

Management Challenges in Today's Complex Organizations

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Abstract: Today is passing through industrial society and entry into the information society. Today's human begins the third millennium as He is surrounded by extraordinary scientific and technical advances. Information technology has weakened the industrial society to establish the information society columns. As the transition from the age of agriculture and entry into the era of industry, made challenges and problems for mankind, taking step to the information age will also have challenges for mankind, but this time human must buckle with deeper and more powerful challenges. The information age demands for speed, flexibility, innovation and today's organizations should also pay attention to this subject. In this article, we tried to pay attention more to state management challenges with respect to library studies.

Keywords: Management, globalization, complex organizations, the challenges.

INTRODUCTION

In these organizations, traditional borders of new age will accompany with complex, dynamic and evolutionary organizations. Today's organizations and their managers face with many challenges such as pressure for more lucidity and responsibility, limited and passing financial resources, increasing tasks and activities, rapid technology changes and invasion of different management solutions to improve the organizations' situation in very diverse and complex internal and international environments.

The only factor of success in the information age is its employees and managers. The managers of this age will require intelligence, expertise and a wider vision to deal with the challenges confronting itself. This article has been trying to help the managers in being more familiarized dealing with the challenges, by identifying and describing them. From the last decade of the 20th century in the world, with the rapid progress of science and technology and the speed of communications and the length of the change in environment and the mission of the Governments created a new state management approach, stepped into the arena. The new pattern of State management emphasize on the new strategies such as: the theory of governance, entrepreneurial government, accountable and citizen-driven Government. So in the current era, evaluation and performance management in government agencies is emphasized with a new approach and criteria name: satisfaction of clients and citizens. On the basis of the new theories, enhancing the satisfaction of citizens, while increasing public confidence and

participation, causes the convergence of national authority and community, makes simple the process of all-round development [1].

The citizen-orientation

The term citizen is usually associated with the term Government; and its emergence can coincides with the emergence of the first national Governments. In any society there is a necessity in terms of Government and two major groups can be detected in every state. The ruling group, which is in the status of the commanders of the community and the other members of society are to comply with the first group, the obedient; which of course each of the two groups in has different titles in various societies and eras, and any of these titles require of any special rights and duties [2].

The citizen and citizenship

The citizen is an individual in relation to a State, which also enjoys the civil and political rights of citizens, and on the other hand, in front of the Government tackles some tasks and is member of a political community that has the rights and duties in connection with this membership and citizen is also called the individual, who has civic, social and political rights. Building citizen entails self-determination by people of the community, so that people of society don't have a right to determine the fate of the society and its future, are not considered citizens [2]. You should know that citizenship is associated with the sense of responsibility and sense of citizenship in its deepest meaning has two important aspects:

a) An important aspect of citizenship responsibility is having the honor of working that could not be achieved without the advanced civilization.

b) Civil liability has possibility of appearance that civil society literally deployed. But the civil society cannot be held on without the citizens' quest enjoyed from a strong sense of responsibility [3].

Customer-oriented and citizen-oriented concept

Customer-oriented concept finds the meaning and concept more in private and commercial organizations. Customer-oriented concept means the desire to provide the services that our customers demand it and feel the pleasure of it, while citizen-oriented concept finds meaning and concept more in government organizations. In the citizen-oriented concept, people and citizens are in the first priority. The following table compares the concept of customer-orientation with citizen orientation [1].

Table 1: Comparison of the concept of citizen-orientation and customer-orientation [4]

customer-orientation	citizen-orientation
<ul style="list-style-type: none"> ● select a market ● maximize the sale ● Contractual relations and market theory ● marketing ● Rising the costs of the customer ● Pay attention to the money and profits to create efficiency 	<ul style="list-style-type: none"> ● Aiming rightful and competence ● Community participation and accountability for the use of resources and costs against the society by the way of democratic Government processes ● General information ● Optimize the effectiveness and minimize the imposed cost of the people ● Pay attention to performance and effectiveness to create efficiency

The concept of citizenship and civil society

Citizenship has a very broad relation-ship with concepts such as democracy and civil society. Even in the opinion of some experts it is considered as one of the most important criterion for democracy [5]. Civil society and the realization of the civil institutions, in total is rational and successful experience of human that has led to lawful partnership and social-political development and partnership law, and as a result, has created progress fields in the field of economy, culture and civilization for the communities. In such communities for the sake of its diverse and multilayer structure, it can't be seen the fear of collapse and instability because this dilemma, like other social, political and economic problems is limited to weak Governments that are deprived of citizen base [6].

Members of civil society consist of citizens, Government and the public sphere, namely individuals and institutions that have certain rights and obligations [7]. Withdrawals, attitudes, and the discourses to the concept of citizenship and civil society, have a significant impact on the nature and fate of the forming and shaping civil society and citizenship in a community. So understanding the phenomenon is effective on how to identity and objectivity of them, therefore, a theoretical understanding of the perceptions of concepts would help a lot to the understanding of the phenomenon. This principle is also true about the concept of citizenship and civil society.

The citizens are considered to be the community dynamic elements. These citizens are the roles and different bases in various spheres of the

occupation. So If citizens are active and responsible ones, we can imagine that they will transform the structure and also as an example push up the Government more towards good governance and finally apprehending these citizenship culture development opens a vehicle for these three arena and their regeneration. It should be noted that it should not be inferred that the Government and such organizations do not have a role in this process or look at the issue with the radical reduction of vision. Although we cannot deny the role of higher levels in the development of citizenship and citizenship culture (such as giving opportunity and seeking participation and the same as building diverse power) [8].

Privatization

Privatization in particular is the newfangled phenomenon of the last two decades of the 20th century [9] and most countries of the world from the late 1980s in the active form, will have on their agenda reforming the public sector and improving the quality of public services [10] because the quality of service can help an organization on the distinction with other organizations, and in this way solve a competitive advantage for organization [11].

In recent decades, privatization has attracted a lot of attention by researchers and economic policymakers. The phenomena have investigated privatization from the various views of the microeconomics, macroeconomics and economics of institutions [12].

Of course privatization in different countries due to economic conditions, features and strategies follows different purposes. In fact, privatization is a strategy for economic restructuring. This strategy focuses on encouraging the forces of the free market system and the transfer of investments under the Government's ownership to the private sector and the change of management systems and ownership. The privatization policy, as part of a broad policy of adjustment of economic structure were implemented in the early 1980s by a limited number of industrial countries and passed quickly to other countries and economies, including the economies in transition [13].

