

# The Relationship between the Organization Mission Development and Organized Workforce and the Level of Stability of the Organizations

Masoud PoorKiani<sup>1</sup>, Hoda Javanmard<sup>2</sup>, Hamideh Mohammadi<sup>3</sup>

<sup>1</sup>Department of Management, Islamic Azad University, Kerman Branch, Kerman, Iran

<sup>2</sup>The Master of public Management, Islamic Azad University, Kerman Branch, Kerman, Iran

<sup>3</sup>The Master of public Management, Islamic Azad University, Kerman Branch, Kerman, Iran

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## ABSTRACT

Background and goal: The purpose of this study is the survey of relationship between the organization's mission development and workforce and the level of stability of the organization. Materials and Method: to review the formulation variable of assignment in this study 9 forming components of mission statement (Customers, products, markets, technologies, survival and growth, philosophy, special feature, the concept of people, attention to staff) has been used. In this study two questionnaires to collect data are used. Statistical population of this research was 56 subjects of executive devices directors. For data analysis in this research, a variety of descriptive statistics such as variety tables of descriptive statistics such as Pearson and Spearman correlation coefficient has been used.

Results: The findings in this study showed, there was significant relationship between mission development and stabilization and between formulation and organized labor

**KEYWORDS:** mission organization, organized labor, stability.

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## INTRODUCTION

Importance of mission in strategic management has been approved in highly documented manner in literature. Recently a research mission Fortune 500 companies were selected and in view of their excellent performance and poor performance compared them and concluded companies who have had excellent performance Organization's mission was documented comprehensively. Two researchers named King and Killand believe that companies document their mission in writing reasons are:

1. The goal organization with that unanimously approved.
2. to corporate organization resource allocation, offer benchmark or standard.
3. To govern known climate to organization.
4. To create a focal point, that is based on the goal and direction of organization to define and guide the work of their own and on the other hand for those who cannot be compatible with organization current situation creating an obstacle.
5. The organization aims to realize a framework or structure of business
- 6-Organizational goals are specified, and to fulfill these objectives, and control cost, schedule and performance criteria (David, translated by Aarabi and Parsayan, 172:1997). According to Peter Drucker, business is not defined as name and statement of organization, but is defined by the mission of organization. He states only a clear definition of the mission and purpose of the organization which has met the realistic goals and influence on its success and failure (David, translated by Aarabi and Parsayan, 185:1997). Importance subject developing the organization's mission is why that mission statement is the starting point for the development of organizational strategy and most organizations use it extensively and since the organization's mission provides the framework for the big goals of the organization, so that these objectives should be consistent with organizational mission and enhance mission and mission statement is as the basis for the organization's long-term decisions should be considered by organizations, on the other hand, increasing effectiveness is as an important strategy for success and survival organizations that identifies the achievement of desired goals of the organization and not easy to calculate the effectiveness of an organization. Why a large organization with several different activities at different locations that provides diverse objectives and reach different results, it is difficult to assess and measure the performance of these organizations. Organizational effectiveness and its extent are realized in organization's long-term and short-term goals. It is also a degree that has been able, knows its effective strategic factors and meets their demands. (Robbins, translate by Alvani and Danayi fard, 76:2006). So effectiveness of the organization can define better achievement mission goals with a satisfactory qualitative and quantitative standards and commitment staff defined (farahi, 9:2003).so Preparing the organization's mission is considered a long step in the effectiveness of management. Half hidden or revealed differences in the development of the organization's mission make multiple personality issues, communication issues and seizures shall Result of which is the difference between senior managers? Mission should never be written by shouting and tumult. It should be accelerated and it is not possible without pain and suffering in many ways to achieve success (David, translated by Aarabi and Parsayan, 184:1997).

**REVIEW OF LITERATURE**

**Mission Organization :**

The mission of the organization, is its purpose or in its philosophy. The Mission is the strategic vision about the future of management, the company mission shared by Staff expectations which provides a unique view of the company to important beneficiary groups. A mission statement reveals that who and what company does.

