Introducing a Model of Recognizing the Process of Indifference Management in Ardebil Education System (A type of Mix Method and Exploratory Research)

Elham Abolfazli[1], Reza Yousefi Saidabadi[1*] and Vahid Fallah[2]

1. Department of Educational Management, Sari Branch, Islamic Azad University, Sari, Iran
2. Department of Lesson Planning, Sari Branch, Islamic Azad University, Sari, Iran

*Corresponding author: Yousefi Saidabadi R.

Abstract The purpose of the present study was to offer a model for introducing dimensions and process of indifference management in the general office of Education in Ardebil Province. To reach at this goal the mix method of exploratory research was used. Population of this study was Ethical Sciences' teachers, managers, and assistants of the general office of Education of Ardebil. In qualitative section using purposeful sampling method 24 individuals were interviewed and in quantitative section from among the 2817 individuals 383 persons were selected by simple randomly sampling methodology. In the qualitative section, data was collected using semi-organized interview which the method of participant feedback was used for its credibility and in the quantitative section a researcher-made was used that its Cronbach's Alpha coefficient was 80%. To analyse the research findings in the qualitative stage the method of systematic analysis on the basis of open, core and selective coding was used and in the quantitative stage structural equation modelling was used. Findings in the qualitative stage showed that indifference management in the general office of Education of Ardebil has 6 principal dimensions including organizational culture, climate, job satisfaction, organizational perception, behaviour and performance of manager, employee's development. Other findings showed that in the quantitative stage pattern, the offered relations in the form of hypotheses were approved using qualitative analysis of findings.

Keywords: indifference management, indifference management in Education office, indifference trend among employees

Introduction

Nowadays, with developing science and technology, the global society is rapidly changing (Vesamavibool et al, 2015) and Studies have shown that efficient and committed manpower will have desired results in performing tasks and providing services for the organisation. More importantly, due to technologic revolution occurred in recent decades, the role of human capital as an important organisational source has been emphasized (Bush, 2010; Daft, 2010; Bush & Middlewood, 2005). Besides, one of the main concerns of managers is to motivate employees as strategic assets of an organisation (Danaei Fard et al, 2010) which their indifference and discouragement resulted in many problems for the organisation.

Indifference and discouragement of employees to destiny and plans of organisation can be considered as an alarm for decreasing organisational performance. In fact, the spirit of indifference in the behaviour of employees destroys their work and effort motivation (Keefe, 2003).

But, a considerable managerial issue for destroying this phenomenon is organizational indifference management. Organizational indifference management is a behavioural pattern that has been derived from positive psychological capacities and positive organizational ethical climate that

human accepted cultures and norms can affect their application. Indifference is a slow process occurring gradually (Danaee fard & Eslami, 2010). Because, with such phenomenon human capital is mixed with fear and treasury and not trust and honesty (Cunha Miguel & Cunha Rita & Rego, 2009); therefore, employees with organizational indifference cannot proceed in goals of organization. Finding the cases and features in others resulting in indifference, causes self-awareness and consequently controlling indifference. Regarding influential factors on organizational indifference, there are not many related studies, except some studies done with two or three variables that some of its influential factors are emphasized such as organizational culture, motivating factors, environmental conditions, empowering workers and leadership methods are the most important factors of promoting manpower profitability (Mehrabian et al, 2011). Also, justice plays a significant role in the workers' health and human resources in organization (Aloveinio et al, 2005; Janemson, 2006 cited in Jahanian and Ghodosi, 2014) and the most important influential factors in preserving and surviving organization in long term has been regulating justice in organization (Mstrson, 2000). Because, the "sense of injustice" causes the sense of being worthless and decreases self-esteem and cut the individuals' relationship with his/her work (Scroch and Shah, 2000 cited in Nair Vohra, 2010). Following the increasing of worker's mental ability, teaching new methods, lack of rebuking, welcoming to new ideas, severe decreasing of punishments, reinforcing workers satisfaction, dividing power among workers and so on... workers enjoy their works and continuously are active, in such an organization there will not be indifference (Willemsen and Keren, 2009). Therefore, lack of benefiting from workers

