THE SURVEY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL STRUCTURE "STEPHEN ROBBINS" AND EFFECTIVENESS OF MANAGERS

Babak Alem

Dr; Hussein Ali Pur

Dr ;Mohammad Faizi

Abstract

In this paper we have discussed the three dimensions of the original structure of the building should be taken to the complexity of the organizational structure , focus and be ¬ recognize . ¬ formed an organization and its employees to launch the staffing and management needs. In this study , the relationship between organizational structure and effectiveness of Ardabil industry executives have been investigated in this research is descriptive and correlation in the target application . The population is approximately 1200 in Ardabil province and industry sampling is stratified random sample of 300 randomly selected. Tool measured in this study , the researcher made questionnaire that position, organizational structure and management effectiveness research findings indicate that there is significant relationship between organizational structure and management effectiveness .

Keywords: organization , formalization , complexity , focus , management effectiveness

Introduction

According to the current needs of the Muslim community not to neglect the human dimension and the motivational force is not working. The three components that we used to create the organizational structure, complexity, formalization and centralization are (Robbins, 1943,79). There is a separation of complexity in the organization, refers. The horizontal or vertical separation between the unit-resolution displays. Vertical separation on the depth or height of the hierarchy are separated by geographic areas, facilities, manpower and geographical dispersion of units and refers (ibid., p81). Recognition of an organization or the extent to which jobs are standardized, points out (ibid., p89). Decisions in an organization where decisions are at the top of the organizational hierarchy by senior management or the bottom of it to do what it's made by people who are closer? This structure defines the latest components. The focus of this section is devoted to the issue of decentralization of its opposite (ibid., p98). To help facilitate the flow of information that provides a structure for the organization (Hu and Flvmn, 1998,p 120). . Despite the fact that the organization has an impact on individuals and organizations to deal with it somehow, but the abstract concept of more or less (Arabi, 2011, p30). For successful and effective, management must have certain inherent and acquired abilities and skills of technical, human, conceptual, design and problem solving can benefit. Obviously, organizational climate, and environmental irritants, attitudes and management approaches are effective in this regard. Understanding the organizational structure is very simple and it can be regarded as a system or system components.

• Goals should be provided,

• Power is provided by different people in the organization and procedures,

• Apply power to specify the area or areas (Farahmand, 2002, p218). Consciousness, intelligence, intuition, creativity, confidence, and most of these

features in the supervision and management's ability to use his skills in management procedures with appropriate supervision in certain circumstances. And the adaptation of Peter Darkr: generation, according to the necessities of life, such organizations must learn that their ancestors were forced to learn agriculture. In other words, the creation, development and integration of such organizations as the major cornerstone of one of the largest social communities in the modern world (in modern industrial societies) to distinguish it from the world. Sense, the development of modern society, the development of organizations with specific objectives are (Scott, 1992, p18).

The research literature

Conceptual model

Ramifications model (Structure-Behavior-Context) all concepts, events and corporate events can be ramifications in Tuesday's theory: the study of behavior, the study and analysis, this model can be found schema number one:
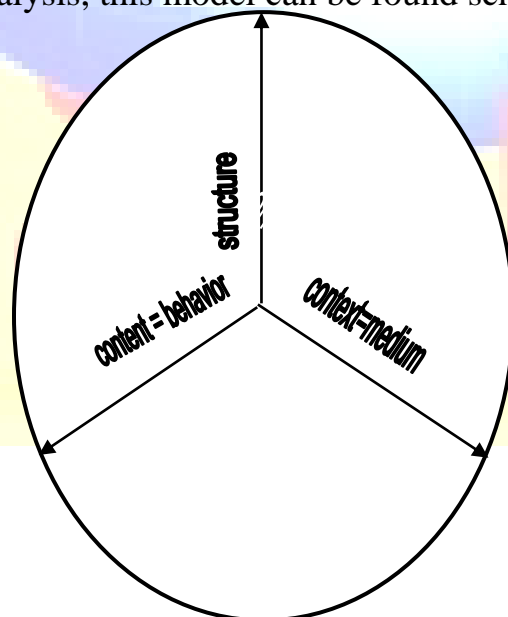

Figure 3 1 model ramifications (Mirzaee Ahranjany, 2007, p308)