The overall objectives of the organization are often called mission (the reason for the existence of organization). The mission states values, dreams and philosophy of the organization. The official goals are sometimes called mission. That they include: organization range, which is formally known and results that organization is trying to achieve (Daft, translated by Aarabi and Parsayan, 2003: 47). Drucker says: the question: "What is our work?" is synonymous with asking the question: "What is our mission?" "Mission Statement Organization" is a sentence or phrase it thereby the purpose of an organization is distinct from similar organization goal and it states the reason for the existence of organization. Sometimes the Mission Statement is called opinion, statement of purpose, the philosophy, the beliefs, and the principles of the organization, the Organization's prospects which are representative of the company (David translated by Aarabi and Parsayan, 2008: 168).

Statement Mission elements separately Author

Author's	Pres(1994)	Misun(1993)	Kimbil & bong(1991)	Irlando & hit(1992)	David(1989)	Kalmu & colleagues (1991)	Yant(1986)	Kalinzo & puras (1991)	Bits & dilard (1991)	Drucker(1974)	Kets & colleagues (1991)	Daniel(1992)	Vilson(1992)	Oswid(1992)	Midy(1992)
statement Mission elements			*	*		*	*			*					
Vision Statement	*	*	*	*	*	*	*								
Values, beliefs and philosophy of Howe			*							*					
Distinctive competencies			*							*					
Competitive position			*							*					
Competitive strategies		*	*	*						*					
Standards of conduct for employees			*				*								
The overall objectives of the organization						*	*	*			*				
Ideal attractive and vivid								*							
Specific financial goals				*		*									
Specific non-financial goals				*		*	*	*			*				
Type of clients	*	*		*	*										
Products / Services	*	*		*	*										
Self confidence	*				*										
Considering customer needs		*					*	*	*		*	*	*	*	*
Considering public opinion	*				*		*								
Markets	*	*			*										
Technology	*				*										
Considering survival	*				*										
Paying attention to satisfy the need of workers					*		*	*	*		*	*	*	*	*
Paying attention to satisfy the need of workers							*	*	*		*	*	*	*	*
Paying attention to satisfy the need of society							*	*	*		*	*	*	*	*
Paying attention to satisfy the need of share holder s							*	*	*		*	*	*	*	*

Table (Knowledge Management, Volume 21, p 80)

**The process of determining the Organization mission:**

Before developing and implementing various strategies, mission of the Organization should be prepared in a clear manner. It is important that in process of determining the Organization mission, as far as possible, greater number of managers participate. Because people from duct of collaboration are committed to their organization. A common method for determining the organization mission is first, to select several articles about mission statements and request managers for more information read this articles then want manager to write organization mission. Then committees of senior managers collect this writes and shall revise them and eventually form groups until final document will be prepared and approved by everyone. Since all managers are involved in the preparation of this mission and have approved the final document, organization can have

confidence that they will cooperate on matters pertaining to the formulation, implementation and evaluation of organization strategies. Then process of determining organization mission gives appropriate opportunity until Strategists are entitled to the protection of all managers' organization. When determining the mission, some organizations want groups of managers that talk about the proposed mission and to revise it. Some of the organizations when writing mission, use to edit sentences and phrases from external specialist consultants. Occasionally, a foreign person who has expertise in the mission document and in this case is owner. (And yet no particular bias), could be better than a group or committee of directors, in preparing this document, be effective. After the document was in final stage, Should to best possible way, informed all managers, staff and stakeholder groups outside the organization. Even some organizations, for organization's mission and how it is prepared for distribution, they made a video (David translated by Aarabi and Parsayan, 2008: 176). The most effective way to begin the process of developing a mission plan and revision of existing mission, constitute a special session for this purpose. First step distribution worksheet( the arrangement mission of organization), between team members is planning. Should be asked planning team members, at the beginning of the session, each individually and without exchange ideas with each other, insert their personal comments on worksheet. This is to encourage more independent thinking and preventing similar responses. This worksheet is designed in such a way that will force team members, to provide picture of the whole organization and not just a picture of the part or unit under own supervision. In planning meeting, the team members at any time are only one question. Then team members read their own responses in relation to each of the questions on the worksheet. Response team members have written on the board, to also see other members other responses. The only legitimate argument on this stage, about the meaning response or words used in the response of members, and not in response to his credit. Another way to avoid debate by the instructor or facilitator collection worksheet and answer each of the questions listed on the board. After inserting all relevant responses to a question on board, teams can be released into the discussion. Instructor or facilitator of the meeting should extract contained main points in each view and encourage group to argue about difference in views, so in this way to discuss new ideas usually appear within reach. The role of an instructor and a facilitate is very crucial here because he has the duty of supervising of the session in such a way that all of them think creatively and nobody can undertake the discussion of others and finally his duty is to help group in gaining agreement over the mission of the organization .at least half of the day should be allocated to this job .if there is a gap in the attitudes the rest of the same day must be devoted to effort for gaining agreement. Ignoring this stage would overshadow the next stages of this programming.

