

Providing a Desirable Model for Infrastructure Development (A case study: Leather Industry)

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ABSTRACT

The objective of this research is to establish the characteristics of infrastructural development for leather processing industry in Tabriz and offer a suitable model to address this development process. The research questions are: What are the characteristics of a suitable infrastructural development model for leather processing industry? What model could be designed to provide a suitable roadmap to achieve mentioned infrastructural development? The methodology of the research is descriptive and survey. The sampling procedure adopted for this research is Systematic Sampling method. The research used 120 completed questionnaires for the analysis. The research studies were based on literature review and field data and information. Information was gathered from Internet, international research paper data banks, interviews and finally survey questionnaire. Careful examination of a collection of research papers showed related theoretical proposals and interviews and related indices, the elements and variables of the research were identified. The resultant collection consists of 7 elements as internal human resources, External human resources, Empowerment and Protection, Laws and Regulations, Technology, Trade Relations and Innovation. The results of statistical analyses of the mentioned elements and indices for each element and test results presented a meaningful relation between the inter-organization human resources, supporting, technology, trade relations and innovation with development and performance of leather industry. Moreover, there is the same relation between the law variables and external human resources with performance of leather industry.

KEYWORDS: Desirable development model, Infrastructure, Leather industry

1. INTRODUCTION

The development of industrial units are carried out on the bases of special conditions, therefore we witness different patterns in this regard. All decisions and managerial measures determine the long-term performances of an organization and perhaps environmental analyses, preparing strategy and performing the strategy, evaluating and controlling, market competition are the main reason for existence of strategy in organizations and economic departments. Principally, the most important part of managerial discussion in any organization relates to “describing the weaknesses strengths, opportunity and threats” that according to which the managers and directors are replaced in the future. Leather industry has a long history even before the presence of Arians in Iran and the industry which once upon a time had a global fame, nowadays experiences the dispersion era. Tens of the famous names in this filed reminds us of men of industry who developed the work in order to change it to successful sector. However, instead of increasing development, one by one these industrial units are converted to the cemetery of industry (Nasirian, 2011). In spite its main role in the macro economy of the country and even the region, however nowadays faces the problems such as sever increase in price of domestic and foreign raw material prices, entering the similar foreign goods, losing the experienced human resources, insufficient working capital, economic depression, inflation and being far from global manufacturing trends. The pressure of such problems makes the friendly production process to an unknown work cycle that seems more dangerous day by day.

The growth rate of livestock industry, skin and slaughterhouses is low and incomparable. Actualizing the considered values in leather industry (obtaining added value, creating employment and industrial development) besides the need for balanced development of leather industry has direct relation with development of livestock, skin, and slaughterhouse and leather industry to complete its value chain. Since developing livestock, skin and leather industry have faced different problems. The products of the mentioned fields not only could not open a way to global markets, but do not have the capability of competing in domestic market either and generally continues its life with governmental short term supports. In spite of the policy makers' special attention, the development of these industries has not achieved the international standards. The active companies tolerate both domestic and external problems and it deviates their way of development. The main goal of all trading companies of the world is to achieve the global capabilities, or in other words, to globalize themselves. In order to achieve the aim, organizations must raise their abilities to accepted standards and qualities. Undoubtedly, present organizations face widespread international threats by the appearance of new technologies and the short lives and changes. Hence, continuing the life for organizations need to find solutions and new methods to solve the problems.

2. Influential elements on development of industry infrastructures

The bed of development or the space and environment in which infrastructural elements are able to grow are of the same importance in development and main engines of infrastructure could be active if there is correct information about this space. Preparing development bed necessarily needs a short-term period. In the mentioned period, focusing the policies and preparing necessary beds for creating the bases of development is of special importance and could accompany the future activities in order to achieve the goals of development with desired pace. Skin is the only product that has accompanied human from the start. There are many verses in Quran, Old Testament and Bible concerning the skin as a cover for human. Human has used animals to meet its needs for a long time, they hunted them and made shoes, leather shields, helmet and quiver, boots etc. In present work condition, that dominative and attacking policies are increasing, the war for success in organization gets stronger. The competing organizations get weaker because of existence of many ways for doing and obtaining the work. One of the reasons of changes is the continuous and revolutionary changes in technology. Because of this fact, the key elements of success in small and average organizations have grown up to keep the long-term connection with costumers. One of the problems in achieving the success in organizations is the lack of any model to guide and direct the organizations to perform the strategy. Any organization has its own culture and processes of work, therefore, focusing on the job as a magic way that could solve all problems, is of less importance and organization must be directed towards success by knowing the privileges and the influences.

