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DESIGNING A PARADIGM TO MODERATE POWER RELATIONS IN IRAN'S GOVERNMENTAL ORGANIZATIONS

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ABSTRACT

Since one of the most wonderful processes, which is taking place in modern organizations, is empowering or power partnership, hence, the labels of this process are participatory management, participatory decision making, and devolution. Giving it different names does not bring about any changes in its pervasive nature that is a sort of power decentralization. Thus, the present study aims at investigating power relations' moderation paradigm in Iran's governmental organizations. The study adopts three different approaches to the issue, namely interview, Delphi and survey. The study population includes the university professors, experts and formal and contracted employees of Iran's governmental organizations. The sampling methods are purposive, fuzzy-based and random, respectively. To perform statistical analysis LISREL, AMUS and SPSS software packages are used. The study findings indicate that cultural factors amongst the six aspects of power relations' moderation (job design factors, HRM factors, organizational factors, competency management factors, cultural factors and legal factors) with a standard coefficient of 0.89 and a t-statistic of 23.19 take the first rank and job design factors, with a standard coefficient of 0.63 and a t-statistic of 13.55 takes the sixth rank, as evidenced in the significance coefficients' tests

Keywords: Power Relations' Moderation, Job Design, Human Resources Management (HRM), Organizational Factors, Competency Management, Cultural Factors, Legal Factors.

INTRODUCTION

Power is amongst the complicated topics and subjects in politics, economy, advertising and so forth. All governments, organizations and individuals who tend to impress the others, compete with them and overcome in their affairs, should try equipping themselves with a diverse array of power resources.

Considering that power is a very important and extensive matter, in the meantime, repletes with perplexing ideas and expressions and vastly different interpretations, however, disregarding its type, it can be found in all organizations. The role of administrative system, as the growth and development arm, necessitates its enjoyment of the required growth and development. Undoubtedly, under the conditions that the administrative system suffers from serious and deep problems and lacks the required capacity and ability, it cannot shoulder the economic and social responsibilities and development. Power is one of the essential subjects of Iran's governmental organizations.

Analysis of Iran's administrative system problems can be proposed in terms of imperativeness-obedience construct in two internal and external parts. The behavioral and functional problems originating from imperativeness-obedience construct between the superiors and subordinates follow as: weak manager-employee interrelationships, landlord-peasant relationships between managers and staff, attempting the maximal exertion of influence on subordinate employees and the large gap between the managers and employees. Power is amongst the fundamental topics in political philosophy and it has always been the focal point of the political thoughts since Plato in ancient era half a way to the 19th century and now in postmodern discussions. The term "power" has always been used and considered during the entire periods of mankind's life and, in this regard, not many words can be found similar to it. Iran's administrative system has been faced with problems in the course of its history and each of these difficulties has resulted from a great many of interconnected chains of behaviors and performances instigated by imperativeness-obedience construct residing in the internal and external actions of the administrative system. To remain striving, imperativeness-obedience construct is dependent on the existence of a unilateral and unquestioned power relation. Change in the construct of the administrative system's internal and external actions can come about based on "power balance" strategy or, in other words, change in the power relations of the administrative system's internal and external actions is the leverage point of reformation in Iran's administrative system. To attain power moderation and balance, there are taken into account two essential strategies, including "reduction in the power gap between the action aspects" and "creation of the possibility of exercising mutual power by the aspect under influence". In the "power gap bridging" strategy, the goal is getting the power levels of the action aspects as close as possible. In "mutual power exertion" strategy, the objective is empowering of the subordinate aspect in such a way that the power relation's unilaterality can be dismissed.

One of the cultural properties of the Iranian society is its authoritarianism. Iran is a hierarchical society wherein the power is centralized in the hands of powerful individuals (Katouziyan, 2005). It can be stated in a historical-social look and concentration on the society's political culture that the despotic governments have been the most important political factor giving rise to Iranians' autonomy (Sari'e Al-Qalam, 2007). The spirit of welcoming criticism is less frequently seen in managers of the Iranian society. In Iran's general culture, questioning a person of a higher rank is deemed as impoliteness and, resultantly, individuals lose their motivations for putting forth novel ideas because they cannot oppose to the individuals sitting in power position. In Iran, fear of distrust has caused the ever increasing codification of rules and regulations for the protection of the powerful individuals' interests. Such a cultural feature causes an increase in the tendencies of controlling the staff and the hierarchical relations have added to the uncertainty avoidance (Faghihi, 2010, 21).