After the end of discussion and exchange of ideas about the answers in the sheet the instructor or facilitator should guide the programmer team in such a way they can gain agreement about any of the key components. In studying any of these factors. The decision is made about it and it must become a part of mission or consider it in another part of the programming process. One the methods is that the instructor or facilitator along with one or two of the team members as assistant this draft can be assessed and edited finally by the team.

The statement of the organization mission should not be more than half page or a full page .it usually consists of the page with 15 to30 word which describe the nature of an organization and defines expectation from it future conceptually

Immediately after the organization mission statement a sentence starts with this meaning to support this mission this organization is obliged to .....and it then finishes with a collection of sentences expressing moral principals, philosophical attitude of the organization and total function of the organization .these phrases are themselves guides and principals about the how of the organization function and the way of determining the roles mission and goals of any part of the main a concept from organization and shows how the other beneficiaries of organization look towards it.

The important point which must be considered during the mission of organization is that anything which needs frequent study shouldn't be in the mission of the organization .if during the mission of organization ,some cases which aren't consist ant with reality this will ruin the possibility of reliance of the programming process .that's why before the arrangement of the mission of organization all of this forming components must be studied carefully.(bilo and others sharifi2005: 62-52).

#### **Mission assessment of organization:**

For writing mission organization and its evaluation, probably the best way is real mission of the companies studied. There is no thing called the best mission of for any company. Therefore, to assess the organization's mission, must enjoy the blessings of a good judge. To determine whether one of the components of the organization's mission (in a manner satisfactory) are included or not, the following questions must be stated : "If I would be given the responsibility of writing the company's mission, whether was able tell this story better way for everyone to hear? " If your answer is yes, then the matrices related to the mission organization of the word "no" to leave. In general, inclusion of the term technology or customers or employees cannot determine which the mission has more informative power.

Organizations having multiple units (multi-national), strategists must ensuring that all units do Strategic management tasks appropriately, that include preparing or developing organizational mission. Each of these units during the preparing the organizational mission, should be aware of managers and staff perspective. Draws their agreement toward the text of organizational mission If an organization fails, to develop organization's mission comprehensively and inspiring, can not attract Favorable view of the potential

current beneficiary groups. All companies should have a number of customers, employees, workers and managers and more companies are compelled, with creditors, suppliers of raw materials and distribution companies are concerned. Organizational mission is an effective vehicle, that company can thereby present to internal and external stakeholder groups their views. (David translated Aarabi and Parsayan, 2008: 194-192).

