

Surveying of Cultural Effectives Factors in Stagnation of Rural Cooperation Companies¹ (A Case Study: Marand City)

Dr. Nasser Feghi Farahmand¹, Smail Khalafazade Asetmal²

¹Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz Iran

²Master of Management, Department of Public Administration, Mahabad Branch, Mahabad, Iran

ABSTRACT

No doubt the success of rural cooperatives (NGO) can play an effective role in preventing rural-urban migration and increasing rural incomes, increased production and sustainable development in the country. That opportunity is now gone, because reverse the demographic composition of the population and 29 percent to 71 percent of the rural population has changed. This realization inspired by the idea of using a system model (Parsons, social systems), the following factors affecting the decline of rural cooperatives. Parsons theory, the action system consists of four components: the cultural, social, and psychological system is the biological system. Cultural systems Person's systems theory of the place is associated with other sub-systems, and it is dominant. We study the extent of the investigation, the agent placed cultural research center. Questions in the study of cultural systems, organizational culture, organizational climate, and organizational mission organizational learning using analytical - descriptive and inferential statistical tools, questionnaires and interviews and tests, chi-square test was examined

The results revealed that among the four research hypotheses and research have meaningful relationships and the absence of any of them is effective in depressed rural cooperatives.

KEYWORDS: culture, organizational culture, organizational climate, organizational mission, educational factors.

INTRODUCTION

Relationship Between them makes value added and creates competitive advantage for organizations. Evaluation for beneficiaries of supply chain is obtained by paying attention to business processes. Process is a set of business activities that makes value added beneficiaries. Therefore, management philosophies have taken into account the processes and their improvements long time ago. Business processes re-engineering is one of the approaches of axis process which improves the business processes radically and makes available the important performance criteria such as cost, time and quality. Cooperatives as an economic approach could have an important role in economic development. Economic cooperation's various features are including advantages in employment, capital accumulation, spread of small social justice, fair distribution of wealth and reducing poverty.

On the other hand, according to Article One Hundred and Fourth bits fifth Iranian development plan that at least twenty-five percent share of cooperative sector of economy for the target, it is necessary that the main problem of cooperative sector should develop specific strategies and suggestions for programs to be carried out in collaboration with the appropriate organizations. In this regard, guidance and supervision of rural cooperatives in the country, more than 2900 rural cooperative members with 4 million people across Iran are under the guidance and supervision.

However, evidences show that most of these companies declined or are inactive, there is no growth was seen in their activity. In 1963, for the first time in Iran, the time of Truman's Point Four, law enforcement, land reform, rural cooperatives organized by the government of Iran. The organization must establish rural cooperatives in the country. Land reform law was forcing farmers to get land for these companies to accept their membership.

Thus instead of building a cooperative based on cultural factors, they formed it based on the need for cuts, so the basis of collective identity formation was based on coercion and force. You can call it lack of culture. The company aims to supply shortages caused by the removal of owner farmer's needs to provide economic issues. Cooperation and participation of the farmers to draw water management and supply items needed for mechanization of agricultural machinery and agricultural lands act. They also sell products and to develop partnerships with other government agencies to help the village. (The first comprehensive book Network of Agricultural and Rural Cooperation., 1382, p 43)

¹ This paper master thesis student from the same title in 2012, has defended the Islamic Azad University of Mahabad.

Before the Islamic revolution of Iran cooperatives was a tool of government policy to promote, government thinking in villages and rural communities unable to provide the required items. However, because these organizations were created as an alternative to the owners of the land owners are due to lack of financial resources and lack of governmental support, service members so they were not significant. (Abbasi, Mohammad. Cooperative Drandysh VML, 1993, p 58)

The development of rural cooperatives was raised after the revolution, but did not actually accomplish anything. The eight-year Iraq against Iran war, rural and agricultural cooperatives was a serving new borne revolution and war. So with the rationed commodities and distribution of essential commodities that required clashed rebuilding the country after the war, as an arm of state government into cooperatives (Ministry of Agriculture) called in servicing the agricultural economy, but failed to take effective steps to develop administrative bodies. Because all of these things either free or minimal fees for the renewal and expansion took place, but his action did not operate effectively. (Mir Mohammad, Mohammad. 1379, p 87)

Culturalization and attracting trust of members could increase participation and financing process and planning, provides the necessary facilities, suitable management, Service members and their satisfaction to create satisfaction. These tasks during this half century of rural cooperatives were ignored.

No doubt that success of rural cooperatives as a social system in coordination with other social systems could be effective to provide the organic. Migration from rural to urban areas takes pace for employment to prevent and ultimately increase revenue national production and sustainable development in the country. What Opportunity is lost, what is the demographic profile of the country before the revolution, to 71 percent of the urban population and 29 percent of the rural population has changed.

