

## Teleological Evaluation Contents of Social Skills in Document of Fundamental Reforms in Education

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(Received: December 21, 2016; Accepted: August 1, 2017)

### Abstract

Children and teenagers learn norms, motivation, attitudes, and behaviors, and maintain interpersonal relationships to adapt to social needs through the acquisition of social skills. Schools have an important role in the development of these skills. Owing to the importance of the issue and the role of Document of Fundamental Transformations in Education in this institution's policies, this study conducted a quantitative analysis of the contents of Document of Fundamental Transformations in terms of attention to the categories of social skills from the goal setting of teleological perspective. After sorting and counting covert and overt statements, and calculating descriptive statistics, to estimate the degree of importance of Indicators, Shannon entropy method was employed. For calculating the reliability and validity of research, re-encoding was used by other researchers in Chapter 4 of the document, and the agreement coefficient obtained 92.75 percent. Results showed that the highest amount of attention and the importance were about Relationship skills (41 percent), the responsibility (27 percent), and the coping skills (20 percent), respectively. Finally, Empathy (0.5 percent) and Assertiveness (0/68 percent) had received little attention.

### Keywords

Content analysis, Teleology, Document of fundamental transformations in education, Social Skills.

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# Identifying and Ranking the Factors Affecting Hypocritical Behavior in State-owned Companies and Providing Solutions Based on Islamic Texts (Case Study: Parsian Gas Refinery Company)

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(Received: August 24, 2016; Accepted: May 15, 2017)

## Abstract

In this paper, the results of the key factors affecting the hypocritical behavior of the Iranian state-owned companies and solutions based on Islamic texts are presented by the analytic hierarchy process approach. The methodology is descriptive-scrolling and experts were chosen based on judgmental sampling. Based on the findings, experts identified that 14 factors affect the detection of hypocritical behaviors. Based on the Analytical Hierarchy Process, individual factors, in comparison to organizational factors, have a higher impact on detecting hypocritical behaviors in the organization. In addition, "high Machiavellianism" has the greatest impact and "managers` lawbreaking behaviors," along with "Organizational silence" have the least impact on the incidence of such behavior in the organization. Solutions based on Quran verses and hadith and Islamic texts that have been prioritized are: the use of meritocracy-based selection and promotion system of human resources; promoting a culture of criticism and avoiding ceremony and praise based on promoting virtue and preventing vice; using appropriate performance appraisal system based on avoidance of unfair reward and punishment; and anti-praise and the decisive and violent encounter with hypocrisy and flattery..

## Keywords

Hypocritical behavior, Flattery, Organizational hypocrisy, Ingratiation, Analytical Hierarchy Process (AHP).

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## The Effect of Leader Trust on Employees Voice: Investigating the Moderating Role of Empowering Leader Behaviors

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(Received: March 14, 2016; Accepted: September 18, 2016)

### Abstract

Nowadays, many organizations ask their employees to express their ideas and opinions to achieve organizational goals in the ever-changing world. The purpose of this study is to investigate the effects of leader trust on employee voice with the moderating role of empowering leader behaviors in the technical and vocational organization of Guilan. In this applied research, the method was descriptive, and data gathered through the questionnaires and survey. All employees (N=459) considered as statistical population, and 210 persons were chosen as the sample based on simple stratified sampling (Quota) and Cochran formula. The results of the questionnaires analyzed and the hypotheses tested by SMART PLS2 and SPSS 20. Data gathering tools were Trust in supervisor questionnaire of McAllister, Employee Voice of Van Dyne, and LePine and empowering leadership of Arnold et al. Content validity and convergent validity evaluation were conducted. For reliability evaluation, Cronbach's alpha and composite reliability were calculated. Analyzing the questionnaires and testing hypotheses indicated that Leader trust has a significant positive effect on employee voice and only the interacting effect of employee voice and informing went to a negligible level, whereas the interaction effects of employee voice with participative decision making and coaching were significant.

### Keywords

Employee voice, Empowering leader behaviors, Leader trust.

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## Designing an Interpretive Structural Model of Toxic Organization's Antecedents

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(Received: October 1, 2016; Accepted: June 7, 2017)

### Abstract

The purpose of this study was designing the interpretive structural model of toxic organization's antecedents. In this regard, having studied literature and identified antecedents of a toxic organization, a half-closed questionnaire embodied antecedents based on the Likert scale was developed and distributed among 26 experts from administrative organizations in Rafsanjan, using concept and snowball sampling. Based on the fuzzy analysis, the questionnaires statements were screened. Then, the other identified antecedents of toxic organization were screened and after categorizing, the measure for ISM was developed and distributed among mentioned experts. Finally, data were analyzed, and interpretative structural model of the studied phenomenon was drawn. The model possessed 12 variables in six different levels: firstly, toxic external environment; secondly, toxic leadership; thirdly, toxic human resource management and toxic processes; fourthly, toxic physical, job, and organizational structures, fifthly, toxic organizational climate and toxic personal perception; and finally, toxic public ethics, toxic interpersonal communication, and toxic organizational behaviors.

