Numa Enrique Alvarado Villa\**

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## RESUMEN

El objetivo general consiste en analizar el concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano, con ayuda de la doctrina y legislación nacional e internacional. La metodología utilizada es la investigación documental, sustentada en el método analítico y la técnica del análisis de contenido. Se concluye que la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano configura una decisión apresurada y arbitraria por parte del Presidente de la República Bolivariana de Venezuela que marca un antes y un después en las relaciones internacionales del Estado venezolano. El Estado venezolano es el primer Estado miembro denunciante de la Carta de la Organización de los Estados Americanos de 1951 y de ejecutarse esta denuncia, en el término de dos años, cerraría las puertas con el Sistema Interamericano de Promoción y Protección de los Derechos Humanos.

**PALABRAS CLAVE:** denuncia de la Carta de la Organización de los Estados Americanos de 1951; Carta de la Organización de los Estados Americanos de 1951; Presidente de la República Bolivariana de Venezuela; relaciones internacionales del Estado venezolano.

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## *Concept of Denunciation of Charter of the Organization of American States by Venezuelan State*

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### ABSTRACT

The general objective is to analyze the concept of denunciation of Charter of the Organization of American States in 1951 by Venezuelan State, with the help of national and international legislation and doctrine. The methodology used is documentary research, based on analytical method and technique of content analysis. It is concluded that the complaint of the Charter of the Organization of American States in 1951 by Venezuelan State set up a hasty and arbitrary decision by President of the Bolivarian Republic of Venezuela that marks a before and an after in Venezuelan State international relations. Venezuelan State is the first complainant member of the Charter of the Organization of American States from 1951 and if it made possible this complaint, at the end of two years, it would close the doors with the Inter-American system for the promotion and protection of human rights.

**KEYWORDS:** complainant of the Charter of the Organization of American States in 1951; Charter of the Organization of American States in 1951; President of the Bolivarian Republic of Venezuela; Venezuelan State international relations.

## Introducción

La Carta de la Organización de los Estados Americanos de 1951<sup>1</sup> es un tratado<sup>2</sup> interamericano multilateral -suscrito en Bogotá, Colombia en

- 1 El año que acompaña a los instrumentos jurídicos normativos nacionales e internacionales utilizados en la presente investigación, refiere al año de su entrada en vigor o vigencia o en su defecto el año de su suscripción o celebración.
- 2 El tratado internacional es un acuerdo internacional regido por el derecho internacional y celebrado por escrito: entre uno o varios Estados y una o varias organizaciones internacionales; o entre organizaciones internacionales, ya conste ese acuerdo en un instrumento único o en dos o más instrumentos conexos y cualquiera que sea su denominación particular, así lo contempla el artículo 2 de la Convención de Viena sobre el Derecho de los Tratados entre Estados y Organizaciones internacionales o entre Organizaciones Internacionales de 1980. También se entiende como el acuerdo celebrado entre dos o más sujetos de derecho internacional público.

1948 y puesto en vigencia en 1951- diseñado para crear una organización internacional denominada Organización de los Estados Americanos (OEA) que busca lograr en los Estados Americanos un orden de paz y de justicia, fomentar su solidaridad, robustecer su colaboración y defender su soberanía, su integridad territorial y su independencia (artículo 1 de la Carta de Organización de los Estados Americanos de 1951). Los Estados Americanos miembros del tratado *ab initio* son: Argentina, Bolivia, Brasil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Estados Unidos de América, Guatemala, Haití, Honduras, México, Nicaragua, Panamá, Paraguay, Perú, República Dominicana, Uruguay y Venezuela. Los Estados Americanos miembros del tratado *a posteriori* son: Barbados, Trinidad y Tobago, Jamaica, Grenada, Suriname, Dominica, Santa Lucía, Antigua y Barbuda, San Vicente y las Granadinas, Bahamas, St. Kitts y Nevis, Canadá, Belize y Guyana.

La Carta de la Organización de los Estados Americanos de 1951 es enmendada por el Protocolo de Buenos Aires de 1970, el Protocolo de Cartagena de Indias de 1988, el Protocolo de Managua de 1996 y el Protocolo de Washington de 1997.