In this regard, the guidance and supervision of rural cooperatives in the country, more than 2900 rural cooperative members with 4 million people across the country under the guidance and supervision and guidance is active. However, evidence suggests that most of these companies were declined.

East Azerbaijan province, with one hundred and ninety-one rural cooperative, cooperative fifty rural women, rural cooperatives and city, only one of thirteen Union Rural Cooperatives is working. Village cooperatives in total over two thousand five hundred villages and a population of about one million and five hundred thousand people will care. The services are minimal, provided the supplies and tools needed for farming, buying and selling agricultural products, distribution of agricultural inputs (fertilizers, pesticides and seeds).

In Marand city, East Azarbaijan province, rural cooperative membership over than twenty three thousand and seven hundred, are buying and selling agricultural products, livestock, agricultural inputs and fuel distribution works.

But the matter is clear. This is the point in the last fifty years, especially after the revolution, rural cooperatives main duties were rural cooperatives rural cooperatives were deviating from their core functions. And other things like coupon distribution in rural and agricultural products such as wheat and barley representations were making very little profits, the rising costs they did not practice enough. With time and changing government policies, economic development projects, the destruction of goods, distribution and modification mechanism quotas for agricultural products, these companies have lost their sources of income, and faced with failure and stagnation.

In this research systematic approach, to study factors on cooperative crisis, is their success reason. In this work, the following issues have been considered in four general.

The natural decline of rural cooperatives of Marand city, East Azarbaijan province, even all around the country are the result of inefficient government policies. Without thinking, systematically and comprehensive review of political, economic, cultural and structural aspects of the problem cannot be entirely resolved.

To do this, we first describe the spatial that in which rural cooperatives and urban cooperatives were formed. The basic elements of each factor in the political, economic, cultural, and structural effects.

Then I will describe them separately. In terms of the breadth of the topic and the research interests focus on cultural factors examined in this study it in detail and analysis to justify.

One cannot evaluate beneficiaries without any improvement in business processes. Nowadays, radically improvements of supply chain domain are possible by using just new information and relationship tools.

2. Background research:

Research about the causes of the stagnation of rural cooperatives so far has been rare and so our research is new and innovative. However, closely related researches to our research problems in the cooperative sector are given below:

1. Bistooni ,Ghaffari, in 2010, in his master's thesis, in Payam Noor university of Alborz Province, in the case of cooperatives recession as "recession causes of agricultural cooperatives city of Kermanshah," he writes one of the forms of co-operatives are democratic organizations with capabilities many communities are to play a role in supporting economic and social interactions play a positive role. Those with business potential, supporting entrepreneurship, generating wealth and providing social services - welfare and classification of

production units and service there are special. According to Article² 44 of the Constitution of the Islamic Republic of Iran, the duty of cooperation in the field of employment, people who have the skills needed for work, but do not have sufficient capital to create jobs. These can be in the form of cooperative banking facilities and other financial institutions, to launch a business. Causes of action were ineffective portion of the cooperatives. This study is to investigate the causes of the recession; the cooperatives have been stagnant for 22 cooperatives.

2. Morteza ,Ghasemi Sprv, researches as "yield distribution cooperatives in rural lending, investments and their role in rural development," he writes, "The importance of agricultural and rural employment is considered important in the economic development of the country. Villagers and farmers as one of the pillars of economic development are major agricultural producers. However, due to the weak financial position are required to support. In this thesis, the researcher of rural cooperatives in which the distribution of loans and investments. The questions of the distribution of loans to increase productivity, welfare and rural employment have been analyzed. In this study, the role of low-interest loans in the life, increase productivity and rural prosperity has positive evaluation ".
3. (Hamid Alipour) in a study of Cooperatives empower large enterprises to perform operations governed Gilan province in perspective³ 2025, wrote in 2005: "Lack of investment in infrastructure, a lack of constructive communication between manufacturing centers, and universities....The unemployment rate has increased in recent years. Some economists recommend ways including employment, investment, and strengthen large enterprises. One of the most important ways to achieve the vision outlined in the twenty year outlook of the Islamic Republic of Iran is the non-implementation of the general policies of Article 44 and the expansion of investment. In this context, cooperative enterprises can also gain a share of the economy are real. Even have a major role in this. On this basis, and given the government's determination to achieve a 25% share of cooperative sector of the economy in 2025 to empower this sector is essential.
4. Sohrab delazgezan the research study "approach to policy co-producer of" dead space cooperatives province, 2000 to 2001, wrote: "Cooperatives, a global movement against capitalism, the weakness in the equity and efficiency. Third World countries, especially Iran, after World War I welcomed to these patterns. After the war of independence against colonial patterns in developing countries and their interest in the development of the cooperative movement should be feasible. Many of the major problems and obstacles to their cooperative activities appear to be common, but the intensity of the problems of cooperatives in different groups varies. The problem of lack of adequate information and the full cooperative activities among the members, managers or experts comes from offices and banks. Also banking laws and restrictive regulations, contracts, lack of cooperation and relations between groups in adverse social, economic problems such as inflation, recession, sales, rising raw material prices and wages, and unhealthy competition in cooperative activities also will intensify. "
5. Wave Agency (2009) Office of infrastructural Research Center infrastructural challenges and problems of rural cooperative study: "The organization of rural cooperatives Iran governmental organizations, the private sector was, however, cooperatives, and rural and agricultural unions, and only under the guidance and inspection of rural cooperatives operate. Performance of the organization in recent years has revealed serious problems with a lot of material and moral losses. The unions and cooperatives such as rural and agricultural policies in order to determine the major organizations are monitored. The performances of the rural cooperatives have suffered great losses. Evidence suggests that the annual cost of the purchase and sale of agricultural products heavily on the government guarantee is enforced. Evidence shows that the organization of rural cooperatives in cooperative intervention and the intervention of spiritual and material losses on the big public sector has arrived. Even some companies has led to completely bankrupt.

