

## **Abstract for the special issue**

# **ORGANIZATIONAL EFFICIENCY AND REDESIGNING ORGANIZATIONAL STRUCTURE IN TODAY'S COMPETITIVE ENVIROMENT**

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One of the most important needs of every organization is having the potentiality of rapid response to factors in increasingly environmental changes, and improving the efficiency of the organization in all horizontal. Today's organizations should provide appropriate structures in order to overcome the shortcomings. Implementation of appropriate structures contribute to achieving organizational efficiency. Efficiency is a comprehensive and wide concept that includes all economic, political, social, and cultural sections. Managerial experience of developed countries shows that the most important factor in economic progress of organizations in those countries are programming, organizing, coordination, and a systematic movement towards increasing the organization efficiency. The final accomplishment of increasing the organizational efficiency is the amplification of competition in internal and external markets, development of market, increase of income, and a flourished economy. Regarding the importance of efficiency and its improvement in the organization, redesigning organizational structure is an important factor needs to be understood and studied by managers, business owners and practitioners.

**Keywords:** Organizational Structure, Efficiency, Organization, Competitive Environment.

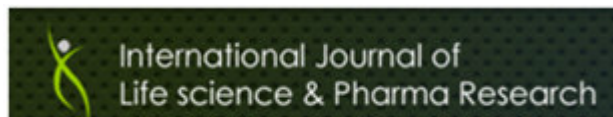
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# **THE ROLE OF THE IMPLEMENTATION OF THE HEALTH SYSTEM DEVELOPMENT PROJECT IN THE QUALITY OF NURSING ACTIVITIES FROM THE PERSPECTIVE OF THE CLIENTS AND MEDICAL PERSONNEL IN DEHDASHT TOWNSHIP**

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## **ABSTRACT**

The aim of this study is to evaluate the role of the implementation of the Health System Development Project in the quality of nursing services from the perspective of clients and the medical personnel in Dehdasht Hometown. The statistical population in this research includes two parts: the first part includes all of the medical personnel of the hospital, selected among the nurses and the second part includes patients who have used the services provided by nurses for at least 24 hours after the Health System Development Project. In this study the nurse and the patient sample size was 230 and 200 respectively. The preliminary data were collected using a questionnaire containing 22 questions in five dimensions (tangibility, reliability, responsiveness, assurance, and empathy). Finally, the collected data were analyzed using SPSS Software and Kolmogorov-Smirnov Test was used for testing the normality of the data and Paired Sample T-test was used for rejecting or confirming the research hypotheses.

**Key words:** Nurse, Patient, Health System Development Project, SPSS Software.

## **INTRODUCTION**

In the Health System Development Project nurses are one of the most important groups that provide health and medical services, and the efficiency of the health system depends on the favorable activities of this group [1, 2]. Nurses play a very important role in patient care so that patients can become fine and can return back to their homes. On the other hand, nurses are the largest group among the health staff and should be legally and

morally responsive to the quality of the services that they provide [3]. The Health System Development Project is a program developed by the 11<sup>th</sup> government in order to reduce the hospitalized patients' rate of payment and improve the health and medical services in the hospitals affiliated to the Ministry of Health and Medical Education [4]. This document is actually a plan for the health and medical activities of the country and clarifies the path of movement toward the goals of this outlook. The design of this plan will clarify the

macro policies of the country, which will lead to stability in policies, which will in turn improve the Health System of the country [5]. In general, the aim of this plan is to reduce people's concerns and health care costs. The Health System Development Project was implemented in line with the long-term objectives of the country and has had considerable effects in the two arenas of treatment and health [6]. Implementation of the Health System Development Project plays an important role in guaranteeing and providing high-quality services and creating satisfaction [7]. Nowadays, patients' satisfaction has attracted the attention of many healthcare and medical services organizations as an important indicators of health services quality. The further importance of satisfaction in the healthcare system is due to the fact that the disease experience and the necessity of following up the process of treatment and care may increase the patients' vulnerability and need for full support. The healthcare organizations have done many activities to provide good service to the patients and so the patients' satisfaction is nowadays considered one of the important outcomes and indicator of the health care quality and services effectiveness respectively [8]. Satisfaction with health care services will lead to the patients' continued reception of health services and their commitment. Therefore, dissatisfaction will lead to adverse consequences, such as people's stopping their relations with the health care system or at least their lack of participation in presenting the services. Besides, people's dissatisfaction will result in the personnel's sense of inadequacy and dissatisfaction and consequently the reduced efficiency of the health care system, especially with the beginning of the programs of the Health System Development Project [9]. Development in the health system will achieve its goal when patients will have acceptable satisfaction with the new structure in the treatment arena [10]. Service quality and patient satisfaction are among the most controversial managerial aspects of the Health System Development Project, because the aim of this plan is to attract patient satisfaction. Nurses the largest group among the health staff plays a very important role in patient care so that patients can become fine and can return back their homes. Therefore, their views in defining the quality of health care are of particular importance [11]. The most important factor in improving the nursing care quality is quality

measurement, and the most valuable quality measurement is the evaluation of nurses' activities in nursing care [12]. For this purpose, we seek in this research to evaluate the quality of the nurses' services by comparing the present status of their services before and after the project with the ideal status from the patient's perspective so that we can determine this plan's degree of effectiveness and strengths and weaknesses and also provide suggestions for improving and enhancing its quality by analyzing its results.

### **LITERATURE**

The Health System Development Project is a program developed by the 11<sup>th</sup> government in order to reduce the hospitalized patient's rate of payment and improve the health and medical services in the hospitals affiliated to the Ministry of Health and Medical Education. This project consists of three phases [13].

**First phase:** It was started from Ordibehesht in 2014 with 8 programs:

#### ***The program of reducing the hospitalized patients' payment rate in hospitals:***

The main goals of the Health System Development Project is financial protection of citizens against the costs of health, organizing the hospital services and improving their quality and people's just access to medical services. Financial protection of citizens against the health costs with a focus on vulnerable classes of people was executed in 15<sup>th</sup> of Ordibehesht 2014 in the hospitals affiliated to the Ministry of Health and Medical Education by organizing the supply of hospital services and reduction of the patient's payment share (the Website of the Ministry of Health and Medical Education). According to this project, the villagers, nomads and residents of cities with a population less than 20 thousands who are admitted to public hospitals via the Referral System pay only 5 percent of their medical costs and the government pays the remaining 90 percent. However, the urban hospitalized patients pay only 10 percent of their medical costs. Moreover, patients and their companions will not have to go out of hospitals in order to get medicines, laboratory services, imaging services and other medical requirements [14].

***Insuring those who lack the health insurance:***

Some 70 lakhs people who had no health insurance received the services of this insurance in order for this vulnerable class of society to make use of the benefits of this project [14].

***Supporting doctors to stay in deprived areas of the country:***

This is most challenging and important to satisfy the doctors who stay in deprived areas of the country. So, the Health System Development Project implemented package in the deprived regions of the country with the aim of improving and enhancing the health services in these regions and for people's access to doctors in the nearest places to their living places, and paved the way for doctors' stay in these regions through incentive payments [14].

***Developing the air emergency services:***

Considering the existing facilities and the ground roads and the facilities needed by air emergency, and considering the current standards, criteria, conditions and facilities for 70-percent coverage of the ground roads, the ground emergency is facing serious limitation. Therefore, it is considered essential to construct 44 air emergency bases in order to develop the air medical emergency with good air emergency system. Among the main goals of this program are covering the blind spots (spots not accessible to land ambulance) including rural roads, impassable areas and roads with heavy traffic and passing the traffic caused by accidents in order to reduce the time of patient's arrival in the specialized treatment centers, especially in traffic events [14].

***Natural Childbirth Encouragement Program:***

Improving mothers and newborns' health status is one of the international commitments of the country in line with the Millennium Development Goals, which is being implemented and justified by concepts such as "improving mothers' health within the framework of reproductive health" and "reducing child mortality". Finding access to these goals involves reducing mothers and newborns' mortality index as a result of pregnancy and childbirth complications, reducing the rate of cesareans without indication and promoting natural childbirth [15]. Free cost of natural childbirth in public hospitals and reconstructing

childbirth departments by creating special spaces in order to create painless natural childbirth environments are among the programs for promoting natural childbirth in the Health System Development Project [14].

***Hospitals' Hoteling Quality Enhancement Program:***

Enhancing the quality of hospitals' services is another program of the Health System Development Project, based on which the physical face of public hospitals such as the status of their rooms, toilets and damaged beds should be improved and renovated and the hoteling and food services should be promoted. The standardization and improvement of the quality of hoteling services has started simultaneously with the implementation of the Health System Development Project proportionate with the service receiver's needs and expectations in all hospitals affiliated to the Ministry of Health and Medical Education [14].

***1. Financial support of incurable, special and needy patients***

The Program of Financial Protection of incurable, special and needy patients is another protective package of the Health System Development Project. The patients with special and incurable diseases have both been called special patients and their high costs of disease diagnosis and treatment which is not covered by insurance is supported based on the service package determined for them [14].

***1.2 The program of specialized doctors' stay in hospitals***

The specialized doctors' round-the-clock presence in public hospitals with over 64 beds will make it possible for people to get access to specialized doctors for emergency patients. Among the features of this support package are patients' timely examination and visit, making fast decisions about emergency patients and 24-hour responsiveness in public hospitals, and the round-the-clock activity of surgery rooms [16].

***1.3 The second phase of the Health System Development Project: it started on Khordad 1<sup>st</sup> 2014 with the following programs***

Rural Insurance Program and Family Doctor Programs for villages, nomadic regions and cities with less than 20 thousand population. Health and medical service

programs in suburbs. The pilot continuation program and reform of family doctor program in Fars and Mazandaran provinces. Healthcare Completion and Population Coverage in cities between 20 and 50 thousand population. The program of strengthening and institutionalizing the intersectoral collaboration via the Health and Food Security High Council. The program of improving people's health literacy through public participation and self-care. Establishing the system of monitoring and evaluating the health services management. Completing, equipping and developing the health and medical network of the country.

### ***2.1 The third phase of the Health System Development Project***

This plan was started from the 7<sup>th</sup> of Mehr 2014. As this plan was implemented, hospitalization costs decreased from 10% to 5% for urban people and from 10% to 3% for villagers, and deductible outpatient services decreased from 30% to 15% in the hospitals of the Ministry of Health. It also led to the removal of the additional payment (bribe) phenomenon so that receiving any costs from patients is considered against the law of hospitals and medical centers and payments are to be done only with receipts.

### ***2-2. Services***

Due to diversity of services, it is difficult to define them properly. What makes this issue more complicated is that due to intangibility of most of the data and outputs, it is often difficult to make out and identify the ways of doing and supplying services. Kotler believes that service is an intangible activity or benefit supplied by an organization and followed by ownership of something. Poor goods and services with a lower quality than expected cause customers to lose their trust in the commodity suppliers and service providers. Customers or service receivers keep evaluating service quality by comparing their perceptions and expectations of the service that they receive [9].

### ***2-3. Quality***

Quality has a pragmatic interpretation as the non-inferiority or superiority of something; it is also defined as fitness for purpose. It means a product's ability in achieving its goal with the least possible cost. According to another definition, quality is something which is proportionate with customers' needs and which

has a reasonable price, rather than the best thing that one can buy with money. Quality is some kind of perception which everything and everyone has [17]. Finally, quality refers to the continuous fulfillment of the expectations agreed on by customers and all beneficiaries so that it can create value for all.

### ***2-4. Service quality***

Service quality is in general the overall evaluation of the services by customers. Service quality has been defined as the difference between customers' expectations of performance and their perception of real performance. Horowitz has defined service quality based on its three distinct features: 1. Service quality is consumed at the same time when it is produced. Therefore, consumers know all problems with the service quality; 2. Service quality is a set of advantages, but it is often achievement of an experience, and 3. The quality of relations between the service providers and consumers has been defined as one of the needed aspects of service quality [18]. Service quality should be regarded as a combination of multiple characteristics. It should include not only tangible characteristics, but also intangible characteristics such as security, comfort and satisfaction, which are hard to measure [19].

### ***2-5. Nursing services quality***

Since nurses play an important role in taking care of patients, improving their service quality in nursing care is the most important factor that can accelerate the patient's recovery and return to their homes. On the other hand, nurses are the largest group among the health staff and should be legally and morally responsive to the quality of the services that they provide. Nursing activities generally includes direct care of patients such as the activities directed toward patient care, and indirect care such as the activities related to registering or reviewing the patient's information, the activities related to the medical unit and individual activities [20, 21].