Iran's administrative system, taking a modern bureaucratic format, has been entangled with radical problems and difficulties since the very beginning of its formation. Despite the corrective efforts made in the course of the system's life and the changes brought about in various knowledge and technological, economic, social and political areas and even the alterations in the political system, these problems are still proving a persistent presence. The importance of research on development objectives, on the one hand, and the status quo of Iran's administrative system, on the other hand, has pinpointed reformation and administrative



system improvement as the most important concerns of the development programs during the recent decades. However, it seems that the reformations made so far have not been based on patterns drawn on the elaboration of the problem's roots, rather they have been ruled by the expediencies and individual tastes.

The present study approaches the ineffectiveness of Iran's administrative system, as a social phenomenon, from the perspective of the existence of power based on imperativeness-obedience construct. It is the fundamental block of imperativeness-obedience construct that has caused the formation of the relationship between the "aspects of action in power hierarchy" during the course of Iran's history.

Empowerment or power partnership is an interesting process forming in the today's organizations. It is traditionally labeled as participatory management, participatory decision-making and delegation of authority. The pervasive nature of empowerment does not differ with whatever the name it is given. The process is a decentralization of power in nature. The power that was once in the hands of the managers has now been devolved to the non-managers. The prevalent goal of such a power dislocation is increase in productivity and competitiveness of the organizations with low outputs. Any step taken in doing so tends to increase the perfection and power of the employees that had no or little legal power in the past (Reza'eiyan, 2012, 42-43).

This review study is reflective of the idea that there is no research regarding the power structure moderation and surgery; also, there is a research gap in this regard. Therefore, the present study's subject is a rather new topic hence featuring research importance. The present study's issue is a historical one in respect to Iran's social and administrative system. Now that the Iranian society is entering a development phase, it seems that studies similar to the current one can enable the arrangement, change and modification of power structures for getting the society ready to enter development. Thus, the present study is of a great importance in this regard.

Study Background:

In 2006, in a study called "offering a model for codifying a culture-based strategy (a case study of Iran)", Hedayati dealt with the recognition of Iran's organizational culture. The study population was Iran's governmental organizations and it was concluded that Iran's culture is inclined towards a high power gap. In this study, the position of the Iranian tribes, as well, has been mentioned in a ranking based on power gap culture in such a way that Turkmans and Kurds were found with the lowest power gap and Arabs with the highest power gap (Adib et al, 2008, 9-37).

In another study, Mohseniyan Raad (2011) puts forward the cultural roots of communication in Iran and it led to the codification of a book. In case of considering the social space of the historical cross-sections as the background of communications, special attentions have to be paid to some indices like the degrees of suppression and despotism and distrust of people in respect to one another. The superior-subordinate role in Iran is not fixed rather it is flexible. Upon accepting the superior-subordinate role, an individual finds himself or herself a superior at an instant and a subordinate at another. He believes that natural disasters weaken the culture and that the natural and cultural factors have given rise to the acceptance of superior-inferior relationship in Iran. Nargesiyan (2008) concludes in a study named "studying the nature of government language during three decades after the Islamic Revolution and offering



an efficient pattern for it in Iran” that there is a large difference and gap between the government’s dominant language, especially its current one (bureaucratic), and government’s attainment of an optimum language (trans-bureaucratic). He offers an optimum language pattern featuring honesty, truthfulness, nationalization, public participation, accountability and responsibility, citizens’ veneration, paying attention to the public interests, social justice, transparency and observance of religious values along with the lingual codes existent in each of the foresaid aspects. This is, as put by him, the language that can transcend beyond bureaucratic hedges.

In a study titles “the effect of participatory leadership on talent management”, Esma’eili (2015) expressed participatory leadership’s effect on talent management as the objective of his study. The study population included 280 employees working Isfahan Province’s telecommunication company. The results indicated the effectiveness of participatory leadership in talent management.

In a study entitled as “the relationship between psychological empowerment and factors influencing productivity”, Abbaspour (2015) stated the investigation of the relationship between psychological empowerment and factors influencing human resources productivity” as the goal of his research. The study population included the employees working in Melli Bank, Mashhad Division. The results showed that there is a positive and significant relationship between psychological empowerment aspects and factors influencing human resources productivity.

In a study under the title of “the identification of cultural barriers in the face of Iran’s administrative system”, Alvani (2016) enumerated cultural properties, including authoritarianism and hierarchy, low trust in one another, favoritism and kinship relationships, as cultural factors hindering Iran’s administrative system.

In a study called “participation and power parity”, Mayock Myolder announced the effect of partnership in decision-making on power equalization” as the objective of his study. The study population included the organizations in the Netherlands and the results demonstrated that participation in decision-making of the organizations leads to the power equalization.