The word privatization

The word privatization and private orientation was adopted and printed for the first time in English in the year 1983 at new College Dictionary Webster officially. Different meanings of the word privatization pass to mind. One of the ways of expressing this word means is linking it with the activities and actions of the

Government in the direction of the supply of goods and services.

There are four approaches towards privatization [9]:

a) Traditional privatization that suppresses the government incomes from the location of the sale of State assets, or for the balance of payment through foreign investment.

b) Sudden changes and social encounters resulting from economic reform program have been minimized and privatization follows the expropriation of the Government too fast.

c) Change the form of collective ownership, which tries to assign and transfer the ownership of the thousands of State Institutes quickly on a large and medium scale to the private owners.

d) Internal privatization which assigned the control of public institutions to the internal groups, such as the management and the staffs.

Table 2: Definitions of privatization

Row	Privatization
1	Privatization is the process in which the possibility of transferring government functions and their facilities of the public sector to the private sector review and in the event of diagnosis and applicable proceed to do such a transition action[9].
2	Privatization can be an attempt to fill the color off the role of the market in front of the Government's decision as economic brokers[14].
3	Privatization as a means to improve the performance of economic activities by way of increasing the role of market forces, in the event that at least 50 percent of the State shares entrusted to the private sector[15].
4	Privatization means changing the prevailing atmosphere in the public institutions in a way that while maintaining the original tissue activity, by changing market conditions and space effects on how to perform of the institution in a way that the motivation and mechanisms of the private sector was the criteria for deciding of the founder.
5	Privatization can be an attempt to deepen the role of the market in front of the Government's decision as economic brokers.
6	Privatization of State industries in general meaning, namely the reduction of the economic activities of the State or the Elimination of all the economic activities of the Government. Privatization in its particular concept means assignment of State industries ownership to the private sector.

Regarding the expansion of the privatization the following reasons has been proposed [16]:

- 1 – The ideological changes
- 2 – The pressure of donors and sponsors
- 3 – Regional competition
- 4 – Financial incentives
- 5 – Globalization of competition
- 6 – Globalization of finance
- 7 – The organizational backing
- 8 – The growth of the middle class
- 9 – The progress of technology

Accountability

The concept of accountability, as a multifaceted, complex and thinkable concept [17] and is

beyond a concept [18]. Olson notes to the different words for this concept and believes that even in some countries, there is no word for accountability, and the closest Word is responsibility [19]. But it should be noted that these words are not the same. Accountability means that a person must blame or praise the result of getting a decision or perform an action. In this way, each of the employees of the organization from the lowest to the highest category on its own is accountable against a superior official. The responsibility is a relatively obscure word, and its direction in the hierarchy is also reversed. In other words, anyone who has a lower tackles the responsibility for their actions. A Minister, is responsible for the actions of their departments personnel [20].

According to the existing definitions of the accountability, the principles governing it are [19]:

- The existence of a transparent definition of the tasks assigned;
- Specifying the responsible;
- Non-notable being devolved of the responsibility to respond, being known and documented replies.

Also accountability follows some major goals that most of them are based on the definitions of scientists with an emphasis on public and governmental organizations are as follows:

- Avoid of wasting the public resources and ensure the correct use of these resources for;
- Social order;
- Growth and development;
- Power control and the prevention of corruption;

- The authority of the people and democracy and meritocracy;
- The people's satisfaction, the legitimacy of the Organizations and the public trust.

The obligation of the accountability by the person, groups and organizations is to which has operationalized its powers and the responsibilities has been entrusted to fulfill [21].

This obligation is important from three aspects:

- 1) Accountability and explaining the things they have done in relation to their responsibilities and authority and the reasons for doing them;
- 2) The reporting of the results of the actions taken;
- 3) And commitment and deal with the consequences of the outcome of these actions

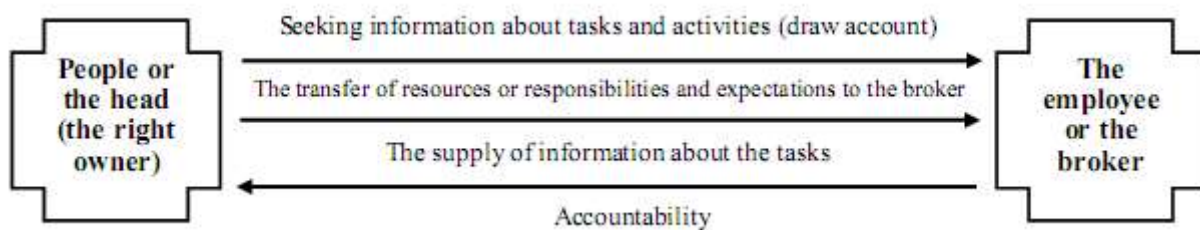


Fig. 1: The framework and the structure of the relationship between accountability relations [21]

The importance of accountability

Nowadays, the abuse of power and grants, in other words, administrative corruption is one of the problems in the countries of the world, especially the third world and scientists considered more accountability of the Government as the most important factor in improving the management of the administrative system, because accountability and decentralization of the Government which leads to improve the decision making practices ensures that government services was in accordance with the desires and demands of society.

undeniable necessity for growth and development in the world today. The system achieves grow and progress that establishes a systematic relationship between citizens and the Government. In this regard, it is believed that nothing, no errors of judgment, not deficiency, not wastes, not heavy taxes, not the existence of extreme regulations and not even the failure of the war, do not struck the State basically, except for the belief that the public imagine the rulers and Government managers, instead of paying attention to the public benefit of their clients, think of their personal benefit [22].

Many of the scientists know the existence of a dynamic and efficient system of accountability as an

The necessity of considering the answer can be found in the following figure clearly.

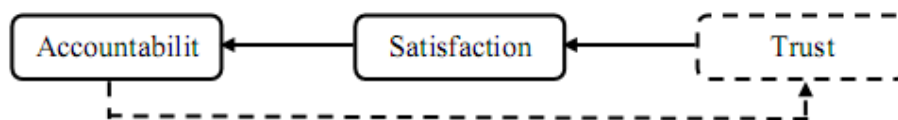


Fig. 2: The necessity of considering the accountability

Types of Accountability

Jensen introduces and defines five types of accountability as follows:

1. **Legal accountability:** means that to what extent public operators comply with laws and regulations?