## **RESEARCH METHOD**

Since the aim of the present research is to investigate the role of the Health Development Project in the nursing service quality from the perspective of the clients and the medical staff, this research is a

descriptive-practical research. The study population includes two parts: the first part includes all the medical staff of the hospital, among whom nurses have been selected as they play the most important part in the Health Development Project, and the second part, including patients who have used the services provided by nurses at least 24 hours after the Health System Development Project. The size of the former group (nurses) was 230, among whom 140 nurses were selected as the sample using Morgan's Table and simple random sampling method. In order to select the sample out of the second community, we used the formula  $n \geq \frac{1}{1-\alpha} \frac{22pq}{d^2}$  and considered  $d=0.05$ , and the sample

size was determined as 200 people with the level of confidence of 95 percent. The initial data were collected using a questionnaire with 22 items in five dimensions (tangibles, reliability, responsiveness, assurance and empathy), but as the nursing service quality had no relation with tangible factors, this dimension was omitted and the reliability of its variables have been shown in Table 1. Finally, the collected data were analyzed using SPSS Software, and Kolmogorov-Smirnov Test paired T-test were used for data normality and rejection or confirmation of the research hypotheses respectively.

**Table 1**  
*Cronbach's alpha of patients and nurses questionnaires*

Dimensions of patients Questionnaire	Aloha s'Cronbach Coefficient	Dimensions of Nursing Questionnaire	s alpha 'Cronbach Coefficient
reliability	0.75	reliability	0.81
responsiveness	0.79	responsiveness	0.79
assurance	0.82	assurance	0.83
empathy	0.84	empathy	0.76
The total questionnaire	0.80	questionnaire The total	0.79

## ***FINDINGS***

4-1. Testing the normality of the data. Before testing the relations among the variables, the normality of the variables should be tested. A way

of doing so is to use Kolmogorov-Smirnov Test. The results of this test are presented in the following table.

**Table 2**  
*The normal distribution of variables*

nurses questionnaire				patients questionnaire			
significance	Smirnov -Kolmogorov Test	Before and after the project	dimensions	significance	Smirnov-Kolmogorov	e Befor and after the project	dimensions
0.059	0.251	before the project	reliability	0.075	0.215	before the project	reliability
0.055	0.264	after the project		0.072	0.241	before the project	
0.061	0.625	before the project	responsiveness	0.058	0.514	before the project	responsiveness
0.067	0.633	after the project		0.053	0.565	after the project	
0.073	0.748	before the project	assurance	0.061	0.741	before the project	assurance
0.071	0.723	after the project		0.069	0.753	after the project	
0.059	0.623	before the project	empathy	0.072	0.651	before the project	empathy
0.063	0.659	after the project		0.076	0.663	after the project	

4-2. Determining the service quality score before and after the implementation of the Health System Development Project

4-2-1.Determining the service quality score before and after the implementation of the Health System

Development Project from the perspective of patientsThe patient's degree of satisfaction with the quality of the nursing services before and after the project are presented in the following table separately for each dimension.

**Table 3**

***Patients degree of satisfaction with the dimensions of SERVQUAL mode before and after the project implementation of the health system development***

patient		
mean	the project Before and after	Dimensions
2.31	before the project	reliability
4.38	after the project	
2.75	before the project	responsiveness
2.70	after the project	
3.20	before the project	assurance
4.36	after the project	
2.74	before the project	empathy
4.12	ter the projectaf	

As shown in the above table, the quality of nursing services in three dimensions of reliability, responsiveness and empathy before implementation of the Health System Development Project has an average of less than 3, and the patient's degree of satisfaction before the project is less than the average. After implementation of the Health System Development Project, the dimensions of reliability and empathy have increased and exceeded the average, but responsiveness has decreased. In general, patients are dissatisfied with the nurses' degree of responsiveness before and after execution of the project. In the assurance

dimension, patients are satisfied with the quality of nursing services both before and after implementation of the Health System Development Project and their degree of satisfaction has even increased after implementation of that project.4-2-2.Determining the service quality score before and after the implementation of the Health System Development Project from the perspective of nurses. The degree of satisfaction with the quality of the nursing services before and after the project from the perspective of nurses are presented in the following table separately for each dimension.

**Table 4**

***Degree of satisfactionwith the dimensions of SERVQUAL model before and after the implementationof the Health System Development Project***

Patient		
Mean	Before and after the project	Dimensions
3.24	Before the project	Reliability
3.41	After the project	
2.91	Before the project	Responsiveness
2.37	After the project	
3.34	Before the project	Assurance
3.41	After the project	
2.18	Before the project	Empathy
2.31	After the project	

The quality of nursing services in the two dimensions of reliability and assurance before implementation of

the Health System Development Project has an average higher than 3 and the patient's degree of



satisfaction before implementation of the project is higher than the average. These two dimensions have even increased after implementation of the project, whereas the dimensions of responsiveness and assurance have been less than the average before the project and have become even less after the project.

#### 4-3. Testing the research hypotheses

4-3-1. Testing H1: There is a difference between the quality of nursing services before and after the implementation of the Health System Development Project from the perspective of clients.

We have used Paired Sample T-test in order to assess this hypothesis with the following results.

**Table 5**  
***Results of testing the first hypothesis***

variable	mean	Standard deviation	Mean difference	(sig)Level of significance
Service quality before the project	2.75	0.859	1.14-	0.023
Service quality after the project	3.89	654.		

As shown in the table above, the degree of satisfaction with the service quality before implementation of the project is 2.75, which has had a 3.89% increase after the project. Considering the level of significance (0.023), which is smaller than 5% degree of error, it can be concluded that H0 is rejected and H1 is confirmed. Therefore, there is a difference between

the quality of nursing services before and after the implementation of the Health System Development Project from the perspective of clients.4-3-2. Testing H2: There is a difference between the quality of nursing services before and after the implementation of the Health System Development Project from the perspective of medical personnel.

**Table 6**  
***Results of testing the second hypothesis***

variable	mean	Standard deviation	Mean difference	(sig)ce Level of significan
Service quality befo projectre	2.91	0.551	0.04	0.079
Service quality after the project	2.87	0.623		

As shown in the table above, the degree of satisfaction with the service quality before implementation of the project is 2.91, which has had a 2.87% decrease after the project. Considering the level of significance (0.015), which is greater than 5% degree of error, it can be concluded that H0 is confirmed. Therefore, there is a difference between the quality of nursing services before and after the implementation of the Health System Development Project from the perspective of medical staff.

## **SUGGESTIONS**

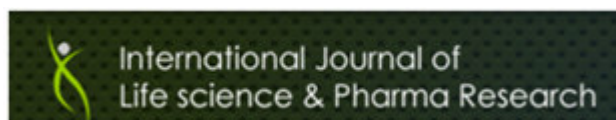
***There are following suggestions based on the outcome of the above studies are given below:***

Further attempts must be taken to inform patients about the staff's knowledge, information and capabilities so that patients' trust in the staff

increases. Forming quality improvement teams and executing the evaluation process will be very effective in creating the appropriate structure for providing optimal nursing services. In the empathy dimension, one can create a better sense from the perspective of the hospital staff's companion with patients by training psychological methods and how to establish relationships with patients. Improving the skill of the nurses to have appropriate behaviors with patients and training them the psychological methods and ways of establishing relations with patients so that they can have an opportunity to hear the patient's views and express empathy with them. Increasing the nurses' commitment. Increasing the nurses' salary in order to increase their motivation, and Increasing the number of experienced nurses beside the young ones.

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# THE RELATIONSHIP BETWEEN EMPOWERMENT AND FAMILIES' SENSE OF SELF-EFFICACY IN ELDERLY CARE IN DASHTI TOWNSHIP IN 2015

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## ABSTRACT

Elderly have little ability and are considered one of the vulnerable groups of the society. They must be supported and should be specially taken care. So, the present study was aimed to analyze the relationship between empowerment and families' sense of self-efficacy in elderly care. The preliminary research data were gathered among 400 people from the families with elderly people in Khormuj Township, who had experienced taking care of an elderly person, and then the data were analyzed using SPSS Software. In this research, the relationship between the demographic variables of marital status and self-efficacy and the elderly caregivers' empowerment was examined. The results showed that there is significant relationship between gender and self-efficacy and that self-efficacy is different from males to females. There is also a significant relationship between gender and elderly caregivers' empowerment, but there is a difference between females and males in terms of empowerment.

**Keywords:** Empowerment, Self-Efficacy, the Elderly

## INTRODUCTION

Ageing is probably the most important anthropological phenomenon in the late 20<sup>th</sup> century and the early 21<sup>st</sup> century [1]. Ageing conventionally starts when one becomes 65 years old. Considering the fact that the elderly have little ability and are considered one of the vulnerable groups of the society, they should be specially taken care of and supported and their physical, mental, social and spiritual needs must be well supported [2]. Family-centered care, as a protective philosophy, recognized the importance of

family institution as the main point of focus in all health care and is a method controlled via useful mutual participations among caregivers, the elderly and families [3]. Family empowerment refers to helping a family in such a way that it can reach the power of change. The role played by a family is sometimes resemble to a group that tries to shape its members in different situations and circumstances of life in such a way that it wants them to be. Family empowerment and its effects on sense of self-efficacy helps the caregivers in providing better services to the elderly [4]. It has been reported that, the lack of care

services at home with long-term loans in our country has resulted in a 46-percent increase in the elderly's medical costs [2]. As the oldest and the most important institutions of human life, family has important roles to play in order to meet the family members' needs. Some of the family's important performances are its supportive and protective role in satisfying its members' needs. A large portion of the family's important functions is dedicated to supplying the elderly, as the vulnerable members of the families, with their basic needs. Taking care of family members relies on the family's achievement of individual and social abilities that sheds light on the role played by several factors such as social organizations, society, political environments, attitude, knowledge and communication in the quality of taking care of the family members [5]. Family empowerment refers to helping a family in such a way that it can reach the power of change. The role played by the family is sometime resemble to that of a group that tries to shape its members in different situations and circumstances of life in such a way that it wants them to be. As the age progress incident of disease in the also increases in elder patients and so the expense or the budget of medical or health increases. On the other hand, the increased costs of hospitalization, the problems arising from being away from families and the risk of nosocomial infections have all led families to prefer to take care of the elderly at home [6]. The increased pressure put on the elderly caregivers will have precarious consequences such as depression and anxiety for the family members [5]. Due to such challenges in the elderly care at home and the growing trend of the international health policies to strengthen the motivations for the elderly care at home, it is expected that field studies be done at the national level in order to empower the families to take care of the elderly. Since ageing is a critical period of human life, and addressing the issues and needs of this stage of life is a social necessity, this article is an attempt to investigate the relationship between empowerment and the family's sense of self-efficacy in elderly care.

## **LITERATURE**

### **2-1. Ageing**

Ageing is the process of becoming older. In the narrow sense, the term refers to biological ageing of human beings, animals and other organisms which turns a

mature healthy individual into a weak one with a decrease in his different physiological capacities and an increase in his readiness for many diseases and death. Studies suggest that social support is one of the most important aspects of healthy people and lack of social support for the elderly will pave the way for their depression [7]. Ageing is one of the social phenomena of the present century. There has never been such a large number of the elderly in the history of the world [8]. With the rapid growth of the elderly population, it is estimated that the over-60-year population of the world will be twice as many as today within the next 40 years, with 52% in Asian countries and 40% in developed countries [9]. At present, more than a half of the world's elderly population (59 percent) are living in developing countries and it is estimated that this rate will rise to 71 percent till 2030 [10]. The growth of the elderly is so considerable that it is described as silent revolution [11]. Considering the fact that the elderly have little ability and are considered one of the vulnerable groups of the society, they should be specially taken care of and supported and their physical, mental, social and spiritual needs must be well supported [12]. The increased population of the elderly is along with various costs, an important one of which is in the health and medical sector. Studies conducted in this area indicate that the ageing stage will increase medical expenses in different parts and forms [13]. In our country, the lack of care services at home with long-term loans has led to a 46-percent increase in the elderly's medical costs.

### **2-2. Family Empowerment**

#### ***Family-centered care***

Family-centered care, as a protective philosophy, recognized the importance of family institution as the main point of focus in all health care and is a method controlled via useful mutual participations among caregivers, the elderly and families [3]. Family empowerment refers to helping a family in such a way that it can reach the power of change. The role played by a family is sometimes like that played by a group that tries to shape its members in different situations and circumstances of life in such a way that it wants them to be. Therefore, in order to help the family to achieve success, they should be directed so that they can change their members' lives [4]. Elderly care at home, despite lots of shortcomings, is considered the

best way of taking care of them and home is considered the most important place for elderly care in Iranian society. Among the important functions of the family institution is its supportive and protective role in meeting the needs of the family members. Taking care of family members relies on the family's achievement of individual and social abilities that sheds light on the role played by several factors such as social organizations, society, political environments, attitude, knowledge and communication in the quality of taking care of the family members. The positive attitudes of Iranian families in elderly care reflect the strong infrastructures of the religious system in the Islamic society of Iran which pays particular attention to inner motivations to promote the elderly's health [5]. The main reasons for the formation of the family care phenomenon are: the increased population of the elderly; the increased population of the people with chronic diseases; and changes in the health systems, especially in the health costs. Family caregivers are considered the main caregivers in long-term care systems. Nowadays, due to the increased costs of hospitalization, families are encouraged to take care of the elderly at home. Family caregivers are untrained people who receive nothing in return for their services and simultaneously meet the caretaker and the family's needs simultaneously [14].

