

## ***Self-fulfilling prophecy and its impact on motivation and performance of National Iranian Gas Company staffs***

***Bahram Asghari Aghdam<sup>1</sup>, Ali Mahjoub<sup>2</sup>***

### ***Abstract:***

The purpose of this study is to evaluate the impact of self-fulfilling prophecy on the motivation and performance of National Iranian Gas Company staffs. In this study, considering the importance of peoples' perception and its role in motivation and consequently their performance in organization, we have tried to investigate the influence of one of these perceptual factors by using the correlation method. In this study, self-fulfilling prophecy is determined as the independent variable, motivation and performance as dependent variables. In this study, the statistical population includes 150 National Iranian Gas Company staffs, from which; 110 people were selected by using the Cochran's formula and simple random sampling. In this study, to achieve validity, questionnaires were used from content and construct validity. By using the Cronbach's alpha (coefficient 0.941), reliability was approved. For data analyzing, the Spearman correlation coefficient and linear regressions and structural equation modeling are used. The results show that self-fulfilling prophecy (with coefficient 0.885), has a positive impact on motivation and performance of the National Iranian Gas Company employees, so managers and supervisors by increasing their expectation of the staffs and subordinates, could increase their motivation and also improve their performance.

***Keywords: motivation, performance, pygmalion effect, self-fulfilling prophecy.***

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## ***An investigation of the role of knowledge management in Holographic Organizations (Case study: Academic Members of Ilam University of Medical Sciences)***

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### ***Abstract:***

The main purpose of this research is to investigate the role of knowledge management in the holographic organizations. In order to achieve this purpose, after reviewing research background and theoretical foundations, the research's conceptual framework has been presented. The statistical population includes Ilam Medical Sciences academic members. The method used is applied in terms of objective and descriptive-survey in terms of nature. Also, the data gathering tool in addition to archival studies is a researcher-made questionnaire the validity and reliability of which have been confirmed using experts' viewpoints and Cronbach's alpha method, respectively. For analyzing the dimensions of conceptual framework, the Confirmatory Factor Analysis and also for measuring the correlations between conceptual framework's dimensions the Structural Equation Modeling (SEM) have been implemented. The research's findings showed that there were positive and significant relationships between knowledge management's dimensions and organization holographic nature, moreover, the conceptual framework has an acceptable and satisfied fitness to explain the relationships.

***Keywords: documentary knowledge, holographic organization, HR knowledge, knowledge management, technologic knowledge.***

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## ***Direction of effect of competitive strategies and organizational structure on corporate performance (Case study: Engineering consultant firms)***

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Arghavan Taherkhanchi Tabrizi<sup>4</sup>***

### ***Abstract:***

Using structural equation modeling, the current study aims to examine the relationship between organizational structure, competitive strategies and organizational performance with respect to the interaction between structure and competitive strategy in the engineering consulting firms. This orientation is determined with respect to the desired approach (contingency or resource based view). The study population included all engineering consulting firms in Tehran district. Partial least squares (PLS) was used for analysis of data. After collecting the questionnaires, the data were analyzed using VisualPLS software. The statistical findings indicate that the resource-based model has more explanation power to express relationships between structure, competitive strategy and firm performance. Therefore, the traditional approaches in which organizational structure is considered as a lateral variable and is dependent on corporate strategy can be regarded less, instead the resource based view- in which the structure is considered as an important source of competitive advantage for strategies- can be placed in the context of our explanations.

***Keywords: competitive strategies, consultant engineering firms, firm performance, organizational structure.***

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## ***Determinants of the digital divide (Case study: Rafsanjan citizens)***

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### ***Abstract:***

In the last two decades, digital divide, defined as the gap between the people who can access PCs and internet and those who cannot, has been proposed as one of the biggest challenges of digital age. Considering that the economic, cultural, social, and political by-products of such a gap are viewed by many scholars to be more damaging than traditional gaps, the present research strives to detect the factors affecting this gap in Rafsanjan city. The present paper is correlational in terms of nature, and applied in terms of objective, using descriptive-survey method for data collection. Using cluster sampling, the situation of 501 citizens, selected randomly, was analyzed using structural equation modelling. The results indicate that economic and infrastructural factors affect the gap directly, while culture acts as a mediator that affects the gap via motivational access. Comparing different factors reveal that the cultural factor is more significant than economic and infrastructural factors. All the investigated variables can explain 55.3 percent of the physical access variation.