- 2. **Financial accountability:** to what extent public operators consume the financial resources in the most effective way?
- 3. **Functional accountability:** to what extent the objectives of public operators vindicate the politicians' goals of expectations?

- 4. **Democratic accountability:** to what extent public operators honor to democratic values, and strengthen democratic processes?
- 5. **Moral accountability:** to what extent public operators are adhered to standards and ethical principles?

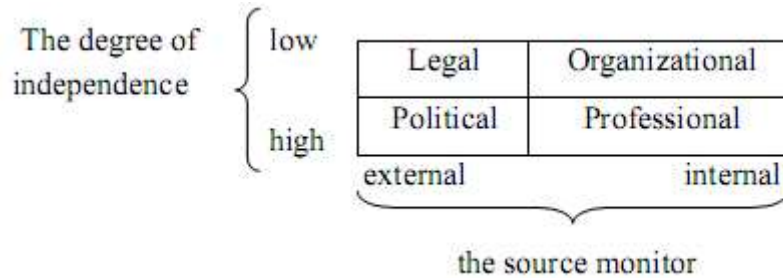


Fig. 3: The species of accountability in the public sector [23]

Table 3: The answering system based on values and behavioral expectations [23]

Types of Accountability	The emphasized value	Behavioral expectations
Organizational	Effectiveness and efficiency	Obey the organizational commands
Legal	Law enforcement	The compliance of outside commands and provisions
Professional	Specialized knowledge	Respect for the judges and professional knowledge
Political	Responsibility	Responsibility to the organization nominees (people, parliament and ...)

Globalization

From the late of twentieth century there is less a category in the field of social sciences, which is not relevant in a way with the subject of globalization. In the field of economy and trade that all topics are related somehow to the global processes, in the field of politics that the security global regimes and the global expansion of human rights and democracy or global challenges such as fund-amentalism, terrorism or the environment will be speaking and in the field of culture that is spoken of local and global identities scrambled, or in some areas of the humanities that speak on reaching a global paradigm [24].

From one perspective, globalization is considered as a process that comes with all aspects of life, transforms the subjectivity and objectivity and the organic coherence of the world and its convert to a larger "we", tend to each other's adaptation of cultures.

In the meantime the West by taking advantage of various technologies, particularly satellite communications and digital technology and offering it to other countries will be in the direction of leading the information civilization domination on other countries and from the way of cultural unification and integration, unfolds its culture on the other countries of the world [25].

Conceptual spread of globalization

Globalization and universality is one of the most important issues of our times [26]. Despite the increasing importance of globalization in the various fields, but there is not a clear, transparent and expressive definition that relates all the aspects and angles of this phenomenon and on the other hand to consider by thinkers that think about such does not exist [27].

Small dating and history of globalization in scientific circles and its relationship with different levels of analysis, such as politics, economy and culture have been effective in the difficulty of defining it. In General, it can be named a summary of the following items as obstacles and problems in providing an efficiently definition of globalization [28].

The span of the subject: globalization influences and transforms all the dimensions of human life. From the small unit and social active means individual to the most major unit means "global community"; by the way of passing through the groups, institutions, and Governments all are affected by globalization and simultaneously affect each other.

The transitional stage: globalization is a transitional step in the life of humanity. It is the historical process that moves in the form of waves and

as long as one doesn't become a stable state (if such a practice is possible) its definitions will be varied and changing.

The theoretical problem: definition of each phenomenon, especially if the desired phenomenon has such a broad dimensions, there is a need for theoretical framework, that to make use of it; the phenomenon is conceptualized, concepts and variables are defined, data are selected, classified and finally interpreted [27].

The history of globalization

Globalization is not a new concept. In ancient times, the territory of the Persian Empire encompasses from Asia in the East to Eastern Europe and North Africa in the West, the territory that was truly multinational, multiracial, and multicultural, with a few religious plurality [29].

In the present era can also be early history of globalization from the second half of the twentieth century to the next. Events such as the founding of the United Nations (1945), the publication of the book the global village by McLuhan (1965), the third wave, Alvin Tafler book (1978), the end of the cold war (1989), the establishment of the World Trade Organization with 149 member (1995), the European Monetary Union with 11 country (1998), the growth of trade or regional blocks, the collapse of the Soviet Union, technological progress and the growth of multinational corporations, all of the background incidence of the phenomenon called globalization is that whatever is going on, the intensity and power can be added [30].

The most important features and characteristics of globalization

The obvious characteristics of globalization can be outlined as follows [31]:

1– Reciprocal communications: global-ization cause severe dependency in the sphere of communications and increase the links and social interactions in the heart of the global network that the outcome of this process is shrinking the world and fulfilling the terms of the global village.

2– Intensify and strengthen knowledge: technological progress causes increasing aggravating and accelerating a variety of communications and cultural and scientific information exchange and thereby intensifies the consciousness and the accumulation of information.

3– The increasing speed and extensive communication and exchange of information: that is the most obvious and apparent feature of globalization.

4– Totality and the range of impacts: events in one part of the world, has reflection and impact throughout the world. New developments in the field of communication technologies and the expansion of a variety of media and mass communications such as computers, complicated network of Internet and satellites have been caused to humans anywhere in the world exposed to the onslaught of damage types and information organized and non-organized.

5–Multidimensionality and complexity: globalization has the various dimensions of cultural, social, have economic, political, educational, scientific and technical and such as any other emerging phenomena is combination of threat and opportunity. One of the consequences of this flow, is convergence in the global arena and facing all the Nations with a shared risk and shared appreciation network.