In another study named “spiritual values and methods and their relationship with effectiveness leadership”, Layorameriva (2005) declared the effect of spiritual values on effective leadership of an organization as the goal of his study. The study population included 150 organizations in Canada and the test results were suggestive of the idea that the spiritual values and methods of leaders in an organization result in the enhancement of their effectiveness.

In a study titled “intercultural study of sense of humor in Japanese and New Zealand organizations”, Kaziomyorata (2013) expressed the helpfulness of sense of humor in creation of good organizational relations as the objective of his study. The study population included the organizations in Japan and New Zealand. The study findings signified that sense of humor exerts a positive effect on the mutual behavior and discourse related to work in the organization.

In a study entitled “understanding the way the organizational power balance helps organizational change leadership”, Spidall asserts the investigation of the effect of power balancing on the organizational change effectiveness as the objective of his study. The study population included the organizations in Norway and the study results indicated that power balancing has a positive effect on employees’ participation in organizational change.



It can be asserted in a comparison of the present study with the other researches done in this regard that the current research paper underlines the moderation of power relations in Iran's governmental organizations while the other studies have seemingly ignored the issue. Furthermore, the present study takes an ecological approach to Iran's administrative system whereas the approach is missing from the other studies. Studying the theoretical foundations and acquiring ideas and notions from the supervising and advising professors as well as the academic experts, the present study's framework has been drawn on the triple branch pattern posited by Mirza'ei (2002) and, based thereon, power relations' moderation pattern has to be said to have been consisted of six factors related to job design, HRM, organization, competency management, culture and law, assessed within three formats, namely structural, behavioral and background.

STUDY METHODOLOGY:

Since the present study has been conducted in three stages, three study methods were deemed required as introduced below. In the first stage, the study took advantage of a qualitative method that was implemented via deep interviews. Considering the fact that the study objective in the first stage was attaining the subtle perception of the participants' knowledge and experiences of power relations in Iran's governmental organizations, phenomenological was the method of choice in this stage of the study. The majority of the qualitative research is laid upon the foundation of the belief that it is not possible to obtain knowledge about human beings unless it is described by human experiences in the same way that it is described by individuals experiencing an event. Phenomenological method is the most appropriate option for the deep recognition of the experiences and meanings of a multidimensional and complicated concept like happiness. The essential philosophy in phenomenological research has been perfected out of objection to positivist paradigm (Reiners, 2012). As opined by Moran (2000), "phenomenological method aims at offering a comprehensive description of the routinely experienced events". Thus, its objective is gaining an insight over the essential structures of the phenomenon (Houman, 2006, p.99). Phenomenological research studies the world in a manner away from the daily biases, dogmatism and opinions and, since it is commenced in the world we live and comprised of natural attitudes of daily life called primary and essential attitudes before thinking, theorization and organization by Housrel (Van Manen, 1991, p.53), the specialty of such researches is that they are eventually concentrated on the quality of a human beings' perception of the self and the peripheral world (Wells, 2008, p.53). The study methodology of the second stage is a qualitative one of Delphi type. This stage was accomplished based on the academic experts' notions. The study methodology of the third stage is quantitative and it was done based on a survey method. The study is of a descriptive type in this stage. It is the descriptive in that the goal is objective (indices resulted from the first and second stages) and precise description of a phenomenon. It is survey in regard of its assessment of the ideas of the employees working in Iran's governmental organizations using questionnaire.

Since the present study has been conducted in three stages, three study populations were needed as explained below: the study population of the present study included academic professors in governmental management and political sciences and Iran's governmental organization managers in the first stage.



Since phenomenological method was used for determining the study sample volume, the study sample volume is small due to the complexity and data collection in the expected time span. For the same reason, the number of the participants in the first stage was 23 individuals, including two political sciences professors from Tehran University, four governmental management professors from Tehran University, two political sciences professors from Gilan University, three governmental management professors from Islamic Azad University, Rasht Branch, six management professors from Islamic Azad University, Isfahan Branch, and six governmental organizations' managers. In case of not attaining theoretical saturation, it was assumed that a unit can be added to this number progressively till reaching saturation.

Table 1: study population of the first stage

Interviewees	Number (individual)
Political sciences professors	4
Governmental management professors	13
Executive organs' managers	6
Total	23

Based on the results obtained from the interviews and studies of the interrelationships, 58 variables were found out for the moderation and 42 variables for softening the power relations.