with proper ethical and working features, the successfulness of organization will be under shadowed (Roy and Lyenger, 2005). Consequently, abilities such as decision making, innovation and creativity, supervising self-performance, and responsibility (Dimitriades, 2011) and accepted traits such as loyalty, chivalry, and working ethics and … in workers (Azadeh and Poya, 2013), as a competitive integrated advantage is known that result in proper behaviors by workers and finally causes organizational achievement. Empowering workers is one of these approaches that in recent decades resulted in positive changes in applying working activities of workers (Vaezi and Sabzikaran, 2010), while escaping from working in knowledge based employees including managers and teachers is a syndrome breaking out in the form of indifference, hate, suppression, suppress in schools, negative attitude to education and working, lack of interest to students, lack of identity in colleges and lack of cooperation with managers. Researchers believed that individuals are dynamically connected to organizations, but because of interorganizational relationships, incorrect and selfish activities of managers that represent their illegal power precludes them from growth, creativity and innovation and changes them into an inactive, isolated and indifference creature. In these organizations they are not allowed to have a controlled environment and they are encouraged to be independent. In the administrative sectors for fundamental differences we are facing more cases of indifference (Sayyed Naghavi and Keshavarz Haghighi, 2011). Besides, incorrect thoughts "open trapes for all" and "more working, worse result" are a sign of deep indifference in the administrative and semi-administrative sectors. Organizational indifference is a destructive factor in organization that

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ambiguously directs the organization toward destruction.

Indifference in organization represents problem in organization and managers should seriously take into account the risks of organizational indifference among employees. Because replacement of employees, their absence, hypothyroidism, lack of attachment, and organizational pride, low motivation and finally leaving organization by employees results in high expenses for the organization in educational, enabling, employment and application issues. These problems are controllable issues for organizations which perceived their sensitivity (Robbins, 2010). Finding issues that causes indifference in people result in self-awareness and controlling indifference. Spatially there are not studies regarding influential factor on indifference and brief studies that are done with two or three variables referred to influential factors. Organizational culture, motivating factors, environmental conditions, empowering employees and leadership methods were the most important factors for promoting attention to organization and efficiency of human forces (Mehrabian et al, 2011). Accordingly, with respect to theoretical principles, the present study tried to specify and discover the process of indifference management in the Educational system of Ardebil province.

The main purpose

Introducing structural patterns of organizational indifference management in Education system of Ardebil province
Secondary purposes
Introducing dimensions, components and indexes of organizational indifference management in Education system of Ardebil province
Specifying the relationship between each component of organizational indifference management in Education system of Ardebil province

Specifying the degree of appropriateness pattern for organizational indifference management in Education system of Ardebil province

The main Question

How is the structural pattern of organizational indifference management in Education system of Ardebil province?
Secondary questions:
What are dimensions and components of organizational indifference management in Education system of Ardebil province?
What is the relationship between each component of organizational indifference management in Education system of Ardebil province?
What are the degrees of appropriateness pattern for organizational indifference management in Education system of Ardebil province?
Methodology
The present study is an attempt to understand a deep and general understanding of organizational indifference management in Education system of Ardebil province and related issues. Therefore, the method of case study analysis was used and in this way tried to use qualitative and quantitative data to reach in determined goals. Case study is a type of research which researcher deeply analyzes the program, events, activities, processes and even a subject in one or several individuals (Creswell, 2010, p. 69). With respect to principles, data were analysed using a mixed and exploratory method. This design started with collection and analysis of quantitative data and then the second stage started which quantitative data were collected and analysed. In the second stage, study was on the basis of the first stage or connection to the first qualitative stage (Ridenour and Newman, 2008, p. 32).
Population of this study were professors educational sciences of universities and educational experts of Education system in

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the field of educational sciences studied in Educational management including managers, assistants of the entire educational stages in Ardebil province. Since the present study used a mixed method, in the qualitative section to specify the samples the purposeful sampling method was used for doing a semi-structures interview. In addition, the number of individuals in the sampling group was selected on the basis of theoretical saturation. It means that sampling continued until theories and newest views were not posed by sampling group.