### **2-3. Self-efficacy**

The theory of self efficacy is based on the assumption that people's beliefs about their abilities and talents will have positive effects on their actions and is the most important determinant of behavior. Self-efficacy is an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments, effective in one's choice of behavior, effort, perseverance and pursuance of goals and determines how an individual encounters barriers and challenges [12]. As a matter of fact, self-efficacy beliefs determine the extent to which human beings allocate time for doing their tasks, the extent to which they resist against difficulties and show flexibility in different situations [15]. Research has shown that self-efficacy beliefs have a strong effect on one's motivation for progress, choices, effort and perseverance, and finally on progress and success [16]. Bandura asserts that self-efficacy is more than doing an action and involves intellectual processes,

motivation, emotional and psychological states. Bandura's theory stresses the role of observational learning, social experiences and reciprocal determinism in personality development. According to this theory, an individual's attitudes and cognitive abilities and skills from his self-efficacy system. This system plays an important part in our understanding of different situations and our reactions to them. As Bandura and other researchers have suggested, self-efficacy influences almost everything, ranging from mental states and behaviors and motivations. Those who believe that they can get their desired results by their actions will feel more competent. Moreover, those who feel more competent and qualified in doing a task but have low confidence about their abilities will try less to complete their tasks [17]. Self-efficacy relies on an individual's sense of control over his environment or behavior and is a cognitive belief that determines whether behavior can bring about the needed changes, how much effort is needed, and how long one can resist against barriers and failure. Self-efficacy is directly related with healthy behaviors and indirectly affects healthy behaviors toward the goals. Self-efficacy influences the challenges faced by human beings. Those with high self-efficacy will select more difficult goals and pay attention to situations and circumstances instead of barriers. Self-efficacy influences one's perseverance, commitment and effort to achieve his goal and is determined by the degree to which one has evaluated his criteria for behavior accurately [18].

### **2-4. Determinants of self-efficacy**

The socio-cognitive perspective has adopted a positive view on agency in the formation and change of self-efficacy beliefs, based on which individuals make experiences and shape the events. Among these mechanisms, none is more influential than personal self-efficacy beliefs. This belief forms the basis of human agency. Considering human development, compatibility and change, Bandura (2006) has identified the following influential factors:

- **Personal agency:** Personal agency depends on individuals. According to this theory, individuals are partly the outcome of their own environment, but produce the environment too by choosing, creating and changing the conditions of their

environment. This ability enables them to influence the chain of events and shape their lives.

- Proxy agency: Influence is made via the selector. An individual influences the environment in order to achieve his goals. In fact, in many activities, individuals do not have direct control over the social conditions and legal activities that influence their lives. In such circumstances, they search for welfare through another person. In this style of agency which is a type of social interface, individuals try to select one or more influential persons in order to achieve outcomes that they desire.
- Collective agency: The third type of agency is collective agency, in which individuals take actions to shape their future in groups. The reliance of human performances on others' performances fosters collective agency. By collective agency is meant common beliefs in the ability to influence via collective action. Collective efficacy beliefs foster collective commitment and motivation to achieve the goals, flexibility against the disasters, and realization of performance [19].
- Organizational agency: Organizational agency is realized through the purposeful actions of organizations in achieving the educational goals as well as the differences of organizations in goal setting. On the other hand, Goddard (2000) introduced organizational learning for better understanding of collective efficacy model. Just like people, organizations learn, and the idea of

organizational learning is based on the cognitive activity of individual learning [19].

### **RESEARCH METHOD**

Considering the fact that any research starts with a certain problem or goal, studies can be classified based on the researcher's goals. The present research is an applied research in terms of purpose and a descriptive-survey research in terms of nature. The research population includes families with elderly persons in Khormuj Township with elderly care experience and the sample number is 400 people. The research data were gathered from the elderly caregivers via a questionnaire. It is noteworthy that the practical questionnaire of this research consists of two main parts: General questions including questions related to the respondents' demographic characteristics (gender, age and level of education), and 44 specialized questions that measure the research variables. SPSS Software has been used for data analysis and descriptive and inferential statistics have been used for this purpose. After collecting the questionnaires, reliability analysis was made on the questionnaire items, in which Cronbach's alpha coefficient was calculated based on the questions related to each construct in SPSS22 Software. The values for each construct and for the whole questionnaire have been presented in the following table. Since this value is greater than 0.7, it can be claimed that the tool has high reliability.

**Table 1**  
***Reliability of the research variables***

construct	Alpha coefficient
family	0.79
Service system	0.83
political-Socio	0.74
powermentem	0.79
efficacy-self	0.86
The whole questionnaire	0.83

### **ANALYSIS OF THE RESEARCH DATA**

#### **4-1. Testing the research hypotheses**

We have used Independent Sample T-test in order to assess the research hypotheses. This test is used in

cases where one variable is tested in two different groups.

4-1-1. Testing the hypotheses about the relationship between gender and self-efficacy Here, we want to show whether there is a significant relationship

between the elderly caregivers' gender and self-efficacy. In other words, we want to know whether gender affects self-efficacy.

H0: There is no difference between male and female elderly caregivers' mean score of self-efficacy.

H1: There is a difference between male and female elderly caregivers' mean score of self-efficacy.

**Table 2**  
***Results of testing the self-efficacy – gender relationship***

Gender	mean	Standard deviation	(Sig)Level of significance
female	44	92.	0.02
male	42	53.	

It can be concluded based on the level of significance that H0 is rejected and H1 is confirmed which indicate there is a difference between males and females in terms of self-efficacy, and female elderly

caregivers have more self-efficacy than male elderly caregivers.

4-1-2. Testing the relationship between marital status and self-efficacy

**Table 3**  
***The data related to testing the relationship between marital status and self-efficacy***

Marital status	mean	Standard deviation	Level of significance (Sig)
single	41	.511	0.02
married	43	.60	

It can be concluded based on the level of significance that H0 is rejected and H1 is confirmed which indicate there is a difference between the married and single persons in terms of self-efficacy, and the

married elderly caregivers have more self-efficacy than single elderly caregivers.

4-1-3. Testing the relationship between gender and self-efficacy

**Table 4**  
***The results of testing the relationship between gender and self-efficacy***

Gender	mean	Standard deviation	(Sig)Level of significance
female	159	7.65	0.01
male	87	3.21	

It can be concluded based on the significance level of less than 5% that H0 is rejected and H1 is confirmed. In other words, there is a difference between males and females in terms of empowerment, and female

elderly caregivers have more empowerment than male elderly caregivers.

4-1-4. Testing the relationship between marital status and empowerment.

**Table 5**  
*The results of testing the relationship between marital status and empowerment*

Marrital status	mean	Standard deviation	(Sig)Level of significance
single	47	11.63	0.00
married	113	8	

It can be concluded based on the significance level of smaller than 5% that H0 is rejected and H1 is confirmed. In other words, there is a difference between the married and single persons in terms of empowerment, and the married elderly caregivers have more empowerment than single elderly caregivers.

4-1-4. Testing the hypothesis about the relationship between self-efficacy and empowerment. We have used Simple Regression Test in order to show the effect of self-efficacy on elderly caregivers' empowerment. Self-efficacy is the independent variable and empowerment is the independent variable here. We want to determine the caregivers' empowerment in terms of self-efficacy.

**Table 6**  
*Regression*

	Multiple Determination (R)Coefficient	Adjusted Multiple R )Determination Coefficient (Square	fixed (0B) values	Regression (1B)Coefficient	Level of (Sig)significance
regression	0.87	0.885	143	36.202	0.12

Considering the level of significance, the results show that the regression equation predicts the changes of the independent variable properly. The multiple coefficient of determination shows that the correlation between the two variables is 0.87. the adjusted multiple coefficient of correlation shows that 0.885 percent of the empowerment changes is accounted for by self-efficacy. The regression coefficient shows that a one-unit change in self-efficacy results in a 36.202 –unit change of empowerment in the same direction. The regression equation is formulated in the following way:

$$X36.202+143=Y$$

## **FINDINGS**

The present research has ought to investigate the impact of self-efficacy on the families that care for elderly parents' empowerment. The population includes the families with elderly persons in Khormuj Township with elderly care experience. The results related to the empowerment and self-efficacy score show that the families that care for elderly parents have high empowerment and self-efficacy. There is a difference between males and females' self-efficacy

and empowerment and the females have higher empowerment and self-efficacy than males. There is a difference between married and single person's self-efficacy and empowerment and the married have higher empowerment and self-efficacy than the unmarried. Also, the results related to the impact of self-efficacy on empowerment reveals that self-efficacy has a positive and significant effect on empowerment.

## **SUGGESTIONS**

6-1. Practical Suggestions related to the research results

- ✓ It is recommended that the families that care for elderly parents' needs be taken into consideration in different aspects.
- ✓ It is recommended that the elderly caregivers' self-efficacy and empowerment be heightened via implementation of programs.
- ✓ It is recommended that empowerment model programs be executed so that the caregivers be helped to change their attitudes about disease symptoms, and behavioral signs and reduce their psychological stress.



## 6-2. Suggestions for future research

- ✓ This research has been done in Khormuj Township and it is recommended that similar studies be conducted in other cities with regard to the culture of each region.
- ✓ The factors affecting the empowerment of the families that take care of an elderly person should be studied.

- ✓ The factors affecting the self-efficacy of the families that take care of an elderly person should be studied.
- ✓ The role of care pressures in empowerment of the families that take care of an elderly person should be studied.
- ✓ The effect of self-efficacy in empowerment of the elderly should be investigated.

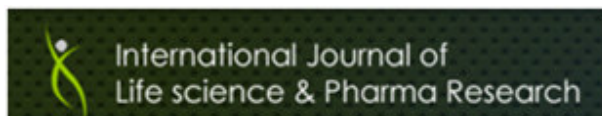
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beliefs and Primary School Teachers' Burnout in Kerman City. Tehran: M.A thesis in educational psychology, Faculty of Psychology and Educational Sciences, Tehran University.



## **EFFECT OF ECONOMIC LIBERALIZATION ON EXPORT OPERATIONS IN KURDISTAN PROVINCE**

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### **ABSTRACT**

The present study was aimed to recognize the effect of economic liberalization on export operation in accordance with views of experts of Commerce Department, where the statistical universe of this study consists of all the experts and employees of commerce Department in Kurdistan. Regarding the nature of research and statistical community of research, it is used of stratified random sampling. Statistical tests of Dear son correlation coefficient and multivariate regression analysis have analyzed and computed step by step and results of Regression analysis indicated that primarily dependent variable (export operation) directly affected by freedom variable of the investment liberty. This variable can explain alone 59% of export operation variance and after that dependent variable affected by property rights variable, this variable can explain 36 percentage of export operation variance in accordance with views of experts of the studied population. Third effective variable on export operation was the financing liberty variable. Fourth effective variable on export operation was the work force liberty, this variable also explains 30 percent of the export operation variance which is in accordance with the views of experts of studied population.

