



Recognition the Historical Roots of Governmental Management in Iran and the Examination of Effective Principles in Successful Performance of Electronic Government

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Abstract

The aim of this study is to examine the history of governmental management until electronic government and the study of effective principles in successful performance in Iran. The statistical society of this study is Tabriz (a city in Iran) which had 1506188 people in numeration in 2011. According to Morgan table 385 people have been selected in random. In order to examine the root of governmental management it has been used from library studies, documents and proofs and in order to examine the main principles of development and the main obstacles of the development of electronic government it has been used from questionnaire. The method of analysis was description. The reliability of questionnaire was calculated by Cronbach's alpha and SPSS device and at the end I have found 0.833. The validity of questionnaire was confirmed by context validity. The results of this study show that the governmental management has a deep-rooted history and it shows that there is a meaningful relation between the level of education and the successful performance of electronic government. There is a meaningful relation between the efficient of Internet and the successful performance of EG.

Keywords: Civilization, government, governmental management, electronic government.

Introduction

Official organization is not a new phenomenon because living in society without official organizations is impossible. We cannot imagine that some people live together and establish a society without any predication¹. We can know a lot from historians and philosopher's works (same). Any kind of social living needs to encounter with each other and it demands to establish some rules and it shows that some social organizations were existed for managing the affairs of tribes and some groups were came with especial customs and they transferred from one generation to other generation. By studying this period of life and by observing some documents about social organizations we encounter to some discussions about the existence of government, relation between government and people and the collaborational behaviors. We have to admit that the official and organizational studies about primary periods of human must be known from historical works, legends and stories.

Max Weber Says: There was bureaucracy in organization in Iran – Rome – Egypt and China and we can observe its impressions. As the great empire of the Achaemenian emperors especially in the period of Cyrus the great it was needed for bureaucratic organizations and doubtlessly the Egypt Pharaoh could build the wonderful Pyramids by using of efficient official systems.

Governmental Management in Iran: The Achaemenidae:

We begin the history of official transition in Iran with the entrance of Aryans to the Iranian plateau. Aryans who were the

branch of Indians and Europeans had lived in Middle Asia were separated from the main group about 2000 B.C and migrated to Iran and started a new life there¹. The social organization of Aryans involved: clergymen, fighters, and the talents. Managing the families was the responsible of fathers¹. The hierarchy of social organization was: Some families includes one tribe and some tribes make a clan and some clans make a nation that they lived in a state. The premier of every state was shah and the shah of Iran was called Padshah¹. It is mentionable that according to historical works religion and the language of Aryans and Indians were the same¹.

In this era shah was the center of powers, he made the distinctions, the rules were caused by him, and he was the commander².

He was also the head of religion because he was known himself the representative of Ahura Mazda (God) and the Earth³. The expansion of Achaemenidae Empire (230 to 550 B.C) created some new official problems which were expanded from Mediterranean to Pinjab and from Nile to Turkistan⁴.

Persians knew their duties to raise the culture and they treated kindly with them and they became a forerunner in presenting the public service as Dariush tried to complete the Nile canal so that the Egyptian ships could come and go between Egypt, Iran and India¹. It is mentionable that on a cylindrical mud which had been found in Mesopotamia about 650 years ago, the first freedom fireman was written on it in Babylonian calligraphy.

This fireman was written about 550 B.C and according to that the Jews had gone to their land after 70 years and this event is mentioned in Mosaic law⁵. According to Xenophon in Cyrus we can see that the Persians paid much attention to educate their employees before working in organization and the base of promotion was competence and virtue¹.

Parthians: Achaemenidae dynasty was finished by killing Dariush in 330 B.C⁶ and Seleucidians attained Iran. In this period Greek rules substituted last rules and judgments were done by Greek judges and they governed about one century² so that in 250 B.C Parthians governed⁷. The strategy of governing this period was in two forms i. Nations which selected the king by central government. ii. Nations which itself had kings and obey from central government¹. We don't have enough knowledge about this period but it can be said that official organizations of this period were alike achaemenidae and included, imperial office, mint house, post office, Tax office and so on⁶. In this time just customhouse was established⁸. By expanding the commercial relations between Iran and Rome many imported and exported goods were registered in frontiers¹.