The directory structure of all elements , factors and conditions that are inhumane organization with regularity, order, special order continuous time framework , templates , layouts , physical body , material body or form the organization . Thus combining all the resources and information specific to the body part of the current Structural branches are , in fact, are the abiotic factors . The branch containing the organizational behavior , and human relations in organizations are people with behavioral norms , communication (informal) and specific patterns of organization are considered. Structural and behavioral factors " within " the boundaries of which are enclosed .The branches of all conditions and environmental factors that are external to the organization, the environment and constitute a major or Abrsystm organization such as customers or clients , markets , government and environmental organizations , and other systems. .The profile of a number of branches to continue to derive two categories circular , and the other (structure-behavior) is that branch of the most important and main branches and not just another plug for Survival and growth of plug not only others, but also create the other two branches of the organization that is associated with short survival and growth of the organization. This model is named after the three ramifications of the relationship between structures, conduct of any event or corporate event in a way that cannot be removed from the interaction of the three branches in other words, the inextricable connection between practice inseparable. This means that the correlative relationships between these three types of organizational life as branches are grown from a single trunk .trinity at all but three of them were dominant and prevailing salinity . The differentiation of these three aspects of organizational life are purely theoretical and only phenomena and concepts for analyzing and understanding organizations. We are also the important qualities inseparable from that of the three branches as a theoretical and analytical tools to analyze the phenomenon of " organizational

structure " and its related concepts are used.The following definitions are provided for the organization of numerous cases cited are : (A)" Stephen Robbins " : the social phenomenon that is considered to have informed coordinated and relatively clear limits and achieve the goal or goals based on a series of works on permanent basis . The term " intentionally orchestrated by " implying that management . " Social phenomenon " , indicating that the means of individuals or groups who together Tamlnd is made (B) the definition of a rational system : 1 . " Chstrbarnard " : the formal synergy conscious , deliberate and purposeful among people.

2. " Etzioni, " Organizations and social entities (human groupings) that are intentionally designed to attempt to particular have founded or reorganized (Ghasem Zohouri , 2005, p46) .

3 . " Richard Scott" Organizations are groups formed to pursue specific goals and social structures with relatively high levels of formal show(ibid, p46) . (C)A system is defined as a natural Organizations are groups of individuals with the common goal of survival of collective action to achieve this goal is to have an informal structure .

(D)The definition of an open system : organization is a system of interdependent activities that are varied coalition of individuals and organizations linked to by the environment in which they operate (depending on exchange rate and the environment La contribution of the environment to create them) are enclosed (Scott , 1992 , p61) .(E)Richard Daft organization has been defined as follows :1) It is a social institution , 2) that is based on objective , 3) its structure is consciously planned and coordinated with technical systems , and finally, 4) is associated with the external environment (Daft , 1998 , p19) .

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.
International Journal of Marketing and Technology
http://www.ijmra.us

61

The importance of organizations

Organizations, the major forms are institutions that exist in our society today, organizations have learned all aspects of life (Robbins, 1943, p36) . Or , to quote , " Parsons ' development organizations subspecialty societies is one of the fundamental mechanisms by which the work is done and achieve goals beyond their power is possible , therefore, organizations dominate all aspects of social life , because their importance , and it is reasonable to expect that the phenomenon tied with our lives , we will study . In addition , organizations with regard to the following issues are important : (Scott , 1992,p26). 1 . Providing the necessary resources to achieve desired goals and results . Two . Produce and deliver goods and services efficiently and with high efficiency .Three . Encourage and facilitate innovation , creativity and initiative. 4 . The use of new technologies . 5 . Adjust and adapt to changing environmental factors and their influence . 6 . In an attempt to deal with the various challenges arising from heterogeneity of labor compliance issues and moral motivation and coordination of employees

Types of Organizations

There are different ways to categorize an organization's reputation can be classified under the heading of formal and informal institutional

Formal Organization

Although the characteristics of formal organizations are somewhat different , but in general we can say that these are the common characteristics of these organizations .A precise structure : the structure of formal organizations, managers and employees in the form of precise , predetermined to be this way , the role assigned to them are largely clear . (In all the necessary information in this regard in organization charts and job descriptions can be specified .) The survival and continuity of the organization : Though all formal rganizations do

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.
International Journal of Marketing and Technology
http://www.ijmra.us

62

not continue to live , but most of them have a relatively durable . C - Growth and Dynamics of Organizations and adapt the environment to succeed in unity , not only are they durable , but they are more detailed and growing (Goulet &Hicks , 1975 ,ps 61-49).