In the second stage, the study population of the present study that was used for fuzzy Delphi method included 13 experts in governmental management all of whom were formal faculty members of the universities.

The study population in the third stage was composed of formal and contracted employees working in Iran's governmental organizations.

Since the present study was carried out in three stages, three types of sampling were required as explicated beneath:

The sampling method of the first stage was goal-oriented (purposive) sampling and the participants were selected based on convenience method. The sampling is sometimes termed judgmental sampling (Safiri, 2008, p.59). Upon taking measures in a qualitative research for creating and developing theory and collecting, encoding and analyzing the data in a continuous process, the researcher is indeed making decisions about the sample volume size (Nadi and Sajjadiyan, 2010, p.78).

Based on purposive sampling, the researcher selected the study sample volume by performing investigations and according to his prior knowledge about the individuals with the required characteristics for being interviewed in the universities and governmental organizations and in regard of the fact that their experiences could make more contributions to the study objectives' actualization. So, all the samples were purposively selected by the researcher.

Out of the 23 interviews performed herein, 188 codes were obtained and it was found out in the 23rd interview that most of the codes are repetitive thus interviewing was ceased with the saturation of the information.

The sampling method of the second stage, fuzzy Delphi method, was also goal-oriented due to the fact that the experts of the field were already known. It was carried out in two courses and 13 experts were finally selected from among the university professors in governmental management.

The sampling method of the third stage was simple random sampling considering the fact that the study population was consisted of the employees working in Iran's governmental organizations, i.e. eight general offices of the governmental organizations in Gilan Province. The participants, including the formal and contracted employees, were subsequently administered with the questionnaires. Since the study population exceeded a hundred thousand persons, questionnaires had to be distributed amongst 384 individuals based on Morgan table.

In this stage, 420 questionnaires were administered as follows: 392 questionnaires were collected in the end for a return rate of 93.3%,

The information gathering in the second stage was undertaken in two stages using an instrument. In the first stage, a closed questionnaire was prepared based on the codes extracted from the interviews' texts and it was distributed amongst 13 academic professors in governmental management and a consensus was reached after two stages.

The information gathering in the third stage was a closed-answer researcher-constructed questionnaire (in Likert's scale) that had been arranged based on the indices extracted from the first and second stages of the study. The questionnaire contained 73 closed questions inquiring individual and general information (about gender, education level, service history) and it was prepared in 420 copies and distributed amongst the same number of individuals which 392 out of 420 questionnaires were returned.

DATA ANALYSIS:

To assess the indices, definite values were assigned to the answers provided in a range between, "very low", "low", "somewhat", "high" and "very high". After performing an exploratory study, six indices were identified for the aspects of power relations' moderation in Iran's governmental organizations. Then, the indicators were made available to the experts who had announced their cooperation and they were confirmed by them in two stages of face-to-face meeting with the experts. In the present study, a questionnaire was codified with 73 indices. In the first step, judgmental credibility method was applied. At first, the preliminary questionnaire was arranged based on the study literature and deep interviews and, after being confirmed by the supervising professor, it was distributed amongst 13 professors expert in governmental management (validity evaluation by the experts) and content validity ratio (CVR) and Kendal's test were employed after two stages and following the experts' consensus for the investigation of the instrument's content validity. Correlation between the variables was affirmed. In the second stage, Cronbach's alpha method was utilized to determine the reliability and a Cronbach alpha coefficient equal to 0.913 was obtained signifying the very appropriate reliability of the study instrument.

Before entering the data analysis stage, it is necessary to describe all the study variables. In line with this, a descriptive report of the study variables has been provided within the format of tables presented underneath.

❖ *Relations' Moderation Variable Description:*



Table 2: describing the relations' moderation variable

	Number	Min	Max	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Relations' moderation	392	2.23	4.88	3.9702	0.51455	0.265	-0.814	0.647

According to table (2), the mean score of relations' moderation from the perspective of the respondents is 3.9702, standard deviation is 0.51455 and variance equals 0.265. The obtained mean value is higher than the expected mean (3) and the lowest and the highest scores given to relations' moderation variable by the respondents were 2.23 and 4.88, respectively. On the other hand, the amount of the observed skewness for relations' moderation equals -0.814 that is situated in a (-2, 2) span meaning that the relations' moderation variable is normal in terms of skewness and it enjoys a symmetrical scattering. The amount of its kurtosis was 0.647 that is also in a (-2, 2) span meaning that the relations' moderation variable enjoys normal kurtosis. Using one-sample t-test, each of the variables was investigated of its status in the study sample volumes.

