

Pathology of human resources by the aim of improvement and development based on three branched model¹Soleyman Iranzadeh(corresponding author) , ²Sadegh Babaei Heravi¹Department of management, Tabriz branch, Islamic Azad University, Tabriz, Iran.²Young Researchers Club, Tabriz branch, Islamic Azad University, Tabriz, Iran.

Abstract: The subject of change, evolution and organizational improvement is inevitable necessities of modern organizations. And the first step in performing of evolution management is finding incident and diagnosis. This research is referred to human resource diagnosis in the aim of improvement and development on the base of three-branch model in Tabriz petrochemical complex. For this case four hypothesizes were formulated and examined. Desired research method was descriptive-finding field.in this case according to finite population formula for qualities data from 485 people of population 80 people were found as sample, that 110 standard questionnaires according to stratified sampling method were distributed among personnel that 105 of them were returned. Table, charts, and indexes were used for descriptive analysis "T" test and Friedman test were used for inferential analysis. From result of research were specified that structural factors, behavioral factors, and field factors have descriptive role in human resource diagnosis in Tabriz petrochemical complex.

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1. Introduction

Organizations are social systems that affected by changes in their environment. The only effective way for revolution in the organization is shift of managers culture and performance by changing of value, believes and relations system accepted by the organization, for this reason improvement is necessary in the organization. The results of implementation of administrative revolution programs based studied of Iran administrative system show that efficacy of governmental organizations has been reduced in spite of application of advanced technology. It is clear that an organization has different aspects like goals, structure, human resources, technology and environment. These dimensions are studied in order to identify organizational problems.

Pathology involves process of using behavioral sciences methods and concepts for identification and description of current status of organizations and finding solution for enhancing efficacy. Pathology is often considered as sensitive element of establishing an organizational improvement plan so correct and on time pathology is one the actions taken for enhancement of efficacy. This efficacy allows management to aware organization problems and prevents them [13].

Identification of effective factors in organization and related problems is necessary in achieving goals. It is clear that this trend leads to progress in competitive scope and advancement of production and information technology and finally survival and improvement of the organization future in inter organizational environment and increase quality of interaction among

the factors and external environment [11]. Organizational pathology is process of application of behavioral sciences methods and concepts in order to define and describe current statues of organizations and find ways of increasing the efficacy [7]. Organizational pathology necessitates study of two scopes

1-identification of organizational factors involving sectors, offices, products and relationship among factors and their reciprocal effects

2-pathology based on organizational process involving communication networks, team problem solving ,decision making ,leadership styles, imposing power, programming methods and determination of goal, management of conflicts and competition [5].Some authors believe that organization phenomenon and its pathology can be analyzed in three scopes of behavioral factors, structural factors and background factors. Behavioral factors mean all human force related factors like motivation, attitude towards work, job satisfaction .structural factors could lead to crisis involving organizational structure, improvement of methods, information mechanized systems, payment system, selection and appointment, job promotion and evaluation of performance. Background factors involve external environment that causes behavioral and structural factors like attitude towards customer and customer, contractors and consultants respect [6].These factors are called three branched model since any phenomenon or event in the organization cannot be outside of interaction of these branch. In other words, there is a close relationship among these branches and they are inseparable

.structural damages causes to imbalance in discipline and main elements of organization and lead to crisis in human and information natural and physical, financial and economic structures. Behavioral damages influence on human behavior and as result organization performance and lead to adjacent systems communicative and interactional imbalance and crises [10].

This article tries to investigate the effect of behavioral, structural and background factors in human resources damages related to development and as a result improvement of organization. The author tries to respond following question: "what are human resources damages related to improvement and development of organization based on three branch model?"

This research aims to identify bottlenecks and problems of human resources in Tabriz petrochemical company in order to prevent difficulties and promote organization efficacy and prevent decline of organization.

1.1 Hypotheses

1-human resources play a determinant role in human resources damages.

2-behavioral factors play a determinant role in human resources damages.

3-background factors play a determinant role in human resources damages.