Dimension of globalization

Globalization is a multifaceted phenomenon and one of the frustrations for researchers in providing a comprehensive definition of globalization is in its multifaceted identity. Being multifaceted can be observed in the implications and reflections of globalization [28]. It can be used for a variety of dimensions of globalization, including economic, social, cultural, political, technological, communication, security, medical and health, and environmental policies. Some of its most raised dimensions are as follows:

- 1 – Economic globalization
- 2 – Social globalization
- 3 – Cultural globalization
- 4 – Globalization of politics

Table 4: Globalization of politics and its historical forms [28]

Historical era	The initial period of modernism	The modern era	The current era
The globalization index	14 – 18 century	19 century and first half of 20 century	From 1945 onwards
The extent	Widespread; The beginning of imperial expansion; Between the lands between the zonal.	Universal Empires; The rise of the global system of the State-Nations	The global system of Governments; The rise of global political order; Regionalism of policy and interactions;
The depth and intensity	The low size; Economic; Increase the depth of the relationships at the time of the interaction among the political competitors.	Increasing the size and spread of the flows and continuity	An unprecedented level of streams, agreements, networks (formal and informal) and continuities.
Speed	Limited and Scattered	On the rise	Rapidity of world political interactions as the real time of advent communications.
The extent of the impact	Low but with a focus on the impact groups	On the rise of structural institutional results	Top, continuity, and high sensitivity and vulnerability.
Infrastructures	Minimalistic and very slow; The emergence of the multilateral framework of contracts or conferences and organizations.	The emergence of transnational and international organizations and regimes.	The broad and extensive evolution in the size, shape and number of organizations at the international and transnational regimes and legal mechanisms; Global communications in real media infrastructures.
Institutionalization	Minimum but the beginning of diplomacy and setting up the Intergovernmental networks	The temporary and fragile development of rules, regimes and international law.	The specific development of regimes, international law, the consequences of global rights and intergovernmental and governmental organizational structures.
Layering	The development of the European global order	The hierarchy of political power, economic and military focused on the North/South; developed political ability but the unevenly and lack of correct asymmetry.	From the bipolar cold war to the several polar world; North/South hierarchy reduced and non-governmental actors have been replaced by political structure; Political organizations in all parts of the world have expanded, but there is still an abundance of inequality.
The ways of reciprocity	Competition, limited war; Contradictory with force and coercion; The imperial.	Territorial; Diplomatic; Geopolitical compulsive; Imperial; Conflict and competition; Development of universal war.	Being non-territorial and territorial again; The rational reasons of the Government that is explained in the context of collaboration and cooperation efforts Cooperation and competition; Economic geography.

State management with regard to the effects of the global environment is faced with new challenges and needs and different demands, including the following [32]:

- The growing need to increase the skills of negotiation with other Governments;
- Changed views about bureaucracy and its role;
- The culture of performance (more emphasis on the result-oriented performance);
- Optimal and effective leadership role in the control and management of potential conflicts, and the management of cultural diversity;
- The role of e-Government and the optimal and efficient use of information and communication networks such as Internet, to improve the

effectiveness of the performance of governance process;

- Need of comparative studies effectively and efficiently according to the facts contained in the process of globalization as well as paying attention to the needs and culture of the indigenous local coordinates.

Non-governmental organizations

Non-governmental organizations are the old with the new conceptual entity that is rooted in human history of the past, and in past times raised the foot into the realm of existence with management of human communities [33]. Accepting the important role of non-governmental organizations and in Government and solving social problems in the countries of the world in the past two decades has been inevitable. All days, we saw the quantitative and qualitative growth of these organizations on the national and international level, with the theme of sustainable development, human rights, social justice, protecting the environment, gender equality, and ... [34] because from the believe of experts, national and local development programmers (uppermost development) without popular participation (lowermost development) will not be successful. The world experiences show that non-governmental organizations have been able to play an important role in the mobilization of the various thoughts, especially low and medium levels of community [35].

Non-governmental organizations

The term non-governmental organization has been employed for the first time by the United Nations Economic and Social Forum in the February 27, 1995. From that time till now not accepted and comprehensive definition that most experts accept it, not provided. In these organizations' literature, the three terms of non-

governmental organizations, voluntary private organizations, and non-profit organizations have always been handled rather than each other. In the research done, the novel definition has been provided for these three terms.

At the international level, the term NGO for the first time in the United Nations Economic and Social Council resolutions (UNESER) in February 1950 was used in this way: any international organization that is not created with the agreement of government is considered as non-governmental organization. Since then, the term NGO was handled to numerous types of organizations that operate within the boundaries of each country.

The term nonprofit organizations are also sometimes referred as synonym to non-governmental organizations. Salamon and Onhire recounted five features for non-profit organizations. According to their definition, a non-profit organization is an official, private, non-profit, voluntary and autonomous organization [36].

But based on the UN definition; non-governmental organizations have ethical prophesy by using the volunteer and bound workforce, in order to achieve these goals use of impartial helping people, the international lender organizations and occasionally the respective Government. These organizations are not seeking to achieve the interests of the financial results; as a result, you will never find a word in the name of profit in their balance sheet and the financial. In fact, non-governmental organizations have found the pains and with an inevitable break try to eliminate these pains or do in pale as possible.

Table 5: The definitions of non-governmental organizations

Row	Non-governmental organizations
1	Non-governmental organization is said to any kind of organization that the State has no role in its formation and control. From the view of the Government, any organization that does not have a share in the vast bureaucracy of Government deemed to be non-governmental organization.
2	Non-governmental organization is a non-profit, volunteer, server and development-oriented organization, which acts in the interest of its members as a spontaneous organization-or other members of society-as a broker organization.
3	An organization that does not have political parties and tries to achieve development and social welfare.
4	An organization that is committed to fix the fundamental problems and improve the quality of life, with an emphasis on the issues of the poor, the deprived and the urban and rural people.
5	The organization or group of people that are independent of any external control and try to achieve the goals and special objectives and pay this task tends to the optimal change in society, area with modal status.
6	The organization consists of private individuals committed to the principles of social development with the aim of supplying the social development of its scope.
7	The organization which is flexible in terms of administrative structure tries to serve people as a non-profit organization.

Characteristics of non-governmental organizations

Non-governmental organizations have features that include:

- 1- Non-governmental organizations are non-political and since they do not pay directly to political activities, can more freely continue their activities;
- 2- Due to the lack of dependence on the State, tides and fields caused by the change of Governments, it does not eclipse its programs and field responsibilities, it does not Eclipse and can do for itself, and can formulate the long-term plans and policies;
- 3- Due to the budget and possibilities constraints, they can attract few and more efficient people;
- 4- They will accept non-profit and volunteer members;
- 5- They have less see something (for example, in the inner performance against the judiciary, system

leaders, the religious authorities and elites, in international performance, for example, against the United Nations and European Union);

6- Due to being small, they have the possibility of more reproductivity, for example, with five people can be founded a non-governmental organization and after the absorption of more number of people, from the heart of the organization several other non-governmental organizations was founded;

7-This being due to the spontaneous organizations can gather together tastes together people. So in this organizational consistency sets more functional, it can be higher than the Government's collection;

8- If you have a network of communi-cation between these organizations is formed as a group of interested parties in power in the cultural, social, and equations are entered in [37].