Informal Organization

The informal organization can be interpreted as the shadow organization . Accordingly, the informal organization , formal organization is the face and while the formal organization emerges , further affects the formal organization has different characteristics .

Structure of the Organization

Organizations are complex and vary widely , so it seemed useful to study a simple model of " priority " which focuses on the main characteristics of our attention is called to start the priority of this model is the diamond in Fig. is shown :
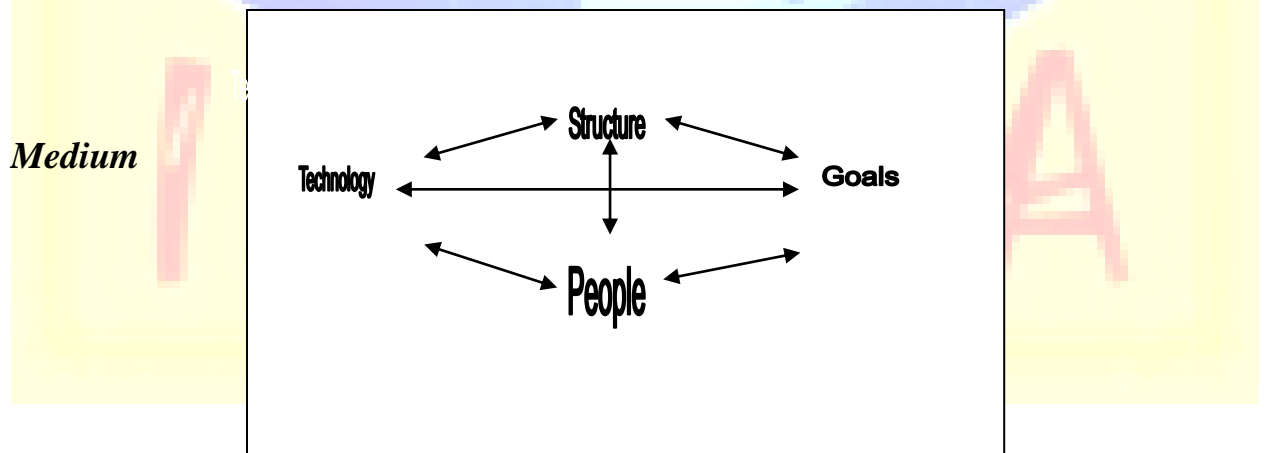
Medium

Figure 2-2 diamond Levitt / Cabinet Organization (Mirzaee Ahrnjany, 2007, 310)

The correlation between organizational structure and effectiveness.

1 goals :

The most important and most controversial aspect of the goals of the organizations. Some analysts insist on the fact that organizations understand , evaluate their goals is essential . Some of the activities do not justify anything but the objective function .

2. people organization

People who are in the organization of receipts , will help organizations , all members of an organization involved in the rate and intensity of participation may vary widely .

3. Technology

In order to focus on technology, organization , organization as a place where the disabled done some where that energy is to convert raw materials into or mechanism for data output option.

4 .Environment

Any organization in a particular physical environment, technology, culture and the social contract must adapt with it. No organization is not sufficient. Relations with all organizations to survive, they are part of larger systems, are interrelated.

5 . Social and Organizational Structure

Social structure or set of relationships between individuals that compose refers to an organization (Scott , 1992 ,ps 53-44). Staff to coordinate the activities of the organizations forming structures and practices to control members (Robbins , 1943, p22) .

" Henry Mintzberg " structure considers the complex ways in which their activities to the tasks assigned and known coordination between these functions is supplied (Mintzberg , 1983 , p3) .