Incorporating such principles, 24 professors were studied. Kline (2010) believed that in exploratory factorial analysis for each variable 10 to 20 samples are necessary, but in confirmatory factorial analysis the least size of samples can be specified according to factors, not variables. If structural equation modeling is used, about 20 samples are necessary for the factor (latent variable) (Jackson, 2003). Therefore, from among the entire population including 2817 individuals the questionnaires collected from managers and assistants of Education system of Ardebil Province including 383 individuals were suitable for the analysis. The tool of study in the qualitative section was a semi-structured interview. The reason of using this tool was that participants are freely able to indicate their views. To collect quantitative data a researcher made questionnaire was used which its items are the result of analyzing qualitative data in the first stage. According to the different collected data in the study a different method was used for its validation. In the first stage, since in the present study qualitative and quantitative data were used, in the qualitative section the method of participant feedback was used. This method is on the basis of offering interpretations and researcher

analyses on participants during interview for modifying and editing cases misunderstood by the researcher (Faghihi and Alizadeh, 2007, p. 29). In the quantitative section of the study to collect data a researcher-made questionnaire was used. The present questionnaire included 80 questions which were posed by variables and research model which questions from 1 to 9 for measuring the culture of organization were used, questions of 10 to 27 were used to measure climate of organization, questions from 28 to 38 for measuring were allocated to measuring employees' perception toward organization, questions from 54 to 68 measures employees' satisfaction and questions from 69 to 80 measured employees development by organization. This questionnaire is on the basis of Likert scale (very low=1, rarely=2, sometimes=3, often=4, always=5).

The questionnaire reliability was studied in the two forms of formal and content reliability. In the formal reliability the questionnaire was offered to two examiners (experts in Educational sciences) and their ideas were included, and in content reliability since the questionnaire was the result of responses by 24 experts and coded in the form of granded theory codding and cut in the stage of sampling saturation; therefore, content reliability was observable. Stability of the questionnaire was examined using questionnaire by Cronbach's Alpha coefficient. The rate of Cronbach's Alpha coefficient related to studied variables of the study respecting dimensions of organizational culture, climate, manager's behavior and performance, employees' perception toward organization, employees' development were 71%, 85%, 84%, 74%, 79% and 82% respectively, which indicated the high level of stability of the research instrument. To analyze findings the qualitative interview and the method of

systematic analysis on the basis of open, core, and selective coding were used. in this study at first information from participants were collected and then data without inclusion of theoretical principles were coded and the process of specifying codes continued for reaching at wider categories and classes to include more detailed codes (Crosell, 2012, p. 71). To analyze the quantitative data the structural equation modeling was used. For data analysis the SPSS and LISREL were used.

Analysis of Findings

Analysis of quantitative data

Due to connection of experts and theoretical scholars with research, they were asked to participate in the study by answering the semi-structured interviews. Below the result of findings from interview is documented. To better organize data, each of the findings in relation to research questions was discussed.

First question: What are dimensions and components of organizational indifference management in Education system of Ardebil province?

Findings of the study showed that indifference management in Education system of Ardebil province contains 6 main dimensions including:

1. Organizational culture
2. Climate of organization
3. Job satisfaction
4. Organizational perception
5. Managers' behavior and performance
6. Employees' development

As well, the main component of each dimension is presented in table 1.