**Competing values approach:**

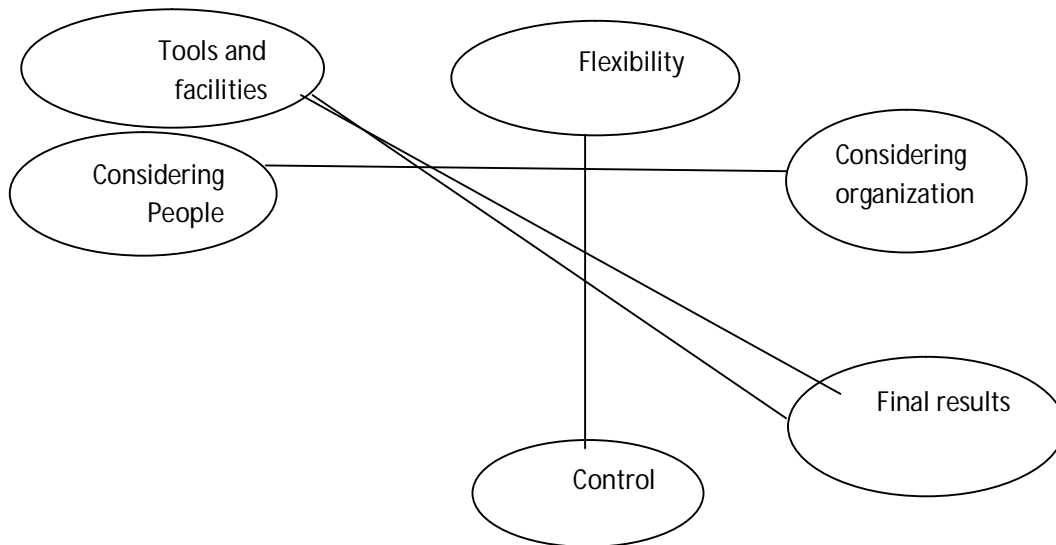
If we want a comprehensive understanding of organizational effectiveness, identification of all key variables in effectiveness field and then determining how these variables are related to each is valuable. The competing values approach provides a coherent framework to realize its importance. The main subject emphasis of the competitive values approach is that your criteria for evaluating the effectiveness used; is based on who and what your interests are considered.

**Competitive approach assumptions:**

Competing values approach begins with the assumption that the best criterion for evaluating organizational effectiveness is lacking. There is no single goal that people can agree on, and not by reference goals to other objectives, there is a general consensus. Competing values approach, only did not consider diversity of interests and preferences of the users, it refers to matters beyond.

Competing values approach argues that there are common elements in the list of effectiveness criteria and they combine together and create a set of competitive values . Competing values approach is comprised of three groups of value: First batch is flexibility versus control. These two aspects are incompatible with the structure of an organization Flexibility to innovate and adapt and change values. Conversely it considers optimal control, stability, order, and predictable affairs. The latter refers to the question of whether emphasis should be on welfare (health and happiness) and the improvement or rehabilitation of individuals, organizations should be further considered. Dichotomy in organization is another set of critical incompatible dimensional organization. Attention to the feelings and needs of the people within the organization in front of the productivity and organization job is located. The third batch In front of final results of organization the organizational values related equipment and facilities. First, the internal processes organizations in the long-term and short-term findings emphasize the latter.

Three sets of values will be represented in the following chart.



(three dimensional of efficiency of origination )  
(Robbins, translate by Alvani and Danayi fard, 69:2007)

This group values, can be combined together to form foci of eight measures of organizational effectiveness.

Definition	Focus Type	Focus
Able to adapt to changes in condition and external demand.	Flexibility	OFM <sup>1</sup>
Able to support and expand the size of the labor force is foreign.	Attracting sources	OFE <sup>2</sup>
Comprehend clear objectives and well.	Planning	OCM <sup>3</sup>
Output volume is high, proportion of output above input .	Productivity, Efficiency	OCE <sup>4</sup>
Communication centers, awareness about issues related to their work facilitate.	Access to information	PCM <sup>5</sup>
Sense of order, continuity and smooth operations of the organization.	Stability	PCE <sup>6</sup>
Trust, respect for employees and working well together.	Organized labor	PFM <sup>7</sup>
Employees to do their job properly, the training, skills and talents are needed enjoy	Skilled labor	PFE <sup>8</sup>

Eight focus of effectiveness (Robbins, translator's Danayi fard and knowledge, 70:2007)

**Research objectives:**

- 1 - recognition and describe the relationship between the development mission the rate of coherent organized workforce in organizations and government agencies in Yazd city.
- 2 - Identify and describe the relationship between development and stability in mission organizations and the rate of stability government agencies in Yazd city.