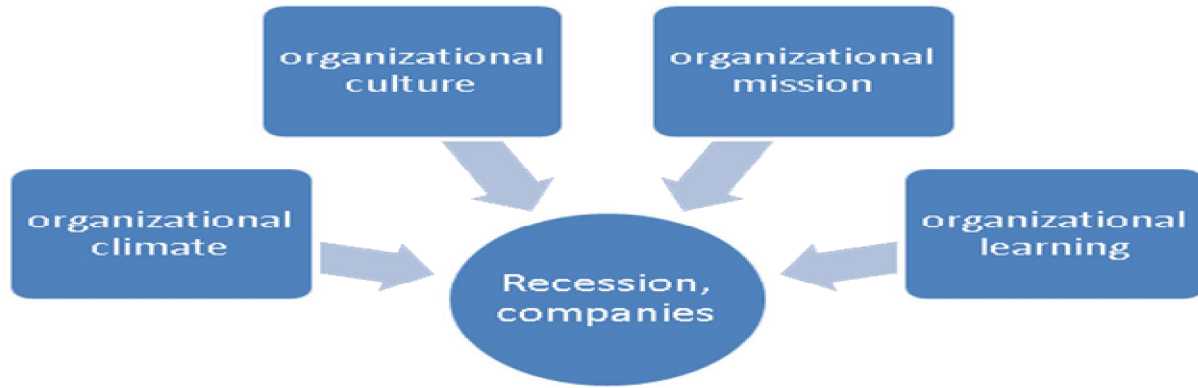
3. Analytical models for research:

Revolution of information and relationship technology and universal extension of economy in the last of 90's decade, have made a new stage for distortion of business. In this new re-engineering all of the organization beneficiaries such as managers, employees, customers, suppliers and even partners should participate. X-engineering shows the way of processes development to out of the organization. Against, re-engineering domain does not develop from organization framework. When companies can integrate their processes, they obtain the new ability. X-engineering includes knowledge of applying updated processes in jointing businesses, companies and customers in order to optimize and evaluate all beneficiaries. This concept is a new and extensive edition of processes re-

2 . Article 44: To amend Article 44 of the constitution, it is well known that the basis for the economic transformation of the economy is an open economy.

3 . perspective 2025: a vision for the ideal Islamic state that it wants to become the country's most advanced model for other countries in the region to be considered.

engineering that is proportional with updated axis technology. Re-engineering and x-engineering are aligned and improve organizations performance saliently. The theoretical framework for this research is trying to portray an analytical model to investigate the research is clear and crisp as model 1.



4. Theoretical research:

This research by using Parson's systematic theory, social systems model has been studied: The structure of social action "doctrine as" systems theory "raises. He believes that the action consists of four components: the cultural system, social system, and the psychological and biological systems. Parson's theory as a model for these sub-systems "AGIL" introduces the functions of each system in communities. These systems are required in social survival. These functions include:

- 1) Catch (Adaption) and social conformity with which the material world economic system is functioning.
- 2) Goals (Goal Attainment) in a social system that is function of political system.
- 3) Integration (Integration), integration, and maintenance of the structure associated with legal structural - system.
- 4) Order latent model (Latent Pattern Maintenance), and stress management is the task of the cultural system.