4-there is difference among structural, behavioral and background factors of human resources damages.

Human resources management is a scope of present century phenomenon while it has been considered two decades ago in strategic planning. Nations economic success after Second World War and movement of Far East nations played an important role in introduction of importance of human resources in progress of organizations and societies.

1.2 Organization Improvement and Revolution

There are different definitions and viewpoints about organization improvement. Indeed, organization improvement is defined as struggle of behavioral scholars that involve psychologies, sociologies and anthropologists that their goal is to improve trading organization and increase their efficacy so that this process tries to influence on organization. This definition tends to involve chief managers activities, individuals education, improving of management or personnel in the organization are called reformers. Finally organization development is conducted as improvement of the organization [8].

In half past century ever increasing complexity of techniques and tools have been effective in behavioral improvement and individual conception. These techniques involve seminars, guided issues, case studies, role playing, direct observation, virtual learning accompanied by complex technologies like

interactional video programs and other tools. These tools are based on instructor and they are necessary in today organizations.

1.3 Historical View Point: Beginning and Revolution of Organization Improvement Movement Existence

In 1945 Leland Bradford and Nili Gardener used learning in service for changing in organization for first time and begun new scope in OD process [9]. In this year Bradford criticized traditional learning in service programs as responsible for foreigners learning in service in organization behavior in U.S and proposed a new frame work for these programs. He considered new concepts of staff education and organization improvement in his training in service until this year relational style was applied in learning for encounter to critical situations, it was not predefined activity for progress and development of organization. Bradford new concept considered learning as diagnosis and treatment process for individuals and organization. This process is effective for identification and treatment of organization disorders and enhancement of individuals and organization efficacy. Traditional education as reaction-local is not so effective and it is necessary to empower this trend by education techniques advancement [9].

Nili Gardener as expert of education in commission of California state human resources management proposed idea of learning for shift and referred to practical consequences of learning in service for increase of organization efficacy and its positive effects. For doing so education should be inseparable part of organization process. In this period following goals were gained attention:

A-Establishing space in governmental sector departments for education and facilitation of utilization of consequences of educations

B-Acceptance of education as inseparable part of organization process

In 1950 it was tried to improvement organization and established units for activities related to organization development in American private institutes. Esso Standard oil program was foundational because of subjective frame and program structure. This program led to innovation in organization development that conducted in by Shepard, Bleck and Bokanan 1957-58 [5].

Shepard conducted three organization development projects in the main Esso refineries in 1958-1959. He was interview in Bion by subject of investigation and identification by chief managers and he held three days laboratories for managers.

1.4 Organization conversion dynamicity theoretical model

Robertson and Seneh Virin added improvement in technology and physical formation according to

conversions methods in 1995. these conversions are categorized by organization affairs and social factors in one category of organization work situation. According to figure 1 organization improvement process model is carried out in three steps:

A-planned interventions that lead to improvement in organization work situation

B-these improvement in work situations lead to improvement in individual behavior

C-improvement of individuals' behavior effects on organization performance and individual promotion and those they are key results in organization. Other scholars emphasize on directing intervention strategy by solution [2]. the rows connecting elements are two headed and reflect components factors of intervention, social factors, organization affairs, physical conditions, technology, organization consequences, individual behavior, individual improvement, organization performance and work status situation in organization in improvement process [1].

