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## ***Investigation of relationship between Job fatigue, Organizational citizenship Behavior and Organizational Atmosphere***

***Reza Aghaee<sup>1</sup>, Milad Aghaee<sup>2</sup>, Asghar Aghaee<sup>3</sup>***

**Abstract:** This study aims to consider the relationships between job fatigue, organizational citizenship behavior and organizational atmosphere. The evaluation of each variable is a kind of decision making problem which has systematic transaction between variables. So, Decision making trial and evaluation laboratory (DEMATEL) is suitable for defining the cause and effect relationships between variables. We can use this method as a way for managing interdependencies in a set of variable. This study has applied the ideas of 10 experts and specialist of human resource management in Iran-Khodro Diesel. The results showed that job fatigue effects on organizational citizenship and organizational atmosphere, organizational atmosphere effects on job fatigue and organizational citizenship behavior, organizational culture effects on job fatigue, organizational citizenship behavior and organizational atmosphere. On the other hand, organizational citizenship behavior is the most impressible and organizational culture is the most effective variables.

**Keywords:** *Job Fatigue, Organizational Atmosphere, Organizational Citizenship Behavior.*

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## **Assessment of Effective Cultural Factorson Sustainable Management of Tehran**

**Mojtaba Amiri<sup>1</sup>, Majid Rahmanian<sup>2</sup>, Ali Ghafary<sup>3</sup>**

**Abstract:** In this research the effective cultural elements on sustainable development in city of Tehran has been studied. So, at first, the key issues of research has been defined and studied from different dimensions. In the next step for studying cultural development in countries and the available models of sustainable development including culture, benchmarking has been done. Roles and goals of urban management in Tehran and its cultural missions has been considered at the next step and then according to the studies, research model and indicators to evaluate effective cultural elements has been developed and finally according those indicators, main and relevant hypothesis of research has been developed and a questionnaire has been made which its validity and reliability has been verified. The random sampling has been done from the reference group of people of Tehran. For examining the hypothesis T test has been used and for ranking the cultural parameters Friedman Test has been used, based on them the main hypothesis and 7 relevant have been verified and the effective elements have been ranked. As the main results the total cultural elements are effective on sustainable development of Tehran and identity, social cohesion and economic output of culture are related effectively to the social and economic development of Tehran, meanwhile engagement in cultural affairs is not related to the social and economic development of Tehran.

**Keywords:** *Culture, Sustainable Ecities, Sustainable Development, Urban Management*

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## ***Investigation of the Effective Factors on Employee Engagement of Nurses in Farabi Eye Hospital Affiliated to Tehran University of Medical Sciences***

***Masoumeh Babaei Khaleji<sup>1</sup>, Sied Aliakbar Ahmadi<sup>2</sup>, Mehdi Shahbazi<sup>3</sup>***

**Abstract:** Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication by being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. In this regard, the present study aims to explain the Effective factors on job engagement of nurses of the Farabi Eye Hospital. In this descriptive - correlation, 103 nurses employed at Farabi Eye Hospital, were randomly selected. UWES questionnaire Shavfly and Becker (2003) by aboriginal of Esakhany and colleagues (1391) has been used to measure the work engagement. Also, SPSS 16 software was used for data analysis. In this study, the sample age range 22 years to 56 years and 7 months to 30 years are having career. The study shows that all three indicators are positively influencing the work engagement. In terms of ranking, personal resources have influenced more job resources and organizational resources. Hospitals, like all other organizations, if foster job and their share of the profits, they will be more successful.

**Keywords:** *Eye Hospital, Tehran, Work Engagement of Nurses.*

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## **Design and Explanaion of National Projects Managers' Competencies, Focusing on Risk**

**Mohammad Saeed Taslimi<sup>1</sup>, Reza Raei<sup>2</sup>, Asadollah Farzinvash<sup>3</sup>, Mickel Barghi<sup>4</sup>**