Table 1. The six items derived from coding

| Item	Concept name	Item	Concept name
Climate of organization	Team working	**Employees'** job satisfaction	**Salary and job interests**
	Organizational intimacy		**Evaluation and promotion**
	Support		**Physical conditions of working**
	Lack of formality		**Appropriateness of job with interests of employee**
	Importance of creation and innovation		**Proper job design**
Employees' development	Causing competency by education	Organizational culture	**Specific purposes**
	Delegating authority		
	Job return		**Motivation**
	Professional growth		**Commitment to organization**
Organizational perception	Organizational trust	Managers' behavior and performance	**Transparent relations**
	Organizational justice		**Offering strategy**
	Organizational loyalty		**Paying attention to individuals**
	Organizational identity		
	Organizational attachment		**Manager's self-awareness**
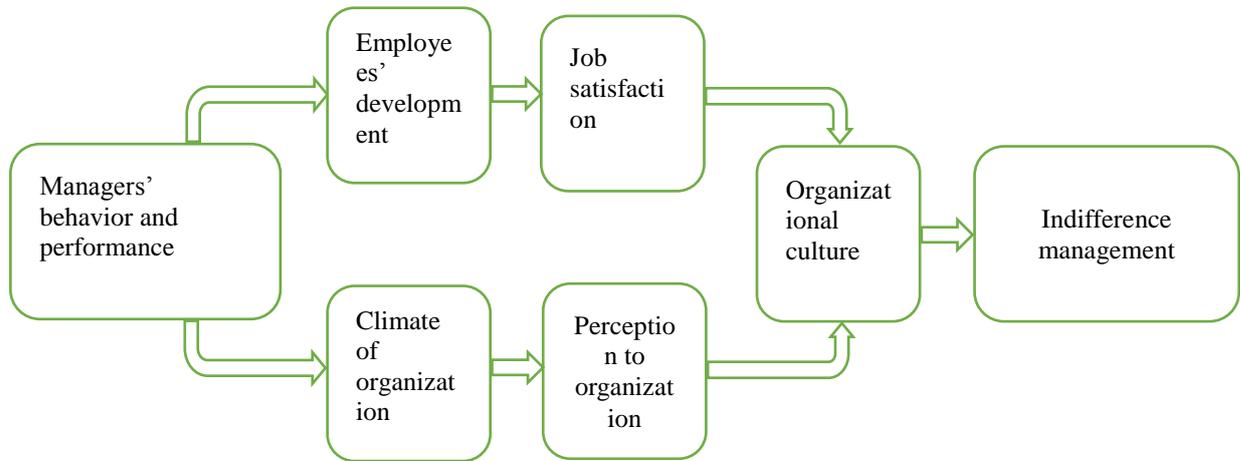
Figure 1. The conceptual model of the study

Quantitative data analysis

Second Question: What is the relationship between each component of organizational indifference management in Education system of Ardebil province?

To analyze the relationship between variables of the model, Pearson correlation test was used which its result presented below:

Table 2. Pearson correlation test in research variables

Variable	Organization al culture	Climate of organizati on	Managers' behavior and performan ce	Organization al perception	Employee s' job satisfactio n	Empoweri ng	Organization al indifference
Climate of organization	0.54**						
Managers' behavior and performance	0.14**	0.15**					
Organization al perception	** 0.28	** 0.19	** 0.31				
Job satisfaction	** 0.23	** 0.22	** 0.49	** 0.44			
Employees' development	0.08	0.09	** 0.34	** 0.21	** 0.23		
Indifference management	** 0.44	** 0.38	** 0.50	** 0.50	** 0.50	** 0.54	

According to above table it is clear that organizational culture and climate of organization have a significant relationship with empowering variable, and other relationships between variables are significant at the 99% confident.