These elements guarantee the successful performance in organization in response to the necessity of a balanced approach towards technology, processes and individuals. Moreover, we have evaluated these elements, the results show that they could be raised, analyzed and to be performed in different markets. We could conclude that the overall evaluation of the experts was positive and selecting the key elements is the starting point for evaluating the strategy of implementing the elements of success in organization considering the systematic standard. The goal of any organization is to create, find and keep the costumers. Therefore, successful performance in organizations and necessity of maintaining a long-term relation with costumers is important. The main reason of this importance goes back to the goals of the organization that nowadays has changed the methods of doing their work. Organizations have different approaches for successful performance in relation to their customers and new condition remains under the support of the customers. Organizations face failure because of following reasons:

Some phenomenon such as human and organizations never intend to die, they desire to have relations with environment for development and progress, and therefore they look for new relations. These relations are not based on confrontation with the environment; however, they welcome the changes by having a general idea. Thus, external environment never makes human or organization to change, but human and the organization looks for desired future in its internal relations. The changes happen in human, organization and environment all together. Considering the review of the literature in the present research, 7 elements are summarized in the Table 1.

Table 1: Summarizing the seven key elements in research method

Source	Inter-organization human resources	Human resources, out of organization	Support	Rules	Technology	Trade relations	Innovation
Ajdar & Dehghannezhadi (2009)	*****	*****			*****		
Shafiei (2000)			*****				
Madhoushi & Niazi (2010)					*****		*****
Sarvari & Kezazi(2010)	*****			*****			*****
Zohouri&Jalalmanseh(2010)	*****		*****	*****	*****		*****
PAiman Pak(2008)				*****	*****	*****	
Ghafouri(2002)				*****	*****		
Sanjari(2008)	*****	*****	*****	*****	*****		
Stanley E. Fawcett, Matthew A. Waller and Amydee M. Fawcett(2010)		*****			*****	*****	*****
Enrique Minarro-Viseras, Tim Baines and Mike Sweeney(2005)	*****	*****		*****			
Fernando Peris Bonet, Carlos Rueda Armengot ,and Miguel A ´ngel Galindo Marti ´n(2011)	*****						*****
Syed Awais Ahmad Tipu, and Faisal Manzoor Arain(2011)	*****					*****	*****
Roger Moser, Daniel Kern, Sina Wohlfarth and Evi Hartmann(2011)				*****		*****	
Hung M. Chu, Orhan Kara, Xiaowei Zhu , and Kubilay Gok(2011)	*****		*****	*****		*****	*****
Michel Marchesnay(2011)					*****	*****	*****
Raj Kumar, Dixit Garg, and T.K. Garg(2011)	*****		*****				

The present research is a fundamental and practical one, since the goal of the research is to collect, describes, analyze and offer a model; therefore, the research method is descriptive and statistical. In any statistical analyses, the necessary elements are called society. In other words, society refers to all possible observations that could be obtained by a test (Amidi, 2011). Statistical society of the present research is factories and sectors of leather production in East Azerbaijan province and respondents are directors of the factories and leather sector. Collecting data from a part of the society is called sampling (Amidi, 2011). The sampling method of the research is systematic random sampling. Since we could not have access to all producers, the present method was used. In order to determine the sample volume Cokran formula is used. The statistical sample volume is 169 persons and in order to facilitate the work questionnaires were sent to 170 factories. 140 of the factories answered the questionnaire and 20 were not usable due to incomplete answers. 120 questionnaires were used in the present research. Qualitative and quantitative method was used in the research; first, the qualitative method was used to find the variables and influential elements in developing the industry and in the second stage, quantitative method was used approve that weather these elements and variables are of necessary justifiably and durability. In the second stage, the influence of these variables was recognized in developing the leather industry (their influence coefficient). The study method of the research is library and filed study. The data gathering devices include internet, databases, international papers, interview and questionnaire in the last stage. In the library methods all dissertations, domestic managerial papers, special papers of leather industry and papers of other databases such as Emerald and Science Direct are used.

2. ANALYZING THE RESULTS

The present research is studying the development method for infrastructures of leather industry of Tabriz. the researchers has prepared a questionnaire for studying the development infrastructure of leather industry in two parts that first part includes questions in relation to individual identity of the answerers and second part has considered 179 case as the influential elements after studying the available literature for developing and improving the function of leather industry. The functions were divided to seven groups and were evaluated in seven choice scale of Likret as follows:

Internal-organization human resources, human resources out of organization, support, laws, technology, trade relations and innovation

The descriptive statistics of the data in the present chapter first studies the anthropological variables (age, education, etc). The second part includes descriptive statistics of the questions in questionnaire and analytical statistics are given in the third part. In the present study, Klomogrov-Spirnov test is used to analyze the normality of the variables and determining the type of the test for studying the data that results present the normality of the variables. In order to test the given model and finding suitable model for research, multi-variable regression is used. The tests of comparing the mean and variance analyses are used to study the influence of the anthropological variables in response to related questions of the hypothesis. In order to determine the gender of the sample individuals, one of the questionnaire questions asks in this regard as Table 2.