So in Parson's theory a system of cultural subsystem as one of the sub-systems in society is one that has a particular position in relation to other sub-systems as Table 1.

Table 1.system of cultural subsystem

Adaption Functioning of the economic system	Goal Attainment Functioning of the political system
Latent Pattern Maintenance Cultural system	Integration Integrity of the legal system – structural

Marand city and rural cooperatives in the study area within the subject scope of system factors on rural cooperatives with emphasis on the cultural factors of depression. This study was carried out in 1380-1391.

5. Because this research is descriptive rather than hypothesis so the following question arises:

- Does the organizational culture of the Marand city recession rural cooperatives are effective?
- Is the climate of the recession, are effective in rural cooperatives Marand city?
- The organizational mission recession affecting rural cooperatives are Marand city?
- Whether organizational learning recession rural cooperatives are effective in Marand city?

According to scientific researches division, this study is description, typologically descriptive - analytical and methodologically is practical. The collected data by questionnaire used for in research and its validity was confirmed by experts and specialists Astatyd and reliability was determined by Cronbach's alpha. The Cronbach's alpha coefficient for the organizational culture questions 84/0, for the climate 73/0, and organizational mission 83/0 and for teaching organizational 73/0, respectively. A range of settings, including five option Likert scale 30 questions, 8 questions for organizational culture, organizational climate question number 7, number 8 questions for an organization's mission, organizational learning, 7 questions were pen. Due to the time and place of the research, population of the study consisted of all members of rural co- Marand city of 17 companies (23 746 people) members. The sample size was calculated using Cochran's formula and 100 cases were randomly selected from different were surveyed by questionnaire. Three members of the component under five years, five to ten years, between ten to fifteen

years and fifteen years, the literacy rate diploma, associate, bachelor's, master's or higher members aged under 25 years, 25 to 40 years, 55 to 40 years and above 55 years were selected as the criterion function.

6. Research limitations: (limitations on the outside there are scientists)

- Lack of standardized questionnaires and evaluating the inherent limitations of a questionnaire survey comments.
- Problems caused by the lack of researches on non-governmental organizations.
- The reluctant of people to answer questions.
- Lack of cooperation by some respondents, and cut away the hope of rural cooperatives.

7. ANALYSIS OF RESULTS

To analyze collected data by descriptive surveys and statistical inferential methods were used. In order to describe the responses of the survey questionnaire, frequency and percentage tables of responses for each question are used. Also, to illustrate some of the statistical data to be visualized, the bar chart is used. As well as the analytical methods and quality of our data is nominal scale for the Chi-square test was used to test the research hypotheses.

In terms of age, based on data, most of the 41 percent of the class of 40 to 55 years, then 38 percent in the age group 25 to 40 years, 15% aged less than 25 years and a minimum of 6% in the age group over 60 years.

In terms of education, most of whom have graduate degrees about 37 percent, with 33 percent of the high school diploma and bachelor's degree holders with a minimum of 30% allocated. (Number of relevant graduate degree is greater than zero.)

Membership of the distribution: Based on the results, the largest percentage, 45 percent of the class membership of 10 to 15 years, and then 33 percent in group 5 to 10 years of membership, 20 percent under 25 years of membership of the group and the lowest 2 percent of the membership of the group over 15 years.

Then according to obtained data from questionnaires and tests to analyze the research questions to be addressed. The first question examines the impact of cultural factors on rural cooperatives is stagnant. This important of obtained data analysis by the Chi - both because (P-Value) showed less than 05/0, after a question is accepted. Among the many options, there is a significant difference in the obtained frequencies so the first question is accepted as Table 2.

Table 2. Significant difference in the obtained frequencies so the first question

Pearson's Chi-Square	28/68
Df	6
P-Value	0/0000

The results revealed that the organizational culture has the greatest effect on the decline of rural cooperatives. Since the management literature has proven to be excellent managers of affected employees and the corporate culture of thinking, insight, perspectives and attitudes of the founders, promoters and managers affected. Selecting qualified managers and their awareness and appreciation of the need to give it special.

Organizational leaders need to be aware of culture and its impact on organizational members. If rural cooperatives want to help themselves to go out of current recession to grow and develop, they must plan a particular and especial program.

The second question, the effect of climate on rural cooperatives is important to recession after analyzing data obtained by means of Chi - both because (P-Value) earned less than 0005/0, then the question accepted. Among the many options there are significant differences between frequencies obtained, so the second question accepted as Table 3.