Third question: What are the degrees of appropriateness pattern for organizational indifference management in Education system of Ardebil province?
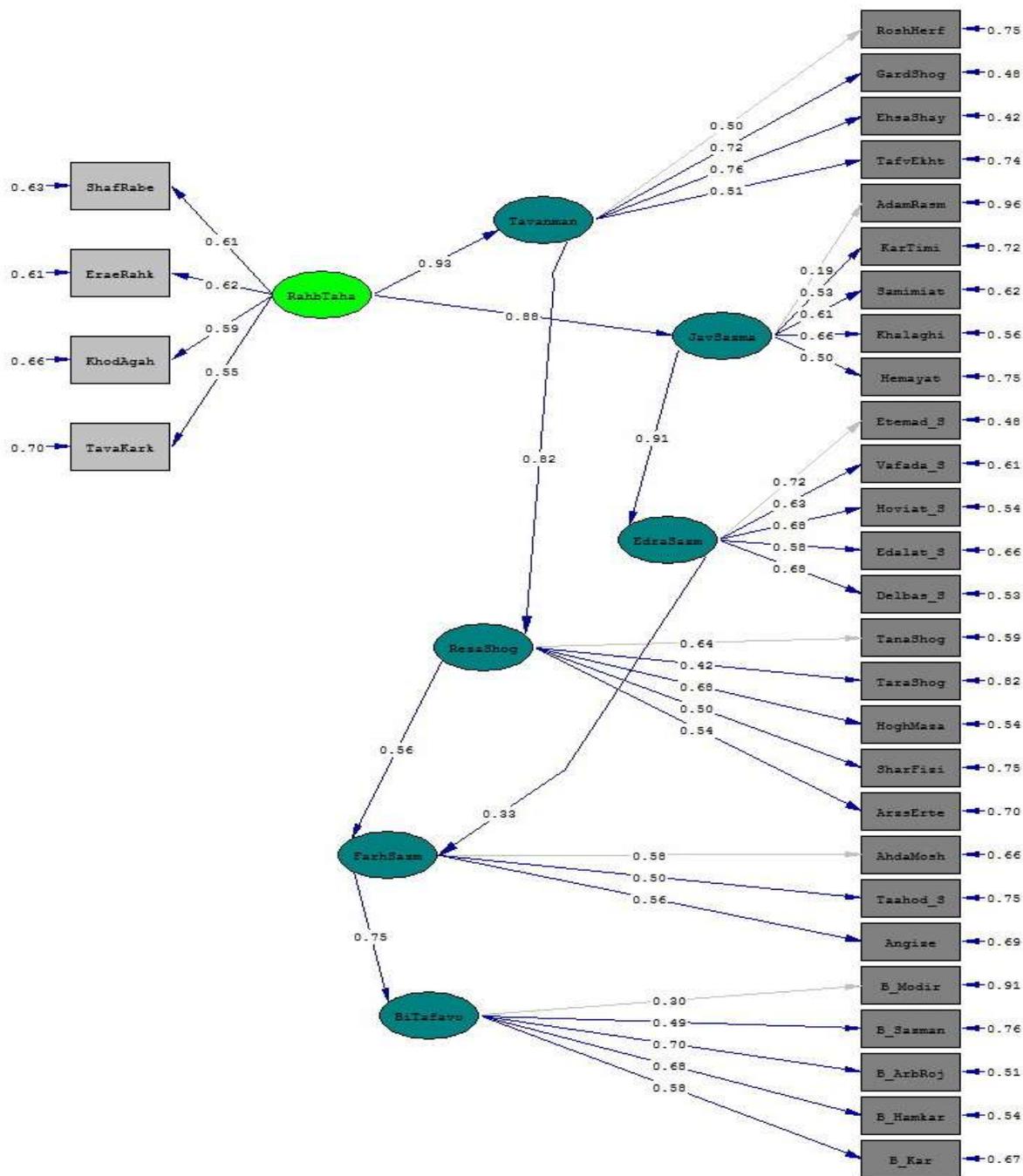Also the significant level of of relationship between variables is as follow:
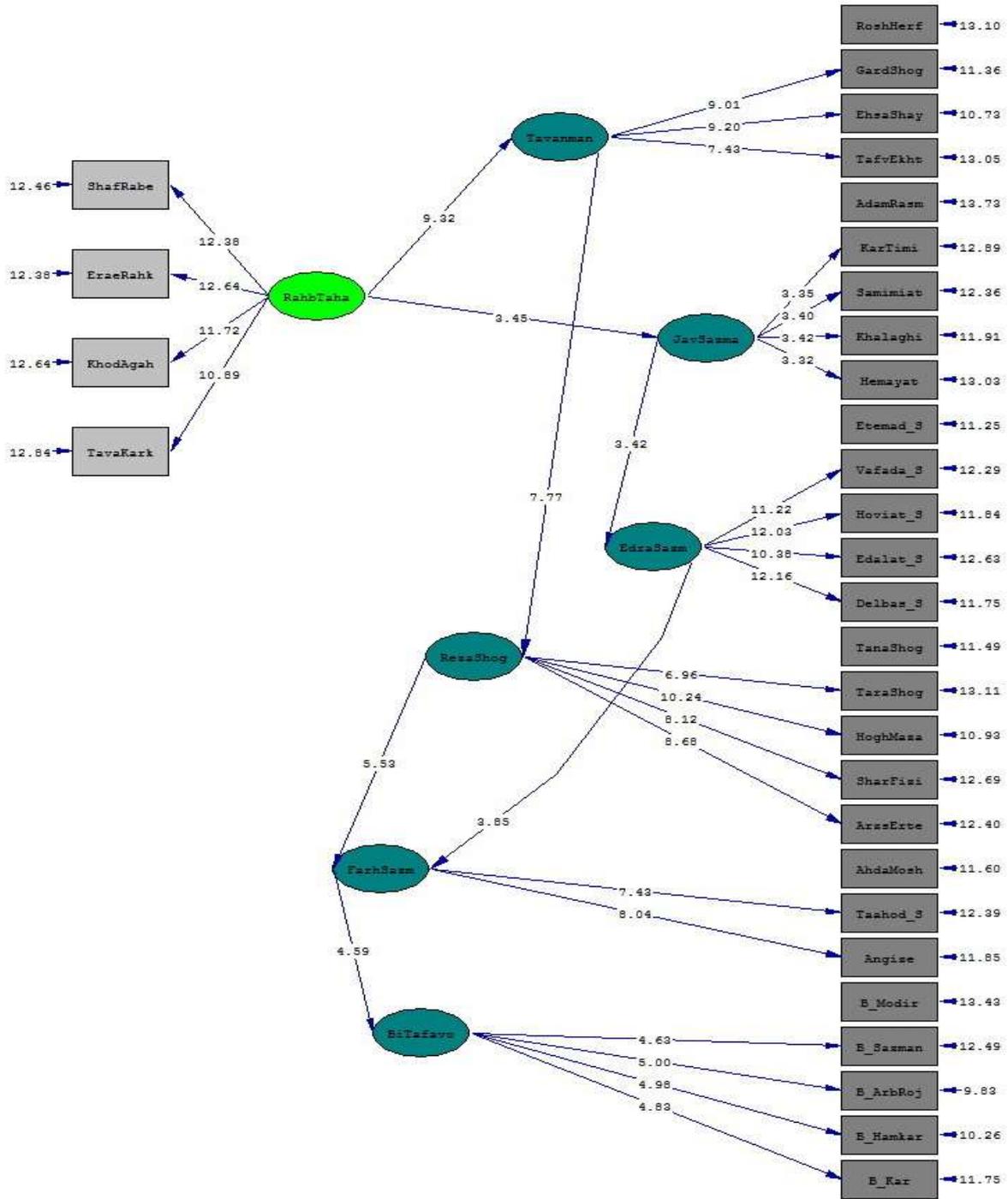
Figure 2. Final model of the study