Sassanides: Parthians Empire was finished in the middle of third century and Ardeshir Babakan won and a new age began in the history of Iran¹. The king of Sassanid's especially Ardeshir combined the religion and central principles in Achaemenidae, official organization became larger, the number of employees were Added¹. In that time the classes in the society were: clergymen, teachers, fighters⁶. Each of these classes was divided to some groups such as: clerks, accountants, writers, rulers, contracts, lease contracts, doctors and astrologers. Each of these groups has a head and the head of government employees was called Dabir bod and the head of clergymen was called Mobedan – i Mobed¹. The jobs in that time were hereditary⁸. Central organization and country affairs were handled by Prime Minister (Hezarbod) and after the king he was regent and sometimes political discussions was his duty⁶. In this time Zoroastrian training was the base of laws especially civil laws which were ordered according to Zand and Zoroaster. The unity of government in this era and the development of duties caused a centralized government and public affairs were done by some courts such as i. The army court ii. Way court iii. Coin court iv. certificate court v. judgment court vi. governmental distinction court vii. Weights and amount court⁷.

Official Organization after Islam: After the death of Khosro Parviz in 628 B.C Sassanides government turned to anarchy so that during 4 years 10 kings governed till the Yazdgerd 3 also couldn't calm the country and couldn't resist toward Arab attacks and finally in the middle of the century Iran reposed in the territory of Islamic countries¹. In Islamic system religious leadership combined with directing country affair and after the death of Mohammad (P.B.U.H) his successors were called, Khalife, Amiral Momenin or Imam. They managed the country according to Islamic Provisions and governmental officials had to be adult, believer to Islam and fair¹.

Omayyad's: In Islam the insertion of religion and policy like other religions began from Mohammad (P.B.U.H) and whatever inspired to prophet was gathered as a collection and called it Quran and he became the religious and political head for his society. Ali's (the fourth caliph) government confronted wars, plots and crime and finally Moavieh became the founder of Omayyad's dynasty⁹. In the official system of this government minister was the highest position and he could supervise and interfere in all professional affairs. In this period we see four courts: i. tax court ii. Land court iii. Seal court iv. Theses court⁷.

Abbasside's: Abbasside's which destroyed the Omayyad's dynasty by the assistance of Iranians they followed them in governing⁷. According to Islamic religious law, governing is based on Imamat, there wasn't any difference between religious and governmental affairs, so the caliph believed that he is the successor of the prophet and all Muslims had to obey him¹. Governments like: Taherian, Saffarian, Ghaznavids, Seljukian and Kharazmshahian were local governments and their official system was like the previous systems.

Mongols and Timurids: Abbasside's government removed in the middle of 7th century by Mongols and the last caliph was killed by Holakukhan. Mongols ruined Iran and established a despotic rule in Iran. The kings of this period didn't know anything about the governing and managing affairs and the only characteristic of this period was discipline and obedience from superiors⁸. Just in Ilkhanan period some regular organizations had established by Iranians which Oljayto government was the best sample. In Timurids period centralized system was reduced and feudal system existed and public organizations became better than previous time. The amount of Ministers became 7 which was two in Abbasids time⁶.

Safavids: Safavid period appeared with Shah Ismail in 1501 A.D. Safavid family were in Iran about 100 years before that time and had intellectual power. In that time Shaykh Sadr-ul din (Shah Ismail's ancestor) asked Amir Timur to release the head of tribes and clans who were prisoners of war. After that their children helped Shah Ismail in governing. In this period official organizations changed and official system became very complicated and Shah had unlimited ability and had all responsibilities. The parliament which was a counseling nature had influenced in country affairs and in the first Shah Abbass time seven people from the government were the member of this parliament and they were: Vaziri Azam, Ghurchi Bashi, Ishik Aghasi Bashi, Mostofi-al Mamalik, Vaziri Buyutat and Vagaeh Nevis¹.

The Qajar: Agha Mohammad Khan, the progenitor selected Tehran where had just 10 thousand people as a capital because of two reasons 1. Nearness to fertile Shahryar and Varamin and 2. nearness to Astar Abad and Mazandaran province. The official organizations in this period were such as Saffavid period. Nearly all positions in the central government could be bought. For example govern ship was suggested to the person who could

pay the best¹. After Mohammad Shah's death his son, Naseredin, became the Shah and by the assistance of Mirza Taghi Khan Amir Nezam. Amir Nezam after repelling the Sallar Sedition began to reform the official system. First of all he reorganized the financial affairs and began to gather the revenues³.