Table 6:An example ofa multiplicity oftermsusedto classifynon-governmental organizations [36]

Big International Nongovernmental Organization (BINGOs)
Community-Based Organization (CBOs)
Community-Based Nongovernmental Organization (CBNGOs)
Development Organization (Dos)
Donor Nongovernmental Organizations (DONGOs)
Government Nongovernmental Organizations (GONGOs)
Grassroots Organizations (GROs)
Grassroots Support Organizations (GRSOs)
International Development Cooraction Institutions (INGOs)
International Nongovernmental Organizations (INGOs)
Nongovernmental Development Organization (NGDOs)
Northern Nongovernmental Organizations (NGOs)
People's Organization (POs)
Quasi-Nongovernmental Organizations (QUANGOs)
Social Change Organizations (SCOs)
Support Nongovernmental Organizations (SNGOs)

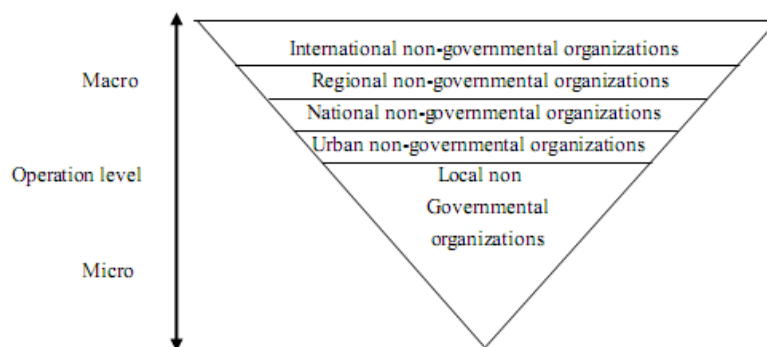


Fig. 4: A variety of non-governmental organizations on the basis of the scope of activity [35]

Ethical principles

Organizational ethics is not a new phenomenon. The wave of financial scandals and bankruptcies of companies and organizations, pay attention to appropriate organizations to urgently need organizational governance, social responsibility and Enterprise ethics has been extended to its peak. In

addition to public organizations, commercial organizations also have reached to this diagnosis that is forced in addition to maximize the profits toward moral behaviors [38]. The role of ethics in actions and behaviors, this is a religious debate today which is one of the major issues in the management course [39].

The establishment of ethics at the level of the organization is a way to promote the quantity and quality of products, security and safety of the staffs and the community, the fight against financial corruption and moral dignity and attention to the employees' dignity and status of staffs, observe fair laws and regulations, creating the dynamics at the level of the organization, recruiting and appointing people to keep away from discrimination [40].

Managing of Ethics in the workplace has many interests for leaders and managers; ranging from functional interests and moral interests. This is particularly valuable in the present age that managers in the workplace are dealt with very diverse values. But so far, those who have work ethics topics have been the philosophers, academics and social critics rather than managers [41].

Table 7: Ethics definitions

D. George defines the ethics as follows: a systematic attempt to get moral and spiritual experience of community and individuals, through the determination of regulations that have to be used in governing the human behavior, and include those properly values that cause bliss in the life.
The rules and principles that define the correct and wrong behavior.
Ethics is defined as a set of principles, often referred to as prismatic to tips and guidance.
The ethics is a collection of behaviors that most of the people accept it.
Ethics was known as a set of guidelines within the Organization as the navigator for the behavior of individuals and decision making [42].
Morality is defined as a system of values and the DOS upon which goods and evils of organization are specified and good and bad work can be distinctive [41].
Topics such as fairness, decisions regarding it being true or false, specify operations and regulations that emphasized on responsible behavior between those group members that are in the sphere of morals [43].
Velasquez defines the ethics as follows: the activity of spiritual conscience and standards review of a person and ask questions regarding about how these standards (the standards of logical and non-logical) are used to in our life [44].

Table 8: Summary of beliefs and problems in five major ethical theories [45]

The existing problems in moral system	The nature of the ethical beliefs	
There are several interpretations of the law, but a visit to the human intellect is the only method available. The human intellect needs a principle or absolute value as the basis for selection.	Ethical standards are provided in the form of an eternal law that becomes apparent in a Bible or apparently in nature, and then interpreted by religious leaders or philosophers. There is an opinion that any person must act in accordance with this interpretation.	Eternal law
It's a bunch of immoral acts that take the notable interests for the majority of people, can be justified, even if the costs incurred on the minority community is irrecoverable. Still we need another value to create a balance between the costs.	Ethicality depends on the result of an action or decision. The principle is that any person should act in order to create more interest for the most number of people.	Utilitarianism: Ending theory
Unethical actions are justified by people who are prone to self-deception and pride and there is no criterion for judging between desires. A principal or value is needed for refinement of the absolute concept.	Ethicality depends on the result of an action or decision. The principle is that each person must act so that others also act like it (in the same conditions)	Task orientation: Starting
The primacy of the value of Justice depends to accept the fact that a fair distribution of resources guarantees the social efficiency.	Ethical criteria based on the primacy of a unit value that surely is justice. Everyone must act so that a fairer distribution of practical interest, because this increases the self-esteem, which is essential for social cooperation.	Distributive justice
The primacy of the freedom value is to accept the fact that individual freedom, which guarantees the social efficiency is dependent on.	Ethical criteria are built based on the primacy of a unit value that is individual freedom. All have to act that a fairer distribution of the benefits was practical. Because it is thereby increasing the self-esteem, which is essential for social cooperation.	Individual freedom

Benefits and functions of the ethics in the Organization

From the social dimension, ethics as a regulator of human relations always has a lot of significance. In the management of the internal mechanism, without the need to exterior levers, is able to guarantee the staff's moral actions and create a spiritual organization [46].