El 27 de abril de 2017, el Estado venezolano, por órgano del Presidente de la República Bolivariana de Venezuela, Nicolás Maduro Moros, denuncia la Carta de la Organización de los Estados Americanos de 1951, mediante notificación dirigida al Secretario General de la Organización de Estados Americanos Luis Almagro. El gobierno venezolano de Nicolás Maduro denuncia unilateralmente y de forma inconsulta la Carta de la Organización de los Estados Americanos de 1951 como respuesta apresurada a un conjunto de enfrentamientos políticos entre su gobierno y el Secretario General de la Organización de Estados Americanos Luis Almagro.

La denuncia de la Carta de la Organización de los Estados Americanos de 1951 en su formulación expresa suscrita por el Estado venezolano por órgano del Presidente de la República Bolivariana de Venezuela alude a criterios de subjetividad y no de objetividad como deben actuar los Jefes de Estado (Presidente de la República Bolivariana de Venezuela, 2017). La denuncia no está formulada en contra de la Carta de la Organización de Estados Americanos de 1951, por el contrario, es una notificación contra la persona de Luis Almagro y contra el gobierno de los Estados Unidos.

Como antecedentes al caso del Estado venezolano se menciona el Estado cubano y el Estado de Honduras. El 3 de junio de 2009, los Ministros de Relaciones Exteriores de las Américas deciden que la resolución de 1962, mediante la cual se excluyó al Gobierno de Cuba de su participación en el sistema interamericano, quede sin efecto en la Organización de los Estados Americanos. La resolución de 2009 declara la participación de Cuba en la Organización de Estados Americanos será el resultado de un proceso de diálogo iniciado a solicitud del Gobierno de la República de Cuba y de conformidad con las prácticas, los propósitos y principios de la Organización

de Estados Americanos (Organización de Estados Americanos, 2009a). El 5 de julio de 2009 la Organización de Estados Americanos decide suspender al Estado de Honduras del ejercicio de su derecho de participación en la Organización de los Estados Americanos de conformidad con el artículo 21<sup>3</sup> de la Carta Democrática Interamericana de 2001 (Organización de Estados Americanos, 2009b). Por consiguiente, el Estado cubano y el Estado de Honduras no llegaron a denunciar la Carta de la Organización de los Estados Americanos de 1951, sino que fueron suspendidos por la Organización de Estados Americanos, a diferencia del Estado venezolano que sería el primer Estado miembro denunciante de la Carta de la Organización de Estados Americanos de 1951.

El objetivo general del presente trabajo consiste en analizar el concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano, con ayuda de la doctrina y legislación nacional e internacional. Los objetivos específicos refieren a las conductas: conceptuar la denuncia de la Carta de la Organización de los Estados Americanos de 1951, conceptuar la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano, describir los elementos del concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951, analizar los elementos de la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano.

La metodología utilizada es la investigación documental, sustentada en el método analítico y la técnica del análisis de contenido. Las fuentes para la recolección de información atienden a dos ámbitos, a saber: ámbito de información normativo, fundamentado en la Carta de la Organización de los Estados Americanos de 1951 y la Constitución de la República Bolivariana de Venezuela de 1999; y, ámbito de información doctrinal, fundamentado en conceptos y principios de Derecho Constitucional y Derecho Internacional Público.

## 1. Concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951

La Convención de Viena sobre el Derecho de los Tratados entre Estados y Organizaciones Internacionales o entre Organizaciones Internacionales de

3 Cuando la Asamblea General, convocada a un período extraordinario de sesiones, constate que se ha producido la ruptura del orden democrático en un Estado Miembro y que las gestiones diplomáticas han sido infructuosas, conforme a la Carta de la OEA tomará la decisión de suspender a dicho Estado Miembro del ejercicio de su derecho de participación en la OEA con el voto afirmativo de los dos tercios de los Estados Miembros. La suspensión entrará en vigor de inmediato.

1980 regula en el artículo 54, numeral a, la terminación de un tratado o retiro de él en virtud de sus disposiciones o por consentimiento de las partes de la siguiente manera: “La terminación de un tratado o el retiro de una parte podrán tener lugar: a) conforme a las disposiciones del tratado...”.