**Keywords:** Economic Liberation, Export Operations, Kurdistan Province

### **INTRODUCTION**

Modality and rate of intervention of government in economy is one of the discussions which politicians and economists were interested in it, despite written principles in different books, experience has shown that manner and range of the intervention of government in adjusting and controlling economy is affected by present politic and economic situations more than a special rule and government. Rapidity and order of casing the previous controlled parts have different outcomes which being aware of them will be

useful for authorities. Scheduling appropriate arrangements for easing of the economy cannot be an easy task as there are no guidelines or theory for it. Depending on the nature of early deviations to free economy and also country under investigating can be adopted to different methods for scheduling arrangement of Liberalization. The gobalization which is the process of conjugating and integration of national economies with the global economy have been discussed among most politicians and planning makers in recent decades. Trade Liberalization which has been defined as movement toward liberal trade by

reducing tariffs and the other trade barriers is the most important force driving of globalization. Liberalization and globalization have increased the volume and type of exchanges of borders, foreign and international direct investment also accelerate the transferring of technology and globalization. So, this issue is of great importance. Foreign trade plays a very important role in the development of any country and newly industrialized countries cannot do that without the development of trade and valiance on exports. By adopting policy of export development and encouraging exports, resource allocation will have done mainly on the basis of comparative advantage and this will lead to optimal utilization of facilities and resources. Dividing Labor, decreases the cost of production and the profit of it benefits all parties of business, while with closing borders and avoiding of active entry to international markets, allotment of resources will be optimized hardly and waste of resources and also production will increase. Regarding the need of country on one hand and need of exporters for the economic Liberalization to ease the exports on the other hand strengthen that the further this need for the research to be done. According to the mentioned matter the main question in this study will be as the following: Does economic Liberalization impact on the export operation of Kurdistan? Regarding to the need of country on the one hard and need of exporters to economic Liberalization to rate the exports on the other hand strengthen further this need to make the research. According to the mentioned matter the main question of this study will be as follows: Does economic liberalization impact on the export operation of Kurdistan? The innovation and creativity in public sector compare to private sector because of continuous of private sector depends on innovation and in this sector competition has completely decided its practicable. So, in existing the theoretical powerful system, competitions will have effective role in improvement and building and also the possibility of peoples participation in private sector is move and in the system of liberated economy which world moves to it , the main principle of activities , is the private sectors and we can certainly claim that in the future all

the activities, such as: Manufacturing and sew will transfer to the private sectors, therefore necessity of studying the range of impact of economic liberalization on export operation in Kurdistan can be determine. With these definitions in the research, we are trying to determine the correlation between economic liberalization and export operation in Kurdistan. Foster increasing in imports than exports, has add to a deterioration of the trade balance. Darnosuglo et al., (2006) has investigated the effect of export development programs on export operation of firm among small and medium firms and studied export development programs on export operation of firm through effectiveness on internet components of the main pout of his research was based on resources and despite the strengths of export development programs in internal components of organization like: strategy, knowledge perception and commitment in connection with export despite his appreciated explore in Literature and accuracy in investigations, he has categorized export development programs a category limited to programs related to the development of the market and related programs guarantees and export credits. They indicated that government policies indirectly encourage internalization and have effects on export operation by helping companies to gain the knowledge and crating commitment among managers [1]. Cohen and Liu (2012), in a studying with the title of impact of leading on value- based management, has investigated the value- based behaviors in organizations. According to obtained results of the study, recognized seven values as core values that these values are: creativity, dedication, relationship, team work, confidence and motivation. In his study he has investigated relationship between economic liberalization and the return of capital (salaries of companies) among world countries between 1970 to 2002. The obtained results of this study shows that returning of capital of countries directly related to increase the economic Liberalization. The most important result is the positive and direct relationship between percentage of increasing economic liberalization and price of returning capital, contrary relationship between starting level of economic

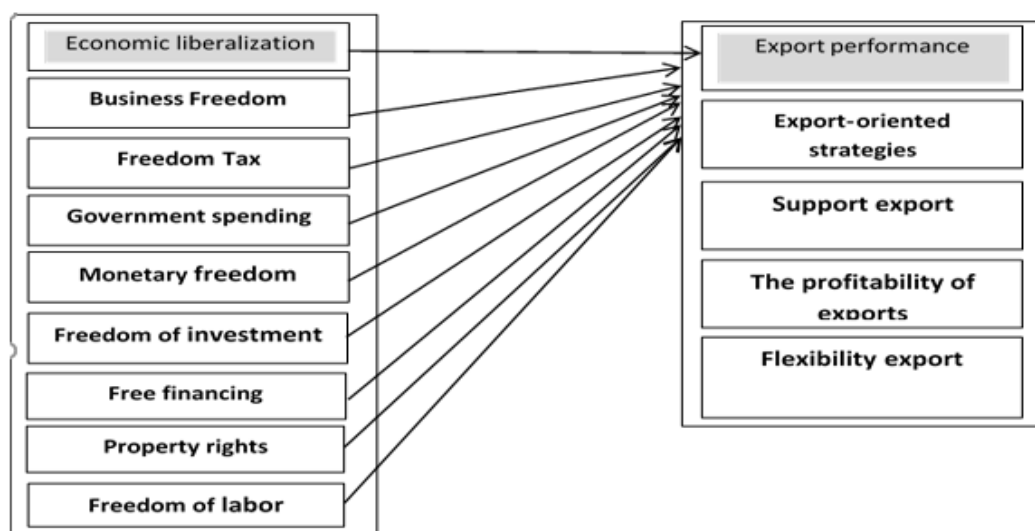
liberalization and returning capital. Beside assessment results indicate that there is a negative relationship between starting level of economic liberalization and percentage of increasing in economic liberalization and final result states that there is a positive and direct relationship between starting level of economic liberalization and its final level [2]. Study we figured out that trade liberalization has a positive impact on imports of countries. But their findings about trade liberalization are different. Some of researchers, Ahmad (2001), believe that function and efficiency of exports have increased in the countries which have started programs of a liberalization and trade. While the other researchers in their studies figured out that there is a little about meaningful and positive relationship of economic liberalization and export. Do sogle- Guner (2006), in a study with the title of effectiveness of organizational culture about type of property on tendency to exports of company and the obtained results indicates that there is a keen correlation between companies with proposed able culture and tendency to company's exports. Also there is a keen correlation between type of property and tendency to exports [3].

## MODEL

Now with collecting theories and findings of empirical researches can present the theory model of research. Governments can play a key role in encouraging activities of foreign trade in internal firms and exports development. In the study of Bapadapolos and Martin (2010) has indicated that all three dimensions of internalization impact on export operation [4]. Also economic liberalization which has defined as movement to force business through reduction in tariffs and the other trade barriers is the most important force of globalization. Zoqipoor and Z bayi

have indicated that reduction of tariff in all of the sectors in the range of 50 and 100 percentage will lead to reduce the investment and increasing in the all of exports, imports, salaries. Shams Oldooheh (2006), in his study has indicated that government policies encourage internalization indirectly and by helping companies to gain (her obtaining) knowledge and creating commitment in managers impact on export functions [5]. Santos (2002) and Bertoola and Fini (1991) in their studies figured out that economic liberalization has a positive effect exports of countries and some researchers believe that operation and efficiency of export have increased in the countries which started economic and trade liberalization [6]. The other group of researchers figures out there is a little evidence about positive and meaningful relationship between trade liberalization and exports [7]. Theoretical frame work of research is the conceptual model that based on theoretic relationship between effective factors and variables on subject of research and it is derived from the literature [8]. This frame work is economic liberalization and export operation that is shown in the following diagram. Moreover, Santos (2002) and Bertoola and Fini (1991) in their studies figured out that economic liberalization has a positive effect exports of countries and some researchers believe that operation and efficiency of export have increased in the countries which started economic and trade liberalization [9]. They also figured out there is a little evidence about positive and meaningful relationship between trade liberalization and exports [10]. Theoretical frame work of research is the conceptual model that based on theoretic relationship between effective factors and variables on subject of research and it is derived from the literature. This frame work is economic liberalization and export operation that is shown in the following diagram.

**Figure 1**  
*Conceptual model of the research*



## METHODOLOGY

The subject is the economic liberalization and export operation. This research of economic liberalization it is studied in components which are: attitude of exports in domestic production, focusing on commodity imports in domestic markets, facilitate in the process of exports and imports, supporting of government in freedom business, international mobility of capital, international mobility of force work, activities of domestic companies in abroad, and the activity of foreign companies in the country. The location of research is the commerce department of Kurdistan and other organization and public and private companies and also is in accordance with the view of experts and administrators of the commercial sector of Kurdistan. This research on the purpose of practical and the method of collecting data is correlation type of descriptive.

## RESULTS

4-1: Reliability of research: In this research is used of Cronbach's alpha technique to measure the reliability. As much as the reliability of items goes or closes to 1 the measurement of reliability will be high. In this research the value of Cronbach's alpha was than 0.7 so, it can be claimed that variables are reliable. 4-2: Checking the hypothesis of normality of the data by using of Kolmogorov-Smirnov (k-s) testing: According to the normality testing of (k-s), if significant level be greater than the error, we will conclude to the zero hypothesis and if significant level be smaller than the error, we will conclude to the one hypothesis.

**Table 1**  
*Test the normal distribution of the economic data release*

Variable	Average	Standard deviation	Kolmogorov-Smirnov statistic <sup>1</sup>	Criteria decision <sup>2</sup>	Results
Business freedom	14.2	2.6	1.08	0.190	Normal
Freedom Tax	9.7	2.1	1.07	0.199	Normal
Government spending	12.9	3.2	1.081	0.192	Normal
Monetary freedom	6.6	1.3	1.07	0.199	Normal
Freedom of investment	11.2	1.9	1.01	2.07	Normal
Free financing	13.6	2.5	1.03	2.01	Normal
Property rights	12.4	2.6	1.02	2.01	Normal
Freedom of labor	- 13.5	1.7	1.09	1.85	Normal

Table (1): Result of normality testing of data distribution of the economic liberalization Table (1) and decision criteria the adoption of zero, it means that there is no reason for rejecting this hypothesis: The sample were obtained from a normal

distribution. In other words, distribution of this sample is normal. Or frequently distribution of terms of variables of the economic liberalization has the normal distribution.

**Table 2**  
*Result of normality testing of distribution of data in export operation.*

Variable	Average	Standard deviation	Kolmogorov-Smirnov statistic <sup>1</sup>	Criteria decision <sup>2</sup>	Results
Export-oriented strategies	24.15	5.6	1.24	0.123	Normal
Support export	7.98	1.9	1.06	0.201	Normal
Flexibility export	11.6	2.3	1.011	0.224	Normal
The profitability of exports	11.2	2.1	1.051	0.191	Normal

Table (2) and decision criteria indicate the adoption of Zeve hypothesis, it means that there is no reason for rejecting this hypothesis: The sample was obtained from normal distribution In other works, distribution of this sample is normal of frequently distribution of export operation of items' variables is normal 5-3: Measurement of research hypothesis 3: After certainty about normality of investigated hectors, we can cheek the other hypotheses. We had investigated the impact of economic liberalization on export operation

of Kurdistan in accordance with views of experts. In other words, distribution of this sample is normal. Or frequently distribution of terms of variables of the economic liberalization has the normal distribution. Table (2): Result of normality testing of distribution of the data in export operation. Table (2) and decision criteria indicate the adoption of Zeve hypothesis, it means that there is no reason for rejecting this hypothesis: The sample was obtained from normal distribution. In other works, distribution of this

sample is normal of frequently distribution of export operation of items' variables is normal 5-3: Measurement of research hypothesis 3: After certainty about normality of investigated hectors, we can cheek the other hypotheses. We had investigated the impact of economic liberalization on export operation of Kurdistan in accordance with views of experts. Main hypothesis: Economic liberalization impacts on export operation of Kurdistan. To measure this hypothesis, it is used of significant testing of Pearson testing. The obtained results of this testing is shown as follow: In significant level of (sig=0.000)

economic liberalization variables in accordance with view of experts and export of Kurdistan has a relationship with each other, the intensity correlation between 2 variables is 0.6 which is in average, type of correlation between two variables is positive (direct) and calculated significant level is (sig=0.000) which is smaller than Alpha of researcher ( $\alpha=0.05$ ) and this indicates that relationship between 2 variables, significant, so, we can conclude that there is on a significant and direct relationship between economic liberalization and export operation of Kurdistan. Thus, main hypothesis of research was confirmed.

**Table 3**  
***Correlation relationship between Economic liberalization and export performance in Kurdistan***

<b>The independent variable</b>	<b>The dependent variable</b>
<b>Economic liberalization</b>	<b>Export performance</b>
Intensity of the relationship	0.406
Significantly	0.000
Number	93

Subordinate hypothesis (1): Business freedom impacts on export operation of Kurdistan. It was used of significant (r) test of Pearson and the obtained results of this test will be was explain below: In the significant level of (sig=0.005), variables of business freedom in accordance with view of experts and exports operation of Kurdistan has a relationship with each other in the value of (r=0.295), correlation intensity of relationship between two variables is (0.295) which is in average, the type of correlation

between two variables is positive (direct) and calculated significant level (sig=0.05) which is smaller than Alpha of research ( $\alpha=0.05$ ) and this indicates that relationship between two variables is significant, so we can conclude that there is a significant and direct relationship between business freedom and export operation of Kurdistan. Therefore, subordinate hypothesis (1) is confirmed. Subordinate hypothesis (2): Tax impacts on export operation of Kurdistan.