❖ Relations' Moderation

Table 3: relations' moderation t-test

	Mean	Std. deviation	t-value	Degree of freedom	Significance level
Relations' moderation	3.9702	0.51455	37.333	391	0.000

According to table (3), it can be observed that the obtained significance level for relations' moderation is below 0.05. Therefore, it is concluded that there is a significant difference between the mean value of the relations' moderation and the expected mean of the study sample volume. According to the fact that the obtained mean is higher than the expected limit (number 3 in Likert's five-point scale), it can be claimed resultantly that the relations' moderation variable enjoys a good status (intermediate) in the study sample volume.

Relations' Moderation Measurement Model (Structural Factors):

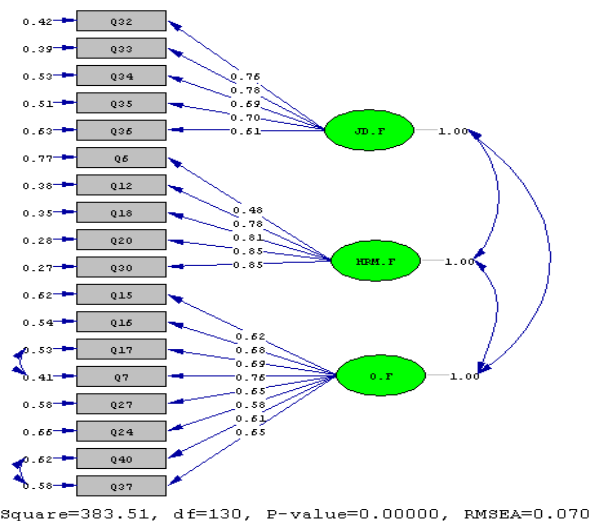
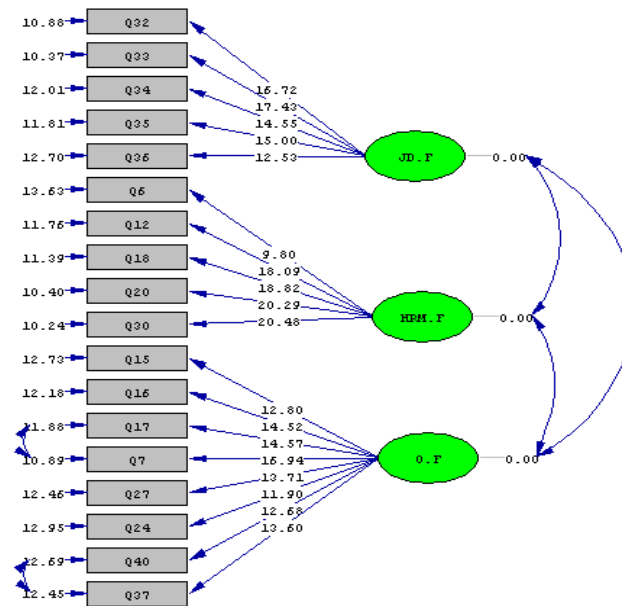


Diagram (1): relations' moderation factor measurement (structural factors) model (standard coefficients' model)



Chi-Square=383.51, df=130, P-value=0.00000, RMSEA=0.070

Diagram (2): relations' moderation factor measurement (structural factors) model (significance coefficients' model)

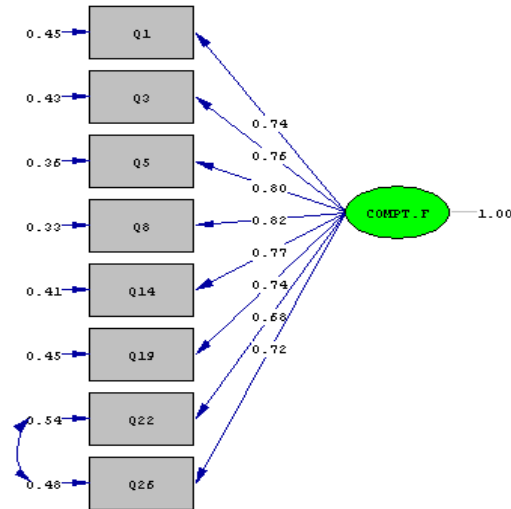
Table 4: the results of confirmatory factor analysis for relations' moderation factor (structural factors)