Table 3. Significant difference in the obtained frequencies so the first question

Pearson's Chi-Square	21/80
Df	2
P-Value	0/0000

Results of this examination reveal that the impact of organizational climate on rural cooperatives recession is undeniable. The climate is healthiness, identity, sense of belonging ,attachment, stimulate motivation, happiness, well-being, sense of responsibility, appreciation and teamwork, creating lush environments are very effective and high-motivating factors for managers and policy makers with an understanding of organize it, can cause the performance of the employees in the organization and stimulates rural cooperatives to provide out of the current recession.

The third question, review the impact of the recession on the organizational mission in a cooperative village. This data is then analyzed by the Chi - both achieved since (P-Value) earned less than 0005/0, among the many options, there is a significant difference in the obtained frequencies and the third question accepted as Table 4.

Table 4. Significant difference in the obtained frequencies so the first question

Pearson's Chi-Square	23/53
Df	2
P-Value	0/0000

The results of this examination reveal that the impact of the recession on the organizational mission of rural cooperatives is also very important. The mission of the organization is an organization that all employees and managers have different levels of expectations and shared values, and these values are reinforced. Based on organizational mission priorities, strategies, programs and tasks by relying on creativity or management of long-term goals and strategies are considered. Organizational mission and public interest group's demands, such as creating opportunities for investment, creating employment opportunities, equal opportunities in employment, employee benefits, supplies, salaries, wages and social services will be considered. Senior managers and policy makers can understand the importance of the rural cooperative organizational routines rescue mission and a waste of time, opportunity and ways to prevent them.

The fourth question examines the impact of organizational learning on the stagnation of rural cooperatives. This data is then analyzed by the Chi - Barge obtained. Since (P-Value) showed less than 0005/0, then question four accepted. Among the many options, there is a significant difference in the obtained frequencies, the fourth question accepted as Table 5.

Table 5. Significant difference in the obtained frequencies so the first question

Pearson's Chi-Square	23/56
Df	2
P-Value	0/0000

The results of this examination will reveal that the impact of organizational learning on rural cooperatives recession is also very significant. Users will not only ensure the continuous participation of users in cooperative learning activities, but motivation plays a vital role in ensuring the survival of their cooperative. Technical knowledge and job skills training can enhance the value of unions and the labor market and thus increase her ability to earn money. The missing link in education can be seen as members of rural cooperatives. This task is the responsibility of corporate managers and policy makers.

To understand educational issues, reinforcing the performance of employees in organizations and cooperatives in the country is the way to get out of the current recession.

8. RESULTS

Reviewing the results of the research and analyzing research questions, which lack any cultural factors in the research, the organizational culture, climate, and cultural factors affecting institutional mission and educational Inc. recession is affecting rural cooperative.

The answer was clear from the review that most members will evaluate the company's performance in very low levels. This indicates that there is a gap among members of rural cooperatives, so companies need to consider other members. The companies aren't looking to their needs but pursuing other goals.

This dual policy is largely in rural cooperative organizations, which are government agencies, returns.

On the one hand it tries to apply the Ministry of Agriculture policies and rural Cooperatives.

It involves activities such as making purchases, guarantees, and distribution of agricultural commodities, without the daily cost of increasing wage, on the other hand trying to show democratic gesture, and resort to every other possible ways to prevent these companies from recession and collapse.

These companies are highly dependent on the rural cooperatives organizations, which caused most of the villagers look at these companies as a public view; they are unaware of the organization and not to take part in selection of Board of Directors.

But because of the participation of venture capital a company provide them, and makes them the benefit of the company are expected, while there is actually no profit.

The legal nature of corporations with a board of directors and an independent look at the effect of the intervention over the direction and supervision of rural cooperatives, freedom and lost their disposal converting existing physical deformities have been. As the child was expected within a few years to grow and become an independent person. Now the 48-year-old retarded children become dependent father is still there and he cannot continue to live.

9. Conclusion

Cooperative systems in countries with open economies have been able to achieve success. It isn't unreasonable that a successful cooperative of 300 countries with open economies in the world they belong to. Even as a cooperative worldwide come from countries with closed economies government are there. The share of cooperative sector of economy reached 25% of the country's economy. We need more research on cooperative lines.

I have suggested to other researchers and students, who can study the political, economic and structural studies are also subject to higher dimensions is obvious.

Important approach in the public sector is the participation of people doing things and bringing them to begin. The government could Policies parts of the state cooperative department may delegate to the cooperatives.