**Abstract:** Every year, for realizing the goals of five-year state civil development plan, a great part of state credits and financial resources are spent for investment in national projects, whilst most of national projects are performed with considerable delay. Essential objectives of applying this research is design and explanaion of national projects managers' competencies model, focusing on risk that inlcudes identification, converging, survey of influencing and impressibility and prioritization of national projects managers' competencies and selecting the best competent national project manager, as well as identification, converging, survey of influencing and impressibility, prioritization, allocation and response to national projects risk. Upon applying this research, eighteen conceptual models and eleven detailed models of top managers' (deputy minister), middle managers' (state regional director general), and operational managers' (head of provincial district) competencies in national projects, focusing on risk related to project principles (employer, contractor and consultant engineers) are designed, developed and simulated appropriately aiding five computer-mathematical models with crisp and fuzzy approaches and provided to the utilizers or developers of model. In this paper, we only refer to the results of technical-executive experts' opinions converging model in relation to national projects managers' competencies, risks rating and presentation of suggestions based on results.

**Keywords:** *Fuzzy Delphi, Fuzzy Group DEMATEL, Fuzzy Group AHP, Fuzzy Group TOPSIS, Project Manager Competence, Project Risk Management.*

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## ***Discourse Analysis of the Ethical in IRI Policy Documents on e-Governance***

***Amir Hossein Khaleqi<sup>1</sup>, Ali Asghar Pourezzat<sup>2</sup>, Farhad Rahbar<sup>3</sup>,  
Sepehr Ghazinoory<sup>4</sup>***

**Abstract:** Ethics has been a subject of interest since the birth of philosophy. However, significance of ethics in modern time is more salient; time of ubiquity of technology in every aspect of human life. Ethics similar to any human phenomenon has to do with language and in understanding it thoroughly, such features have to be examined. This research seeks to critically study the ethics in e-government using Discourse Analysis methodology. In other words, the main focus of the article would be social construction of official ethics in e-government policy documents. Following descriptive-analytical-critical approach to the subject, Critical Discourse analysis (CDA) is adopted. Analyzing policy documents, it is revealed that ethics in e-government is mainly technical in accordance with Neo-liberalism which incorporates politics and administration.

**Keywords:** *Critical Discourse Analysis, e-Government, Ethics, Public Policy.*

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## ***An Investigation on Organizational Culture Effectiveness on Corporate Social Responsibility in Saypa Company***

***Mohammadrez Daraei<sup>1</sup>, Elahe Parsaamal<sup>2</sup>***

**Abstract:** Corporates are the important and fundamental components of modern societies. Due to improving and developing their performance in society, the significance of corporate social responsibility is increasing from day to day. The aim of this study is to investigate the amount of influence of organizational culture factors (based on Denison model) on elements of CSR in Saypa company. 127 questionnaires were gathered which its validity was confirmed by the experts and elite universities and its reliability was approved via Cronbach's alpha of 0.971. When analyzing results of questionnaires, at first the circumstance of organizational culture in Saypa company was evaluated then research hypotheses were validated by path analysis. Results indicate that Saypa's organizational culture is more than the medium rate and the amount of organizational culture's effect on CSR is considerable. It's strictly recommended that for preparing healthy competitive environment without infractions of the rules and ethics, for earning more money, managers improve OC factors in their companies.

**Keywords:** *Corporate Social Responsibility, Denison Model, Organizational Culture, Saypa Company.*

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## ***The Mechanisms Effect on Employees' Entrepreneurial Behavior in Jihad-e- Keshavarzi Management of Jahrom County***

***Mahdi Rahmanian Koushkaki<sup>1</sup>, Enayat Abbasi<sup>2</sup>***

**Abstract:** The purpose of this study was to investigate the mechanisms effect on entrepreneurial behavior of employees in Jihad-e Keshavarzi management of Jahrom County, Shiraz, Iran. The research method was descriptive- correlation and survey method was used. The statistical population consisted of all expert staff in the Jihad-e- Keshavarzi management of Jahrom County (N=102) which were studied using census method. Finally, 92 questionnaires were collected and analyzed. Data were collected using questionnaire, which was validated by a panel of experts in the department of Agricultural Extension and Education of Tarbiat Modares University and Jihad-e- Keshavarzi management of Jahrom County. The reliability of the questionnaire was calculated for different parts of the questionnaire in pilot test stage ranging from 0.71 to 0.89. The research results indicated that there are positive and significant relationships between Perceived Organizational Support (POS), Networking Behavior (NB) and Emotional Intelligence (EI) with the employee's entrepreneurial behavior. In addition, based on regression analysis, three variable including POS, NB and EI, explained 47.9 percent ( $R^2=0.479$ ) of the variance of entrepreneurial behavior.