1.5 Organization Pathology

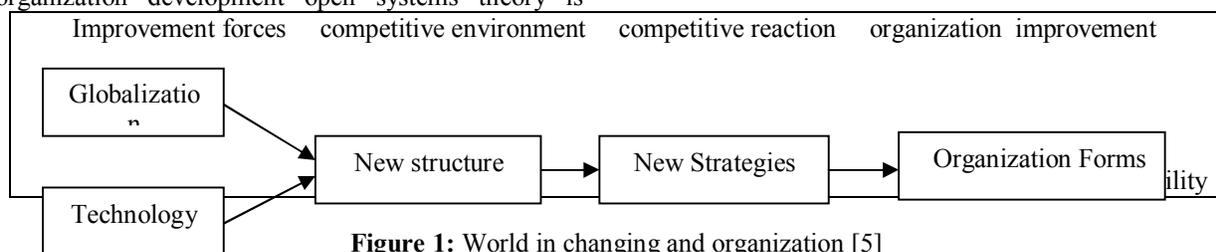
Organizations suffer different disorders and show their signs like human beings. These disorders are transmitted by individuals that make main decisions; and they do not capable to coordinate related needs permanently or temporary. A system production and its surrounding affect each other reciprocally and these effects jeopardize the organization. Treatment of disease is possible when its causes are diagnosed in primary stages. Factors like nature of problem, environmental new situation, related individuals or selected information of managing directors cause to inefficacy in management of the organization. There are many organization development strategies for increase of efficacy. It can be referred to organization pathology that involves identification and evaluation of an organization level in order to planning appropriate organization changes. Pathology is used in organization development similar to medicine and it uses special methods in collection of data then these data were evaluated and appropriate organization intervention is designed. The inspector investigates organization as a total system like a physician. In medicine consideration is holistic, while in organization development open systems theory is

proposed. According to this theory an organization could be investigated as a comprehensive system with inputs, operation power, outputs and feedback cycles. Feedback cycles clarify this idea that a system with outputs are affected the same as inputs. Data collection process is used for motivating of members in learning and sharing improvement process. Pathology in medicine and organization is technique of using data and their relationship with performance in present statues. Pathology could eliminate institutes defending state and act as tool for learning new behavioral patterns. In an organization, pathology process facilities acceptance of accuracy of problems and need to correct direction offered by chief management. Finally results of data collection are feed backed to members for begging of organization improvement process in organization pathology [3].

1.6 Pathology Framework from European Conference of ICF View Point

Pathology provides required information and allows organization to respond rapidly in current situation. If organization improvement process is based on identification of problems accompanied by special pathology it will lead to efficacy. So if we want to use its development aspect it is necessary to aware from improvement power and current working statues ad difference between present and past working conditions.

Professor Stephen Bradli in Harvard trading school believes that globalization and new technologies should consider directing improvement process in a competitive environment. So in this competitive environment industrial structures are required for compilation of new strategies for responding to improvements. Organization development process is guided by organization different forms .It is natural that all steps are not reliable and at first it is necessary to comprehend universal development and completion status. Secondary it is necessary to improve efficacy in innovation management in information acceleration era and thirdly help to promotion of efficacy in leadership and management of development in organization. In these cases pathology is considered.



1.7 Self-pathology in organization

Yoshitiro Ashida investigated pathology in organization. Pathology is carried out in situation that the event causes to failure and abnormal information. But the system is successful when motivation of pathology leads to self-identification of organization safety systems and processes. Recent researches show the importance of pre operation elements and staff activities since this operation is conducted based on basic information and comprehension of technology development thus pathology identifies total and particular needs as follows [4]:

A-material needs: self-awareness is required thus organization member should have external difficulties.

B-required space: pathology and observation of system conditions is done by operators and staff distributed in system level. Thus required space is provided by group of individuals.

C-functional needs: it is related to working optimal conditions.

D-need to stability and strength: for conducting pathology and awareness of current situation it is necessary to investigate and observe system information by activation of data control center. Thus for pathology, comprehension resources of organization current status and communication are needed more than normal condition.

1.8 Pathology of human resources

“We should hold best individuals since they are vulnerable resources”.

Human resources in organization, number of individuals, skills, specifications, capability of learning, potential talents, staff and other characteristics of occupational performance are necessary for survival of organization.

Human resources are not identified completely. This quotation of American management that individuals are cost not resources is exaggeration. There is rarely an incident unrelated to human resources. A few managers comprehend investment when they employ individuals. A normal employee is considered as one billion dollars asset or debt when individual permanent salaries, pension and benefits are added [12].

This hypothesis that chief managers believe we have enough time for finding individuals increases demand of employment of managers and workers and training of specialists and eliminates other human resources requirements. Lack of information or insufficient information about capabilities of human force especially in high tech industries for proving plans can have dangerous strategic results.