" Bir " and his colleagues identified a set of relationships between units , departments and managers in an organization , including the specific

responsibilities of each unit is defined segments or " Dvbryn " within the organizational structure, responsibilities and powers among the building blocks of Rvbat defined (Scott , 1992 ,p 16) . " Stephen Robbins " has expressed an organizational structure that specifies how tasks are allocated , who reports to whom, and formal coordination mechanisms and the patterns of interaction needed to determine the structure is organized as a part of the three elements of complexity, formalization and centralization has been established . Complexity refers to the separation of roles and division of labor within the organization , the number of hierarchical levels, organizational units and geographical distribution . Generally defined organizational structure and main point is that the three pillars are:

1. Organizational determinants of formal reporting relationships in an organization. It represents the number of levels in the administrative hierarchy exists and the control area (area supervision) indicated that managers or supervisors .

2.Organizational structure of a group of people that work together in departments and units . It also determines the grouping and segmentation , there are circles that the entire organization .

3. Organizational system by which design and coordinate the activities of all the units is smooth and effective communication systems in the organization, will ensure two pillars signuphelp , which is cause the organization structure of the institutional structure are and in a horizontal position the essential part of the third issue of interaction (interaction) employees are concerned . This relationship in a desired horizontal structure is determined they can coordinate the exchange of information on the cause . (Robbins , 1943, p344).

Structural Dimensions

1 Complexity: the number of tasks or sub-systems within an organization or there is a complex division of labor motivation, job titles, various parts of the

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

International Journal of Marketing and Technology
http://www.ijmra.us

65

organization, there are different levels in the hierarchy of authority and distribution of different parts of the organization different parts of the. Often related to the size or complexity of a large organization. Most large organizations, small organizations are more complex, leading to the size and complexity of these are not always separable.

The three basic components of an organization's complexity is to examine the three components that must be considered together , and include: A) vertical resolution (number of levels in the hierarchy of authority) B) horizontal resolution (the number of job titles or departments of the organization   ) C) geographical or spatial (geographical distribution of activities) Vertical separation : separation of the vertical structure of deep significance and is indicative of the levels of the organizational hierarchy . Basically, the higher the level of senior management and operational potential to distort the coordination of communications between personnel management and supervision of the operating units by senior management, making it difficult (Daft 1998, 19),

2 - Recognition: recognition of documents is referred to as the organization exists. In these documents, procedures, duties, rules and policies of the organization and the implementation is written observed. In other words, the degree of formality of written laws, regulations , procedures , advice, training and communications organization called (Daft , 1998 , p28) . Recognize the importance and methods of its creation : (A) recognize the importance ofVarious organizations are seeking to formalize and standardize the behavior . Among the most important reasons to formalize the behavior of organizations can be as follows : (Dslr , 1999,p193) 1 . Reducing variability : standards of behavior reduces the variability in the

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.
International Journal of Marketing and Technology
http://www.ijmra.us

66

organization. In other words , to standardize and formalize the behavior of employees can routinely cause anything to be done in a consistent way . 2 . Coordinate the efforts of employees in the form of formal written procedures that help ensure the consistency of the specific duties of the employee's effort to recognize the increase in the coordination . 3 . Appropriate employee behavior: recognition can guarantee the good behavior of employees in the organization. This means that the organization has a high recognition of the formalization and acceptable behavior defines what behavior to predict, so employees can properly what behavior and the behavior how to treat.

 (B) Methods and techniques of recognition Standard techniques are used for the management of employee behavior that some of the most important techniques are as follows: 1. Selection or choice of organizational form coincidence do not select job applicants with a series of measures designed to fit with the jobs , the criteria turns. These criteria include location, application form filling jobs , employment testing , interviewing , and selection of relevant literature in each of these stages , a job applicant may be accepted or rejected . Overall a good selection process for organizations to select individuals that approach, personality and working habits, and this process should at least be consistent with the input of people who do not accept the norms to prevent. (Mirsepasi, 2012 , p201).

 2. Requirements for the role: the role within the organization who play any of the expectations of the job is done. Job expectations clear and bright, and may be strictly defined. In this case a high recognition rate .was. In considering whether or not to specify the exact expectations of the job, as well as organizations have become more or less a formality. 3. Rules, procedures, policies and regulations are clear statements that certain employees what to do and what not to do . Procedures are a series of interrelated

sequential steps in order to fulfill their job responsibilities of the employee to comply. Policies, guidelines that constrain the decisions made by the staff . Laws, policies, procedures, and techniques that organizations have to adjust their behavior to the person they used to be.

