

## Managers' Obligation to Ethics and Rumors Management in Public Organizations

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### Abstract

Rumors regarding the nature and influence of social anxiety that can increase productivity and reduce production and social validity Employees, managers, agencies and organizations impair the. In this regard, we expect people who are ethics obligation, understand, analyze and manage rumors, have distinct behaviors. This study aimed to describe concepts such as gossip and review of management practices and control in organizations is moral. Two standard questionnaire (alpha = .82 manage rumors, and .91 to adhere to ethics) among managers, deputies and four senior ministers have been distributed. Results show that the overall correlation between adherence to the Code of Conduct by directors and managing their organizations rumored to exist. Additionally, the findings suggest that education, gender, experience and position in the management and adherence to ethical principles affect rumor.

### Keywords

Ethics in Organizations, Gossip, Rumors, Rumor management.

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## The Desired Pattern of Organizational Culture, the Jihadi Approach (Case: Holy Defense)

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### Abstract

The phenomenon of war has always caused redefining new scientific horizons and areas in societies, which next generations can use them too. Because of threatening the entity of a nation, it causes implementing all mental, intellectual and practical strengths of a community, to be used. One of the most used knowledge's in the war has been management. On the other hand, the dominant organizational culture is the key criteria for success or failure of an organization. In this paper, by studying and analyzing the dominant culture of Iranian forces during the 8 year of imposed war, we try to reach to a desired organizational culture for Iranian institutions. The conceptual framework for this analysis is the three level model of Edgar Shein. The methodology of this research is a thematic analysis of numerous documents and different interviews. Results show that Jihadi organizational culture, in the most basic levels (beliefs, assumptions and intrinsic values) in different times is a driving force toward change and excellence although in the level of artifacts and instrumental values can vary according to the goal and mission of the organization.

### Keywords

Beliefs and assumptions, Jihadi culture, Organizational artifacts, Three-level model of Shein, Values.

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**An Examination of Culture Role in Managers' Belief and  
Commitment of Governmental Organizations toward  
Strategic Management  
(A Study of Distribution Department of Electrical Industry, the  
Manager of Electrical Distribution Companies: Qom, Zanjan, Yazd, &  
Kohkiluyeh va Boyer-Ahmad)**

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**Abstract**

There is no doubt that Iranian organizations need efficient methods of management especially strategic management to gain excellence. However most of managements' concepts and methods are based on western culture values. Basic assumption and values of Iranian community would have a great effect on the mind and efficiency of those managers whose awareness, belief, and commitment to scientific methods of management is not clear. What is intended in this survey is to examine the relation of national culture, industry culture, and senior managers' competence (organizational culture in managers' level) with managers' belief and commitment to strategy. In this survey, two quantitative and qualitative methods have been used. Firstly, quantitative out comes (correlate method) show that industry culture has a great effect on senior managers' commitment toward strategy. Furthermore, both of these factors affect managers' commitment toward strategy greatly. Secondly, qualitative out comes (librarian study) examine cultural and comporment factors which are effective in managers' belief and their commitment toward strategy.

**Keywords**

Belief to the strategy, Commitment to the strategy, Culture industry strategic approach of senior management, Strategic Management.

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## Effect of Humor on Organizational Culture and Group Cohesion

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### Abstract

It study examined the relationship between Humor on organizational culture and group cohesion Using factor analysis deals. The population of this studies all technical and professional staff, Kermanshah University has established who relative advantage of using random sampling of 181 individuals was selected Morgan and using questionnaire data collected, Amos and software tests. Results indicate that between humor and organizational culture (the culture of collaborative, flexible, mission and consistency) there is a significant positive relationship. Between humor and group cohesion (task cohesion and social cohesion) there is a significant relationship. Finally it can be said that executives accept humor as a form of communication, and should try to make a logical relationship between organizational goals and common standards - to establish social work.

### Keywords

Group cohesion, Humor, Organizational culture.

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## Examining the Moderator Role of Social Support in Relation of Work-family Conflict and Job Satisfaction

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### Abstract

One of the major concerns of any organization, especially the knowledge based organizations, is intention to leave. Turnover, in addition, causes direct and indirect costs, transferring capabilities to rival company and finally loss of competitive advantage. Job satisfaction is one of the important factors for career success. It causes more effort and personal satisfaction and higher productivity for the organization. Based on studies work-family conflict is an important factor in employee dissatisfaction. The present study examined the role of social support as a moderator in relationships between work-family conflict and job satisfaction of employees in RIPI. We address this issue by developing and testing a model that integrates role conflict theory. The present study in view of the method of data collection is the descriptive and correlation. The research population is RIPI and instrument of data collection is questionnaire. Collected data analysis was performed by using SPSS and Smart PLS software. The results show that time-, strain- and behavior-based conflicts are negatively related to job satisfaction. In addition, social support moderates the relationship between conflict and job satisfaction.

### Keywords

Job satisfaction, Social support, Partial Least squares, Work-family conflict.