Figure 3. Significant level of relationship between variables

In structural equation modeling one can trust the estimations of the model when the model has sufficient fitting.

Table 3. Final fitting index of the model

Index name	Acceptable domain	Value	Result
X^2/df[1]	X2/df ≤3	2.85	Model approved
RMSEA[2]	RMSEA<0.09	0.045	Model approved
GFI[3]	GFI>0.9	0.92	Model approved
AGFI[4]	AGFI>0.85	0.86	Model approved
CFI[5]	CFI>0.90	0.91	Model approved
IFI[6]	IFI>0.90	0.91	Model approved

Table 4. Final values of the model

Relationship of concepts with indexes in the model	Standardized value	Standard error	Sig.	Determined variance	Sig.	Result
Manager's behavior and performance has a significant relationship to climate of organization	0.93	0.1	0.329	0.78	P<0.01	Hypothesis approved
Manager's behavior and performance has a significant relationship to empowerment	0.88	0.26	0.453	0.87	P<0.01	Hypothesis approved
Empowering employees has a significant relationship to their job satisfaction	0.82	0.11	0.777	0.67	P<0.01	Hypothesis approved
Climate of organization has a significant relationship to organizational perception	0.91	0.26	0.423	0.82	P<0.01	Hypothesis approved
organizational perception has a significant effect on organizational culture	0.33	0.086	0.853	0.65	P<0.01	Hypothesis approved
Employees' job satisfaction has a significant effect on organizational culture	0.56	0.1	0.535	0.65	P<0.01	Hypothesis approved
Culture has a significant effect on indifference management	0.75	0.16	0.594	0.57	P<0.01	Hypothesis approved
Manager's behavior and performance via variables of employees' development, job satisfaction and culture indirectly affects indifference management	0.32	---	0.81834	---	P<0.01	Hypothesis approved
Manager's behavior and performance via variables of climate of organization, organizational perception and culture indirectly affects indifference management	0.2	---	208.5	---	P<0.01	Hypothesis approved

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1 . Chi square divided to degree of freedom
2 . Root Mean Square Error of Approximation
3 . Goodness of Fit Index
4 . Adjusted Goodness of Fit Index
5 . Comparative Fit Index
6 . Incremental Fit Index

The entire fitting indexes showed that this model has a good fitting. Therefore, we conclude the model has a high capability in measuring the main variables of the study. Since, the model is standard, therefore LISERL findings are trustable. In the structural equation modeling it is possible to trust estimations of the model with sufficient fitting.