Así, conforme a las disposiciones del tratado interamericano multilateral denominado Carta de la Organización de los Estados Americanos de 1951 se prevé una forma de terminación del tratado calificada como la denuncia, en el artículo 143:

“Esta Carta regirá indefinidamente, pero podrá ser denunciada por cualquiera de los Estados miembros, mediante comunicación escrita a la Secretaría General, la cual comunicará en cada caso a los demás las notificaciones de denuncia que reciba. Transcurridos dos años a partir de la fecha en que la Secretaría General reciba una notificación de denuncia, la presente Carta cesará en sus efectos respecto del Estado denunciante, y éste quedará desligado de la Organización después de haber cumplido con las obligaciones emanadas de la presente Carta”.

La denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado miembro se conceptualiza de la siguiente manera: es un acto de contenido no normativo de carácter discrecional, en ejercicio de la función de gobierno, dictado en ejecución directa e inmediata de la Constitución, productor de efectos jurídicos generales indirectos, nacionales e internacionales, contentiva de una notificación de vigencia predeterminada, presentada por el Estado miembro de la Organización de Estados Americanos, por ante el Secretario General de la Organización de Estados Americanos, cuya finalidad es el cese en sus efectos de la Carta de la Organización de los Estados Americanos respecto del Estado parte denunciante que queda desligado de la Organización de Estados Americanos (OEA), después de haber cumplido con las obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951, de conformidad con el artículo 143 de la Carta de la Organización de los Estados Americanos de 1951.

El concepto de la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado miembro permite describir siete elementos que deben estar presentes de forma acumulativa: elemento volitivo discrecional, elemento funcional, elemento consecuencial, elemento temporal, elemento subjetivo, elemento teleológico y elemento procedimental. Según la Real Academia Española (2001: 872), la palabra elemento indica “...parte integrante de algo...Cada uno de los componentes de un conjunto”.

Estos elementos responden a las siguientes interrogantes: ¿Cuál es la forma jurídica de la denuncia?, ¿Qué tipo de función despliega la denuncia?, ¿Qué conlleva la denuncia?, ¿Cuál es la vigencia de la denuncia?, ¿Cuál sujeto interpone y Cuál sujeto recepta la denuncia?, ¿Para qué se elabora la denuncia? y ¿Cuál es el proceder de la denuncia?

Así, se establecen respectivamente los siguientes elementos: elemento volitivo discrecional en la expresión es un acto de contenido no normativo de carácter discrecional; elemento funcional en la expresión en ejercicio de la función de gobierno, dictado en ejecución directa e inmediata de la Constitución; elemento consecuencial en la expresión productor de efectos jurídicos generales indirectos, nacionales e internacionales; elemento temporal en la expresión contentiva de una notificación de vigencia predeterminada; elemento subjetivo en la expresión presentada por el Estado miembro de la Organización de Estados Americanos, por ante el Secretario General de la Organización de Estados Americanos; elemento teleológico en la expresión cuya finalidad es el cese en sus efectos de la Carta de la Organización de los Estados Americanos respecto del Estado parte denunciante que queda desligado de la Organización de Estados Americanos (OEA), después de haber cumplido con las obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951; y, elemento procedimental en la expresión de conformidad con el artículo 143 de la Carta de la Organización de los Estados Americanos de 1951.

Resulta pertinente conceptualizar en los siguientes acápite la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano y analizar en el concepto de la referida denuncia la presencia o ausencia de los elementos indicados.

## 2. Concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano

La denuncia de la Carta de la Organización de los Estados Americanos de 1951 realizada por el Estado Venezolano en abril de 2017 se conceptualiza como un acto de contenido no normativo de carácter arbitrario, en ejercicio de una oportunidad política, productor de efectos jurídicos y políticos generales indirectos, nacionales e internacionales, contentiva de una notificación de vigencia predeterminada, presentada por el Estado venezolano por órgano del Presidente de la República Bolivariana de Venezuela, por ante el Secretario General de la Organización de Estados Americanos, cuya finalidad es el cese en sus efectos de la Carta de la Organización de los Estados Americanos respecto del Estado venezolano que queda desligado de la Organización de Estados Americanos (OEA), después de haber cumplido con las obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951, de conformidad con el artículo 143 de la Carta de la Organización de los Estados Americanos de 1951.

### 3. Elementos del concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado Venezolano

A continuación se analizan los elementos del concepto de denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano, a fin de determinar la presencia o ausencia de los siguientes elementos: elemento volitivo discrecional, elemento funcional, elemento consecuencial, elemento temporal, elemento subjetivo, elemento teleológico y elemento procedimental.