**Table 4**  
*shows correlation relationship between Economic liberalization  
and export performance in Kurdistan*

The independent variable	The dependent variable
Economic liberalization	Export performance
Intensity of the relationship	0.295
Significantly	0.005
Number	93

(2): Tax impacts on export operation of Kurdistan. In the significant level of ( $\text{sig}=0.398$ ), variables of tax liberty in accordance with view of experts and exports operation of Kurdistan has a relationship with each other in the value of ( $r=0.089$ ), correlation intensity of relationship between two variables is ( $0.089$ ) which is weak, type of correlation between two variables is negative (converse) and calculated

significant level ( $\text{sig}=0.398$ ) is greater than Alpha of research ( $\alpha=0.05$ ) and indicates that there is no significant relationship between 2 variables, so we can conclude the there is no significant level between tax liberty and export operation of Kurdistan. Therefore, subordinate hypothesis (2) is rejected.

**Table 5**  
*Shows the correlation test and tax free  
export performance Kurdistan*

The independent variable	The dependent variable
Liberty Tax	Export performance
Intensity of the relationship	-0.089
Significantly	0.389
Number	93

Government expenses impact on export operation of Kurdistan. For testing this hypothesis. It is used of significant ® test of Pearson and obtained results will explain below: In the significant level ( $\text{sig}=0.162$ ) Variables of government expenses in accordance with the view of expert and expert operation of Kurdistan have the relationship with each other in the value of ( $r=0.146$ ), correlation intensity of relationship between two variables is

0.146 which is weak, the type of correlation between two variables is positive (direct) and calculated significant level is ( $\text{sig}=0.162$ ) which is greater than Alpha of research ( $\alpha=0.05$ ) and this indicates that there is a significant relationship between two variables, so, we can conclude that there is a significant relationship between government expenses and export operation of Kurdistan. Consequently subordinate hypothesis (3) is rejected

**Table 6**  
***Correlation relationship between government spending and export performance Kurdistan***

<b>The independent variable</b>	<b>The dependent variable</b>
<b>Government spending</b>	<b>Export performance</b>
Intensity of the relationship	0.146
Significantly	0.162
Number	93

Monetary freedom impacts on export operation of Kurdistan. It is used of significant  $\otimes$  test of Pearson for testing this hypothesis, and obtained results will explain below: In significant level of (sig=0.452), variables of monetary freedom in accordance with view of experts and export operation of Kurdistan have the relationship with each other in the value of ( $r=0.079$ ), correlation intensity of relationship

between two variables is (-0.079) which is weak, type of correlation between two variables is negative (economy) and calculated significant level (sig=0.452) is greater than alpha of research ( $\alpha=0.05$ ) and this indicates that there is no significant relationship between monetary freedom and export operation of Kurdistan. Consequently, subordinate hypothesis (4) is rejected.

**Table 7**  
***Correlation relationship between monetary and export performance Kurdistan***

<b>The independent variable</b>	<b>The dependent variable</b>
<b>Freedom of labor</b>	<b>Export performance</b>
Intensity of the relationship	-0.079
Significantly	0.452
Number	93

Investment freedom impacts on export operation. It is used of significant (r) test of Pearson for testing this hypothesis and obtained results will explain below: In significant level of (sig=0.000), variables of investment freedom in accordance with view of experts and export operation of Kurdistan have the relationship with each other in the value of ( $r=0.632$ ), correlation intensity between two variables is (0.632) which is partly strong, the type of correlation between

two variables is positive (direct) and calculated significant level is (sig=0.000) which is smaller than Alpha of research ( $\alpha=0.05$ ) and this indicates that there is significant relationship between two variables, so we can conclude that there is a significant and direct relationship between investment freedom and export operation of Kurdistan. Consequently subordinate hypothesis (5) is confirmed.

**Table 8**  
***Correlation relationship between freedom of investment  
and export performance Kurdistan***

<b>The independent variable</b>	<b>The dependent variable</b>
<b>Property</b>	<b>Export performance</b>
Intensity of the relationship	0.632
Significantly	0.000
Number	93

Financing freedom impacts on export operation of Kurdistan. It is used of significant (r) test of Pearson for testing this hypothesis and obtained results will explain below: In significant level of (sig=0.000), variables of financing freedom in accordance with view of experts and export operation of Kurdistan have relationship with each other in the value of (r=0.504), correlation intensity of relationship between two variables is (0.504) which is partly

strong, the type of correlation between two variables is positive (direct) and calculated significant level is (sig=0.000) which is smaller than Alpha of research ( $\alpha=0.05$ ) and this indicates that there is a significant relationship between two variables, so we can conclude that there is a significant and direct relationship between financing freedom and export operation of Kurdistan. Consequently, subordinate hypothesis (6) is confirmed.

**Table 9**  
***Correlation relation between freedom financing  
and export performance Kurdistan***

<b>The independent variable</b>	<b>The dependent variable</b>
<b>Free financing</b>	<b>Export performance</b>
Intensity of the relationship	0.504
Significantly	0.000
Number	93

Property rights impacts on export operation of Kurdistan. It is used of significant Pearson test for testing this hypothesis and obtained results will explain below: In significant level of (sig=0.000), variables of property rights in accordance with experts and export operation of Kurdistan have relationship with each other in the value of (r=0.674), correlation intensity between two variables is (0.674) which is strong, the type of

correlation between two variables is positive (direct) and calculated significant level is (sig=0.000) which is smaller than Alpha of research ( $\alpha=0.05$ ) and this indicates there is a significant relationship between two variables, so we can conclude that there is a significant and direct relationship between property rights and export operation. Consequently, subordinate hypothesis (7) is confirmed.

**Table 10**  
**Shows the relationship between property rights**  
**and export performance correlation Kurdistan**

<b>The independent variable</b>	<b>The dependent variable</b> <b>Export performance</b>
Intensity of the relationship	0.672
Significantly	0.000
Number	93

Work force liberty impacts on export operation of Kurdistan. It is used of significant (r) test of Pearson for testing this hypothesis and obtained results will explain below: In significant level of (sig=0.000), variables of work force liberty in accordance with views of experts and export operation of Kurdistan have relationship with each other in the value of (r=0.746), correlation intensity between two variables is (0.746) which is so strong, the type of

correlation between two variables is positive (direct) and calculated significant level is (sig=0.000) which is smaller than Alpha of research ( $\alpha=0.05$ ) and this indicates that there is a significant relationship between two variables, so we can conclude that there is a significant and direct relationship between work force liberty and export operation of Kurdistan. Consequently, subordinate hypothesis (8) is confirmed.

**Table 11**  
**Correlation relationship between freedom of labor**  
**and export performance Kurdistan**

<b>Freedom of investment</b>	<b>The dependent variable</b> <b>Export performance</b>
Intensity of the relationship	0.746
Significantly	0.000
Number	93

In summary the results of hypotheses of this study are as following:

**Table 12**  
*The results of the study hypothesis*

ردیف	Sub hypotheses	Results	
		Temporary approval	Rejection
1	free business, export performance will affect the province.	*	
2	Freedom, tax, export performance will affect the province.		*
3	Government spending, will affect the export performance of Kurdistan.		*
4	Monetary freedom, Kurdistan Province affect export performance.		*
5	Freedom of investment, export performance will affect the province.	*	
6	Freedom of finance, export performance will affect the province.	*	
7	Ownership, export performance will affect the province.	*	
8	Freedom of labor, export performance will affect the province.	*	
The main hypothesis			
	Economic liberalization, the export performance of the affected province.	*	

## CONCLUSION

Business growth in recent decades has been due to the liberalization carried out in order to facilitate global trade. Despite the growth of liberalization in the world, there have been ambiguities and questions about impacts of liberalization. These questions have been discussed particularly in developing countries. Actually, liberalization has different impacts on domestic global and economy which is not only limited in exports and imports. Implementation of the liberalization process is not necessarily associated with economic growth and positive impacts of business and require coordinate of domestic economy in the terms of structure, economic regulations, coordinated policy and economic stability. Liberalization process must be enforcing gradually and also must be taken domestic economic policies in accordance with it. Any hasty and irrational action can have negative, critical, destructive and unexpected effects. The important factor in economic liberalization is possibility of production and business space. Developing of market in order to protection of producing section requires reducing of imports and increasing of exports or domestic consumption which there are problems in all the 3 sections. Adopting supportive policies about competitive domestic industry and using of tariff methods about these goods

are of proceedings which will have consequential effects on economic growth and development. In country, supporting entrepreneurs is the important task which should be a top priority for the Ministry of industry, mine and trade. Because the industry and agriculture are in the direction of export, so financial credits should be in the hands of actual producers instead of hands of Chapman. One of the important factors in trade liberalization is exchange rate. An appropriate exchange system can play an effective role in utilization of liberalization benefits and conversely on inappropriate exchange rate can intensify the negative effects and neutralize the positive effects of liberalization. In the purpose of this fact, exchange rate in free market carries out through market and currency exchange is used for supporting essential goods and medicine. Liberalization expands trading chances, each country that can use of these chances more and better, they will gain trading benefits so much. Liberalization must be in the purpose of global benefits of all countries and the right of development which recognized in the UNO.

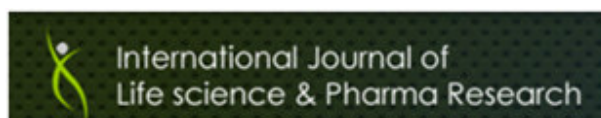
Reducing tariffs should be with discretion of government and in accordance with this discretion cannot be applied about industries or strategic goods. Government should close the field of abusing of tariff system and should not enforce this system to the bankrupted domestic industries which do not have the

ability of recovery or being competitive. Also, government should set up a regular subsidy system to the industries of country and pays subsidy to updated industries with high technology and exported orientation in order to increase the competitive power of foreign market. Final effects of successful liberalization should reflect on increasing in utilization, efficiency, using of new technologies and increasing the exports more than imports. Implementation of liberalization should not cause neglect ion about domestic industries, but should be supported from domestic industries as much as liberalization. As the experience of successful Asian countries show this fact, it is necessary to do the supportive policies of government for compensation the negative effects of liberalization, particularly in the

fields of job and supporting affected industries of liberalization in the global competition. Economic opening has the lesser corruption and inflation and these factors are along with chance of purchasing the goods to foreign makes a growth through stimulation the investment and because of this, it is regarded as the engine of the economic growth. Economic situation of country requires that respectable government enforces the economic liberalization as the Leader of Islamic Iran commanded and also the government should supply the required legal framework to this purpose and along with implementation of liberalization transfers industries and public companies to private sectors in order to enter the real manufactures and entrepreneurs into the economic arena of country in the controlling of Islamic Council.

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# AN INVESTIGATION OF PATTERN OF ANTIBIOTIC SENSITIVITY AND SIMULTANEOUS PRESENCE OF CLASS I AND II INTEGRONS IN ACINETOBACTER BAUMANNII STRAINS ISOLATED FROM CLINICAL SAMPLES

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## ABSTRACT

Acinetobacters, particularly *Acinetobacter Baumannii*, are one of the most important hospital infections in ICUs. Unfortunately, though, the amount of species resistant to different antibiotics is increasing. Moreover, the genetic resistance of those bacteria are usually placed on mobile genetic elements, thereby they are able to be easily transmitted among strains. Therefore, their quick identification and tracking is an important step toward treatment of infections and prevention of resistant strains development.. The present study intends to determine presence of integrase genes and their relation with patterns of antibiotic resistance in clinical samples at Tabriz Sina Hospital in 2011 using Multiplex PCR method. Antibiotic sensitivity test was conducted on 95 strains using agar diffusion method, and their presence in classes I, II, and III integrons was examined. Results of this study showed that 55.8% of 95 isolations carried class I integrons and 15.5% carried class II integrons but no class III integrons were observed in strains. 5.26% of samples carried both class I and class II integrons.