Recently staff expenditure is approximately fifty percent of total operational cost in a medium sized

company in U.S. For example, extra money is paid for employment of skilled and experienced employees of other firms.

Because of need to different skills and technology most of the companies reevaluate previous approaches in human resources scope. “Apparently severe decline of specialists is seen in foreign technical capabilities”.

As new economic plans increase human resources demand employment of peer company staff is populated because of relative delay in graduation of engineers and technicians from universities and these firms have been encountered to shortage of force. Of course technology has contradictory effect. It is probable that high number of employees is replaced by new technology and conversion of operations. The firms should plan for adjustment of work power and for doing so sudden close of factory, less working seasons, long term training, replacement, early retirement and gradual implementation of similar plans for human resources should be considered according to this fact that the company could eliminate these problems by development of technology, reengineering and new skills.

1.9 Pathology and programming of organization improvement and development

Comprehensive pathology causes to problems for managers; since some individuals expect that the managers offer solution for solving the problem. It means that executive managers should discuss for long time for selection of individuals and directions. Often, according to strategic goals this trend depends on selection of the best solution. These managers encounter with difficulties in prioritization and solving of the problems because of instability of commercial environment. In spite of this fact the best selection is seldom considered operational since the solutions are criticized. The best option is option that improves organization priorities, business management and goals significantly. This solution needs to involvement of chief managements. The organization survives and succeeds by meeting different requirements in creative way.

A-agreement in organization mission

As before said at first the managers identify organization mission it means reasons for establishing of organization. Then they began their activities and define current status of organization and offer images of future optimal conditions. Beckhard believes that chief managers consider organization mission, external factors and manner of encounter with different factors differently. Finding solution is the main responsibility of chief managers that requires to time, energy and involvement. It is better to

consider Beckhard and Haris viewpoints in deciding on organization mission:

1-The chief manger believes in executable decision and applies this decision in directing organization priorities in targeting and allocation of resources. The judgment of executive managers is important in analyses of resources.

2-it is important that the chief managers should have censuses about the organization mission, in other case their behavior lead to misleading results and as consequences it causes to disturbance in commitment resulted from definition of mission. The pathologist ought to help managers in identification of different external forces (government, peers, interested groups and etc) in meeting special demands. These demands should be categorized based on mission and priority of goals. The necessity of this categorization should be determined.

B-appropriate reaction to external demands

The managers should specify the reaction of organization to external demands. All actions and speeches should be gained attention. The managers should not agree to current organization quality and level. It means that they should act for obtain the goals and it is a positive affairs; since it evaluates different responses of the organization.

C-future pathology design

Prediction of contingent demands is the next step. If the organization do not respond to current demands and continue its activity this prediction causes to better comprehension of organization current responses to different effective factors.

D-definition of future optimal status

Now based on conclusion of pathology studies by managers the etiologist should define ideal and optimal situation with explicit terms. Most of the long term plans determine access to results with

specified efficacy criteria before final goals and future of firm. It was said that factors like firm image, organization structure and size and its situation in the market and other factors influence on organization status .The managers ought to offer comprehensive image of organization situation in special cross section. Explicitness of organization future situation and combination of this image with evaluation of current status provide a base for managers for implementation and scheduling of plans in transferring of the organization from present to future.

2. Methodology

This research is descriptive and measuring according to subject matter nature and hypotheses. It is applied and cross sectional from goal view point .Since this research was conducted in a real and the author attended in the organization this research is field study.

The statistical population consists of all managers, supervisors and experts of Tabriz petrochemical complex. Four hundred eighty five persons involving 62 managers, 94 supervisors and 329 experts were selected. In order to determine sample limited population sample volume calculation formula was used with quantitative data that eighty individuals were selected as sample among four hundred eighty people. For increase of confidence level the questionnaires were distributed among one hundred and ten people and 105 questioners were completed.

2.1 Analysis of hypotheses

As said in section three t-test was employed for prove of H_1 , H_2 and H_3 and Freed man test was used for grading of H_4 .The results are indicted.