Mirza Taghi Khan Amir Kabir was the first person who could perform important things such as reforming the army. He could do the followings during his chancellorship: i. He prevented the interference of foreign representatives in internal affairs⁷. ii. He removed the irrelevant titles from official letters. iii. He assigned salary for employees. iv. He chose a team to assign the amount of incomes and expenditures and organized the taxes righteously. v. He reorganized the army organization and cultural affairs. vi. The first formal newspaper was published in his time⁹.

In 1287, Mirza Hassan Khan Moshir-ul doleh the Ottoman ambassador brought to pilgrimage the shrines and in this way he made preparations for chancellorship. When he was in Istanbul and in Europe he attained some information about government and organizational establishments which he wanted to present Shah as a suggestion and plan. When he became grand Vizier he changed the formation of many organizations at first he avoided the personnel from bribe and he threatened them. His efforts in his first year of chancellorship were: He appointed one day in a week to meet the people and investigation their complaints. He prepared the yearly government activities and presented it to the king. Judicial organization was centralized. A governmental system according to the cabinet was planned which 9 ministers participated in it and each of them had a special duty and it was new in Iran.

By Passing time constitution revolution formed in Tabriz and some other cities in Iran and the country entered to a civil war so that the constitutionists passed from Rasht and entered to Tehran and discharged Mohammad Ali Shah from monarchy. Some of their functions were: for the first time main law was made in Iran and according to it the rights of government and people were appointed.

After sometime Reza Shah became the king of Iran and expanded his government by appointing outstanding persons. Increasing the salary of personnel. Public services for group of people. He could use from government for his private wishes. As he obtained a great wealth and fifteen percent of fertile land of Iran belonged to him¹⁰. By starting the world war II Reza Shah's Monarchy was ended and Mohammad Reza became the king of Iran. Military occupancy by the Allies, Political and Economical problems caused insecurity, hopelessness and instability in Iran. By the fall of Mohammad Mosaddegh government, political activities became less and Shah could control the government. The government of Iran became centralized every day. The characteristics of the official system between 1332 to 1356 were: official system was centralized, organizational establishments

were imitation, the positions were not fixed, executive methods in organization were not scientific, possibilities did not distribute legally. There was not any planning for personnel and the managers couldn't make a decision by themselves¹. Although early official systems had positive points but they had negative points and many weak points. These systems instead of relying on law they relied on especial persons such as king or ministers and the others had to obey them, then we can call these systems private systems. In these systems we can sharply observe corruption and to misuse of official resources toward personal benefits. As a result relatives and family relations influenced in employing and competence wasn't principle. In spite of forming the modern government and non-official systems, some difficulties and problems were existed in government¹¹ and caused new glances in governmental management such as: Traditional and modern appeared. Apprehension efficiency was one of the most important in management and searching for devices to improve governmental services which has begun at the end of 19th century and 20th century in America until now. Fredrick Taylor created some methods like chronometric studies and paying encouragement system. He believed that using these methods will cause increasing the profits of proprietors and capitalists.

Consumers paid fewer prices, because the expenditures of production decreased and finally they became more satisfied, the workers gained a profit because their wages increased. Nowadays it is emphasized on efficiency in private sectors by using some instruments such as quality management and Electronic Government.

Electronic Government: In Iran we are entering to a new era which is called Information Society or Electronic Society¹². Manuel Kestelz explained the Information Society which activities and economical Productions are done in technological methods¹³. In last years of 1990s private sectors used from Information Technology and Internet because of giving good productions to their antagonists, caused to appear the Electronic Trade and then Digital Government¹². Digital Government is often used as an instrument for obtaining more efficiency.

Digital Government or Electronic Government is defined as the usage of Government from Information Technology and communications for production and presentation the information and services¹⁴. Electronic Government implies the official and political processes and instruction which uses from Information Technology and communications. Electronic Government helps to solve the new problems and improvement the capacity, function and creation.

Government is the instrument of transformation and the identification of this case potentially needs to rebuild their governmental organization, instruction and official processes and strengthens the capacity of their stockholders in order to use the services of Electronic government¹⁵. Electronic Government is the set of Electronic relations which exist among government,

organizations and citizens¹⁶. In the definition of Electronic Government we come across to many aspects of response, accountability and so on.

Electronic Government is the usage of Information Technology and relations for the creation of instructions and efficient processes in governmental organizations¹⁷. Many factors are needed for Electronic Government such as: new technology development especially information technology, growth of the internet, internet public learning, change of the expectations of citizens and globalization¹⁸. For the usage of Electronic Government benefits, in Iran some efforts had done. In recent years we have an approved principle in 1381 for automatization of private and public activities in official system. This approved was collected for the certainty of third program of improvement¹⁹. According to the presented strategic planning by the management and planning organization of the country, one of the seven field of study in strategic planning of Information Technology and communications in Electronic Government¹⁹. In the fifteenth of tir in 1381 the high council of the country approved the research plan of Electronic Government¹⁹.