**Keywords:** *Acinetobacter Baumannii*; Integrins; Multiplex PCR Method; Antibiotic Resistance

## INTRODUCTION

*Acinetobacter Baumannii* is one of the most important opportunistic human pathogens [1]. These bacteria, like other biotype bacteria gram-negative coccobacillus, are immobile, unable to ferment, strongly aerobic, and unable to reduce nitrates. They contain negative oxidase and positive catalase enzymes. One of the most important properties which distinguishes it from other species is *Acinetobacter Baumannii*'s ability to grow at 42 °C in TSI environments. These bacteria cause broad infections including bacteremia, sepsis, pneumonia, endocarditis, meningitis, and respiratory and urinary infections. In addition, treatment of infections caused by *Acinetobacter Baumannii* is difficult due to this bacterium's natural resistance to drugs. Since early 1970s, *Acinetobacter Baumannii* hospital infections were successfully treated by gentamicin, minocycline, ampicillin, penicillin, and carbenicillin in individual or in combination modes. Between 1971 to 1974, however, drug resistance levels increased, and *Acinetobacter Baumannii*-resistant isolations elevated in 1975 [2]. In late-1970s, people sickened by pneumonia were well treated by chloramphenicol, colistin, kanamycin, gentamicin, sulfonamides, and ticarcillin. In recent years, first- and second-generation carbenicillin, tobramycin, and cephalosporin have been used to treat *Acinetobacter* infections. Their resistances were increased after conduction of studies on these drugs at hospitals and educational treatment centers. Additionally, there is natural resistance to ampicillins, carbenicillins, cephalosporins, and aminoglycosides in *Acinetobacter* species has also been observed. Carbapenem-resistant *Acinetobacter* are on the rise globally. In fact, carbapenem-resistant *Acinetobacter Baumannii* are resistant against all antibiotic groups [3]. The term MDRAB1 refers to *Acinetobacter Baumannii* isolations that are resistant to at least three different classes of antimicrobial agents including beta-lactams, aminoglycosides, carbapenems, and fluoroquinolones. Resistance mechanisms in bacteria are performed in two genetic

and non-genetic ways. Non-genetic resistance mechanisms in *Acinetobacter* are wielded in at least three ways: Generation of inactivating enzymes; Reduction of infiltration to antibiotics;

### *Changes in antibiotics' objectives.*

To create genetic resistance mechanisms, mobile genetic elements were identified as three different classes: integrons, transposons, and Insertion Sequence (IS). Class I integrons are specified in colons I, II, and II in European categorization. This organism can lead to resistance factors through conjugation of plasmids. Horizontal transmission of genes and/or resistant determinant factors by plasmids is conducted among *Acinetobacter Baumannii* subcategories. Currently, transposons are among the most important factors for proliferation of resistance genes among different *Acinetobacter* species. Most transposons include integrons, particularly class I [4]. Integrons are genetic units characterized by their ability to capture and incorporate gene cassettes by site-specific recombination. They are movable gene components that are able to integrate antimicrobial resistance factors and distributing them by means of recombination special sites and gene cassettes. There are different classes of integrons in an integrase's structure. These elements are divided into nine classes based on integrase gene sequence. Five different integron classes play a role in establishment of resistance against antibiotics. All integron classes have a 5' CS protective section that includes *intI1* gene, *attI* recombination site, and a powerful promoter. While *intI1* gene plays a role in integrase coding, it has a separate 3' CS protective section. In class I integrons, which are one of the most common types in this group, 3' CS protective section includes three different reading sections (ORFs). ORFs—*qacEA1* is an antiseptic derived resistance gene, *qacED1* (ORFs— *sulIa* sulfonamide resistance gene, and ORF5, or *tetA* genes, whose performance is still unknown. Class II integrons are known in Tn7 transposons, from whom they are derived. 3' CS protective section has five



tni genes, which have a role in movement of transposons. One class III integrin is so far reported, and nothing of its 3' CS protective section's properties is revealed. Gene cassettes have a reading section that is located at attC site downstream, which is an incomplete and reversed sequence that is related to 60-bp consensus sequence. Movement of gene cassettes is organized by integrase genes, which are able to insert/expel gene cassettes between two special sequences attI and attC by means of recombination special sites. Resistance genes are proliferated among bacteria as a result of movement of cassettes. Thus, fifty gene cassettes are identified in gram negative bacteria. This genetic flexibility allows bacteria to have diverse cassette rearrangements against different antibiotics. Investigation of such different categorizations assists us for better identification for the development of integrons [5].

## MATERIALS AND METHODS

### *Antibiogram*

Kirby Bauer agar diffusion standard method was applied to determine isolated bacteria sensitivity patterns against different antibiotics based in CLSI

(2006) principles and criteria. Studies disks include: Piperacillin/tazobactam (100/10 µg), piperacillin (100µg), aztreonam (30µg), cefepime (30µg), ciprofloxacin (5µg), ceftazidime (30µg), cefazolin (30µg), ceftriaxone (30µg), ticarcillin (75µg), ticarcillin/clavulanic acid (75/10µg), amikacin (30µg), gentamicin (10µg), imipenem (10µg), meropenem (10µg), colistin (10µg), ampicillin (10µg), ampicillin/sulbactam (10/10µg), carbenicillin (100µg), and rifampin (5µg). First of all, a bacterium suspension was prepared from each studied strain with opacity of 0.5 McFarland, and a thorough cultivation of bacterium on Mueller Hinton Agar cultivation environment was carried out. Then, antibiotic disks were placed on the cultivation environment with regular distances from one another only to be incubated for 24 hours at 37°C. After this duration, they were checked for non-development of bacteria.

INTI1, INTI2, and INTI3 Gene Tracking by Multiplex PCR

### *Required primers*

Primers required for tracking INTI1, INTI2, and INTI3 genes are cited in the Table 1.

**Table 1**  
*Primers required for tracking INTI1, INTI2, and INTI3 genes*

Primer's connection point	Size (bp)	Sequence	Primer
1731-1748	457	5'-GCATCCTCGGTTTTCTGG -3'	INTI1F
270155-270172		5'- GGTGTGGCGGGCTTCGTG-3'	INTI1 R
695-716	789	5'-CACGGATATGCGACAAAAAGGT-3'	INTI2F
14463-14484		5'-GTAGCAAACGAGTGACGAAATG-3'	INTI2 R
30398-30415	922	5'-ATCTGCCAAACCTGACTG-3'	INTI3F
592-609		5'-CGAATGCCCAACAACCTC-3'	INTI3 R

### *Composition required for reaction*

PCR action was completed in final amount of 25 microliter using materials mentioned in Table 2 [6].

**Table 2**  
***Composition used for tracking INTI1, INTI2, and INTI3 genes using Multiplex-PCR***

Density	Compositions	
12.5 microliter	Deionized water	
X1	PCR buffer	
200 $\mu$ M	dNTP mix	
1.88 Mm	Mgcl2	
0.4 $\mu$ M	Primer	INTI1-F
0.4 $\mu$ M	Primer	INTI1-R
0.4 $\mu$ M	Primer	INTI2-F
0.4 $\mu$ M	Primer	INTI2-R
0.4 $\mu$ M	Primer	INTI3-F
0.4 $\mu$ M	Primer	INTI3-R
2.5 U	Taq DNA polymerase	
2 microliter	DNA	pattern
25 microliter	Total	

### Configuration of Thermo-Cycler System

After preparation of PCR reaction mixture, microtubes were subjected to thermal cycles in the following Thermal-Cycler System.

**Table 3**  
***Application of Thermal-Cycler System to track INTI1, INTI2, and INTI3 genes using Multiplex PCR***

Stages		Temp.	Time
Primary denaturing		95 °C	4 min.
35 cycles	Denaturing	94 °C	60 sec.
	Connection	62 °C	60 sec.
	Final proliferation	72 °C	45 sec.
Final proliferation		72 °C	7 min.

PCR products were subjected to electrophoresis process by 1% agar gel including ethidium bromide in TBE buffer. Then, UVDoc System was used to take photograph of gel documentation in order to track bands of gels [7].

## RESULTS

### *Determination of antibiotic sensitivity*

Results of antibiogram test for *Acinetobacter Baumannii* strain are illustrated in the Table 4.

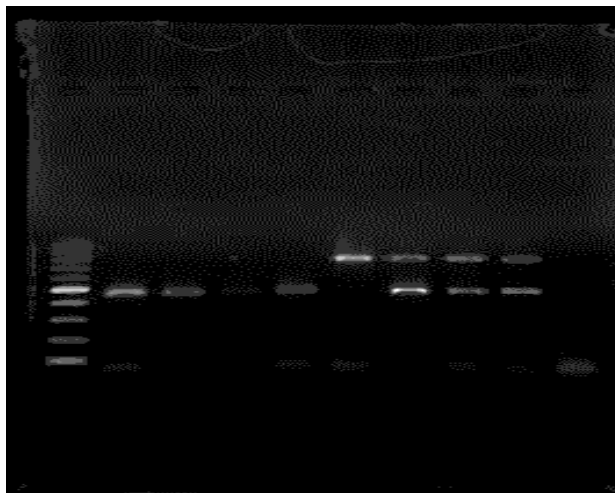
**Table 4**  
***Results of antibiotic sensitivity test for Acinetobacter Baumannii strain***

Number (%)			Antibiotics
Resistant	Interstitial	Sensitive	
91(95.87)	4(4.21)	0	Ticarcillin/clavulanic acid (TC)
95(100)	0	0	Ticarcillin (Ti)
95(100)	0	0	Cefazolin (CE)
95(100)	0	0	Ampicillin (A)
64(67.36)	8(8.42)	23(24.2)	Ampicillin/sulbactam (AS)
83(87.36)	3(3.15)	9(9.47)	Meropenem (MEM)
74(77.89)	3(3.15)	18(18.94)	Imipenem (IPM)
91(95.87)	3(3.15)	1(1.05)	Cefepime (CPM)
91(95.87)	4(4.21)	0	Ceftazidime (CAZ)
86(90.52)	1(1.05)	8(8.42)	Ciprofloxacin (CIP)
94(98.94)	1(1.05)	0	Aztreonam (AO)
94(98.94)	0	1(1.05)	Rifampin (RIF)
86(90.52)	2(2.10)	7(7.36)	Amikacin (AK)
92(96.84)	3(3.15)	0	Piperacillin (PIP)
62(65.26)	6(6.31)	27(28.42)	Piperacillin/tazobactam (PT)
13(13.68)	3(3.15)	79(83.01)	Colistin (CO)
83(87.36)	4(4.21)	8(8.42)	Gentamicin (GM)
91(95.87)	1(1.05)	3(3.15)	Ceftriaxone (CTR)
92(96.84)	2(2.10)	1(1.05)	Carbenicillin (CB)

**Figure 1**  
***a sample of antibiotic sensitivity test using agar diffusion disk method***



**Figure 2**  
**Tracking *INTI1*, *INTI2*, and *INTI3* genes using Multiplex-PCR**



Results of tracking *INTI1*, *INTI2*, and *INTI3* genes using Multiplex-PCR are shown in the Fig. 2.

M      1      2      3      4      5      6      7      8      9

Number M: 100 bp marker

Numbers 1-3: positive strains to *INTI1* gene

Number 4: positive control for *INTI1* gene (*Acinetobacter baumannii* including class I integron)

Number 5: strains positive to *INTI2* gene

Numbers 6-8: strains positive to *INTI1* and *INTI2* genes

Number 9: negative control (devoid of DNA)

## DISCUSSION

The pattern for resistance to opportunistic pathogens is different from one country—and even one hospital—to the other as a result of distinct environmental conditions and application of antibiotics. In this research, 95 *Acinetobacter Baumannii* isolations were subjected to antibiogram process using 19 antibiotics mentioned as per the Kirby Bauer Method and CLSI Standards. According to the results, strains unhappily have high resistance to antibiotics. Accordingly, all 95 isolations showed complete resistance to ticarcillin, cefazolin, and ampicillin—the fact which shows that all strains are MDRAB. Resistance of other antibiotics tested in these studies are as follows: Piperacillin/tazobactam (65.26%), piperacillin (96.84%), aztreonam (98.94%), cefepime (95.78%), ciprofloxacin (90.52%), ceftazidime (95.87%), ceftriaxone (95.87%), ticarcillin/clavulanic acid (95.87%), amikacin (90.52%), gentamicin (87.36%),

imipenem (77.89%), meropenem (87.36%), ampicillin/sulbactam (67.36%), carbenicillin (96.84%), and rifampin (98.94%). These results are aligned with some reports. Regrettably, however, a brief review of studies conducted by both domestic and foreign scholars and their comparison with the results obtained herein revealed that these bacteria's resistance at Tabriz Sina Hospital has increased—the fact which indicates that resistance to antibiotics among *Acinetobacter Baumannii* is rising [8]. Aminoglycosides are of ample use in treatment of infections ensuing from *Acinetobacter Baumannii*; although, it was here exhibited that the bacterium's resistance toward this important family of antibiotics is on the rise: resistance to amikacin and gentamicin in Iran is 41.5% and 34.3% respectively. In Latin America 34% and 32.9%, in Bulgaria 18%, in Portugal 64%, and in France 66% [9]. Since 1988, cinelons were able to inhibit infections ensuing from *Acinetobacter Baumannii*; presently, however, resistance to antibiotics is on the rise. In this study,

resistance to ciprofloxacin was achieved to be 90.5%, which is higher compared to that in countries like Turkey (73.6%), the US (60.3%), and Canada (27.9%) [10]. In these studies, resistance to beta-lactam antibiotics such as piperacillin, ticarcillin, carbenicillin, and third and fourth generation cephalosporins like ceftazidime, cefepime, and ceftriaxone has been evaluated: the results indicate a higher level than that in Europe and Korea [11]. Carbapenems were the most effective drugs against *Acinetobacter Baumannii* infections, while our investigations revealed that resistance to this antibiotic group is high Iran—the fact which tightens its application [12]. In their work, Feizabadi et al. (2008) [13] showed that resistance to imipenem and meropenem in *Acinetobacter Baumannii* isolations are 49.3% and 50%, respectively—the percentages which are low compared to those of ours here. In this study, a combination of ticarcillin, ampicillin, piperacillin, and some beta-lactamase inhibitors was used to measure the impact of combining such drugs. Bacterial resistance to ticarcillin, ampicillin, and piperacillin was measured to be 100% and 96.84%, respectively; while, their combination with beta-lactamase inhibitors reduced resistance levels as follows: Ticarcillin/clavulanate 95.48%, ampicillin/sulbactam 67.36%, and piperacillin/tazobactam 65.26%. The results for ampicillin/sulbactam were pretty suitable, and confirmed the attribution of the title *superior inhibitor* compared to clavulanic acid and tazobactam [14]. In this study, resistance of collected isolations to rifampin was measured to be 98.94%. These results are aligned with the study by Thapa and his colleagues in 2009 in Thailand on 111 clinical *Acinetobacter Baumannii* samples [15].