4. Education: Most organizations do provide training for their employees. Such as job training and attend training outside the formal classroom, movies or theatrical performances, training, simulation and formal training .

5. Practice: The organizational rites, rituals and norms are institutionalized in the organization and adherence to them by directors and employees is a valuable and therefore, members are required to observe these customs to be more emphasis on this practice represents a more formal organization (Robbins, 1943, 97-93). In general, the methods and techniques for creating organizations that are recognized to be explained to people what to do, how to do (Daft, 1998, 30).

3 - Focus: The focus is the third and final dimensions of organizational structure. Hierarchy of authority in the organization , that is focused on the level of decision-making power has jurisdiction . In other words , the focus position in the organizational hierarchy and delegation of decision-making positions in the organization. That amount of power is concentrated in the upper levels of management , and has retained its delegation refuses to lower levels (present and Abedini born , 1996 , p419).

Four approaches to effectiveness.

Approach to reach this goal

The organization was created to fulfill a specific purpose . It is no surprise that achieved largely as a measure of effectiveness , is used .This suggests that approaches aimed at achieving the organizational effectiveness in terms of its goals , not equipment or facilities (processes) used to achieve the objectives be measured . Purpose criterion , items such as maximize profit , forcing the enemy to

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.
International Journal of Marketing and Technology
http://www.ijmra.us

68

surrender , winning basketball , improve health and reverse disease , it encompasses so on . What all of these have in common is that they all fulfill their ultimate conclusions as to the causes they consider .

System approach

Organizations that receive data and enter them into the process and the outcomes they produce . System approach argues that just as effective in achieving the goal , only one of the measures of effectiveness . Organization based on its ability to capture and process data as well as the number of channels available and maintain stability and balance of outcomes , judged and assessed .The ultimate goal of the system approach cannot be neglected goals in a complex set of criteria to be considered as one component . System models , will increase the long-term conservation measures (such as the ability to receive supplies, maintaining itself as a social phenomenon and interact successfully with their external environment) stress . The system approach to achieving the results set out above their means and facilities does not emphasize.

Approach to strategic factors

Provided new perspectives on the strategic elements of organizational effectiveness approach . From this perspective , organizational effectiveness and environmental factors that demands that its survival requires the support of their needs. This approach is similar to systems theory , but the emphasis is different .Both approaches interdependence (the Organization) consider strategic agents , but the theory does not focus on the whole organization . This view can only be asked of those who had been in the area and could threaten the survival of the organization , they must satisfy .

Competing values approach

If we want a comprehensive understanding of organizational effectiveness , effectiveness, identify all key variables in the domain , and then determine how

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.
International Journal of Marketing and Technology
http://www.ijmra.us

69

these variables are interrelated is valuable . Competing values approach to accomplish this task provides such a coherent framework . The main emphasis of this approach is that the competing values of the criteria for evaluating the effectiveness of your organization values and used to make them . (Such as return on investment, market share , product innovation , job security) that is dependent on who you are and what your interests are considered . Making (Robbins , 1943, p54   )   .

Effective managers and successful managers

Frdlvtanz and colleagues from a different perspective that managers do matter , they look . They have raised the question of whether this type of activity and fieldwork as quickly as the organization are those managers who try their best do they work? Such questions cause to think , that their managers are most effective are those that are rapidly advancing and promoting , but the reality is that such an event does not occur .Luthans and colleagues reported on a study of more than 450 managers. They found that all four categories of managers engaged in the following   activities   :
1 . Traditional management decision-making , planning and control.
2. Communication, information exchange and communication tasks .
3 . Human resource management : motivating others , brick disciplinary regulations , resolving conflicts , human resources and employee training .
4 . Network : socialization (explaining employees) , politics and the interaction with people and institutions outside the organization .

Materials and Methods

In terms of research methodology , the purpose of this descriptive correlational study   was   applied   .
Randomly sampled from each of the selected industrial and manufacturing .
Data

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

International Journal of Marketing and Technology
http://www.ijmra.us

70

Field data collection , so that people at work were completed by . Fish collected from the literature study and collect data to confirm or reject the hypothesis of a standardized questionnaire was used. The questions were based on the Likert cale .