Observe the morals have also benefits, including:

- Pay attention to the basic ethics to improve the situation of some communities;
- Ethics programs cause to retain the moral performance of the organization in troubled circumstances;
- Ethics programs, causing the formation of strong teamwork and increasing productivity;
- Ethics programs cause growth and expansion of staffs;
- Ethics programs make sure us of the legality of the policies of the organization;
- Ethics programs can be applied to prevent the criminal act;
- Ethics programs help to create a triangle image of the organization in the sight of the people [47];
- It creates the organizational roles to ethics management;
- The operational values and required behaviors are created;
- It makes coordinate organizational behaviors with operational values;
- It brought into existence awareness and sensitivity towards moral issues;
- It can help to convince the staffs that pay attention to ethics is not just a reaction without

thinking and pondering that is done for the redemption of the constraint or improve public impression [41].

Meritocracy

Human resources are the most valuable resources of the organization that with quest and efforts and creating harmony and applying the other components of the organization employ the realization of organizational goals. These resources have the abilities and potential capabilities that become potential in the environment of the organization. To achieve this requires full understanding and recognition of the human and providing appropriate conditions for work and effort [48]. Today, the amount of scientific information and technical human resources skills is considered as one of the criteria for each country development [49]. Recently, new concepts such as knowledge work, scholar, and knowledge organization in management literature, replacing the old concepts, such as the handy work, the worker and the traditional organization.

Human capital is the most important asset of any organization. The effective use of human capital provides the field success of any organization. Organizations that employ human resources with higher skills and competence improve skill and competence during the service and try to keep skill and competence at highest status.

Meritocracy is an ideal for all perfection-quest individuals and knowledge-driven communities. When the value was given to this concept, it will have a miraculous impact and unlike it, leads to stagnation and degeneration of society.

Table 9: Definitions of Meritocracy

Meritocracy
The term meritocracy is introduced in two ways. One is a system in which success is based on individual ability or success and the second interpretation uses the words of leaders and leadership. A group of leaders and officials which are selected based on individual ability and success and also led by such a group [50].
Meritocracy is a system in which benefits and job opportunities are only devolved based on merit and not on the basis of sex, social class, ethnic group or wealth to people [51].
It sheds to a set of methods and activities through which individuals are selected based on merit for a job in the organization and bonuses and promotions are also merely done based on the abilities and skills [52].
Meritocracy is a set of knowledge, skills, abilities, personality and interests and personal characteristics of the individual or some significant talents and intellectuals that some are learnable and some are less learnable [53].
Meritocracy in fact is employing the right person in the right profession based on experience, knowledge and other defined criteria, and to entrust the task to the staff [54].
Meritocracy is simply the selection of managers based on scientific, executive capabilities, work experience, etc [55].
Meritocracy is simply putting the right people in the right working position, continuous evaluation of employees and their displacement or consolidation based on the results of the evaluation [56].
Meritocracy has a simple definition in management science and that is to align a merit person to in a related decent and occupation [57].

The rules and principles of administrative meritocracy include the following:

- Adherence to the principle of equality in admission to public service
- following a legal system in the advance and evaluation of jobs

- Training of human resources and nurture talents
- Continuous monitoring and evaluation
- Motivate
- Salary commensurate with the merits [58]

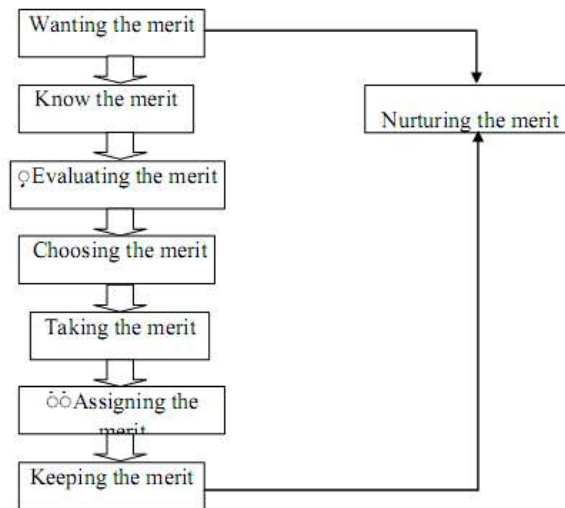


Fig. 5: The process of meritocracy [59]

The implementation of the meritocracy system

Lack of attention to the capabilities, experiences, interests, and specific knowledge of individuals in the performance of its organization appointment, generally cause dissatisfaction, institutional weakness and weakening its performance. With regard to the above contents and because it's for the implementation of each system in a social environment, you must provide logic reasons, in summary we can establish a meritocracy on the reasons for the following tabs outlined:

1. Moving away of today's organizations from the mechanical perspective and establishment of organic perspective
2. The importance of attracting and retaining the best human capitals in organizations
3. Organizational excellence and achieving short-term and long-term goals
4. The survival and persistence of economic enterprises is in the field of competition, depends on the capabilities of employees in the areas of innovation, knowledge, expertise or the competence of human resources.
5. Increasing employees' motivation, job satisfaction and more accountability
6. Proper perpetuity and organizational posts and the prevention of corruption (the rules rather than the relationship)

7. Being merit is some kind of venture capital that even after the offering, remains at the hands of its producer.
8. Avoid of brain drain and strengthen organizational commitment in human resources
9. Internal and external pressures to establish a system of meritocracy in the organization

The obstacles to the implementation of the meritocracy system

While implementing a new system in the Organization, the various internal and external resistances usually appears against it. This resistance appeared to a variety of reasons such as personal interests, fear of change, and ambiguity of the status of the future and makes some difficulties in its proper implementation.

Without a doubt, there are several obstacles in the way of the establishment of the merit system, but according to talent and capabilities and creativities available if this national commitment to the existence of that enterprise managers in each category and position requires implementation of the merit system, it can be hoped that terms of access to such system will be more attainable.

Social capital

In recent years, the importance of social capital as an intangible asset of the organization has been the topic of interest to enthusiasts of organization and management. Most of the researchers often engaged in this category as well as little evidences, explain the essential role of the social capital to the success of organizations that want in today's turbulent environment to continue their existence [60]. Social capital is one of the new concepts that plays a more important role rather than physical and human capital in organizations and communities.

Social capital is an invisible concrete that keeps the community members together and it can interpreted to the items such as trust, beliefs, faith and public norms [61].