#### 3.1. Elemento volitivo discrecional

El elemento volitivo discrecional debe responder a la pregunta ¿Cuál es la forma jurídica de la denuncia? y se estudia en la expresión: acto de contenido no normativo de carácter arbitrario. Esta expresión alude a la forma jurídica de actuación<sup>4</sup>, acto entendido como manifestación de voluntad unilateral proveniente del Estado venezolano.

La denuncia de la Carta de la Organización de Estados Americanos de 1951 no configura una norma jurídica por cuanto su contenido no es normativo, se trata de un acto o decisión tomada por el Estado miembro denunciante con discrecionalidad, cuyo límite es el ordenamiento jurídico. En el caso venezolano el ordenamiento jurídico está constituido por la Constitución de la República Bolivariana de Venezuela de 1999 y la Carta de la Organización de Estados Americanos de 1951. La Constitución de la República Bolivariana de Venezuela de 1999 plantea límites expresos al poder discrecional, que deben ser tomados en cuenta por el Presidente de la República Bolivariana de Venezuela para denunciar la Carta de la Organización de los Estados Americanos de 1951, y algunos de esos límites son los artículos 152 al 155<sup>5</sup>

4 Las formas jurídicas de actuación de los órganos del poder público son los actos jurídicos y los hechos jurídicos (Dromi, 1996).

5 Artículo 152. Las relaciones internacionales de la República responden a los fines del Estado en función del ejercicio de la soberanía y de los intereses del pueblo; ellas se rigen por los principios de independencia, igualdad entre los Estados, libre determinación y no intervención en sus asuntos internos, solución pacífica de los conflictos internacionales, cooperación, respeto de los derechos humanos y solidaridad entre los pueblos en la lucha por su emancipación y el bienestar de la humanidad. La República mantendrá la más firme y decidida defensa de estos principios y de la práctica democrática en todos los organismos e instituciones internacionales.

Artículo 153. La República promoverá y favorecerá la integración latinoamericana y caribeña, en aras de avanzar hacia la creación de una comunidad de naciones, defendiendo los intereses económicos, sociales, culturales, políticos y ambientales de la región. La República podrá suscribir tratados internacionales que conjuguen y coordinen esfuerzos para promover el desarrollo común de nuestras naciones, y que garanticen el bienestar de los pueblos y la seguridad colectiva de sus habitantes. Para estos fines, la República

referidos a las relaciones internacionales. La denuncia de la Carta de la Organización de los Estados Americanos de 1951 realizada por el Estado Venezolano en abril de 2017 incurre en vicios de inconstitucionalidad por obviar estos límites expresos propios del poder discrecional. El Presidente de la República Bolivariana de Venezuela incurre en arbitrariedad en la toma de decisión llamada denuncia de la Carta de la Organización de los Estados Americanos de 1951 de fecha 27 de abril de 2017 y la arbitrariedad no está amparada por el derecho.

La Carta de la Organización de Estados Americanos de 1951 plantea límites expresos al poder discrecional y uno de ellos es el artículo 147 de la Carta de la Organización de Estados Americanos de 1951 a estudiarse en el elemento procedimental.

La voluntad del Presidente de la República Bolivariana de Venezuela de denunciar la Carta de la Organización de Estados Americanos de 1951 debe estar sometida a la Constitución de la República Bolivariana de Venezuela de 1999 y la Carta de la Organización de los Estados Americanos que forma parte del derecho interno venezolano. Esta decisión debe estar sometida al marco de la constitucionalidad y legalidad de las actuaciones de los órganos del Poder Público.

En el caso de la denuncia de la Carta de la Organización de los Estados Americanos de 1951 realizada por el Estado Venezolano en abril de 2017 solamente está sometida a la voluntad del Presidente de la República Bolivariana de Venezuela, lo cual vulnera directamente el texto íntegro de la Constitución de la República Bolivariana de Venezuela de 1999.

En suma, se presenta la ausencia del elemento volitivo discrecional en la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano de fecha 27 de abril de 2017.