Question or construct	Rate of correlation with latent variables (factor load)	t-statistic	Result	Question or construct	Rate of correlation with latent variables (factor load)	t-statistic	Result
Q32	0.76	16.72	Confirmed	Q30	0.85	20.48	Confirmed
Q33	0.78	17.43	Confirmed	Q15	0.62	12.80	Confirmed
Q34	0.69	14.55	Confirmed	Q16	0.68	14.52	Confirmed
Q35	0.70	15.00	Confirmed	Q17	0.69	14.57	Confirmed
Q36	0.61	12.53	Confirmed	Q7	0.76	16.94	Confirmed
Q6	0.48	9.80	Confirmed	Q27	0.65	13.71	Confirmed
Q12	0.78	18.09	Confirmed	Q24	0.58	11.90	Confirmed
Q18	0.81	18.82	Confirmed	Q40	0.61	12.68	Confirmed
Q20	0.85	20.48	Confirmed	Q37	0.65	13.60	Confirmed
RMSEA=0.070 & NFI=0.90 & GFI=0.90 & CFI=0.93 & IFI=0.93							

According to table (4), it can be observed that all the questions related to the variables feature a significant correlation with latent variables because their t-statistics are larger than 1.96.

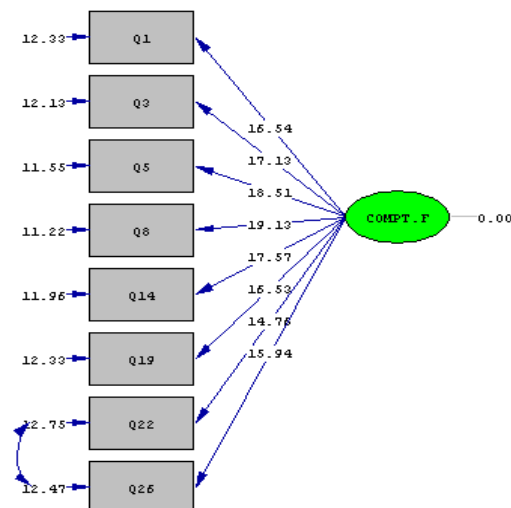
Relations' Moderation Measurement Model (Behavioral Factors):





Chi-Square=55.10, df=19, P-value=0.00002, RMSEA=0.070

Diagram (3): relations' moderation factor measurement (behavioral factors) model (standard coefficients model)



Chi-Square=55.10, df=19, P-value=0.00002, RMSEA=0.070

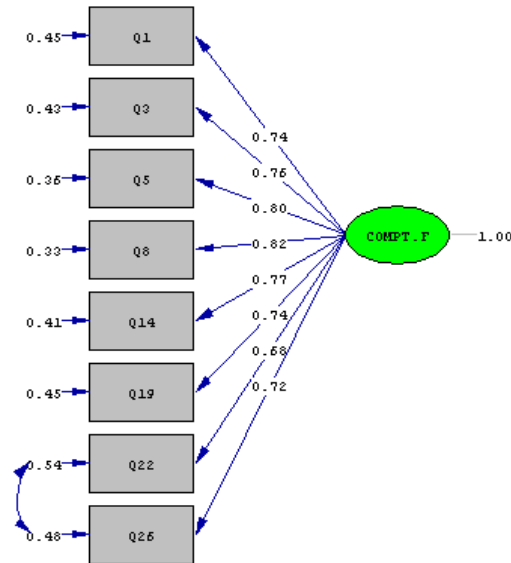
Diagram (4): relations' moderation factor measurement (behavioral factors) model
(significance coefficients model)

Table 5: the results of confirmatory factor analysis for relations' moderation factor (behavioral factors)

[illegible]

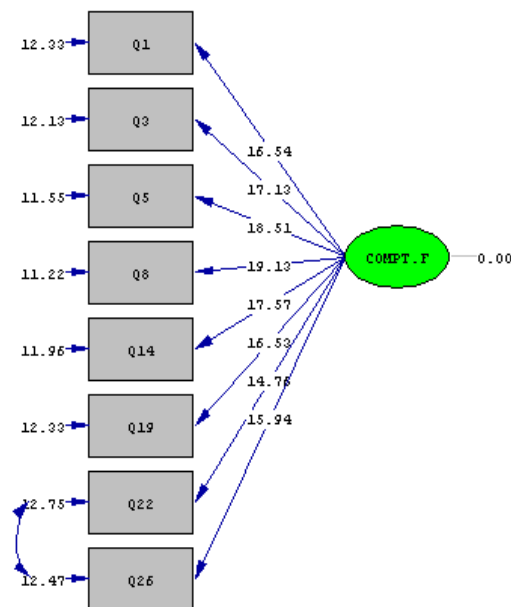
According to the results given in table (5), it can be observed that all the questions related to the variables have significant correlation coefficients in respect to the latent variables because t-statistic is found larger than 1.96.