### Keywords

The dark side of organizational behavior, Toxicity, Toxic organization, Antecedents, Interpretive Structural Modeling (ISM).

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## The Effect of E-leadership on Employees Job Attitudes in Virtual Teams with an Emphasis on the Role of Online Communication Channels and Conceptual Satisfaction of Communication

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(Received: April 23, 2016; Accepted: January 25, 2017)

### Abstract

Today, many leaders and their team members are interacting with groupware such as e-mail, social networks, newsgroups, online conversations, and video conferences. In such circumstances, the mutual relationship between leadership and technology has increased rapidly. This study examines the effect of e-leadership on employee attitudes and answers to the question, "Can different types of communication channels and conceptual satisfaction of communication modify this relationship?" The philosophy of the research is positivism, the approach is deductive, and the strategy is surveying. This study performed at Niroo Research Institute in Tehran. Through a simple random sampling, the sample of the research is selected and, the data were gathered via a standard questionnaire. The results of the data analysis show that e-leadership has a direct impact on job attitudes, and communication channels and Conceptual satisfaction of communication moderates relationship between e-leadership and job attitudes.

### Keywords

E-leadership, Virtual teams, Communication channels, the conceptual satisfaction of communication Niroo Research Institute.

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## Designing the Model of Stakeholders' Smart Trust to Organization (Case Study: Customers of Iranian Car-Manufacturing Companies)

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(Received: August 17, 2016; Accepted: April 16, 2017)

### Abstract

The purpose of this study is designing and describing the model of customer's smart trust for Iranian automobile manufacturers because management scientists believe that smart trust is advanced-level trust, and it is very necessary for organizational success in the market. Data collected using a questionnaire that carefully designed by researchers. The questionnaires were distributed among customers of Iranian automobile manufacturers, in Tehran. We used Confirmative Factor Analysis (CFA) and Structural Equation Modeling (SEM) for evaluating and testing the research hypotheses. Finally, the improved and final model of customer's smart trust for Iranian automobile manufacturer was produced. This paper has useful implications for managers.

### Keywords

Smart trust, Propensity to trust, Company Analysis, Iranian automobile manufacturer.

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## Pathology of Organizational Training in one of the Military bases of the Armed Forces by Using the "FPSS"

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(Received: May 4, 2016; Accepted: March 18, 2017)

### Abstract

Today, corporate training has become one of the most modern necessities for survival in the current dynamic world. Organizational dynamics, structural flexibility, efficiency and effectiveness of all education system depends on having an efficient and effective organization. We can identify the weaknesses and flaws of courses through educational pathology. The present study wanted to evaluate training courses in one of the military bases of the armed forces by using the FPSS to find a way to identify the weaknesses and injuries on the course and provide recommendations for moving towards the ideal situation. The method is descriptive through survey and the statistical population of the study is of all managers and experts, which was estimated 120 persons according to Morgan Sample Size Determination Table. To collect data, a researcher-made questionnaire consisting of 32 questions was used. The reliability calculated and result revealed 964/0. Then, since the data were normalized, to analyze them the confirmatory factor analysis using LISREL software and One-sample T-test using SPSS software were employed. The results showed that the studied organizations in both the functional and process model in two patterns of FPSS were fairly well, but they were not appropriate regarding the systems and structures of the FPSS pattern.

### Keywords

Pathology training, Organizational learning, Pattern FPSS.

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## Investigating the Organization's Ethical Climate on Burnout with Emphasis on the Attitudes of the Employees of the Maskan Bank of Tehran Province

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(Received: December 2, 2016; Accepted: May 6, 2017)

### Abstract

The lack of ethical space in the banks will reduce the quality of customer service. Considering the importance of customer satisfaction in banks, this study seeks to investigate the extent of organizational economic impacts on burnout in Maskan Bank. This research is descriptive in terms of purpose, application and data collection method. It is a correlation type based on the modeling of structural equations. To assess the attitude of employees and the extent of organizational economic impact on burnout, standard questionnaires with Likert scale with a minimum Cronbach alpha of 0/60 were used. Based on the Morgan table, according to the population of 450, 208 persons were considered as the statistical sample, and eventually, 314 questionnaires were completed. The statistical population was the members of Maskan bank, Tehran province. Data were analyzed using SPSS16 and AMOS22 software. The results of the research indicate that anxiety has a positive effect on job satisfaction and has an adverse effect on the willingness to leave the service. On the other hand, anxiety does not have a significant effect on burnout. Besides, the results showed that the effect of job satisfaction on inversion is an inverse relationship. As job satisfaction increases, job burnout decreases. The effect of the desire to quit serving burnout is also confirmed.