Methodology

This study consists of two parts. The first part contains historical process of governmental management and the second part is a survey study which based on the target is a practical case and its data collecting method is based on descriptive method and survey type²⁰. The data collecting tools are field research and library research. Finding answers and solutions to the selected problem in any research, needs to collect data with them the hypothesis could be tested as a temporary possible answer to the research²¹. There are many ways for data collection and more than one method is often used for getting information in a study²². In this study, questionnaire was used to collect data. The questionnaire is a direct method to obtain research data²³. The questionnaire is a series of questions (statements) that responder gives required answers to them after

consideration²⁴. This answer makes needed data for researcher²⁵. In this section, researcher made questionnaire, taken from the researches of Lourdes Torres and Vicent Pina and Sonia Royo, was used in order to collect data and analyze them. Reliability of questionnaire: The instrument's ability to maintain its stability over the time despite uncontrollable testing conditions and status of the responders indicates its stability and low variability²⁶. This ability represents tool's elegance because whenever measurement would be done, sustainable results can be achieved²⁷. Cronbach's alpha will be used to calculate the reliability of questionnaire in this study and to its assessment before the final performance; some sample individuals was randomly selected then the questionnaire was given to the number of respondents after that obtained data were analyzed by SPSS software eventually we have reached number 0.833.

Validity of questionnaire; the validity of test is the ability of the intended instrument to measure the trait which test has made for its measuring including formal validity and correlation, predictive validity, content validity and²⁸. Validity means that the measurement tool can measure intended traits and characteristics²⁹. In this study, the validity of the questionnaire was confirmed contently. Statistical population is defined as a collection of individuals, objects and. which have at least one common industry. Statistical population of this study is residents of Tabriz (in Iran). The sample consists of a set of signs that are selected from a section or a larger group or a community so that this set defines qualities and characteristics of that section or larger group or community²³. In this research, 385 individuals were selected as sample using by table of Morgan. Random sampling method is a way to select a part of or the whole of society³⁰. Random sampling has been used in this study.

Results and Discussion

Descriptive Statistics; in this section the demographic characteristics of the respondents are described the level of education.

Table-1
Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Associate degree or below	54	14.0	14.0	14.0
	bachelor's	178	46.2	46.2	60.3
	master's	114	29.6	29.6	89.9
	doctoral	39	10.1	10.1	100.0
	Total	385	100.0	100.0	

Table-2
To be or not to be an internet user

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To be an internet user	327	84.9	84.9	84.9
	Not to be an internet user	58	15.1	15.1	100.0
	Total	385	100.0	100.0	

Table-3
Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Self-employment	161	41.8	41.8	41.8
	Government Jobs	224	58.2	58.2	100.0
	Total	385	100.0	100.0	

Table-4
Kolmogorov-Smirnov Test

		Successful implementation of electronic government
N		385
Normal Parameters a,b	Mean	60.6857
	Std. Deviation	11.17766
Most Extreme Differences	Absolute	0.110
	Positive	0.065
	Negative	-.110
Kolmogorov-Smirnov Z		2.167
Asymp. Sig. (2-tailed)		0.000

a. Test distribution is Normal, b. Calculated from data.

Table-5
Test Correlations between successful implementation of e-government and education

		Successful implementation of e-government.	Education
Spearman's rho	Effective factors	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	385
	Education	Correlation Coefficient	0.128*
		Sig. (2-tailed)	0.012
		N	385

*. Correlation is significant at the 0.05 level (2-tailed).

The table 1 shows that the education level of 14% of 385 people used in this study who has responded to the questionnaire was associate degree or below, 46.2% have a bachelor's level education, 29.6% have a master's level education and 10.1% have a doctoral level.

The table 2 shows that 84.9% of 385 people used in this study who has responded to the questionnaire are internet Users, and 15.1% are not internet users.

The table 3 shows that 41.8% of 385 people used in this study who has responded to the questionnaire had government jobs, and 58.2% were self-employed.

Inferential statistics Given the significance level shown in table 4, which is less than 0.05, the data is abnormally distributed, therefore, to test the research hypotheses, we will use from the nonparametric tests such as Spearman correlation coefficient test and Friedman.