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## **Prediction of Organizational Citizenship Behavior Prevalence Based on the Staff Perception of Type of Organizational Structure (Case: Fars Regional Electricity and Power Distribution Companies)**

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### **Abstract**

The aim of this study was predict organizational citizenship behavior prevalence based on the staff perception of type of organizational structure in Fars Regional Electric and Power Distribution Companies (FREPD). Statistical population consisted of the entire staff of Fars regional electric and power distribution Companies amongst 232 participants selected using random classification method. Research instruments consisted of Organizational Structure Scale Torkzadeh and Mohtaram and Organizational Citizenship Behavior scale Podsakov (2000) that reliability and validity of scales was approved. Results showed: 1. the dominant organizational structure type turned to be hindering; 2. the prevalence of the organizational citizenship behavior was higher than the medium level; 3. there is a positive significant relationship between organizational structure dimensions and organizational citizenship behavior; 4. Hindering and enabling structures are the positive significant predictors of the organizational citizenship behavior but enabling structure is further explanatory.

### **Keywords**

Organizational Behavior, Organizational Citizenship Behavior, Organizational Structure.

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## Investigate of the Relationship between Ethical Leadership and Workplace Deviance Behaviors: Mediating Role of Affective Commitment and Ethical Climate

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### Abstract

The aim of this research was to investigate the relationship between ethical leadership and workplace deviance behaviors with mediating role of affective commitment and ethical climate. The statistical community was the employees of Jihad Agricultural Organization of Khuzestan. The participants of this study included 220 employees who were selected by random sampling method. The instruments used in this study were questionnaires of Ethical Leadership, Workplace Deviance Behaviors, Affective Commitment and Ethical Climate. Structural equation modeling (SEM) through AMOS-18 and SPSS-18 was used for data analysis. Structural equation modeling analyses indicated that the proposed model fit the data properly. The results also supported the direct relationship of ethical leadership and workplace deviance behaviors and indirect relationship of ethical leadership and workplace deviance behaviors through affective commitment and ethical climate. Applying ethical leadership style is in relation with the deviance behaviors of employees in workplace. Therefore, with the use of this kind of leadership, the organization can outbreak this kind of behaviors in their employees and consequently increase the efficiency of their organization.

### Keywords

Affective commitment, Ethical climate, Ethical leadership, Workplace deviance behaviors.

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## Counterproductive Work Behavior and Organizational Citizenship Behavior: An Individual Differences Approach

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### Abstract

The purpose of this study was to investigate the individual differences of employees (personality traits and demographic characteristics) as predictors of counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). The population of this study included employees of Tehran Urban and Suburban Railway Operation Co. The research method adopted in this study was survey and the main tool for data collection was questionnaire. Data were analyzed using SPSS and Smart PLS. Results indicated that demographic characteristics (except educational level) as well as Personality traits impact on both CWB and OCB. We also found no relationship between CWB, extraversion and openness to experience but positive relationship between CWB and neuroticism, and negative relationship between CWB and conscientiousness. The results of this study also indicated positive relationship between OCB, extraversion and conscientiousness but no relationship between OCB and other personality traits. According to this study, since the covert CWBs and those who express such behaviors are hard to known, an examination of the antecedents of such behaviors was proposed.

### Keywords

Counterproductive work behavior, Individual differences, Organizational citizenship behavior, Personality traits.

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## Examining the Relationship of Perceived Islamic Teachings with Ad Effectiveness Variables in Advertising of Consumer Products

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### Abstract

The strategies of message attractiveness of Ad reflect the customers' responses and ad effectiveness which in turn, potentially increase the audiences' attitudes and purchase intentions. On the other hand, the holy Quran does not inhibit advertising and indeed ad should be applied in promoting Islamic teachings. In this research, applying perceived Islamic teachings in the content of ad message of consumer products and their effects on ad audiences is examined on the viewpoint of ad experts. A questionnaire is designed and distributed to 305 managers of ad agencies in all over the country by using a random systematic sampling. According to the results of structural equation modeling, perceived Islamic teachings have positive and meaningful effect on positive emotions. Also perceived Islamic teachings also have indirect effect on purchase intention. Also attitude to ad has been considered as the most important mediator on the casual relations of exogenous and endogenous variables in the research structural equation modeling.

### Keywords

Ad message effectiveness, Perceived Islamic teachings, Purchase intention.