***Keywords: digital divide, economic factor, infrastructure factor, motivational access, physical access.***

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## ***The role of positive OB in preventing job pathologies: investigating the relationship between PsyCap and Job Burnout***

***Kamyar Raissifar<sup>1</sup>, Alireza Mellati<sup>2</sup>***

### ***Abstract:***

Positive OB, as a branch of OB which is related to positive psychology, can pave the way to reduce job pathologies. Toward this aim, this research investigates the relationship between them, in a SEM form. The research was conducted in a university, and its findings show that there is a significant negative relationship between PsyCap, as main construct of positive OB, and job burnout, as job pathology. In addition, findings show that amongst PsyCap dimensions, hope has the most significant negative relationship with job burnout, which, according to its definition in POB literature, seems sensible.

***Keywords: job burnout, job pathologies, positive OB, PsyCap***

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***Effect of cognitive emotion regulation strategy on  
subjective well-being and job performance  
(Case study: Customs Administration of Islamic  
Republic of Iran)***

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***Abstract:***

Over the recent years, ever-increasing rate of improvement in knowledge and technology has changed the nature of roles in organizations and many jobs need high mental activity. Thus, subjective well-being and performance of employees are two broad subjects that affect the performance of the organization. In this survey, we examined how different cognitive emotion regulation strategies influence work-related subjective well-being and job performance. The questionnaires were distributed between 450 employees of one public organization in Iran. 340 questionnaires were returned and among them 220 questionnaires were valid. The results showed that adjusted strategies are positively associated with employee's subjective well-being and job performance, while unadjusted cognitive emotion regulation strategies affected employee's subjective well-being negatively and no relationship was found between unadjusted cognitive emotion regulation and work behavior.

***Keywords: adjusted strategies, cognitive emotion regulation, job performance, unadjusted strategies, work-related subjective well-being.***

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## **Identification of succession planning success factors in private sector (Case study: Holding Alpha Company)**

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Shahamat Hosseinian<sup>3</sup>, Mehdi Fattahi<sup>4</sup>**

### **Abstract:**

In this study, using qualitative method, succession planning success factors are first identified, then this factors are examined as a measurement model. The statistical population included managers and supervisors of Alpha Holding Company and the samples were chosen in random. The tools used for data gathering were literature reviews, questionnaire and interviews. Validity and reliability of qualitative tool were evaluated using triangulation, member checks and paired reviews methods; content validity of the questionnaire was evaluated using expert reviews method. Reliability of the questionnaire was assessed using a pretest of 28 people and it was confirmed. Extracted data among 171 questionnaires was based on examining the quantitative research hypotheses. Based on exploratory factor analysis and structural equation modeling tests, the results showed that the seven factors including organizational structure, senior management support, systematic approach, policy, organizational culture, desire and motivation of people and trust can be introduced as the succession planning success factors and the success of succession plans could be measured using the above factors.

**Keywords:** *measurement model, succession planning, succession planning success factors.*

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## ***Investigating the relationship between transformational leadership and organizational citizenship behavior considering the mediator role of empowerment***

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### ***Abstract:***

Human resources in each organization are the most valuable assets and they play a decisive role in effectiveness of that organization. Managers always strive to optimize the utilization of these resources. On the other hand, without willingness of employees to cooperate voluntarily and spontaneously with the organization, it would not be possible to increase effectiveness and improve its performance. The purpose of this study is to examine the relationship between transformational leadership and organizational citizenship behavior considering the role of intervening variable (empowerment of employees) in Bandar Imam Khomeini's Petrochemical Company. Research data was gathered from a simple sample of 158 people with questionnaires. The obtained results indicated that all the scales of questionnaires were considered to be reliable (Cronbach's alpha), the reliability of which was confirmed through reviewing previous researches as well as interviewing with researchers and scientists. The results of study showed that there is a significant positive relationship between transformational leadership and employee's psychological and structural empowerment and organizational citizenship behaviors. Also, the effects of mediator variable on the relationship between transformational leadership and organizational citizenship behavior were shown to be significant.