## CONCLUSIONS

Thus from the above results it can be concluded that, in Iran the resistance *Acinetobacter Baumannii* increasing rapidly. Moreover, application of

synthetic drugs to treat these infections should be subjected to tests so as to may achieve better results for such treatments. In this study, it was determined that the hypothesis indicating a relation between integrase genes and creation of antibiotic resistance is statistically true. Unsurprisingly, integrons carry antibiotic resistance gene cassettes that are able to code resistance to a wide range of antibiotics in *Acinetobacter Baumannii* species. In strains with antibiotic resistance while devoid of integrons of any classes, their resistance genes may be coded by means of chromosome coding enzymes or other movable elements. Significant increase in strains resistant to aminoglycosides can express the fact that gene cassettes provoking resistance in aminoglycosides are placed on integrase genes. In this study, it was revealed that strains carrying different classes of integrons have relatively high resistance to several classes of beta-lactam compositions. It is due to presence of several beta-lactamase genes within integrase genes. Moreover, class D carbapenemases and MBL enzymes have a major share in establishment of resistance to carbapenems, broad-spectrum cephalosporins, and most penicillinases and compositions inhibiting penicillin-beta-lactamases ingredients [16]. In this article, it was specified that there is a considerable relationship between resistance to cinolones and integrase genes. This is noteworthy that resistance to cinolones is not coded by integrons due mainly to creation of point mutations in chromosomes and the resistance is may be due to development of efflux mechanism in the bacteria [17].

## SUGGESTIONS

Level of resistance to antibiotics used against these bacteria in Tabriz Sina Hospital is high. The utmost consideration in prescription of appropriate drugs, therefore, should be taken into account. Application of synthetic drugs to treat the infections caused by these bacteria may be useful. This is important to

note that level of resistance to these antibiotics should be examined by MIC method.

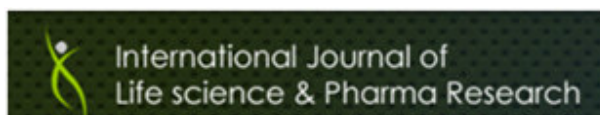
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## RECOVERY OF *BACILLUS COAGULANS* AS A PROBIOTIC SPOREFORMER IN THE RAW BATTER OF COCKTAIL SAUSAGE AS INFLUENCED BY CHOPPING, FORMULATION AND SURFACTANT

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### ABSTRACT

The aim of the present study was to investigate the influence of chopping, formulation and surfactant on the viability and recovery of *Bacillus coagulans* spore in the raw batter of cocktail sausage. The formulation caused a 2.5-2.7 log CFU/g reduction in the enumeration of *B. coagulans* spore in all the raw batters of cocktail sausage (40, 55, and 70%) studied; however, no statistically difference was observed for the viable counts of *B. coagulans* spore among their batters ( $p>0.05$ ), inferring that the effects of determinant factors like salt, nitrite, phosphate and ascorbate on the spore germination and outgrowth were virtually the same due to their similar amounts in all the formulations. As it was expected, the chopping step in the sausage manufacture could significantly increase the number of *B. coagulans* spores to 1.2, 1.9 and 2.1 % in the raw batter of 40, 55, and 70% cocktail sausage, respectively ( $p<0.05$ ). Results also showed that the addition of surfactant (Tweens 20 and 80) at 0.05 % (v/v) to the spore solution of 40% cocktail sausage significantly reduced the formation of the spore clumps; thus caused homogenous distribution and also increase (on average) the enumeration of *B. coagulans* spore in all three random sampling places of the cutter compared to the control ( $p<0.05$ ).

**Keywords:** *B. coagulans*; Chopping; Cocktail sausage; Probiotic sporeformers; Surfactant



## INTRODUCTION

*Probiotics* are defined as live microorganisms that in adequate amounts produce health benefits on the host [1]. Several health benefits are attributed to the ingestion of foods containing probiotic cultures [2]. Some of them proven scientifically and others still requiring further studies in humans [3]. Probiotic food is defined as a food product that contains viable probiotic microorganisms at adequate levels incorporated in a suitable matrix [3, 4]. This means that they must maintain their viability and metabolic activity for the duration of the shelf-life of the product, from their production up to their ingestion by the consumer, and also that they must be able to survive in the gastrointestinal tract [5]. The viability of probiotics has been both a marketing and technological concern for many industrial producers. However, there is no worldwide consensus regarding on the minimum amount of probiotic microorganisms to be ingested to ensure their functionality and it will vary as a function of the strain and the health effect is desired [6]. Nevertheless, assuming a daily consumption to 100 g or 100 ml, populations of  $10^6$ – $10^7$  CFU g<sup>-1</sup> or mL<sup>-1</sup> in the final product are established as minimum daily therapeutic quantities of probiotic cultures in processed foods [7, 8], reaching  $10^8$ – $10^9$  CFU, hence benefiting human health [9]. However, factories are interested in formulating products with probiotics which are recognizing that probiotic microorganisms must not only be supported by solid clinical data. But it is also important that the probiotic must yield health benefits and they should they should survive throughout the manufacturing process. In addition, the shelf life of the product and ultimately survive the passage through the digestive system is very important [10, 11]. Unlike the traditional probiotic bacteria such as special species of the genera *Lactobacillus* and *Bifidobacterium*, spore probiotics (as novel probiotics) are able to resist the harsh manufacturing process, storage and shipping conditions, acidity of the stomach and bile acids [12]. Out of more than 100 *Bacillus* spp. known, only a few (including *B. coagulans*) have been most extensively

examined and are being used as probiotics for human consumption [13, 14]. On the other hand, although the use of probiotics has found its way into the dairy sector and they are now mainly incorporated into fermented dairy products, through use of lactic acid bacteria (LAB). Thus, potential opportunities are there of meats and meat products being used as a functional food which yet remain to be explored. In fact, the incorporation of probiotic bacteria to meat products could bridge the existing gap in the field of probiotic products of animal origin also. Moreover, it seems that it would be a simple way to reduce negative nutritive image of these products due to their fat content and the use of preservatives and additives in their formulation [15, 16]. Bacterial spores like spore probiotics commonly require activation including heat treatment at a time and sublethal temperature appropriate to the organism concerned to finish off dormancy and enable rapid germination to occur [17]. The amount of heat shock necessary to activate spores optimally varies greatly with the different organisms, varying from species to species and even very much strain dependent, the medium and its composition (i.e. ingredients and final pH) in which spores are suspended and, if germinants are present, the particular germinants and their concentrations [18]. Importantly, how microorganisms are physically distributed in a food, determines the value of the data on prevalence and concentration obtained through sampling and testing [19]. It has been observed that bacterial spores (including spore probiotics) tend to form clumps (or auto-aggregation) in suspensions which lead to an uneven distribution of spore probiotics throughout food matrices. It was shown that the formation of spore clumps was dependent on the increase of the hydrophobicity of spore surface [20, 21]. It has been reported that, the increase in the hydrophobicity of bacterial spore is due to denaturation of the surface proteins [20] and it was also hypothesized that the addition of surfactant to a spore suspension may decrease the hydrophobicity of spores which, decrease the possible contribution of spore clumping, and thereby increase the ‘recoverable’ or ‘retrievable’ spores, compared to the initial count [20, 22]. In addition, mechanical

mixing (like the chopping and/or comminution step in sausage manufacture) results in dispersion and rearrangement of spores in a food product, though further development of the spore distribution depends somewhat on the consistency of the inoculated product. On the other hand, spore germination is mainly triggered by nutrient germinants like single amino acids and carbohydrates (sugars) that are specific to different types of spores. In addition to nutrients, spore germination can be triggered by nonnutrient agents, including lysozyme, cationic surfactants, ethanol, EDTA, NaCl (high concentrations), NO<sub>2</sub>, and sorbate, and some physical processes (high hydrostatic pressure) [23, 24]. It appears that maintaining the maximum viability and the highest recovery of *Bacillus* spores is of utmost importance for the successful application of probiotic sporeformers in foods like meat products. In other words, inhibition of *B. coagulans* spore germination and outgrowth in all steps of cooked sausage manufacture including production, storage, and shipment till consumption time is a determinant factor in this regard. In the present study, the influence of chopping, various sausage formulations and their ingredients affecting spore germination, and addition of surfactant on the recovery of *B. coagulans* in the raw batter of cocktail sausage were investigated.

## MATERIALS AND METHODS

### Materials and chemical reagents

All the chemical and reagents used for the present study were of analytical grade and purchased from Merck (Darmstadt, Germany).

### *Bacterial spore and preparation of spore suspension*

The bacterial spore used was *B. coagulans*, obtained from World from Natures Only, INC., USA. In order to assure the enumeration and purity of the spore, it was cultured in Müller-Hinton agar (Merck, Germany). Preparation and purification of the studied spore were done according to Alebouyeh et al. [25].

### *Heat shock and culture media*

In this study, a heat shock of 68°C for 20 min and trypticase soy agar (TSA) medium (Difco, USA) yielding the highest recovery of *B. coagulans* spore were used based on our recent previous work [26]. In practice, a suspension of *B. coagulans* spore was placed in a 68± 1°C water bath (Memmert, Germany) for 20 min. After heat treatment, the suspension of the spore was immediately cooled down in a crushed ice water bath and then serially diluted and spread-plated using TSA. The inoculated plates were incubated for 2 days at 37°C and then the colonies were manually counted from duplicate plating. In order to prevent an underestimation of the number of the examined spore, the time between preparation of the primary dilutions and the heat shock step was considered less than 10 min according to the study conducted by te Giffel et al. [27].

### *Cocktail sausage manufacture*

The cocktail sausages, containing 40, 55, and 70 % meat contents, were made in Gooshtiran meat products factory. Frozen commercial beef cut (15% fat) and vegetable oil were purchased from a local supplier. Frozen meat packages were thawed for approximately 18 h at 4°C. The ingredients of the sausage mass and their relative proportions are given in Table 1. Build up method among different chopping techniques was selected for preparation of the sausage batter [28].

**Table 1**  
*The ingredients of the sausages prepared for this study*

Ingredient	Amount (%)		
	40% cocktail sausage	55% cocktail sausage	70% cocktail sausage
Minced meat (beef <sup>1</sup> )	40	55	70
Water (crushed ice)	22	20	13
Vegetable oil	19	10	4.5
Filler assortment <sup>2</sup>	12	8	5.5
Fresh garlic	1.8	1.8	1.8
Pasteurized whole egg	2.0	1.7	1.8
Salt (NaCl)	1.5	1.7	1.7
Polyphosphate	0.35	0.40	0.40
NaNO <sub>2</sub> (10% water solution)	0.012	0.012	0.012
Sodium ascorbate	0.04	0.04	0.04
Sugar	0.20	0.25	0.25
Spice assortment	1	1	1

<sup>1</sup> Beef used for sausage manufacture was topside and shin cut (15% fat).

<sup>2</sup> including wheat flour, wheat starch, gluten, and texturized soy protein.