H_1 : Structural Factors Play an Important Role in Human Resources Damages.

Table 1: T-Test Results of Structural Factors

Average limit=3						
Hypothesis	t	Freedom degree	Mean difference	Sigma	Confidence level difference %95	
					Low limit	Upper limit
H1	-4/573	104	-/386	/00	-/5535	-/2186

T-test was calculated -4.573 by freedom degree of 104 that it is meaningful in confidence level of %95 and %99 according to sigma 00. Thus based on obtained information it can be said that assuming of statistical zero based on lack of mean difference in structural factors is rejected and assumption of structural factors effect on human resources damages is accepted. In other hand, t test was calculated for structural factors principles. Following table shows the results.

Table 2: T-Test Results of Structural Factors Principles

Average limit =3						
Category	t	Freedom degree	Mean difference	Sigma	Confidence level difference %95	
					Low limit	Upper limit

Organization structure	-2/87	104	-/285	/005	-482	-/882
Styles improvement	-2/20	104	-/244	/030.	-/464	-/024
Information mechanized system	-2/92	104	-/263	/004	-/442	-/842
Payment system	-2/48	104	-/199	/015	-/359	-/039
Selection and employment	-2/07	104	/254	/041	-/010	-/497
Promotion and appointment	-5/23	104	-396	/000	-/546	-/249
Performance evaluation	-3/62	104	-/354	/000	-/548	-/160

The results of t test for each category show that organization structure with $t=-2.87$ is meaningful in confidence level of %95 and %99. $t=-2.20$ for methods improvement factors that it is meaningful in confidence level of %95 but it is not meaningful in confidence level of %99. $t=-2.92$ for information mechanized systems that it is meaningful in confidence level of %95 and %99. “t” is -2.48 for payment system and it is meaningful in confidence level of %95 but it is not meaningful in %99. Also $t=-2.07$ for selection and employment that it is meaningful in %95. For other structural factors like appointment and promotion and evaluation of performance $t=-5.23$ and $t=-3.62$ respectively that they are meaningful in confidence level of %95 and %99.

H₂: Behavioral factors play an important role in human resources damages

Table 3: T-Test Results of Behavioral Factors

Average limit =3						
Hypothesis	t	Freedom degree	Mean difference	Sigma	Confidence level difference %95	
					Low limit	Upper limit
H ₂	-2/311	104	-/212	-/023	-/3948	-/0301

T-test for behavioral factors was calculated -2.311 by freedom degree of 104 that it is meaningful in confidence level of %95 and %99 according to sigma 023. Thus based on obtained information it can be said that assuming of statistical zero based on lack of mean difference in behavioral factors is rejected and assumption of behavioral factors effect on human resources damages is accepted. In other hand, t test was calculated for behavioral factors. Following table shows the results.

Table 4: T-Test Results of Behavioral Factors

Average limit=3						
Category	t	Freedom degree	Mean difference	Sigma	confidence level difference %95	
					Low limit	Upper limit
Organization structure	-2/40	104	-/285	/018	-/3944	-/0378
Leadership	-3/17	104	-/244	/002	-/5211	-/1199
Stuff training and promotion	2/20	104	-/263	/030	/0255	/5031
Job security	1/490	104	-/199	/137	-/0634	/4539
Motivation and job satisfaction	-1/68	104	/254	/096	-/3184	/0266

The results of t test for each category show that organization culture with $t=-2.87$ is meaningful in confidence level of %95 and sigma of -2.40. $t=-3.17$ for leadership that it is meaningful in confidence level of %95 and %99. $t=2.92$ stuff training and promotion as behavioral factors that it is meaningful in confidence level of %95. “t” is 1.49 for stuff occupation security and it is meaningful in confidence level of %85 but it is not meaningful in %95. Also $t=-1.68$ for motivation and job satisfaction that it is meaningful in %90.