**Keywords:** *Emotional Intelligence, Entrepreneurial Behavior, Jahrom County, Networking Behavior, Perceived Organizational Support.*

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## ***Explanation of Model of Human Resource Development in Order to Achievement Media Reputation: Case Study IRIB***

***Taher Roshandel Arbatani<sup>1</sup>, Seyyed Mahdi Sharifi<sup>2</sup>, Abbas Nargesian<sup>3</sup>***

**Abstract:** The current age is called the Information Age. This has caused various media outlets to make efforts in this competitive environment (i.e. media competition) to have a larger share of the world audience. This is only possible when the media can play out an active and distinguished role in the society. In this competitive space, what makes a particular media form in the world distinguished is their reputation. The human resources of a media outlet are among the most important and advantageous aspects of competition. The present paper aims to study the role of development of human resources as the most important factor affecting the public acceptability of the Islamic Republic of Iran (IRIB)'s Central News Unit. The outcome of actions, capabilities, abilities, skills and knowledge of news media staff are disseminated in the information market, causing the media to achieve fame. The paper attempts to examine the role of media's reputation as the most important factor affecting the development of human resources in this field. Therefore, this paper seeks to provide a model of human resources development in the national news media, which can consequently bring in reputation for the media. Our results indicated that a significant relationship does exist between these variables which in itself indicates the validity of the proposed model.

**Keywords:** *Factors Affecting Human Resources Development, Human Resources Development, News Quality, Media Reputation.*

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## **Surveying the Relationships between Leadership Styles, Organizational Health and Bullying (Case study: Islamic Republic of Iran Railway)**

*Dariush Gholamzadeh<sup>1</sup>, Azadeh Tahvildar Khazaneh<sup>2</sup>*

**Abstract:** The purpose of this study is to survey the relationships between leadership styles, organizational health and bullying in Islamic Republic of Iran Railway Company. This study is conducted on 235 non-managerial employees who were working in three departments of Iran Railway Company in May 2012. For this purpose used stratified random sampling method and data being gathered via questionnaire. The design of this study in relation to its target categorized as applied research, according to its nature is a descriptive survey research and from the perspective of the relationships between variables is a correlation research and for this purpose used structural equation modeling (SEM). The results showed significant relationship between leadership styles, organizational health and workplace bullying. The main recommendation of this study is to suggest the effective leadership behaviours to induce appropriate leadership style to have a healthy organization and thus prevent workplace bullying.

**Keywords:** *Bullying, Laissez-Fair Leadership, Organizational Health, Transactional Leadership, Transformational Leadership.*

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## **The Introduction of an Appraisal System's Performance based on a Strategic Map (Case Study: Hamshahri newspaper)**

**Ali Akbar Farhangi,<sup>1</sup> Mohammad Soltanifar<sup>2</sup>, Ali Asghar Mahaki<sup>3</sup>,  
Abolfazl Danaei<sup>4</sup>**

**Abstract:** Organizations' success depends on planning. Today, this task is carried out through a multi-stage process such as defining outlook, devising strategies, implementation, performance evaluation, and data analysis and planning for improvement. On one hand, defining and devising goals, and on the other hand, implementation and performance evaluation have become the main challenges of top managements. For the broadness of such organizations as *Hamshahri newspaper*, decreases the flexibility of managers and makes the consequences of management's mistakes, heavy and irremediable. Based on this, by using balanced models such as Balanced Scorecard (BSC), organizations pursue strategies' implementation in different aspects and manage their strategic performance. In doing so, precise determination of strategies and general goals in further promoting them throughout an organization is necessary, which could be realized in BSC by developing a strategy map. Therefore, in this study, using the strategy map as a basis for performance evaluation, a non-linear and fuzzy algorithm is defined which was able to design a fully balanced system for performance evaluation in line with *Hamshahri newspaper's* goals. The results showed that the designed system outputs are more tangible for the organization's personnel and the results are accepted by the *Hamshari newspaper's* managers.

**Keywords:** *Balanced Scorecard, Fuzzy AHP, Fuzzy DEMATEL, Strategy Map.*

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# دانشکده مدیریت دانشگاه تهران

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