According to table 4, result of analyzing the research hypotheses using structural equation modeling is as follow:

First hypothesis: Manager's behavior and performance has a significant relationship to climate of organization.

According to the standard estimation of the variable of Manager's behavior and performance on climate of organization that is 0.93, and values of T=9.32 and R^2=0.78, it is concluded that with P<0.01, manager's behavior and performance has a significant relationship to climate of organization and the research hypothesis was approved.

Second hypothesis: Manager's behavior and performance has a significant relationship to employees development

According to the standard estimation of the variable of Manager's behavior and performance on empowerment that is 0.88, and values of T=3.45 and R^2=0.87, it is concluded that with P<0.01, manager's behavior and performance has a significant relationship to employees' development and the research hypothesis was approved.

Third hypothesis: Employees' development directly influences the job satisfaction of employees.

According to the standard estimation of the variable of Employees' development on job satisfaction of employees that is 0.82, and values of T=7.77 and R^2=0.67, it is concluded that with P<0.01, Employees' development has a significant relationship to job satisfaction and the research hypothesis was approved.

Fourth hypothesis: Climate of organization

directly influences organizational perception.

According to the standard estimation of the variable Climate of organization on organizational perception that is 0.91, and values of T=3.42 and R^2=0.82, it is concluded that with P<0.01, Climate of organization has a significant effect on organizational perception and the research hypothesis was approved.

Fifth hypothesis: Organizational perception has a significant effect on organizational culture

According to the standard estimation of the variable organizational perception on culture that is 0.33, and values of T=3.85 and R^2=0.65, it is concluded that with P<0.01, organizational perception has a significant effect on organizational culture and the research hypothesis was approved.

Sixth hypothesis: Employees' job satisfaction has a significant effect on organizational culture

According to the standard estimation of the variable Employees' job satisfaction on organizational culture that is 0.56, and values of T=5.53 and R^2=0.65, it is concluded that with P<0.01, employees' job satisfaction significantly affects organizational culture and the research hypothesis was approved.

Seventh hypothesis: organizational culture significantly affects indifference management.

According to the standard estimation of the variable organizational culture on indifference management that is 0.75, and values of T=4.59 and R^2=0.57, it is concluded that with P<0.01, organizational culture significantly affects indifference management and the research hypothesis was approved.

Eighth hypothesis: Manager's behavior and performance via variables of employees' development, job satisfaction and culture indirectly affects indifference management

According to the standard estimation of the

variable Manager's behavior and performance via variables of employees' development, job satisfaction and culture affects indifference management that is 0.32, and values of T=1834.8, it is concluded that with P<0.01, Manager's behavior and performance via variables of employees' development, job satisfaction and culture significantly affects indifference management and the research hypothesis was approved.

Ninth hypothesis: Manager's behavior and performance via variables of climate of organization, organizational perception and culture indirectly affects indifference management

According to the standard estimation of the variable Manager's behavior and performance via variables of climate of organization, organizational perception and culture affects indifference management that is 0.32, and values of T=1834.8, it is concluded that with P<0.01, Manager's behavior and performance via variables of climate of organization, organizational perception and culture significantly affects indifference management and the research hypothesis was approved.

Discussion and Conclusion

Changing and development in various aspects of human societies have been accelerated considerably, so that such a rapid development has changed many social values at once (Niyazazeri and Taghvaeiyazdi, 2014). Todays, studying behavior of employees in organizations is inevitable, and in addition, not only managers should always evaluate the performance of employees, but also they should pay constant attention to their behavior. Because employees behavior directly affects their performance and ultimate affects organizational performance. Of such behaviors, indifference in organization has been observed significantly, but less concerned.

Employees are indications of real competitive advantage; therefore, the most important human resources issue in the current era is to eliminate employees' organizational indifference. Because indifference is a state which the fulfilment or non-fulfilment of organizational goals is not important for a member or a group of employees. At the organizational level, individuals without job attachment and interest gradually will experience burnout indifference (Keshavarz Haghighi, 2012). The main purpose of this study is to provide a model for identifying dimensions and the process of indifference management process with exploratory mixed methods in Education system of Ardebil province.