Through a cooperative partnership and values like social justice and democratic responsibility and take these things before. The management practices and adopts behaviors consistent with these values. In this regard, the following recommendations are offered:

- 1) The lack of trust, social capital and poor nations is all that much harder to recover from the economic recovery. This will start the first step by the government. Steps stable and responsible government, adherence to the democratic principles of cooperatives and cooperative managers being elected to the highest place of public appointments, the exact rules from personal interpretation, and accurate regulation In these cases, believe it Right provide accountability and integrity of the government.
- 2) The government should impose a duty of government to rural cooperatives and their refusal to allow the free market to participate in competitive cycling. To enable them to communicate with members and actively participate in their attempt to meet the needs of its members.
- 3) The government should allow companies to use in the production cycle of crops and livestock provided. No organic link with the cooperative sector, they will not be able to wealth (value added) produced through the conversion process to acquire goods and agricultural products.
- 4) With financial support from the corporate sector and other government support, such as banking reform laws, customs, insurance and investment barriers and strengthen confidence in the corporate sector and to assign a portion of the economic activity in this sector.
- 5) Members learn not only ensure the continued participation of members in cooperatives is, but motivation plays a vital role in ensuring the survival of cooperatives. Strengthening and training principles necessary steps to enhance cooperation and development, professional training, motivation, empowerment and democratic understanding of the cooperative activities competitiveness more cooperatives and assessment will be achieved. Training courses, which can enhance their understanding of the work of raising awareness and cooperation, can increase public participation in the development of cooperative organizations, and their attitude is more favorable than cooperative. Finally, increased participation in the organization of cooperatives and cooperative attitude and good people in the community will enhance the culture of cooperation.
- 6) If it is set, in accordance with the national development plans and national outlook, the share of economic cooperation will increase from five percent to twenty five percent. It aims to provide practical step approach to enable cooperatives to increase their contribution and participation in development and poverty alleviation. Some of these strategies can be developed and the developing plans of action, more cooperation and interaction with state, local and community initiatives to support the development of rural cooperatives pointed out.
- 7) Culture of cooperation and develop efficient managers, the idea of cooperation with all the facilities such as the national media, press, films and ... And University Cooperation, (also starting university education in Canada) to consolidate the society, so that people know they can trust their own collectives and collective interests over individual interests ahead of them come together and learn.
- 8) Management should be purely scientific, scholarly way Accept the decisions of the discourse, is respecting the elite and expert systems. For the root of most problems in the cooperative, non-cooperative countries in the meritocratic management returns.
- 9) Adherence to cooperative principles, facilitating conditions for joining the cooperative movement to reform public authorities and cooperative attitude, preventing use of cooperatives, cooperative achievements in the field of exhibitions, and developing strategies for constructive competition between cooperatives cooperative unions and the strengthening of cooperation in various fields for other solutions are considered.

REFERENCES

- Abbasi, Muhammad. Cooperation in thought and action. Tehran, 2009. Publication of the Ministry of Cooperatives. Page 53.
- Alipour, H. R., 2007, empowerment of cooperative sector to play a wide range of activities and the management of large enterprises in Gilan Province in 1404, Tehran, Journal of Cooperatives, No. 210 and 211.
- Alvan S.. M. and Gable, AS. 2001, administrative and social terms, bottlenecks and the solution Tehran, Journal of Management Development, No. 10, pp. 19-9.
- Alvani, SM. 2001, New Horizons of Public Administration Tehran, Public Administration Quarterly. No. 50.
- Amin M, Fatima. The effect of organizational culture and climate on labor productivity, Master Thesis Cultural Management, Islamic Azad University, Science and Research Branch, Tehran, 2002.
- Ansari, Hamid, 1999, research on rural cooperatives of Iran (case study company Sirius prince) Tehran, Tehran University Press. Pp. 293-291.
- Astmpl, John D.. Translated by M. Shojaei 1999. Revolution in Tehran, Iran. Institute for Cultural Services loud.
- Astvnr, and James Freeman - 1996 Edward, management, translation, Persians and Arabs, Tehran, Institute of Business Studies and Research pp. 73.
- Bazargan, Mehdi. 1360. Boundary between religion and politics. Tehran. Press freedom movement. Page 33.
- Best, John, translator Pasha Sharifi (1997), Research Methods in Psychology and Behavioral Sciences, Tehran, Taleghani growth Publications, pp. 127.
- Bliss, Esfandiari, 2010, Human Resource Management. Tehran. The publication. Pp. 204-174.
- Born observer, sweet and A. Soltani, 2010, the world economy, the article "Iran's 2010 Index of Economic Freedom" in Tehran. On 13 Persian date Azar 2010.
- Central Union of Agricultural and Rural Cooperation, 2003, the first comprehensive book Network of Agricultural and Rural Cooperation. Tehran, (Institute for Livestock and Agro-Industry), pp. 42-63.
- Charismatic religious, N. (1008), strategic planning, organization, printing, publishing Forouzes, Tabriz. Charismatic religious, N. (1981), performance management process, printing, Islamic Azad University of Tabriz.
- Charismatic religious, N. (2001), in management, second edition. Public Administration Training Center, Tabriz bookstore. Charismatic religious, N. (2004), Technology, Productivity and its structure, management magazine, Management of Technology, No. 115.
- Charismatic religious, N. (2004), the reliable management, printing, publishing Forouzes, Tabriz. Charismatic religious, N. (2003), Strategic Management of Organizations, Fourth Edition, University of 52.Tabriz.
- Charismatic religious, N. (2010), Management of Technology, Second Edition, published by Forouzes, Tabriz. Charismatic religious, N. (2010), The Dynamic Management, Second Edition, published by Forouzes, Tabriz. Charismatic religious, N. (2010), The Strategic Management, Second Edition, published by Forouzes, Tabriz. Charismatic theology, N., 2003, Dynamic management of the organization. Tabriz Forouzes publications. Pp. 652-653.
- Colman Patterson 2010. MANAGEMENT BRIEFS. New York Publishing APS ISBN. pp 45.
- Daft, Richard L.. 1998. Organization theory and design. Parsayyan and translator Ali Mohammad Arabi. Tehran. Book publishing and cultural studies. Page 70.
- Digby, Margareat. 1975. The World Cooperative Movement. New York .Pp 67-69
- Dirt, G., 1999, Research Methods in Management, Tehran, Tehran University Business School Press. 249 p.
- Dslr, Gary, 1994. Fundamentals of Human Resource Management. Second edition, translated by Ali Persians and Arabs, Tehran, publishing and cultural studies. P 145.
- Eslami, AR. 1993. Management theories. Tehran, Mahan published. Page 356.