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## Divine Rationality Approach to Selection of Managers and Staff from the Viewpoint of Islam as a Macro Index Meritocracy

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### Abstract

In Islam, all worldly and otherworldly competencies are defined on the basis of Divine Rationality. "Reason" in its universality is the origin of science, power, spirituality, and use of will by permission of God that it is called "Compassionate Reason". In contrast, it is rebellious "Evil Reason". "Divine Rationality" is divided into two sections: 1. Valuable Rationality, 2. Professional and Practical Rationality. Valuable Rationality consists of three portions: 1. Theoretical Reason; knowledge of religious and practical values, 2. Tendentious Reason: tendency to religious and practical values, 3. Practical Reason: commitment to practical values. Professional and practical rationality also include three products: expertise, experience and wisdom. In Islamic culture, based on Quran and Sunnah, basis of competency is in these three characteristics: reason, ethics, and religion. Subject of practical rationality deals with degrees of religiosity from the viewpoint of Islam. In the Holy Quran, three degrees for religious requirements are defined: 1. Religiosity of Muslims, that it remembers commitment to jurisprudential-legal requirements. 2. Religiosity of Believers, that it concerns ethical requirements together with Muslim requirements. 3. Religiosity of Benefactors, that it regards theosophical requirements in addition to Muslim and Believer requirements.

### Keywords

Islam, Managers, Meritocracy, Rationality, Staff.

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## Identifying and Explaining the Islamic Principles of Urban Management based on the Teachings of the Qur'an: Principle of Security

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### Abstract

More than half of the world population is living in the cities, and the measure of urbanization will be increasing daily, especially in developing countries, including Islamic countries. Many of Islamic countries often referred the West to solve urban problems in theory and imitative patterns, and they have failed to resolve their issues. According to the Muslim's beliefs, God commands in the Holy Quran present solutions for human problems. According to this, the current research efforts to researching the Islamic solutions and patterns of urban management in the Quran. The purpose of this study is theoretical research and its nature is analytical- exploratory research based on data collecting documents. The results of this study show the security is one of the main important properties of the desirable city, so that in the Quran has been repeated this word 67 times. Also in this paper were mentioned types, dimensions, results and reasons of the security in the community, and finally it has presented the fulfillment of its preconditions.

### Keywords

The Islamic city, The Quran, Security, Urban management.

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## Hypocrisy in Organization Unveiled Through Phenomenography: An Understanding of Triangulated Understandings

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### Abstract

The purpose of this study is to explore and classify the perceptions of the phenomenon of hypocrisy in organization from viewpoint of employees in a university using phenomenography, so that achieving to a deeper understanding of this phenomenon. Sampling was done by maximum variation method and sample size was determined 30 people using theoretical saturation. Some open semi-structural interviews were done among participants; then data was coded using Maxqda. After analyzing interviews, five perspectives were created: concepts based on impression management techniques (ingratiation and blasting), the person's hidden benefit-seeking continuous intention (protecting post, promoting post, and attracting benefits), person's active hypocritical properties (self-monitoring and learning dysfunctional political behaviors), managerial flattering-culture, and political voice and silence culture. Thereafter, those mentioned classes were located on a triple-level hierarchy (behavioral techniques, individual and organization). Findings were validated through credibility, transferability, dependability, and conformability indexes.

### Keywords

Hypocrisy, Hypocrisy in organization, Hypocritical behaviors, Ingratiation, Phenomenology.

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## Analysis of the Position and Validity of Written Communication in View of Islam

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### Abstract

Today the most common formal communication tool in social systems is writing so that formalization as one of the main structural dimensions of organization is measured in terms of the written rules level. Confidence-building of writing in administrative relationships is so that lawyers consider written documents as one of evidences in courts. The validity of written documents exceeded spoken words. However, in Shiite jurisprudence, there is disagreement on the validity of Writing in making administrative decisions and contracts. In this study, taking a qualitative content analysis approach, we examined the position of writing in the Holy Quran and the traditions of Imams (as), and discussed the reasons for writing validity in administrative relations. Findings show that writing and written communication has juridical validity because of trust and confidence building in interrelationships. Besides, traditions of Imams (as) confirm it. Analysis of contrary evidences shows that writing may not be essentially valid but since it is a means of intention discovery, receive validity. Compared with spoken words, even higher validity of writing can be inferred from some juridical reasons.

### Keywords

Juridical validity, Writing, Written communication, Written documents.

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## Identification, Validate and Prioritize "Employer Brand Attractiveness" (Case: Job Seekers in the City of Qom)

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### Abstract

A large part of the proposed values by employers in the labor market are provided through a special kind of brand called "Employer Brand" which leads to the creation of an attractive image of the employer and appliance for a job by job seekers. This research intends to prioritize the employer brand attractiveness to offer suggestions on employer branding. This is a survey descriptive research of which its data has been collected from a random sample of 273 job seekers in the city of Qom. The survey instrument is a questionnaire including the 'employer attractiveness' scale developed by Breton *et al.* (2005). Data has been analyzed by exploratory factor analysis in SPSS software. The results show that 21 items of the employer brand attractiveness are included six dimensions. These dimensions are innovation values, educational values, personal development values, human-oriented values, social values and economical values. These dimensions are ranked in terms of the Friedman test. Analyses results shows significant differences between the perceived importance levels of employer attractiveness dimensions. Respondents attribute the highest importance to economical values and the least importance to human-oriented values.

### Keywords

Employer Brand, Employer Brand Attractiveness, Job Seekers.

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