Data Analysis

Statistics

In this section the data are collected to test these hypotheses . The main hypotheses :

There is no significant correlation between organizational structure and management effectiveness .

$$H_0 : \rho = 0$$

There is a significant correlation between organizational structure and management effectiveness . $H_1 : \rho \neq 0$

The correlation between organizational structure and effectiveness

Structure	Continuous	efficacy
	Pearson Organization	**0/475
	level of Significance	0/006
	samples	323

* Significant test at a significance level of 0/ 05
** Significant test at a significance level of 0/ 01

Given the significance level of the test error for a confidence level of 0/99less than 0/01, so we can say that the original hypothesis is confirmed by the significant correlation between organizational structure and management effectiveness is the correlation coefficient between the two variables to 0/ 47.

Hypothesis 1: There is a relationship between the complexity of the organization and management effectiveness.

Between complexity and effectiveness of the organization's managers, there is no significant correlation.

Between complexity and effectiveness of the organization's managers, there is a significant   correlation.

The correlation between complexity and effectiveness

Complexity	Continuous	efficacy
	Pearson complexity	**0/460
	level of Significance	0/008
	samples	323

* Significant test at a significance level of 0/05
** Significant test at a significance level of0/ 01

Given the significance level of the test error for a confidence level of 0/99less than0/01, so we can say that the first hypothesis is confirmed by the direct correlation between the complexity of the organization and heads there is a significant correlation between the two variables also equal to0/ 46.

Hypothesis 2: There is a relationship between the formal organization and management effectiveness.

In recognition of the significant correlation between the heads there.

$$H_0 : \rho = 0$$

Significant correlation between the heads of the organization and is recognized.

$$H_1 : \rho \neq 0$$

The correlation coefficient between legitimacy and effectiveness.

	Continuous	efficacy
Formality	Pearson recognizes	**0/559
	level of Significance	0/001
	samples	323

* Significant test at a significance level of 0/05
** Significant test at a significance level of0/ 01

Given the Significance level of the test error for a confidence level of0/ 99 less than 0/01, so we can say that the second hypothesis is confirmed by the official heads of the organization and there is a significant correlation coefficient between the two variables is0/ 55.

Hypothesis 3: There is a relationship between the heads of the organization and focus.

The focus of the heads of the organization and there is no significant correlation. $H_0 : \rho = 0$

Significant correlation between the heads of the organization and focus there.

$$H_1 : \rho \neq 0$$

Correlation between concentration and effect

	Continuous	efficacy
Focuses	Pearson focuses	**0/605
	level of Significance	0/001
	samples	323

 * Significant test at a significance level of0/ 05
** Significant test at a significance level of 0/01

Given the significance level of the test error for a confidence level of0/ 99less than

0/01, so we can say that the third hypothesis is confirmed by the direct correlation

between the concentrations of the heads of the organization and there is a significant correlation between the two variables the 0/60.

Conclusions

Optimal structure is a structure that can raise your heads high and consequently the productivity of the organization.According to the analysis results in the quarter and taking into account the objectives of this study is to explore the organizational structure of the three dimensions of complexity, formalization and centralization was defined by the complexity of the questionnaires, formalization, and centralization effectiveness questions Likert scale with 5 options provided in the data were collected. By them to be the three hypotheses concerning the relationship between the three dimensions (complexity, formalization and centralization) be answered with the heads.

Based on the results:

The main hypothesis is confirmed by the direct correlation between organizational structure and management and there is a significant effect . be given to him and tell him what they expect and want and work tasks are organized or unorganized avoid .

First hypothesis : the complexity of the organizational and management effectiveness , there is a significant correlationhas not been a problem .Second hypothesis : the recognition of organizational and management effectiveness , there is a significant correlation .Formal theory organizational structure consists of rules , guidelines , regulations , and procedures, job descriptions and ¬ is that these authorities or managers of government employees are work rules and regulations , they will influence otherwise, procedures and methods may not yield to another .