### Keywords

Intention to quit, Organizational ethical climate, Job satisfaction, Job burnout.

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## Predicting Organizational Citizenship Behavior based on Cultural Intelligence and Conflict Management

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(Received: May 7, 2016; Accepted: November 1, 2016)

### Abstract

The aim of this research is to predict the citizenship behavior of teachers, based on cultural intelligence and conflict management. To do this, a descriptive-scrolling method was employed. Our population consisted of 186 teachers of Azadshahr schools. We utilized stratified and then simple random sampling strategy. Besides, the Ang et.al cultural intellectual questionnaire (2004), Robbin conflict management questionnaire (1998), and Podsacoff et.al. Organizational citizenship behavior questionnaire was used. To assess the reliability of our tools, Cronbach's alpha was calculated and we reached 0.86, 0.85, and 0.89, respectively. The information obtained from these questionnaires were analyzed using SPSS software with descriptive and inferential statistics of correlation coefficient and regression test and the following results obtained: there was a significant positive relationship between strategic intelligence or meta-cognition and conflict management; there was a significant positive relationship between intelligence quotient, motivational intelligence, behavioral intelligence (or cognition) and conflict management. Thus, in order to have a better conflict management existed in the workplace, the cultural intelligence of teachers should be improved.

### Keywords

Cultural intelligence, Conflict management, Organizational citizenship behavior.

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## Validating the Model of Stewardship Behavior of the Servants of Hajj and Pilgrimage Organization

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(Received: May 13, 2016; Accepted: February 16, 2017)

### Abstract

This study was performed with a mixed exploratory approach – tool creation model – aiming to model the contextual factors on the stewardship behavior of Hajj and pilgrimage organization servants in the holy places of Mecca and Medina using the conventional content analysis in qualitative section. Semi-structured interviews were performed with 18 top servants to achieve the qualitative data from the purposive sampling method according to criteria of the code of conduct performance evaluation of the Hajj pilgrimage organization servants to reach theoretical saturation. Texts of the interviews performed were categorized and encoded in units of thought and they were finally classified in theme classes and intra-subject agreement methods of two coders were used to validate it. The research qualitative findings explain the servants' stewardship behavior in the form of four behaviors: Humanitarian, pioneering, service-orientation, and self-orientation behaviors, and contextual factors affecting it in terms of personal background factors and role-related background factors. After discovering the category of the model presented in the qualitative stage, a 112-item questionnaire was designed and regulated to qualitatively validate the extracted model, and it was provided for 205 servants by available sampling method and the validity of the model was qualitatively verified.

### Keywords

Stewardship Behavior, Contextual Factors, Hajj and Pilgrimage Organization, Mixed Exploratory.

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## Study of Effective Cyberloafing Antecedents

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(Received: October 4, 2016; Accepted: February 26, 2017)

### Abstract

Cyberloafing as one of the widespread phenomena in workplace has been brought many consequences such as reducing HR productivity and raising organizational costs. Many scholars have shown interest in exploring its antecedents to address this issue. To this, the current study aims to examine effective cyberloafing antecedents including job attitudes (job and intrinsic involvements), managerial support for use of the Internet, perceived cyberloafing of coworkers, non-Internet loafing, and the Internet self-efficacy. We conduct our research based on descriptive-correlation method. Our data were collected through designed questionnaire from 296 employees in Tabriz Petrochemicals Company who had access to the Internet. To analyze the gathered data, we used Stepwise Regression. Results elicited by Regression test showed that non-Internet loafing ( $\beta=0.371$ ,  $p<0.00$ ) Internet self-efficacy ( $\beta=0.296$ ,  $p<0.00$ ), positive attitude toward cyberloafing ( $\beta=0.172$ ,  $p<0.00$ ), and perceived coworkers cyberloafing ( $\beta=0.133$ ,  $p<0.00$ ) are meaningful predictions for cyberloafing. Hence, participants involved in cyberloafing behaviors tend to have a high level of Internet self-efficacy and non-Internet loafing. Further, they have a positive attitude toward cyberloafing and perceive it as a general norm in the organization.

### Keywords

Cyberloafing, Internet, Attitude, Non- related work internet, Antecedents.

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