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podrá atribuir a organizaciones supranacionales, mediante tratados, el ejercicio de las competencias necesarias para llevar a cabo estos procesos de integración. Dentro de las políticas de integración y unión con Latinoamérica y el Caribe, la República privilegiará relaciones con Iberoamérica, procurando sea una política común de toda nuestra América Latina. Las normas que se adopten en el marco de los acuerdos de integración serán consideradas parte integrante del ordenamiento legal vigente y de aplicación directa y preferente a la legislación interna.

Artículo 154. Los tratados celebrados por la República deben ser aprobados por la Asamblea Nacional antes de su ratificación por el Presidente o Presidenta de la República, a excepción de aquellos mediante los cuales se trate de ejecutar o perfeccionar obligaciones preexistentes de la República, aplicar principios expresamente reconocidos por ella, ejecutar actos ordinarios en las relaciones internacionales o ejercer facultades que la ley atribuya expresamente al Ejecutivo Nacional.

Artículo 155. En los tratados, convenios y acuerdos internacionales que la República celebre, se insertará una cláusula por la cual las partes se obliguen a resolver por las vías pacíficas reconocidas en el derecho internacional o previamente convenidas por ellas, si tal fuere el caso, las controversias que pudieren suscitarse entre las mismas con motivo de su interpretación o ejecución si no fuere improcedente y así lo permita el procedimiento que deba seguirse para su celebración.



### 3.2. Elemento funcional

El elemento funcional responde a la pregunta ¿Qué tipo de función despliega la denuncia? y se estudia en la expresión: en ejercicio de una oportunidad política. Toda denuncia de la Carta de la Organización de Estados Americanos de 1951 realizada por un Estado miembro es un acto político con rango, valor o fuerza de ley ubicado en el segundo grado de producción normativa del derecho. La denuncia de la Carta de la Organización de Estados Americanos de 1951 por el Estado venezolano del 27 de abril de 2017 no ejecuta directamente la Constitución de la República Bolivariana de Venezuela de 1999, dado que el acto denuncia está incurso en vicios de inconstitucionalidad violatorios de principios constitucionales en materia de derechos humanos y hace caso omiso a lo relativo a los límites constitucionales que debe tomar en cuenta el Presidente de la República Bolivariana de Venezuela para el nacimiento, modificación o extinción de las relaciones internacionales (artículos 152 al 155 de la Constitución de la República Bolivariana de Venezuela). El Presidente de la República Bolivariana de Venezuela al interponer la denuncia aprovecha un momento político, una decisión de oportunidad política y no despliega una función pública como servidor público denominada de gobierno o de conducción política, amparada por la Constitución de la República Bolivariana de Venezuela de 1999.

En suma, se presenta ausencia del elemento funcional en la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano de fecha 27 de abril de 2017.

### 3.3. Elemento consecuencial

El elemento consecuencial responde a la pregunta ¿Qué conlleva la denuncia? y está establecido en la expresión: productor de efectos jurídicos y políticos generales indirectos, nacionales e internacionales. La denuncia de la Carta de la Organización de los Estados Americanos de 1951 produce efectos indirectos desde el punto de vista jurídico y político. Se consideran efectos indirectos porque la denuncia conforma un trámite para lograr efectos directos en el lapso de dos años, con el cese de efectos de la Carta de la Organización de los Estados Americanos para el Estado Venezolano.

Los efectos indirectos desde el punto de vista jurídico están representados por los siguientes: Extinción *a posteriori* de una norma jurídica representada por el tratado o carta internacional para el Estado venezolano, una vez agotado el lapso de dos años; el Estado venezolano tiene los mismos derechos y obligaciones como cualquier Estado miembro no denunciante mientras no se agote el lapso de dos años.

Los efectos indirectos desde el punto de vista político están representados por los siguientes: Extinción *a posteriori* de las relaciones

políticas como lo son las relaciones internacionales o relaciones exteriores del Estado venezolano con la Organización de los Estados Americanos una vez agotado el lapso de dos años; y, las relaciones internacionales o exteriores del Estado venezolano con los otros países de la Organización de los Estados Americanos sólo podrán realizarse mediante acuerdos bilaterales y no de forma multilateral como lo plantea la mencionada carta. Además, desde el momento del recibido de la denuncia por parte de la Secretaría General de la Organización de Estados Americanos el Estado venezolano, continúa ligado jurídica y políticamente a la Organización de Estados Americanos, por tanto, la relación internacional permanece vigente.