***Keywords:*** *organizational citizenship behaviors, psychological empowerment, structural empowerment, transformational leadership.*

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## ***Examining the relationship between intellectual capital and labor productivity: with an emphasis on organizational learning***

***Tayebeh Abbasi<sup>1</sup>, Mohammad Hashemi<sup>2</sup>, Ahmad Reza Armineh<sup>3</sup>, Mahdiyeh Bakhtiari<sup>4</sup>***

### ***Abstract:***

Undoubtedly, the capability and core competencies of employees help to achieve organization goals. Consequently, organizations increase organizational learning capability with the help of intellectual capital, thereby providing improvement of productivity. The current study aims to explain the impact of intellectual capital on labor productivity, considering the mediation of organizational learning. Previous studies rarely examined the relationship between intellectual capital and labor productivity. Moreover, most of the studies neglect the mediating effect of organizational learning in explaining the impact of intellectual capital on labor productivity. This study is performed through descriptive–correlation method, and it is an applied research in terms of purpose and in the scope of human resources in terms of thematic scope. Also, it uses a questionnaire to survey the relationships governing intellectual capital, organizational learning, and labor productivity. The results are based on empirical data collected from Ministry of Science, Research and Technology. The finding of this study indicate that, the intellectual capital has a significant positive effect on labor productivity. Also, the results indicate that, in case of realizing the organizational learning as a mediating variable, it can have significant effect on the relationship between intellectual capital and labor productivity.

***Keywords: intellectual capital, labor productivity, organizational learning.***

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## ***An analysis of the relations among leader - member exchange LMX, organizational learning culture and organizational commitment (Case study: Markazy Province Agricultural Experts)***

***Amir Alambeigi<sup>1</sup>, Ismael Ahangari<sup>2</sup>, Saeide Azizi<sup>3</sup>***

### ***Abstract:***

Many previous studies used leader - member exchange to explain the quality relationship between employees and supervisors. However, in previous studies, the mechanism of this theory in creativity is not so clear. Thus, this study defines the role of leaders in creating a culture of organizational learning using normative approach to examine the relationship between communication quality leader - member, organizational commitment and organizational learning culture. The statistical population includes 110 Markazy province's agricultural experts who were selected by convenient sampling methodology. The research instrument was a questionnaire designed to measure the model variables. Its validity was confirmed by a panel of experts. Structural equation modeling was used for data processing. Research empirical results are threefold. First, leader - member exchanging quality has a significant effect on learning culture in organization. Second, there is a significant relationship between the learning culture and organizational commitment. Third, LMX quality has an indirect effect on organizational commitment through extension of learning culture. In conclusion, considering research limitations, some practical implications are provided.

***Keywords: learning culture, leader- member exchange (LMX), organizational commitment.***

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## **Factors affecting public trust in government agencies in Tehran**

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### **Abstract:**

The current research aims to identify and prioritize the factors affecting public trust in government agencies in Tehran. For this purpose, 39 variables that affect public trust were extracted by reviewing the literature of the context, then, they were used for preparing the questionnaire. Research methods are descriptive, exploratory, applied and fieldwork. Validity and reliability of the questionnaire are evaluated at the appropriate level based on Cronbach's alpha (0.925) using literature review and the experts' corrective ideas. The questionnaire was distributed among a sample of 303 people from the unlimited population using statistical technique, which includes the clientele of government agencies in Tehran. By using exploratory factor analysis and according to variance explained percent, the variables were classified into seven main factors respectively including: satisfaction with the performance and services, quality of services, clientele participation, social trust, official corruption, clientele awareness level and information.

**Keywords:** *public trust, factor analysis, government agency, social capital, trust.*

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