- Faqih, and intelligent person Abul Hassan, 1980, Bureaucracy and Development in India (a historical perspective - adaptive) in Tehran. The publication. Page 62.
- Favorite Band, A. 2003. General Manager, Tehran. Psychology Press, pp. 157-121.
- Feghhi Farahmand, Nasser 2001, Executive Leadership Process, Islamic Azad University, Tabriz Branch, Iran, pp 2-23. Feghhi Farahmand, Nasser 2003, Permanent Leadership of Organization, First edition, Frouzesh Publication, Tabriz, Iran, pp19-32.
- Feghhi Farahmand, Nasser 2003, Strategic Structure of Organization Leadership Process, Forth edition, Islamic Azad University, Tabriz Branch, Iran, pp 10-15.
- Feghhi Farahmand, Nasser 2005, Strategic Leadership of Organization, First edition, Frouzesh Publication, Tabriz, Iran, pp 19-104.
- Feghhi Farahmand, Nasser 2009, Organization Strategic Plan compilation, First edition, Frouzesh Publication, Tabriz, Iran, pp 19-21.
- Feghhi farahmand, Nasser 2011, Active and Dynamic Leadership of Organization, Second edition, Frouzesh Publication, Tabriz, Iran, pp 87-292.
- Feghhi Farahmand, Nasser 2011a, Technology Leadership of Organization, Second edition, Frouzesh Publication, Tabriz, Iran, pp 11-18.
- Fine words. 0.1991 honest. How we got our (the root causes of underdevelopment in Iran), Tehran, Eighth Edition. The publication window. Page 37.
- Fred R. David, Strategic Management. (2010) Translation Persians and Arabs, Tehran, publishing and cultural studies. Pp. 178-185.
- Hajjarian, S. 1995. Making authority of the sultan, vulnerable, alternatives, Tehran, political information - economic, No. 92-91. Information Institute.
- Hall, Edge. Organizational, 1997, Arabs, and Parsayyan Syed Muhammad Ali. Tehran. Posted cultural Research Service. Page 99.
- Hassanzadeh, Ramadan. Mourning, MT. Statistical methods for the behavioral sciences. 2010. Tehran, Vbrayzats publication.
- Hrtj. Hrtj Foundation, 2010, Index of Economic Freedom in Iran 2010, Tehran. Newspaper world economy. Hughes, Avon. 2009. New public management. Alvani Translation and ... Tehran. Pearl publication. P 110. Innovation, innovation journalism. Tehran, (26/05/2007) groups and society.
- Inscription Ghaffari, Aslan. 2009, a recession causes of agricultural cooperatives city of Kermanshah, Master's thesis, Department of Public Administration, University of Payam Noor Alborz Province.
- Iranian-born, Solomon 0.1995, adaptive management within the new Paradymhay, Islamic Azad University of Tabriz. P 106.
- Iran's Ahmadinejad Parizi, M. and S. Gohar, Parviz, 1996, Organization and Management Theory to Practice, Tehran, Iran Banking Institute. Page 308.
- Jahangir, M. 2007 law. Tehran, publishing era. Pp. 25-24. Jam, paper jam, Tehran, 6, 12 Persian date Khordad 2010.
- Javadin, Seyed Reza. 2007, a comprehensive overview of the basic concepts of management and organization theory. Tehran, 612 p.
- Javadin, Seyed Reza. 2007, management and organization theory. Tehran, publication of view. 612 p.
- Lattice, AA 1387. Aspects of the organization and its metaphors, Tehran, Tehran University Press. Pp. 231-230.
- M. Naguib, Ahmed. 2001, social Tasyrsakhtarhay political life in Tehran. Economic, political information. No. 150-149. Publication Information Institute.
- Mac Lgan, 1998. Interpreter Islamia, Mustafa. Age Partnership. Tehran. cultural Dftrpzvhsh.
- Mir Mohammad, Mohammad, 2000, Attitudes and Tvshha RA. Tehran, publishing, education, agriculture. Organization of Rural Cooperatives. Page 65.