Third hypothesis: the focus and effectiveness of corporate executives revealed a significant correlationThe focus of this thesis is the deciding vote , and those are

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

International Journal of Marketing and Technology
http://www.ijmra.us

74

low- level structure . And empowered to make the right decisions so that people can solve problems related to their tasks done .Administrator can enable effective staffing solutions innovations , Tghvyz Akhyar , innovation, decentralization , incentives , creation of working groups , and organization citizenship behavior in the sense not to raise their effectiveness and reach a higher degree of organization and if the structure cannot be right , but has no managerial ability of the organization to achieve a higher grade . then they will be able to identify your career management more effective way to do it .

Check alignment and non- alignment desired outcome research with similar studies

As hypothesized	result of hypothesis	theory literature	alignment and non-alignment
.The relationship between organizational structure and Entrepreneurship	Three hypotheses about complexity, formalization and centralization, with 95% of the jobs have been approved by the organizational structure, the organization will create a more favorable environment for entrepreneurship.	Rahimi Farajollah 1384	Is common
. The impact of organizational structure on the performance of regulatory agencies	Between components, organizational structure, formalization, and centralization of regulatory agencies have the greatest impact on performance.	R.Navardi in 1379	Is common

. The relationship between organizational structure and employee empowerment	The complexity of the organizational structure and a sense of psychological empowerment directly, but the poor cannot be stated with complete Confidence the increasing complexity of the organizational structure of psychological empowerment is added. The second hypothesis is the increased recognition of the organization's employees is decreased feelings of psychological empowerment. The third hypothesis focuses on the organizational structure of the population is decreased feelings of psychological empowerment of employees.	.Dr.Reza Vaezi and Ismail Sabzikaran.1389	No alignment

- Resources

- Persian sources:

- Arab, Q, M. (2011) *Organizational Design, Cultural* Research Bureau in Tehran, Sixth Edition

- Azar , A. and Momeni , M.. (2011) *Applied Statistics in management , publishing side* , Tehran , 18th Edition , Volume I , pp. 340 and print 15 , Volume II , p 467 .

- Scott , b . (1995) *Organizations: rational systems , natural and open* , translated Ahrnjany doctor Mirzaei , H. , Soltani , F. , Tehran Business School Press .

- Now , M & Abedini M. , b. (1996) , *principles of management, organizational behavior* , Tehran printing.

- Dslr , G . (2003) *Fundamentals of Human Resource Management* , Translation Parsaeian , as Arabs , Q M , Sixth Edition .

- Daft , R. . (2011) *Organization theory and design* , translation Parsaeian , A. , Arab , S. M. , *Publications Office of Cultural Research* , Thirteenth Edition .

- Robbins , b. (2012), *organization theory (architecture , design , and application)* , translation : Alvan and SA 's knowledge , Safar Publishing -

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.
International Journal of Marketing and Technology
http://www.ijmra.us

76

illuminative , Tehran thirty- fifth printing .

- Robbins , b. (2003) *Management of Organizational Behavior* , Volume One , Two and Three , translated Parsaeian , as the Arabs , the SA Institute of Business Studies Vpzvhsh .

- Appearance , BC. (2004) *; management principles and processes Kvshamhr publications* .

- Appearance , G. . (2004) *Research methods in the social sciences, management* , publishing Kvshamhr .

- Charismatic theology , n . (2002) *Dynamic Management Organization* , Tabriz , afterglow Press , first edition.

- Dr Ahrnjany , c . (2007) *Philosophical Foundations of the theory* , publication of books studying Humanities University (left) , seventh edition .

- Mir Thanks, do not . (2012) *Strategic management of human resources*, labor relations , publications, Amir , Tehran , thirty- fourth edition .

- Dr Ahrnjany , c . (2007) *Philosophical Foundations of the theory* , publication of books studying Humanities University (left) , seventh edition .

- Hicks , E, F and S. Goulet , b . (2011) *Organization and Management Theory* , Translator Gvyl Cohen , publishing information, Seventeenth Edition .

- Arnold, Hugh, j. Feldman .Daniel C (1998) .*organization Behavior* .Second Edition. New York : Mcqraw-hill.

- Mintzberg, H,(1983). *Structure in fires:Design Effective organization* . Engle wood cliffs, New Jeresy: Prentice – Hall.

- Vander Klink, M. R., and Streumer, J. N. (2002), *Effectiveness of on-the-job training, Journal of European Industrial Training*, 26(2/3/4), 196–199.