H₃: Background factors play an important role in human resources damages

Table 5: t-test results for background factors

Average limit=3						
hypothesis	t	Freedom degree	Mean difference	Sigma	confidence level difference %95	
					Low limit	Upper limit
H ₃	-2/107	104	-/210	/037	-/4091	-/0124

T-test for background factors was calculated -2.107 by freedom degree of 104 that it is meaningful in confidence level of %95 according to sigma 037. Thus based on obtained information it can be said that assuming of statistical zero based on lack of mean difference in behavioral factors is rejected and assumption of background factors effect on human resources damages is accepted. In other hand, t test was calculated for background factors. Following table shows the results.

Table 6: T-Test Results for Background Factors

Average limit=3						
Category	t	Freedom degree	Mean difference	Sigma	Confidence level difference %95	
					Low limit	Upper limit
Respect to customer	-2/19	104	/26	/03	/0250	/4956
Contractors and consultants	-4/20	104	-/24	/00	-/5835	-/2081

“t” is -2.19 for customer respect and it is meaningful in confidence level of %95 but it is not meaningful in %99. Also t=-4.20 for contractors and consultants that it is meaningful in %95 and %99.

H4: there is a difference in structural, behavioral and background factors of human resources damages

In order to investigate H4 and determination of the difference in structural, behavioral and background factors of human resources damages Freedman test was employed and the following results were obtained after identification of x^2 and confirmation with meaningfulness level.

Table 7: Freedman Test Results (descriptive statistics)

Hypothesis	Score mean
H ₁	1/78
H ₂	1/94
H ₃	2/28

The table summarizes variables descriptive statistics and their means that the means of H₁, H₂ and H₃ are 1.78, 1.94 and 2.28 respectively. Since the less mean shows the importance of the variable so it can be said that structural factors is in first grade and behavioral and background factors are in second and third positions.

Table 8: Freedman Test Results (descriptive statistics)

Variables number	105
X ²	14/058
Freedom degree	2
Sigma	/001

The results show that x^2 is 14.058 by freedom degree of 2. According to obtained sigma of these results in confidence level of %95 and %99 it can be said that assumption of statistical zero based on the same score of structural, behavioral and background factors is rejected and assumption of one is accepted as the same claim and it confirms the meaningful difference among these factors.

3. Discussion and conclusion

The results of hypotheses are discussed:

H1: Structural factors play an important role in human resources damages

T-test was used for test of the first hypothesis and following results were obtained after analysis with related software.

According to table 11 and meaningfulness of the test it can be concluded that structural factors play an important role in human resources damages in Tabriz petrochemical complex. This hypothesis was confirmed in confidence level of %95 and %99.

H2: Behavioral factors play an important role in human resources damages

T-test was used for test of the second hypothesis and following results were obtained after analysis with related software.

According to table 11 and meaningfulness of the test it can be concluded that behavioral factors play an important role in human resources damages in Tabriz petrochemical complex. This hypothesis was confirmed in confidence level of %95.

H3: Background factors play an important role in human resources damages

T-test was used for test of the third hypothesis and following results were obtained after analysis with related software.

According to table 11 and meaningfulness of the test it can be concluded that background factors play an important role in human resources damages in Tabriz petrochemical complex. This hypothesis was confirmed in confidence level of %95.

H4: There is a difference in structural, behavioral and background factors of human resources damages

In order to investigate the fourth and determination of the difference in structural, behavioral and background factors of human resources damages Freedman test was employed and it was found that there is a significant difference in structural, behavioral and background factors in confidence level of %95 after identification of x^2 and confirmation with meaningfulness level.

4. Propositions

Since the mentioned propositions are based on the interference level of these factors in human resources damages in Tabriz petrochemical complex so the role of these factors is considered. It is hoped that this consideration will eliminates the barriers of this complex.