Table 2: The gender abundance of sample population of the research

Gender	Abundance	Relative abundance
Man	man	98.34
Woman	2	1.66

As it could be seen in the table, 118 (98/34 percent) of the statistical samples are man and 2 (1/66 percent) are woman and it shows that there are low number of women who work in leather industry. It shows that unfortunately this industry do not employ woman. It could be related to culture or lack of education in this regard. In comparison with developed countries, mostly women work in the final stages of production (painting, sorting and packing) that influences the quality of the leather. Unfortunately women are not used as work force in this field.

From educational standpoint, the statistical samples are classified to 5 groups. The following table shows their education level as Table 3.

Table 3. The education level of the sample population

Education	Abundance	Relative abundance
Uneducated	25	20.84
High school diploma	45	37.5
Associate course	20	16.67
B.Sc	19	15.84
M.Sc	8	6.66
PhD	3	2.5

As it could be seen in the table, around 20.84 percent of the population (25) are uneducated or less than high school diploma, 37.5 percent (45) high school diploma, 16.67 percent (20) associate course, 15.48 percent (19) B.Sc, 6.66 percent (8) M.Sc and 2.5 percent (3) PhD. Most of the research population was of high school diploma education level.

Considering the work experience, the statistical sample were classified in 6 group, table 4 shows their level of experience as Table 4.

Age	Work experience	Relative abundance
1-3 year	30	25
4-7 year	30	25
8-10 year	15	12.5
11-15 year	17	14.16
16-20 year	18	15
more than 20 years	10	8.33

As it could be observed from the table, 120 of the statistical sample around 25 percent (30) have under 1-3 years of experience, 25 percent (30) 4-7 years, 12.5 percent (15) experience of 8-10 years, 14.16 percent (17) experience of 11-15 years, 15 percent (18) 16-20 years and 8.33 percent (10) have more than 20 years of experience.

Considering the age of the sample, they could be classified in 6 groups that table 5 shows their condition as Table 5.

	Abundance	Relative abundance
20-30	15	12.5
30-40	20	16.67
40-50	27	22.5
50-60	38	31.67
60-70	15	12.5
Unanswered	5	4.17

According to the information inserted in table, 12.5 percent (15) are 20-30, 16.67 percent (20) are 30-40, 22.5 percent (27) are 40-50, 31.67 percent (38) are 50-60, and 12.5 percent (15) are between 60 to 70 years old. The rest were unanswered. The number of personnel in each production unit is as Table 6.

Number of personnel in each production unit	Abundance	Relative abundance
1-5	38	31.67
6-10	45	37.5
10-15	25	20.84
16-20	10	8.33
21-25	2	1.66
More than 26	-	0

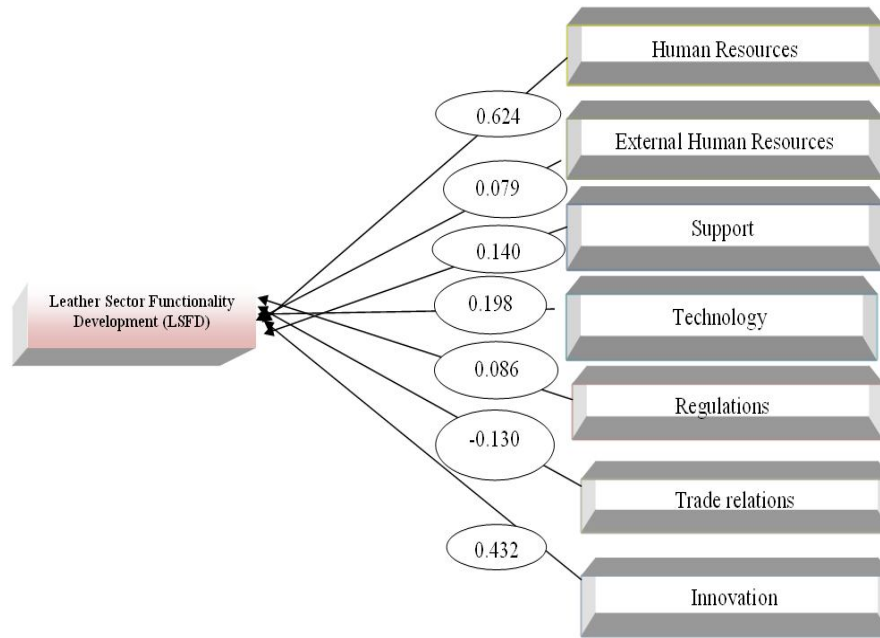
Most of the companies in leather industry have less than 20 workers that show the smallness of these units. According to previous studies, in developed countries there are more than 50 workers in factories of this field (WTO. 2010). After analyses, interviews and considering the records of the research, the suggested model of the researcher are as follows:

According to the gathered information through library studies and interview with experts of the field, the influential elements on leather industry were recognized and since after data collection through tests first elements were in acceptable condition, an analysis was carried out. Table 9 shows that the suggested model is valid for development of the leather industry. Table 7 shows that R² is 0.989 and it shows that independent variables in the model form 98.9 percent of the variable changes in leather industry. Considering the available scales this model is acceptable. Considering ANOVAs table, α of the table is 0.000 and F of the table is 648.128 that show its acceptance.

(Summary of the model)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.987	.07637
a. Predictors: (Constant), TECH1, support and empowerment, human, buy and sell, rule, innovation, external				

As Figure 1 shows, the total model is confirmed and it approves that inter-organization human force could improve the leather industry function as follows: inter-organization human force 0.624, our of organization human force 0.079, support 0.14, innovation 0.43, laws and regulations 0.86 and technology 0.198. It is astonishing that laws, regulations, and trade relations have reverse influence on development of leather industry.

Figure 1. Final model for development of leather industry



5. DISCUSSION

Stiff competition among firms and organizations, decrease of the traditional managements' efficiency in this field, and fast growth of small firms led the organizations to attach a specific significance to innovation, because they found innovation as the only way to survive in the competition field. This infrastructure framework utilizes the most exemplary international ideals and is based on what has been learnt over decades e.g. with clarification partners. There are no distinct clarification management systems in use at organizations, and nor should there be anything of the sort, as the aim is that organizational clarification management is an integrated part of clarification. Indeed, clarification management system is also in general e.g. in the recognized clarification standards understood as a concept for systematic approach or mental system but not as a distinct, physical system. Clarification excellence for clarification plan includes also tools for financial, human resource, and risk management, as well as technology management, acquisitions and marketing.

However, the infrastructure for the conditional variance of clarification management system, information about clarification strategy has yet empirically explored. The main purpose of clarification strategy is to extend previous learning models by investigating within job clarification when the job position represented by the hierarchical level of workers in organizational clarification for clarification. From organizational clarification management where innate abilities assumed to be organizational knowledge, which can view as alternatives to the learning theory.

The major assumption, which is the basis of corporate organizational clarification notion, is that corporate organizational clarification is a behavioral subject, and all organizational clarification are located along a continuum highly clarification. The infrastructure organizations are risk taking, innovative, and proactive. On the opposite side, the conservative firms are risk-adverse, less innovative, and passive or reactive.

6. Conclusion

The aim of the present research is to find a suitable model for infrastructure of leather industry for improves the function of the organizations. This research is based on the similar researches to respond the questions of the work.

- What are the elements of the development model for infrastructure of leather industry?
- What model could be offered for development of infrastructures in accordance the mentioned elements?

The structure and method of the research was designed according to the suitable methods and research questions and research model was offered. In this part, the infrastructure relation of leather industry and function of the organizations was understood completely. After collecting the information and classifying them, the analyses were carried out and according to the results and after summarizing we offer our suggestions. The suggested model is offered for development of leather industry infrastructures using the extracted elements from the theoretical bases and experimental records and elements of the questionnaire.

Our research is the first suggested model for development of proper infrastructure in leather industry of Iran, thus it is not comparable with other models. Considering the effective role of human resources in development of leather industry,

presence of experts in leather industry and educated professional and committed workers and personnel and the high education of the directors in producing units and familiarity of authorities in leather related sectors and supports, there would be better way for development of leather industry infrastructures.

Since this sector has remained traditional, it reduces the pace of development in East Azerbaijan. Lack of update technology, low utilization of scientific experiences of the world, lack of R & D and equipped laboratories in tanneries, not adapting necessary standards for raw skin from slaughtering to start of tanning and necessary standards for preparing the chemicals, and the related problems has led to struggles in leather industry.

Ignoring the managerial issues specially paying attention to main elements of marketing's and procurement is most important problem of the field, since most of the producers lack any knowledge with this regard.

The laws and regulations of the governmental organizations with tanneries do not create the necessary facilities for development of infrastructures. More attention of tanneries in buying raw materials would depend on the standards of the leather production, need for innovation, observing the trade principles and reviewing the annual function.

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