**Research domain:**

**Location domain:**

Since this paper examines the relationship between formulation of mission and coherent workforce and stability in the city of Yazd governmental organizations , therefore spatial domain of research organizations and government agencies in the city of Yazd.

**Time domain:** The study was conducted in summer 2010.

**Definition of terms, concepts and variables:**

**Theoretical definition:**

**A) defining organization's mission:**

Overall Organization objectives are often called mission which indicates the values, aspirations and philosophy of the organization. (Daft, translated Aarabi and Parsayian, 2000: 62).

1 - Labor solidarity, trust, respect for employees and working well together.

2 - Stability: a sense of order, continuity and smooth operations of organization (Robbins, translator's Alvani and Danayi fard, 67:2007).

**Operational definitions:**

**Operational definition mission of the organization:**

To review the formulation variable of mission development this research has applied the nine component of mission statement consisting of (Customers, products, markets, technologies, survival and growth, philosophy, special feature, the concept of people, attention to staff) which was offered by David.

These elements, by referring to agencies and organizations through discussions with managers and reviewing of existing documents were created separately for each office that section is attached.and interest rate of devices to mission statement elements is identified. In other words by collecting the organizations mission statement of Yazd city government offices nine components, have been studied and analyzed.

Operational definition of coherent labor and stability of the organization:

In this study variable: 1- coherent labor 2- The stability, by questionnaire that contains eight questions, measure. The subjects' scores on Likert scale questionnaire will give are indicator of labor solidarity and stability in the organization.

Types of variables:

Predictive variables: In this study mission formulation as a predictive variable is considered.

Criterion variable or goal: in this research, rate of coherent workforce and the amount of stability, as criterion variables have been intended.

Hypothesis:

Main hypothesis:

- 1- There is a relationship between development of mission and the amount coherent labor organizations and government agencies in the city of Yazd
- 2- There is a relationship between development of mission and Rate of stability in organizations and government agencies in the city of Yazd

## THE METHODS RESEARCH

Methods used are based on sectional and correlation. This studies relationship between two series of variables related to the development and effectiveness of the organization's mission. Correlation is relationship between two or more sets of pairs of variables that is measured and described by the degree of this relationship through the correlation coefficient. (John Best translated by Sharifi and Taleghani, 363:2003).

**Statistical population and sample size:**

Senior managers of organizations and government agencies in Yazd city are population of this study that consisted of 56 people. Census method has been used and the whole community will be selected as sample.

**Tools and method of data collection:**

To study the formulation variables in this research, is used component 9 forming a mission statement (Customers, products, markets, technologies, survival and growth, philosophy, special feature, the concept of people, attention to staff) proposed by David. These elements go through dialogue with directors of departments and agencies and available documents are made separately in each office. And the apparatus

attention to the elements of the mission statement is identified. In other words, with collection agency's mission statement in Yazd, nine components have been studied. After reviewing the mission statement organizations, 7 number of organizations and offices with a low score (to 1 to 3 elements the statement of Mission), 28 number of organizations, offices with average score (according to the 4 to 6 elements the statement of Mission) and 21 organizations, offices scoring high (due to the 7 to 9-element mission statement). To assess the stability a questionnaire is used containing eight questions about labor stability. In this study, according to the purpose and the methods questionnaire has been used.

**Reliability:**

The reliability of the coherent and stable workforce has been calculated by the 90 percent Content validity method.

**Validity:**

Geometric mean was calculated by Cronbach's alpha for the eight-part questionnaire was / 92.

**Methods of data analysis:**

In this research first, to describe the demographic characteristics (gender, education, and work history) and research hypotheses using percent frequency tables and graphs are discussed. For data analysis, were used descriptive statistical methods such as mean, tables, graphs, middle and of descriptive statistics (to generalize to a larger population), such as Pearson and Spearman correlation coefficient, along with chart distributive and line brazed. All analyzes were also performed using computer software Spss.