La denuncia de la Carta de la Organización de los Estados Americanos por el Estado venezolano presenta efectos generales por ser dirigidos a un conjunto indeterminado de sujetos, representados por los habitantes del Estado venezolano y la Organización de los Estados Americanos.

En suma, se presenta el elemento consecuencial en la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano de fecha 27 de abril de 2017.

### 3.4. Elemento temporal

El elemento temporal responde a la pregunta ¿Cuál es la vigencia de la denuncia? y está contenido en la expresión: contentiva de una notificación de vigencia predeterminada. La denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano es un acto temporal y no permanente, cuyo lapso de vigencia es de dos años contados a partir de la fecha de recibido de la denuncia por parte del Secretario General de la Organización de los Estados Americanos. El término de la denuncia sería el 27 de abril de 2019.

En suma, se presenta el elemento temporal en la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano de fecha 27 de abril de 2017.

### 3.5. Elemento subjetivo

El elemento subjetivo responde a las preguntas ¿Cuál sujeto interpone y Cuál sujeto recepta la denuncia? y se encuentra en la expresión: presentada por el Estado Venezolano por órgano del Presidente de la República Bolivariana de Venezuela, por ante la Organización de Estados Americanos por órgano del Secretario General de la Organización de Estados Americanos refiere a los sujetos de derecho internacional público intervinientes como partes en la denuncia.

Se trata de dos partes intervinientes: El Estado venezolano por órgano del Presidente de la República Bolivariana de Venezuela, y la Organización de los Estados Americanos por órgano del Secretario General. El Estado venezolano es considerado el sujeto de derecho internacional público denunciante o emisor de la denuncia. La Organización de los Estados Americanos es el sujeto de derecho internacional público denunciado o destinatario de la denuncia.

En lo referido a la parte interviniente, Estado venezolano por órgano del Presidente de la República Bolivariana de Venezuela, se puntualiza que la Constitución de la República Bolivariana de Venezuela de 1999 prevé en el artículo 236, numeral 4 “Son atribuciones y obligaciones del Presidente o Presidenta de la República (...) Dirigir las relaciones exteriores de la República y celebrar y ratificar los tratados, convenios o acuerdos internacionales”. Esta atribución del Presidente de la República Bolivariana de Venezuela será refrendada para su validez por el Vicepresidente Ejecutivo o Vicepresidenta Ejecutiva y el Ministro del Poder Popular para Relaciones Exteriores de la República Bolivariana de Venezuela. La denuncia de la Carta de la Organización de los Estados Americanos por el Estado venezolano de fecha 27 de abril de 2017 aparece suscrita solamente por el Presidente de la República Bolivariana de Venezuela Nicolás Maduro. Esta forma de interponer la denuncia viola el artículo 236, numeral 4 de la Constitución de la República Bolivariana de Venezuela.

En suma, se presenta el elemento subjetivo en la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano de fecha 27 de abril de 2017 viciado de inconstitucionalidad.

### 3.6. Elemento teleológico

El elemento teleológico responde a la pregunta ¿Para qué se elabora la denuncia? y está formulado en la expresión: cuya finalidad es el cese en sus efectos de la Carta de la Organización de los Estados Americanos respecto del Estado venezolano que queda desligado de la Organización de Estados Americanos (OEA), después de haber cumplido con las obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951. Este elemento alude a la finalidad de la denuncia de la Carta de la Organización de los Estados Americanos de 1951 configurada por la pérdida de vigencia de la Carta de la Organización de los Estados Americanos de 1951 para el Estado venezolano y la extinción de la relación vínculo, lazo del Estado venezolano con la Organización de Estados Americanos. Sin embargo, la pérdida de vigencia de la mencionada carta para el Estado Venezolano y la extinción de la relación del Estado venezolano con la mencionada organización se encuentran supeditadas a una condición o requisito *sine qua non* como lo es el haber cumplido con las obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951.

