

## **The Causal Relationship of EFQM Criteria with Job Satisfaction and Organizational Loyalty**

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### **Abstract**

The aim of this study was to investigate the causal relationship of EFQM criteria with job satisfaction and organizational loyalty. The statistical population of this study included all employees of Urmia university (186 employees). All 186 employees selected as research sample. The instruments included EFQM, Job Satisfaction and organizational loyalty questionnaires. Path analysis used for data analysis. Results showed that EFQM criteria had significant relationship with job satisfaction and organizational loyalty.

**Keywords:** EFQM, job satisfaction, organizational loyalty