**RESULTS**

Variables describing the organization's mission:

According to, frequency tables and descriptive statistics of variables in of Mission formulation in organizations, identified that in the meantime 3 organizations to the second element of the statement (3/6 percent), 2 of organizations to the third element of the statement (5/37 percent), 10 organizations in 4 element declaration (17/85 percent), 10 of the organizations to a 5 element declaration (17/85 percent), 8 of organizations to 6th element declaration (14/28 percent), 12 of the organizations, the 7 element declaration (21/42 percent), 8 of organizations in 8 element declaration (14/28 percent), one of the organizations to 9 element declaration (1/78 percent), 2 cases (3/6 percent) of the organizations had not written mission statement.

Frequency tables and descriptive statistics mission development of variable:

Organized workforce	Frequency	Frequency percent	Average	Standard deviation	Skewness	Elongation
Low	7	12.5	5.48	20.27	-0.624	1.53
Medium	28	0.50				
Largely	21	37.5				
All	56	100.0				

**Variables describing labor solidarity:**

Score of coherent labor variable in organization: calculated by the sum of Score questions related to the effectiveness of the questionnaire (questions 19-21) and to describe of this variable its scores were divided its scores into five groups of very low, low, up so high, high, very high.

Among the 56 subjects studied, score of coherent workforce of 9 organizations (16/1 percent) very low-, 9 the (16/1 percent) or less, 26 organizations (46/4 percent) slightly high, 11 organizations (19/6 percent) high in 1 organization (1/8 percent) is evaluated very high. Scores show that rate of organized labor rise.

Frequency tables and descriptive statistics organized workforce variable:

Organized workforce	Frequency	Frequency percent	Average	Standard deviation	Skewness	Elongation
Very low	9	16.1	11.76	1.02	-0.347	-0.551
Low	9	16.1				
Largely	26	46.6				
High	11	19.6				
Very much	1	1.8				

**Descriptions of stability variable:**

Variable Score has been made by calculating total score of the questionnaire, questions of effectiveness (questions 16-19) and for variable descriptions, its scores were divided to five groups of very low, low, high, slightly high, and very much. From 56 subjects addressed, Score of access to information 2 organizations, (3/6

percent) and a low of 43 (76/8 percent) and slightly high, 10 of (17/9 percent) for of high and 1 (1/8 percent) and is evaluated very high. Skewness of scores indicating stability reduces.

Frequency tables and descriptive statistics variable organized labor

Organized workforce	Frequency	Frequency percent	Average	Standard deviation	Skewness	Elongation
Very low	0	0	11.2	1.02	-.292	-.606
Low	2	3.6				
Largely	43	76.8				
High	10	17.9				
Very much	1	1.8				
<b>Total</b>	<b>56</b>	<b>100</b>				

**There is a relationship between development of mission and the amount of coherent labor organizations and government agencies in the city of Yazd:**

HO: There is no a relationship between development of mission and the amount coherent labor organizations and government agencies.

H1: There is a relationship between development of mission and the amount of coherent labor organizations and government agencies. According to data analysis, it was specified that Pearson and Spearman correlation coefficients between the two variables in of formulation of a coherent mission and labor respectively 0/142- 0/137- and cholera - P value (significance) equals 0.002 and 0/006 that is less than the significance level, 0.01. So in this level of null hypotheses the less of relation is rejected and as result there is significant relationship between developments of mission organized workforce in organization and governmental office of YAZD city .at the same time positive correlation and shows opposite relation between this to variables also the coefficient between variable is ( $r^2=0.019$ ) or in other word 1/9 percent of the changes between the two variable is common. The statistics of Pearson and Spearman and Spearman correlation related to relationship between to variables of development mission organized workforce in organization and governmental office of YAZD city.