Findings of the study in the qualitative stage showed that indifference management in Education system of Ardebil province has 6 main dimensions including organizational culture, climate of organization, job satisfaction, organizational performance, manager's behavior and performance and employees development. According to the result of qualitative findings of the conceptual model of the study was codified and in the quantitative stage was performed. Result of quantitative findings showed that the entire fitting indexes of the model have a good fitting. Therefore, it is concluded that the research model highly can measure the main variables of the study. In fact according to the final LIZREL model it is concluded that manager's behavior and performance has a significant effect on climate of organization. Also, manager's behavior and performance has a significant effect on employees' development. Employees' development affects job satisfaction significantly. Organizational climate affects organizational perception. Organizational perception affects organizational culture significantly. Employees' job satisfaction significantly

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affects organizational culture. Organizational culture affects indifference management. Managers' behavior and performance via variables of employees' development, employees' satisfaction and organizational culture directly affects indifference management. Manager's behavior and performance via variables of climate of organization, organizational perception and organizational culture indirectly and significantly affects the variable of indifference management. Therefore, the research hypotheses were approved. According to the results of the study to manage and control indifference in Ardebil province, we should concern the elicited components of the study. One of the main obstacles of this issue was indifference in organization that is seen as a destructive factor to reach at organizational purposes. Organizational indifference causes that in organization the spirit of working and attempts are vanishing in the organization and workers have no intention to promote the organization. In their views, past, present and future are not different from each other (Danaei Fard et al, 2010). In this state, employees are not interested in promoting in organization (Huber, 2002). Organizational indifference by employees is a sign and alarm for the organization and if managers don't try to obviate the obstacles of indifference, they will face many problems and organization will be destructed. In indifference conditions individuals are not interested in surrounding phenomenon and achievement of organizational purposes and they did not perform the works carefully and rapidly and they did not act to improve working conditions, don't like to see the manager and avoid accepting responsibility. Indifference consequence of organization, in addition to what mentioned includes occurring ambivalence, wasting the time of working, intellectual

stagnation, and organizational aversion. Such individuals, if remain in organization to satisfy their financial condition, they would have no attachment to their jobs or possibly they may leave the organization which result in transmitting the sense of indifference among other employees colleagues and results in serious problems for the organization (Latifian et al, 2013).

To pass from traditional management and preserving the survival of organization, managers in their managerial methods should do deep and main changes. Changing in attitude to human forces can result in a good result of managers. The entire discussion in each organization refers to human resources. Looking at human resources as a human capital is of organizational achievements. In this way organizations perceive their employees as their capital and asset resulting in organizational achievement. If the realm of indifference in an organization like education developed may result in irrevocable effects. Therefore, necessity of efficacy and more efficiency is due to high attention of managers to human resources that are parts of the main capitals and foundations of organizations. Employees who a part of their working identity is not derived from Education system with feeling the risk from these positions afflict with organizational lack of identity. Generally, the science of individuals' beliefs about identity of organization is used for distinguishing the importance of one subject, its meaning and its excitement.

This interpretation can be formed by identity of organization and individuals' commitment, their involvement, indifference and resistance in specific directions forms organizational actions. Therefore, organizations should rely on the entire potent in the personal and team working level which developed and benefited. They distribute justice and

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equality and cooperate with workers in their affaires. These organizations pay attention to their employees and encourage them to cause motivation and commitment among them. Distribution and ensuring about justice in the entire conditions of employment includes strategies and programs which cause a positive self-evaluation of organizational promotion (Mehrabian et al, 2013). In fact, with respect to the results we concluded that managers should take into account their working environment and eliminate indifference in organization.

Recommendations

According to the importance of eliminating indifference in educational organizations and respecting small studies in this field, researchers are suggested to do more studies in this respect.

Since the result of study showed that managers' performance and employees' development are interfering factors in individuals' indifference, in the present study it is suggested pathology of the two issues be investigated.

In the further studies, researchers are requested to study variables in line with organizational support deeply and longitudinally.

Influential effects on organizational indifference management should be studied.

Acknowledgment

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