Testing of first hypothesis: there is a significant relationship between level of education of respondents and successful implementation of e-government.

The results of first research hypothesis testing are shown in table 5. Due to the obtained significance level, that is equal to 0.012 and because it is smaller than 0.05, so with 95% confidence we can say that there is a significant relationship between the successful implementation of e-government and education level.

The correlation coefficient obtained in this test is equal to 0.128. Considering that the sign of the correlation coefficient is positive, so it can be said that there is a direct relationship between education and successful implementation of electronic government and with increasing one of the values the other one will increase too, it means that with increasing of the education level the process of e-government implementation will be improved and with lower levels of education, the implementation of e-government are also affected and it will drop.

Testing of second hypothesis; there is a significant relationship between to be an internet user and successful implementation of e-government.

Table-6
Test Correlations between to be an internet user and successful implementation of e-government

		successful implementation of e-government	internet
Spearman's rho	successful implementation of e-government	Correlation Coefficient	1.000
		Sig. (2-tailed)	.102*
		N	385
	internet	Correlation Coefficient	.102*
		Sig. (2-tailed)	.044
		N	385

*. Correlation is significant at the 0.05 level (2-tailed).

Table-7
Friedman Test

N	385
Chi-square	116.441
df	15
Asymp. Sig.	0.000

a. Friedman Test

Table-8
Shows the factors affecting successful implementation of E-government which are ranked by the Friedman test

Appropriate skills within the organizations	The Thirteenth priority	The preparation of verified Standards	The ninth priority	Collaboration between sectors	The Fifth priority	the preparation of special software packages	The First priority
National goals	The Fourteenth priority	Free access to the Internet	The tenth priority	Knowledge sharing inside the country	The Sixth priority	Increased cooperation between the public and private sectors	The Second priority
Incentives for innovation	The fifteenth priority	A better influence for the internet	The eleventh priority	Appropriate legal framework	The Seventh priority	Knowledge sharing with other countries	The Third priority
Adequate budget allocation	The Sixteenth priority	Government Strong leadership	The twelfth priority	Long-term political goals	The eighth priority	Modeled	The Forth priority

The results of second research hypothesis testing are shown in table 6. Due to the obtained significance level, that is equal to 0.044 and because it is smaller than 0.05, so with 95% confidence we can say that there is a significant relationship between to be an internet user and successful implementation of e-government. The correlation coefficient obtained in this test is equal to 0.102. Considering that the sign of the correlation coefficient is positive, so it can be said that there is a direct relationship between to be an internet user and successful implementation of e-government and with increasing one of the values the other one will increase too, it means that with increasing of using the internet the process of e-government implementation will be improved and with lower levels of the internet use, the implementation of e-government are also affected and it will drop.

Perusing the Prioritization of variables Friedman test was used to rank the variables. Test results include two outputs.

Table 7 shows the number of data for each variable, the chi-square statistic, degrees of freedom and significance level. In the table above the significance level of the test is equal to 0.000, therefore claims of the having identical ranks for these variables can be rejected. So we can say that each of the variables have different ratings.

Conclusion

By examining the history of governmental management we found that organization and civilization were together, and still are inextricably linked and intertwined however, most of the entries related to governmental management ignore administrative experience of ancient civilizations³¹. While the

history of ancient civilizations such as Sumer, Babylon and Persia shows thousands of years of administrative experience and growth and prosperity. Also by continuing process of governmental management and the move to the new governmental management value-oriented topics such as efficiency, effectiveness and savings are highlighted in the new governmental management. The increased efficiency in the governmental sector through the deployment of tools such as total quality management and e-government is emphasized. In this paper, with emphasis on the successful implementation of e-government factors affecting the successful implementation of e-government are also investigated. So the following suggestions are offered to the successful implementation of e-government; i. The more influence of the Internet in the schools, institutions, organizations, agencies, and ii. Adequate budget allocation to meet infrastructural needs iii. Free access to the Internet for public and organizations and resolve the internet connection problems iv. Collaboration between organizational sectors v. Knowledge sharing inside and outside the country vi. The strong leadership of the administrative processes of e-government by the government vii. having an appropriate legal framework viii. Creating the necessary incentives to innovate in the field of e-government ix. Long-term political goals x. Training necessary and appropriate skills xi. Modeled and comparative studies of countries that have experienced in the field of e-government xii. The preparation of special software packages xiii. Increased cooperation between the public and private sectors xiv. Improving cooperation between managements xv. Increasing citizens' skill and xvi. Greater transparency in the relevant field.

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