Relations' Moderation Measurement Model (Background Factors)



Chi-Square=55.10, df=19, P-value=0.00002, RMSEA=0.070

Diagram (5): relations' moderation factor measurement (background factors) model (standard coefficients model)



Chi-Square=55.10, df=19, P-value=0.00002, RMSEA=0.070

Diagram (6): relations' moderation factor measurement (background factors) model (significance coefficients model)



Table 6: the results of confirmatory factor analysis for relations' moderation factor (background factors)

Question or construct	Rate of correlation with latent variables (factor load)	t-statistic	Result	Question or construct	Rate of correlation with latent variables (factor load)	t-statistic	Result
Q9	0.63	12.41	Confirmed	Q2	0.59	12.24	Confirmed
Q10	0.69	14.91	Confirmed	Q4	0.53	10.80	Confirmed
Q13	0.73	16.32	Confirmed	Q11	0.66	14.07	Confirmed
Q28	0.77	17.44	Confirmed	Q21	0.64	13.44	Confirmed
Q29	0.66	14.14	Confirmed	Q23	0.79	18.15	Confirmed
Q38	0.81	18.75	Confirmed	Q31	0.76	17.02	Confirmed
Q39	0.69	14.92	Confirmed	Q25	0.76	17.12	Confirmed
RMSEA=0.046 & NFI=0.95 & GFI=0.95 & CFI=0.98 & IFI=0.98							

It can be observed according to table (6) that all of the questions related to the variables have significant correlation coefficients in respect to the latent variables for the t-statistics have been obtained larger than 1.96.

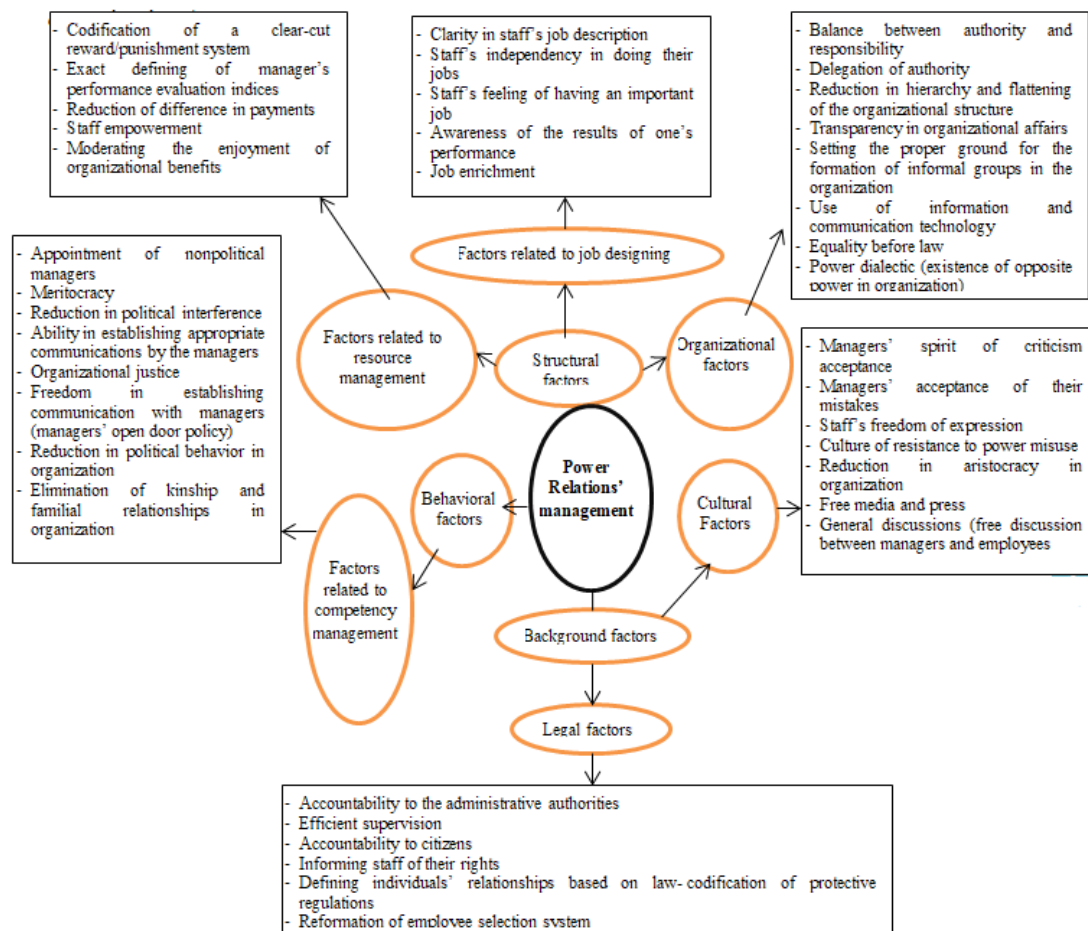


Figure (1): Study model (power relations' moderation pattern in Iran's governmental organizations)