### 3.7. Elemento procedimental

El elemento procedimental responde a la pregunta ¿Cuál es el proceder de la denuncia? y está contenido en la expresión: de conformidad con el artículo 143 de la Carta de la Organización de los Estados Americanos de 1951. Esta disposición refiere al fundamento jurídico de la denuncia y reza:

“Esta Carta regirá indefinidamente, pero podrá ser denunciada por cualquiera de los Estados miembros, mediante comunicación escrita a la Secretaría General, la cual comunicará en cada caso a los demás las notificaciones de denuncia que reciba. Transcurridos dos años a partir de la fecha en que la Secretaría General reciba una notificación de denuncia, la presente Carta cesará en sus efectos respecto del Estado denunciante, y éste quedará desligado de la Organización después de haber cumplido con las obligaciones emanadas de la presente Carta”.

Esta disposición estipula el tiempo de duración de la Carta de Organización de los Estados Americanos de 1951, el cual es indefinido; por tanto es un tratado internacional permanente. También se estipula el procedimiento de cese de efectos de la carta que debe seguir el Estado venezolano. Este procedimiento comprende la denuncia de la carta, el transcurso del lapso de tiempo de dos años, cese en sus efectos de la carta respecto del Estado venezolano sometido a condición.

La denuncia de la carta ocurre en fecha 27 de abril de 2017 representada por la comunicación escrita del Estado venezolano dirigida a la Secretaría General de la Organización de los Estados Americanos; y la obligación de la Secretaría General de la Organización de los Estados Americanos consiste en comunicar la denuncia a los demás estados miembros.

El transcurso del lapso de tiempo de dos años, contados a partir del recibido de la denuncia, que debe esperar el Estado venezolano para que prospere la denuncia, cuya fecha de finalización es el 27 de abril de 2019.

El cese en sus efectos de la carta respecto del Estado venezolano sometido a la condición de haber cumplido con las obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951. El Estado venezolano debe estar solvente y saldar cualquier pago pendiente con la Organización de los Estados Americanos. El cese de los efectos de la Carta de la Organización de los Estados Americanos de 1951 por parte del Estado venezolano en el lapso de dos años da lugar a la extinción de la relación jurídica internacional entre dos sujetos de derecho internacional público -El Estado venezolano y la Organización de los Estados Americanos- y por lo tanto cesan los deberes y derechos para ambas partes; el tratado internacional Carta de la Organización de los Estados Americanos de 1951 deja de ser vigente y obligante para el Estado venezolano pero continúa vigente para los demás Estados miembros de la Organización de los Estados Americanos.

Se advierte que el Estado venezolano está obligado a asistir a las sesiones y demás reuniones vinculadas a la Organización de Estados Americanos durante el lapso de dos años; cuestión incumplida hasta la fecha. El gobierno venezolano desde el momento de la interposición de la denuncia mantiene una silla vacía en la sede de la organización, lo cual denota el incumplimiento de sus obligaciones emanadas de la Carta de la Organización de los Estados Americanos de 1951, además no ha cumplido con sus obligaciones de pago a la organización, incluso ha manifestado la negación de seguir cancelando. Por consiguiente, no se ha cumplido la condición a la cual está sometido el Estado venezolano para el cese de la Carta de la Organización de los Estados Americanos de 1951.

En suma, se evidencia la ausencia del elemento procedimental en la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano de fecha 27 de abril de 2017 por el incumplimiento del procedimiento establecido en el artículo 147 de la Carta de la Organización de los Estados Americanos de 1951.

## Consideraciones finales

La denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano presentada por ante la Secretaría General de la Organización de Estados Americanos configura una decisión apresurada y arbitraria por parte del Presidente de la República Bolivariana de Venezuela que marca un antes y un después en las relaciones internacionales del Estado venezolano. El Estado venezolano es el primer Estado miembro denunciante de la Carta de la Organización de los Estados Americanos de 1951 y de ejecutarse esta denuncia, en el término de dos años, cerraría las puertas con el Sistema Interamericano de Promoción y Protección de los Derechos Humanos, dado que la única vinculación que mantenía el Estado venezolano con este sistema es la Comisión Interamericana de Derechos Humanos, prevista en la Carta de la Organización de los Estados Americanos de 1951.

El concepto de la denuncia de la Carta de la Organización de los Estados Americanos de 1951 por el Estado venezolano en fecha 27 de abril de 2017 presentada por ante la Secretaría General de la Organización de Estados Americanos carece del elemento volitivo discrecional, elemento funcional y elemento procedimental y evidencia los elementos consecuencial, temporal y teleológico. El elemento subjetivo se encuentra viciado de inconstitucionalidad porque la denuncia en cuestión solamente está suscrita por el Presidente de la República Bolivariana de Venezuela, sin el refrendo del Vicepresidente Ejecutivo o Vicepresidenta Ejecutiva y el Ministro de Poder Popular para Relaciones Exteriores de la República Bolivariana de Venezuela.