Social capital as a social phenomenon causes the slightest idea, creativity, facilitates innovative behaviors and risk disclosure [62]. In addition, one of the most important organizational features which can be a sustainable organizational advantage for an organization compared to other organizations, is social capital; because the creation of organizational knowledge and organizational learning requires knowledge sharing and the prerequisite of knowledge sharing is the existence of social investment components such as a trust, partnership and cooperation between the members of the organization [63].

The concept of social capital

Social capital has become the slogan of the day for political science, sociology and economics. Social capital is a concept that its life dates to the eighteenth century and before it that recently is raised again in topics related to civil society [64].

Social capital is from the action and reaction of the people and the product of being and getting familiar with each other and is based on the expectations that takes its existence from familiarity, and in most cases boasts and extends with the passing of time [65].

The concept of social capital is among the key concepts. In underdeveloped countries, this concept is already become quickly an analytical tool in the new studies of economic and social development [66].

The importance of social capital

From a bygone era, attention to organizations as social actors as well as the attention of pundits to social needs and issues related to the organization has created a propitious field for the expansion of the concept of social capital in the creation of organization.

Social capital from a perspective, is a management phenomenon and it is defined a variety of features for it that includes trust (norms) common behaviors, values, communications, cooperation, mutual understanding and mutual commitment, and networks [67].

Organizations that have higher levels of social capital are likely in comparison to their competitors who has less social capital, are more successful [68]. On the other hand, significant and positive relationships is established between social capital and the commitment of staff, the Organization's flexibility, and proper management of collective action and create high levels of concept capital. So the social capital can improve organizational performance [69].

The elements of social capital

1. Structural element: the definition of social capital that Coleman's speech, emphasize on the structural aspect of it. He said that social capital consists of the aspect of the social structure that has facilitated the actions of individuals within the structure [70]. What is important in the theory of social capital is that network connections, makes access to the information and resources available. The existence of three features like the possibility of access, being timely, and the capability of reference for acquiring information, can be considered as advantage [71].

2. Cognitive element: from the view of Nahapit and Gushal (1998), the cognitive dimension of social capital to which it specifically provides manifestations, explanations and interpretations, and shared meanings systems among the members of the group. By the same token, we can say that there is a norm that is defined socially for all the members and can be used to control the behavior of all people and not just a certain person [72].

3. Relational element: the relational element of social capital is describing a kind of personal relationship that people established with each other because of a history of their interactions [73]. The relational dimension of social capital spotlight is based on certain items such as: respect, trust, trustee, kindness and intimacy that people show in dealing with others. For example, two individuals or two organizations that have two similar networks and similar situations, if their personal interface with other network members vary, the actions and the results obtained, which likely will be different. In other words, if people have similar status in terms of structural position, but in a different relationship, different results will acquire [71].

Table 9: The classification of social capital [74]

	Structural	Cognitive
Resources and manifestations	<ul style="list-style-type: none"> • Customs and duties (whether social, political, religious, etc.) • Networks and other individual relationships • Traditions and formalities (whether social, political, religious, etc.) 	<ul style="list-style-type: none"> • Norms • Values • Trends • Beliefs
Domains	<ul style="list-style-type: none"> • Social organizations 	<ul style="list-style-type: none"> • Civic culture
Dynamic factors	<ul style="list-style-type: none"> • Vertical link • Horizontal link 	<ul style="list-style-type: none"> • Trust • Alliance • Collaboration • Munificence
Common elements	<ul style="list-style-type: none"> • Expectations, which encourage collective behavior and result in mutual benefits. 	

Good governance

More than two decades, the theory of "Good Governance" has been known with the expressions contained such as good governance, optimal governance, to the helm, good governance and optimal administration of the affairs in Iran, has been raised in legal, management, political and economic literature of the world and in recent years is well regarded by the researchers at the international level and Iran. Optimal governance so what its name shows, focuses on explaining how the governance of Governments and in particular on the relationship between Governments and citizens have a favorable trait on the express in its most important features, including the emphasis on the rule of law, government accountability, the broad participation of the people in the process of governance, accountability and the rule of Justice, the effectiveness of its performance has been reflected [28].

The concept of governance

Providing the definition of governance is a delicate and complex challenge however in terms of governance to the Greek word terminology "Kubernan" means to steer or wield. It is used in relation to how the design of the system of rule by Plato [28].

The rule governing is the most fluid aspect of life for every human society. If the State-nation signifies the existentialistic aspects, and the government to executive mechanisms, the Government implies reasons and frameworks, by which ideals, goals, purposes and ideas of the guys and how to achieve them are explaining [75].

The United Nations development program, defines the governance as a system of the values, policies and institutions that in which society, economics, politics and social issues are managed through the interaction of three public, private and civil sectors [76].

As the so-called democracy and development term is analyzed with the socialistic liberalistic and process approaches, good governance is also a term used in academic circles and various countries based on the type of target, a specific orientation and practices to attain; it has different definitions with a variety of features [77].



Fig. 6: Features and indicators of good governance [19]

The role of the State in good governance

The role of the State is different than other approaches. The Government in its role as indebted of a new management theory by Hood, government management theory and the theory of the entrepreneur State by Osborne and Gilber, in which the pattern of emphasis is on aspects of performance and the effectiveness of the Government, which was raised in the previous approaches, also based on democratic values and democratic aspects of attention. With the use of such a model, a structure of the State can be designed that is facilitator of pseudo good governance paradigm [78]. On the new pattern of pseudo good governance paradigm (a pattern of the facilitator Government), the State consists of the components of democracy, participation, accountability, justice and effectiveness, that each with an emphasis on the fundamental values,

have the work of special comfort. In order to achieve good governance the following items can be considered [79]:

- Expanding the advisory mechanisms in Government and participation of people in decision-making;
- The possibility of entering the public enterprise for electoral posts;
- Equitable access of all the masses to health services;
- The same dealing of the Government employees with citizens;
- Abolition of discrimination laws;
- Deregulating and simplifying the rules and regulations;
- Public and extensive release of information about government actions and encouraging public debates;
- The holding of free and regular elections and completing it with some forms of participation such as the survey of the citizens;
- Strengthening political parties and expanding non-governmental organizations;
- Encouraging the creation of an independent and responsible media and the presence of regulatory groups of citizens;
- Continuous measurement of the quality of governance and its wide dissemination;
- Strengthening the authority and adherence of the House of representatives in monitoring the Executive and public affairs;
- The independence of the judiciary and transparent hiring practices to the judges;
- Professional capacity of Parliament and the judiciary;
- Strengthening the other regulatory bodies within the Government.