- Miri, Syed Ahmed. 2001, the impact on the political structure of Iran's political culture, with emphasis on the years 1357- 1332, Tehran, political information - economic, No. 140-139. Information Institute.
- Mitchell, Terence. 1997. *Managing Behavior in Organizations An Introduction to the employees in the organization*, translating theoretical race, M., Mashhad. 647 p.
- Moghimi, SM, 2010 *Organization and Management Research Approach*, Tehran. Cashmere publication. 406 p.
- Mohammadi, H., 2009. Cooperatives, government downsizing, Tehran, *Journal of Cooperative* No. 206.
- Mvhad Saif S., translated by T. Akbari, 2008, to determine whether or missing link is training members of cooperatives, cooperative Azdanshkdh Malaysia. Tehran, *Cooperatives magazine*. No. 214.
- Mvrhd and Griffin, 1995. *Organizational Behavior*. Tehran. Publication. Pearl publication. P 101.
- Myrspasy, N. and A. Etebarian, 2010, a reform of the administrative system of Iran, Tehran, Mir Publishers. Pp. 90-115.
- Myrspasy, N., 2010, *The strategic management of human resources and labor relations*, Tehran, Third Edition, published by Mir. 508 p.
- News Parliament. ([Www.parlemannews.com](http://www.parlemannews.com)) (interview, Fathi M, Aslan. Tavakoli, Hossein)
- Nia Hafez, M., (2002), *Introduction to Research Methods in the Human Sciences*, Tehran, publisher and Editor of the Human Sciences (left), first edition. Page 59.
- Patient Moghaddam, Mohammad. *Cooperative management of* . 2010. Tehran, Cashmere publisher. Page 30.
- Pleasing, S. 2001, policymakers co-production approach, Tehran, *Journal of Cooperatives*, No. 110.
- Poor Rafi. Faramarz. (1998), *Conflict and Development*, Tehran. Publishing Company. Third edition. P 123.
- Rahmat Ullah Bnar - Majid Jahangir person - M. Salman, 2011, association, cooperative and - The terms of rules and regulations, in Tehran, Iran, Central Organization of Rural Cooperatives. Published in the Persian month Azar Barzin.
- Reza Quli 1992 guidance, sociology, tyranny, Tehran. Reed Publishing. Pp. 32-31.
- Rezaeian, A .2006. *Principles of Organization and Management*. Tehran. Posted on p 274.
- Saburi, M. 2006. *Sociology of Organizations - modern bureaucracy in Tehran, Iran*. Word Press. P 170.
- Samari, A., and R. M., b 0.2007, increase motivation variables affecting the progress and success of cooperative managers, Tehran, *Public Administration*, 50, pp. 33-1.
- Sheikh, GH, 2008, The role of cooperatives in economic, social and cultural development in Iran, *Journal of Cooperative* No. 186.
- Soil, G. (2005), writing a thesis on the research approach, Tehran, publisher reflection printing.
- Stephen, P. Robbins .1999, *Principles of Organizational Behavior*. Tehran, Persians and Arabs translated Tehran, Office of Cultural Studies, pp. 84-44.
- Stephen, P. Robbins .2007, *organization theory*. Tehran, translated by Mehdi Hassan Alvani and cultural knowledge. Posted Sfars 129-183
- Stephenson. .T. E. 1998. *Management cooperative societies*. Washington. D. C. Pp 43-44.
- Trust, daily trust, import, National Agricultural rival, No. 1446, dated 28/04/2007 interview Issa Kalantari doctor.
- Zorlusenycel. 2009. *Managing the human Resource in the 21st century*. Washington. D. C. Publishing APS ISBN. Pp 123.