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Se dividirá en Introducción, Desarrollo y Conclusiones (o Consideraciones Finales, según sea el caso). La introducción incluirá el propósito u objetivo general perseguido. El Desarrollo se organizará en secciones y subsecciones debidamente identificadas con subtítulos numerados completamente en arábigos de acuerdo al sistema decimal, respondiendo a una sucesión continua y utilizando un punto para separar los niveles de división. La Introducción y Conclusión están exceptuadas de esta numeración. Las fechas y horas se expresarán numéricamente. En caso de existir ilustraciones (gráficos, mapas, fotos) debe hacerse referencia a los mismos en el texto. Estas ilustraciones serán contadas dentro de la extensión máxima del artículo. Las notas explicativas o aclaratorias deben reducirse al mínimo necesario y colocarse al pie de páginas debidamente señalizadas. Los materiales complementarios se recogerán en anexos, los cuales se identificarán con una letra y un título y se colocarán después de la bibliografía. Los anexos serán contados también dentro de la extensión máxima del artículo.

#### 5. Citado

El citado se realizará en el texto utilizando la modalidad autor-fecha, establecido en el *Reglamento para la presentación de trabajos en la Universidad del Zulia*, indicando, en caso de ser cita textual, apellido(s) del autor, seguido de coma, año de publicación de la obra, seguido de dos puntos y el (los) número(s) de la(s) página(s), por ejemplo: de acuerdo a Rincón (1998: 45) o (Rincón, 1998: 45); si no es cita textual sino una paráfrasis no se indicará el número de página, ejemplo: de acuerdo a Rincón (1998) o (Rincón, 1998). Si hay varias obras del mismo autor publicadas en el mismo año, se ordenarán literalmente en orden alfabético; por ejemplo, (Rincón, 2008a: 12), (Rincón, 2008b: 24). Si son dos autores, se colocarán solamente el primer apellido de cada uno, por ejemplo: Según Morales y Fleires (2008: 90) o (Morales y Fleires, 2008: 90), siguiendo el mismo criterio explicado anteriormente para las citas textuales y las paráfrasis. En caso de ser tres autores o más se colocará el apellido del autor principal seguido de "et al", ejemplo: (Rincón et al., 2008: 45). Deben evitarse, en lo posible, citas de trabajos no publicados o en imprenta, también referencias a comunicaciones y documentos privados de difusión limitada, a no

ser que sea estrictamente necesario. En caso de fuentes documentales, electrónicas u otras que por su naturaleza resulten inviables o complejas para la adopción del citado autor-fecha, sugerido en estas normas, puede recurrirse u optarse por el citado al pie de página.

## 6. Referencias bibliográficas

Las referencias (bibliográficas, hemerográficas, orales y/o documentales) se presentarán al final del texto, según lo establecido en el *Reglamento para la presentación de trabajos en la Universidad del Zulia*. El orden de las referencias es alfabético por apellido. Las diferentes obras de un mismo autor se organizarán cronológicamente, en orden ascendente, y si son dos obras o más de un mismo autor y año, se mantendrá el estricto orden alfabético por título.

## Instrumento de Evaluación del Árbitro

### I.- Criterios formales o de presentación

CRITERIOS DE EVALUACIÓN	EXCELENTE	MUY BUENO	BUENO	REGULAR	DEFICIENTE	OBSERVACIONES
Originalidad, pertinencia y adecuada extensión del título.						
Claridad y coherencia del discurso.						
Adecuada elaboración del resumen: contiene abstract y palabras claves; indica objetivo, metodología y resultados.						
Organización interna del texto.						

### II. - Criterios de contenido

CRITERIOS DE EVALUACIÓN	EXCELENTE	MUY BUENO	BUENO	REGULAR	DEFICIENTE	OBSERVACIONES
dominio de conocimiento evidenciado.						
Rigurosidad científica.						
Fundamentación teórica y metodológica.						
Actualidad y relevancia de las fuentes consultadas.						
Aportes al conocimiento existente.						