CONCLUSION:

The administrative system is the work instrument and the executive machine of the governmental management. Administrative system actualizes the scientific perspectives and approaches of governmental management in an operational level and uses technical mechanisms to supply the society and the people with their needs. The scarcity of field studies about the designing of power relations' moderation pattern in the governmental organizations of the developing communities, including Iran, is envisaged as a substantial deficit. The existence of a relatively modern national administrative system can be the prerequisite for the social renovation hence emphasis is made on effective interventions for creating such an administrative capability in countries lacking it. Power is one of the important issues in Iran's administrative system.

The primary goal of the present study is the designing of a paradigm to moderate the power relations in Iran's governmental organizations and such a pattern assists the policy-makers and governmental functionaries to enhance their knowledge and recognition parallel to the effective improvement of Iran's administrative system. Undoubtedly, the role of power relations' moderation is of a great importance in the effectiveness of the country's administrative system. Some of the characteristics of the power relations' moderation facilitate the process of improving and developing administrative system's performance and some others can act as barriers impeding the administrative system. The present study deals with six power relations' moderation factors, including factors related to job designing, HRM factors, organizational factors, competency management factors, cultural factors and legal factors.

Successful organizations have creative and entrepreneur managers and employees that the latter is expected to be associated with their jobs and exhibit initiatives. To attain such a situation, organizations should set the ground for a work environment wherein enough motivational and energetic resources exist .

Power exists in every active organization. The association and coalition between the individuals provide them with the required power for performing organizational operations. It is in such a process that "managers play key roles because power is needed as a vital means so that the managers can develop an efficient and effective organization to come about via pursuing goals and getting managerial duties done. Power is evidently an essential and practical component in every organization" (Hicks and Gult, 2011).

Effective and successful management of human resources results in organization's efficiency and effectiveness improvement (Jamali, Dirani and Harwood, 2014). Boyne (2003) claims that better management for improving the service quality occurs when organization leadership and the HRM instrument are effective. HRM is based on effective and efficient interventions. The effective use of individuals can be helpful to reach the individual and organizational objectives (Manistitya and Fonysuwan, 2015). The effective process of employee management can be rendered feasible in an organization via creation and expansion of an effective workplace (Bruce Tracy and Tews, 1995), employees' participation development (Cotton, 1993) and appropriation of the material and spiritual success in organization by the aid of employees; moreover, the effective management of the organizational inventories can be attained via redesigning of the products and services they offer (Lee, 1996).

Culture, as the driving engine of the human communities, is a reflection of the internal secrets and thoughts of the mankind (Freeman, 1997). Human life strives in culture and time; the



human study is in a situation that she/he is living in (Jones, 2014). In many of the countries, governmental management is envisioned as the vital part of the government (Jreisat, 2010, 616) that its effectiveness plays a critical role in the survival of the civilizations and its ineffectiveness in civilizations' decline. In the area of governmental management, law enforcement is more increasingly difficult than its codification (Wilson, 1887) and what accommodated by the constitution as the general principle of administrating the society's affairs, would not be valuable without an effective administrative system (Balle, 1999, 190).

Meritocracy is amongst the most important infirming characteristics of the social systems. Governmental organizations are enumerated as the primary and essential institutions in the society and their performance exerts a considerable effect on all the aspects of individuals' life. In fact, the governmental organizations of each country delineate the process status of political, economic, social and cultural development of the society (Pourezzat, 2013).

Amongst the six aspects of power relations' moderation, cultural factors, with a standard coefficient of 0.89 and a t-statistic of 23.19, are ranked first and job designing factors, with a standard coefficient of 0.63 and a t-statistic of 13.55, were rated sixth following significance coefficients' test. Based on the results of the confirmatory factor analysis, "free media and press", with a factor load of 0.81 and t-statistic of 18.75, is the most important and the construct "managers' spirit of criticism acceptance", with a factor load of 0.63 and a t-statistic of 21.41, was found least important amongst the cultural factors.

Table 7: power relations' moderation

Factor	Rank
Cultural	1
Organizational	2
Competency management	3
Legal	4
Human resources management (HRM)	5
Job designing	6

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