Organized labor organizations and government agencies in the city of Yazd

organized workforce								Variable
Type of Relationship	Relationship	Spearman			Pearson			Test
		Number	Significant	correlation coefficient	Number	Significant	correlation coefficient	Mission formulation
Reverse	Has	56	/006	-0/142	56	002	-0/137	

**There is a relationship between development of mission and Rate of stability in organizations and government agencies in the city of Yazd:**

HO: There is no relationship between development of mission and Rate of stability in organizations and government agencies.

H1: There is relationship between development of mission and Rate of stability in organizations and government agencies.

According to the data analysis, specified Pearson and spearman correlation coefficients between missions and stability is respectively 0. 520 and 0. 609 Cholera -P values (significant) versus .000. This is less than the significance level .01. So at this level, the assumption no indicating correlation is rejected. And, there is a relationship between development of mission and Rate of stability in organizations and government agencies in the city of Yazd.at the same time positive of correlation coefficient and shows direct relationship between two variables is ( $r^2=0.27$ ) or in the other words27 percent of changes between two variables is common regarding the how of points distribution in the distributive diagram as it is noticed by increasing the scores of mission development the amount of stability in the organization increased which shows direction relationship between this two variables .the satisfaction of Pearson and spearman correlation related to relationship between two variables of mission development and the stability in the organization and governmental organization of YAZD city.

Stability								Variable
Type of Relationship	Relationship	Spearman			Pearson			Test
		Number	Significant	correlation coefficient	Number	Significant	correlation coefficient	Mission formulation
Direct	Has	56	/006	-0/142	56	000.0	.520	

**Conclusions**

The results showed that there is relationship between development of mission and rate of stability in organizations and government agencies in city of Yazd and in other words, the first hypothesis was confirmed in this study. Before examining of study hypotheses, descriptive statistics for variables in this research were presented. Scores of stability variable in the organization, by calculating the total score is obtained question the effectiveness of the questionnaire. The results of the descriptive analysis of the variables showed that stability in organizations is declining. Also score of coherent workforce variable in organizations, by calculating the total score is obtained question the effectiveness of the questionnaire. In addition, for variable descriptions, scores of

the five groups of very low, low, high, slightly high, was very much divided. Skewness scores show coherent amount of labor rise. According to data analysis, it was found that Pearson and Spearman correlation coefficients between the two variables in the formulation and stabilization missions respectively 0.520 and 0.609, Cholera-P values (significant) equal to 0.000 that is less than significant level 0.01. Therefore we can say there is relationship between development of mission and rate of stability in organizations and government agencies in city of Yazd. The determination coefficient between the two variable equal 0.27 ( $r^2 = 0.27$ ) it means that 27 percent of dependent variable changes in this research (level of stability in organization and governmental offices) are determined by independent variable (mission development) of YAZD city. Regarding the analysis of the data it was shown that Pearson and Spearman correlation coefficient between the two variables of mission development stability organization are equal to 0.520 and 0.609 and to  $-p$  (the level of significant 0.000 which slower than 0.01 of significant, so the null hypotheses is rejected and as result there is significant relationship between mission development stability in organization and governmental offices of YAZD city.

So we can conclude, by accurate formulation of the organization's mission, can positive step in to consolidate workforce and increased stability in the organization.

Research proposals:

According to the research results, Offers the following benefits can be formulated for the stated mission development:

- 1 - Developing the organization's mission to create unity within the corporate purposes.
- 2- Create incentives to use resources within the organization and creating a general tone or organizational environment.
- 3 - To provide a focal axis and for those who are willing to move by purpose and direction of the organization.
- 4 - Facilitate objectives conversion to work structure which reflects the responsibilities and goals of the organization.
- 5 - Identify organizational goals and changing of the intention so to goal, factors such as time, cost, and performance can be evaluated.

However, this requires further study, As regards research has only been conducted on senior managers in Yazd city government offices, that number is only 56 people, So, to generalize the results, must side of caution is required. It is suggested this study repeat and to enhance the generalization power, be performed more precise analysis. '

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