Administrative corruption

Corruption as a deep problem wastes an abundance of time and energy and features. The bed and port of administrative corruption, is the country's administrative system and Government Affairs [80]. Administrative corruption is a complication that has been plaguing all countries today. In other words, no pure country in the world does not exist in terms of purity of corruption. List of international organization transparency (TI), which ranks countries by prevalence of corruption each year, also no country does not fall; unless there has been no statistics in regard to corruption indicators from that country. Administrative corruption, is the product of government intervention in the economy and perhaps on this basis is that Gary Baker stated that corruption only disappears with the removal of the Government (big) [81]. On this basis, the various communities is deemed of administrative corruption as an inevitable problem, have been followed up to set up the political structure and the institutional arrangements, on the lowest level of corruption. Currently, administrative corruption can be as a livestock manifest against the authority of the administrative systems all over the world and all the communities are located on the occasion of the terms of the political, economic, cultural, legal and specific structures which are partly captive in this trap, and each system based on the nature of the circumstances and its abilities, is trying to get rid of this trap and or at least decrease the degree of damages caused by the action of it [82].

Table 10: Administrative corruption definitions

Row	Administrative corruption
1	Administrative corruption means the abuse of public office for personal gain [83].
2	Administrative corruption means solo exploitation of public authority- namely the free rides get [84].
3	The purpose of administrative corruption is the abuse of public power in order to reach the private interests [85].
4	Administrative corruption is an illegitimate tool of illegitimate requests to satisfy the administrative system [82].
5	One of the first definitions that is presented in 1931 is that: administrative corruption means the illegal use of State power for personal benefit [86].
6	Administrative corruption is predicated to those public sector employees behave who violate the accepted criteria for their private interests [87].
7	Administrative corruption is predicated a behavior, one operates outside the official framework of duties of a public role due to the realization of the personal interests and to achieve more prosperity and better position [88].
8	Administrative corruption is a behavior due to personal ambitions, representing a deviation from the normal way of doing the task and manifested as a violation of the rules and regulations and conduct acts such as bribery, embezzlement and party games and like it.

Forms of administrative corruption

Administrative corruption can appear in several forms. In a general category of administrative

corruption forms are classified to the following five categories [86]:

1. Bbribery;
2. Embezzlement;

3. Illegal capture;
4. Dissemble;
5. Leveraging;
6. Commission.

The quality of service

Providing high quality services for the success of companies and organizations is considered essential [89] and one of the first priorities and strategies of the successful organizations in the current world, is to satisfy the patrons. Today, the service sector plays an important role [90] and we must step in the economic sector of an economy based on the production of goods towards the service economy [91].

Today, the customer-orientation just does not have dedicated to trade and private organizations, but

also from the 90 decade of the 20th century onwards, the new management theory and citizen orientation, customer-orientation in government agencies is also of the utmost importance and has a special place. According to the philosophy and the main mission of the public management are supply of public interest and the interests of society. So all the people and citizens are considered as the client in government agencies [20].

Service is a complex term. This word has several meanings, and includes the vast areas. Typically, the service has an abstract mode and is often in the form of some kind of information, knowledge or awareness [92]. Services have features that make it distinctive of the goods. Some of the definitions of service are expressed in the table below.

Table 11: Service definitions

Row	Service
1	Services are considered as behaviors and process intended to meet the needs of customers with the exception of the purchase of goods [93].
2	Service: is an activity or benefit that a side supplies to the other side that is essentially intangible and it is not on the ownership of the something, the result may be a physical or a non-materialistic product [94].
3	The service includes identifiable activities and it is immovable, that satisfy a need that is not connected necessarily to buy other goods or services [95].

Quality

One of the oldest forms of quality dates to 3000 years before Christ. At the time of the Babylonians, the standard for the measurement of goods was used in adaptive form. The test of goods desirability virtually was common in 1456 ad from the time of Henry VI in order to ensure the quality of the goods in England [96]. The main quality movement dates to the 1920 's. In the first two decades, it was stressed to improve quality control and inspection

process, and then on the concepts of statistical quality control, quality assurance and comprehensive quality management [97].

Definition of quality

Quality has different meanings for different people [98], so the first step to improve the quality of service should be a clear understanding of the concept of quality. The following table presents a few definitions:

Table 12: Quality definitions

Row	Quality
1	The quality is a collection of the characteristics and features of a product or service in which the recipient is on its ability to satisfy the needs of implicit and definite [99].
2	The quality should be defined as the product compliance with customer requirements [94].
3	The quality is that use user of the goods and service should be able to satisfy their need or demand of the product or service [95].

The dimensions of quality

Pioneers of the quality movement, such as Edward Deming, Joseph Joran and Bill Conoy any have provided some tips about the principles of quality [100]. Garwin in his famous article, mentioned eight dimensions for the quality [101]:

- Performance: that is an important feature of a product as well as the main purpose of the production of product or service;

- Features: the secondary features of the product that is completing its basic functionality;
- Reliability: the performance possibility of the product without problem over the specified time period;
- Compliance: the degree to which physical and functional characteristics of a product satisfy the expectations of customers;
- Durability: the length of the useful life of the product, the customer's usage of the product before the crash or need to change it;

- Service feature: ease, speed, sensitivity and the ability to provide service features in the product.
- Aesthetics: the sensory aspects of appearance or characteristics of the product. The features which can be specified by means of the senses of sight, touch, smell and taste.
- The perceived quality: mental image, brand or commercial advertisers that are effective in product features, of course, its subjective evaluation [102].

The last word;

In the 21st century, the changes occurred that includes all the facets of human life and the challenges encountered with organization and management. Generally, these changes are as follows:

- Transition from industrial to information society
- Transition from advanced technology to ultra-modern technology
- Transition from representative democracy to collaborative democracy
- Transition from the hierarchal structures to network structures
- Transition from the national and country economy to the global economy
- Transition from the short term orientation to long term orientation
- Transition from centralization to decentralization
- Transition from institutional supports to self-reliance
- Transition from the physical to the knowledge capital
- A change in the category of countries from the West/ East to the North / South

With regard to today's turbulent world that has been named the era of change; the organizations are exposed to numerous challenges. Hence there is a need to identify and review any more challenges so that the managers can built powerful in facing with these problems.

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