Structural factors

1-appointment and promotion: In order to eliminate the damages of appointment and promotion followings are recommended:

- Proposing of disciplined process for selection and preparation of the competent individuals for key posts
- Providing equal opportunity to promotion and evaluation of staff
- Dominating mediocracy in the organization
- up-to-date and complied regulations in job opportunities and appointment

2-performance evaluation: followings are recommended for elimination of performance evaluation damages:

- proposing optimal pattern for performance evaluation related to company macro strategies and goals
- long term and short term evaluation and announcement to staff in order to eliminate defects
- interference of evaluation results in staff occupational improvement
- clarification of evaluation results and completion of related forms in attendance of the employee

3-organization structure: For elimination of organization damages followings are recommended:

- revisiting of organization structure and proposing appropriate pattern
- elimination of interference in duties and parallel affairs and clarification of responsibilities
- elimination of administrative affairs and feasibility of hierarchical
- Departments friendly and bilateral communication
- propagation of self-control culture in the organization instead of strict control
- compilation of duties explanation and announcement to departments

4-styles improvement: For elimination of styles improvement damages followings are recommended:

- process reengineering
- omission of administrative unnecessary stages and prevention of hierarchical
- using administrative automation system in organization

5-information mechanized systems: For elimination of information mechanized systems damages as fifth priority of Tabriz Petrochemical complex human resources damage followings are recommended:

- up to dating of complex site and on lining
- integration of mechanized system
- establishing staff information bank

6-paymnet system: For elimination of payment system damages followings are recommended:

- justly payment in different departments

-categorization of the occupations and payment of salary and wages based on new approaches offered related to salaries and wages

-Payment of overtime work according to work law and elimination of discrimination

7-selection and employment: the score of selection and employment is average and even it is higher. So, related regulations do not jeopardize human resources. Thus more talent and young work force is attracted by clarification of selection trend and manner of scoring for working in petrochemical complex and setting comprehensive plans.

Behavioral factors

It can be said that behavioral factors play less role in Tabriz petrochemical complex human resources damages. Propositions are offered according to the importance of behavioral aspects:

1-leadership: Leadership is considered as the first priority in damages of human resources related to behavioral factors, thus followings are recommended:

-propagation of participatory and democratic management

It is recommended to research leadership and management styles in Tabriz petrochemical complex.

-investigation the relationship between management styles and staff performance

-investigation the effect of leadership styles and staff job satisfaction

2-motivation and job satisfaction: motivation and job satisfaction are considered as the second priority in human resources damages so it is recommended to:

-designing and establishment and implementation of welfare facilities distribution discipline

-setting required mechanism for job satisfaction periodic measurement

-Correct and justly selection of the competent employees and consideration of promotion and reward for hardworking employees and establishing healthy competition for more efficacy

-establishing healthy working environment for glorification of staff talent and their satisfaction

3-organization culture: organization culture is considered as the third priority in damages of human resources so followings are recommended:

-establishing friendly and trustful atmosphere among staff

-evaluation of leadership skills especially communication skills

-respect to colleagues opinions and manifestation of their view points

4-job security: job security is considered as the fourth priority in human resources damages. The results show that the score of job security is average and it is a little bit higher than average indicting job security of the employees of this complex, so it is

recommended that the responsible individuals meet the staff needs and evaluate human resources demand and supply by scientific evaluation methodology and in case of necessity and observing adjustment policy provide conditions that the employees leave the complex with satisfaction by establishing motivational optimal strategies and this trend leads to the new employed staff job satisfaction.

5-training and promotion of stuff: the results of training and promotion of stuff show that the managers of Tabriz petrochemical complex have conducted the training courses and there is no problem in this relation, so for improving of the training and promotion it is recommended to carry out:

-research, improvement and reengineering of training structure and human resources

-holding training and recreational courses and learning of new findings in related scopes

-confirmation of learning courses with organization needs and requirements

Background factors

Background factors play fewer roles in damages of human resources in this complex. Followings are recommended for elimination of barriers according to their importance:

1-contractors and consultants: They are considered as the first priority of background factors damages so it is recommend to:

-identification of service contractors in support scope

-revision of service contractors evaluation discipline and designing appropriate mechanism and pattern

2-respect to customer: The results do not indicate more damages in this case, so we see ever increasing development and success of stuff in national and international level by considering the slogan of the customer is right and observing customer right.

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