In practice, initially the minced meat was ground at low speed and blended with sodium nitrite, salt (NaCl), and polyphosphate respectively for about 2 min in a 10 kg silent bowel mini cutter (Allen, K21 Ras 83132, Germany). Half of the water with crushed ice was then added and mixed in the cutter at the high speed setting (2800 rpm). At that point inoculation of the spore solution shaken vigorously to the raw batter of the sausage was done. In order to prepare the spore solution, *B. coagulans* spores at an initial concentration of 15.18 log CFU/mL, were transferred to a screw-capped glass bottle containing 200 mL sterile deionized water. The final inoculum size added to the cutter bowel was 12.88 log CFU/10 kg. The oil was then added and chopped until the temperature of the mixture reached 8°C. The rest of the water and other ingredients were added and chopped for an additional 3.20 min, up to 12°C until they were evenly distributed and the emulsion was complete. A temperature probe (Kane-May, KM330, Harlow,

Germany) was used to monitor the temperature of the emulsion, which was maintained below 12°C as the end point for chopping all the treatments during the batter preparation. Total emulsification time was about 8-10 min. The processing room temperature was about 17 ± 1°C and the final weight of each treatment was approximately 10 kg. Processing was repeated two times for each batch.

#### **Addition of surfactant**

Tween 20 and Tween 80 from Wako Pure Chemical, Osaka, Japan were separately added at 0.05 % (v/v) only to the spore solution of 40% meat cocktail sausage. In order to examine influence of the surfactants on the distribution of the examined spore in the raw sausage batter, samples were randomly taken from three different places far apart from each other in the bowel mini cutter.

#### **Effect of formulation and chopping**

To evaluate the effect of cocktail sausage ingredients, individually and in combination with chopping, on the viability and recovery of *B. coagulans* spore, two separate batches of raw sausage batter were prepared for each of the formulations (containing 40, 55, and 70 % meat contents) studied. One batch had only the cutter bowl rotation without the action of chopping knives, whereas another batch having the synchronous running of chopping knives and bowl rotation (both together). The samples from two separate batches were randomly taken 3 min after the addition of *B. coagulans* spore solution to the cutter bowl as per ISO 3100-1 [29]. Enumeration of *B. coagulans* spore was determined by viable plate count (CFU/g) on trypticase soy agar after heat shock at 68°C for 20 min. The plates were aerobically incubated for 48 hrs. at 37°C and then colonies were manually counted. The numbers of the spore were calculated from duplicate plating.

#### Statistical analysis

All data are presented throughout as mean value with their standard deviation (mean  $\pm$  SD) for each treatment. Colony-forming units (CFUs) in all experiments were converted to  $\log_{10}$  values. All Experiments were replicated. Statistical analysis of the data was carried out using Student's t-test and

one-way analysis of variance (ANOVA) of SPSS (Version 20, SPSS Inc, Chicago, IL, USA). The differences among the mean values were detected with Duncan's Multiple Range test at a significance level of  $p \leq 0.05$ .

## RESULTS AND DISCUSSION

It should be mentioned that the properly dispersion of *B. coagulans* spores in sausage batter is vital for sampling precision and the minimum therapeutic amount of spore probiotics necessary per gram of sausages too. As shown in Table 2, the results of the present study revealed that addition of surfactants (Tweens 20 and 80) at 0.05 % (v/v) to the spore solution of 40% meat cocktail sausage caused homogenous distribution of the examined spore in all three random sampling places of the cutter compared to the control sample ( $p < 0.05$ ). In addition, both Tween 20 and Tween 80 could increase (on average) the enumeration of *B. coagulans* spore in all three random sampling places of the cutter. A possible explanation for the homogenous distribution and increase in the number of counted spores of *B. coagulans* due to the addition of the surfactants is that they help in dispersion of the spores through 'de-clumping', i.e., by breaking their aggregates [22].

**Table 2**  
***Influence of surfactant on viable spore count of *B. coagulans* dispersed in the raw batter of 40% cocktail sausage<sup>1</sup>.***

Treatments	Viable count (log CFU/g) of <i>B. coagulans</i> spore in different random sampling places (RSPs) of a cutter		
	RSP-1	RSP-2	RSP-3
Tween 20	9.60 $\pm$ 0.05 <sup>A</sup>	9.65 $\pm$ 0.06 <sup>A</sup>	9.74 $\pm$ 0.04 <sup>A</sup>
Tween 80	9.95 $\pm$ 0.03 <sup>A</sup>	9.93 $\pm$ 0.02 <sup>A</sup>	9.91 $\pm$ 0.01 <sup>A</sup>
Control	9.95 $\pm$ 0.03 <sup>A</sup>	9.71 $\pm$ 0.08 <sup>AB</sup>	9.39 $\pm$ 0.2 <sup>B</sup>

<sup>1</sup> Each value in the table is the mean  $\pm$  SD of duplicate samples, obtained in two independent experiments. The initial inoculum of *B. coagulans* spore was 12.88 log CFU/10 kg. Enumeration of the spore was conducted after heat shocking at 68°C for 20 min, culturing in

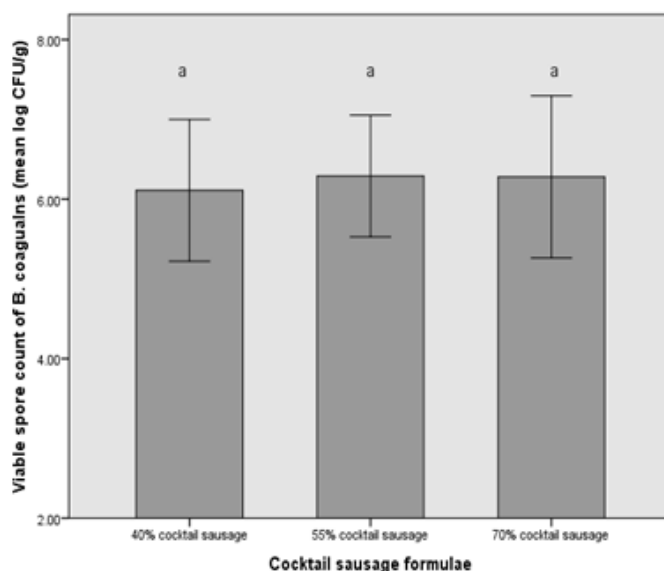
trypticase soy agar, and aerobically incubating at 37°C for 48 h, respectively. Tweens 20 and 80 were added at 0.05% (v/v). <sup>A, B</sup> Different capital letters in the same row denote significant difference ( $P \leq 0.05$ ) among random sampling places for the same treatment. Thus, the

spores clinging together would be found in a single colony after germination and hence would be counted as one, after dispersion they will produce several colonies of their own and hence be counted as many [22]. Although Tween 80, compared to Tween 20, caused further increasing in the number (CFU/g) of *B. coagulans* spore in all three random sampling places of the cutter, it was not statistically significant ( $p>0.05$ ). The key ingredients of cocktail sausage implicated in

the spore germination and outgrowth of *B. coagulans* include sodium nitrite ( $\text{NaNO}_2$ ), salt ( $\text{NaCl}$ ), sodium ascorbate or erythroate, solubilized myofibrillar proteins and acidulants like lactate and diacetate if used in the sausage formula [30]. Thus, it can be speculated that a 2.5-2.7 log reduction in the number of CFU of *B. coagulans* spore in all the raw batters of the examined cocktail sausage (40, 55, and 70%) was related to the impact of these ingredients (Fig. 1).

**Figure 1**

**Real viable spore count of *B. coagulans* inoculated in the raw batter of cocktail sausage samples (by subtracting the total number (log CFU/g) of the inoculated spores from that of naturally existent *Bacillus* spores in the raw sausage matrix). Values with the same letter are not significantly different at  $p=0.05$ . Error bars indicate the standard errors of experiment.**



Bell and De Lacy also showed that *Bacillus* spore germination was accelerated and enhanced by the presence of at least 2%  $\text{NaCl}$  [31]. However, increasing  $\text{NaCl}$  concentrations caused increasing, albeit reversible, inhibition of spore germination. High salinity delayed and increased the heterogeneity of germination initiation, slowed the germination kinetics of individual *Bacillus* spores and the whole spore population, and decreased the overall germination efficiency [32]. Again, sodium nitrite enhanced *Bacillus* spore destruction and increasing its concentrations, resulted in greater inhibition of spore formers germination and outgrowth. In addition, increasing the viable count of *B.*

*coagulans* spore in the raw batters of 55 and 70% cocktail sausage (ca. 0.82 and 0.97 log CFU/g, respectively), compared to that in the raw batter of 40% cocktail sausage, was related to the contamination of cocktail sausage ingredients with *Bacillus* spores (Table 3). It is worth noting that the higher loads of *Bacillus* spore in the raw batters of 55% and 70% control sausages were related to the main sausage ingredient, i.e. meat content. In fact, the higher meat content in the sausage formula, the more contamination with *Bacillus* spores. However our results revealed that the viable counts of *Bacillus* spores between 55% and 70% control sausage were not significantly different ( $p>0.05$ ) (Table

3). As shown in Figure.1, the results of this study confirmed that even though the amounts or concentrations of ingredients (especially meat content) were different in the formula of various cocktail sausages (40, 55, and 70%) prepared in this study, the viable counts of *B. coagulans* spore in their raw batters were not significantly different ( $p>0.05$ ). The reason for this is that salt, nitrite, phosphate and ascorbate, as determinant factors in spore germination and outgrowth,

had roughly the same amounts in all the studied formulations of cocktail sausage, so they had a similar effect on the viability and recovery of inoculated *B. coagulans* spores ( $p<0.05$ ). The main determinant of structure in emulsion type sausages like cocktail sausages is the extent of comminution or chopping, that is, the size of the meat particles in the batter [33].

**Table 3**  
***Viable spore count (log CFU/g) of *B. coagulans* in inoculated and control raw batters of cocktail sausage<sup>1</sup>.***

Treatments <sup>b</sup>	Cocktail sausage formulae		
	40%	55%	70%
Inoculated with <i>B. coagulans</i> spores	9.70 ± 0.07 <sup>a</sup>	10.52 ± 0.13 <sup>b</sup>	10.67 ± 0.03 <sup>b</sup>
Control	3.55 ± 0.03 <sup>a</sup>	4.23 ± 0.18 <sup>b</sup>	4.39 ± 0.07 <sup>b</sup>

<sup>1</sup> values were determined after heat shock (68°C/ 20 min) from serially decimally diluted samples to approximately 10<sup>3</sup> CFU/mL in sterile 0.1% peptone water and then trypticase soy agar to give a statistically valid range of colonies; Mean ± SD values in the same row followed by the same letter are not significantly different ( $P > 0.05$ ). The initial concentration of the examined spore was 12.88 log CFU/10 kg. In addition, mixing or chopping is likely to lead to a more random spatial distribution of the microbial populations within the batch of sausage and

a changing of the number of microorganisms per portion, for instance, per unit of weight [19]. Considering the tendency of spores like probiotic sporeformers to form clumps, it is clear that the role of chopping in dispersion of spores in the semisolid batter of cocktail sausage and movement or dislodging them from the surface and transferred to another area of the surface or to another part of the sausage batter are more vital than its action on vegetative cells.

Figure 2

Effect of formulation and chopping on the recovery (log CFU/g) of *B. coagulans* spore in the raw batter of cocktail sausage with different meat contents. Values were determined after heat shock (68°C/ 20 min) from serially decimally diluted samples to approximately  $10^3$  CFU/mL in sterile 0.1% peptone water and then on trypticase soy agar to give a statistically valid range of colonies; Mean  $\pm$  SD values with different letters (a & b) are significantly different;  $p < 0.05$ . The initial inoculum of *B. coagulans* spore was 12.88 log CFU/10 kg.

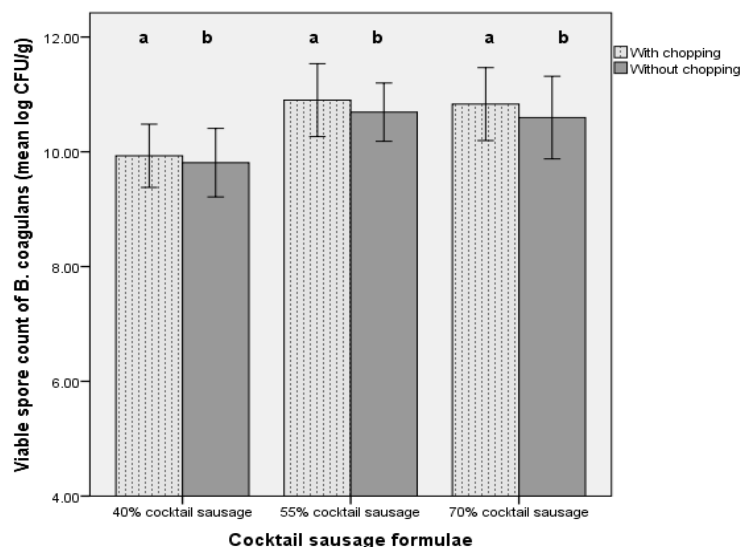


Figure. 2 depicts the effect of chopping step on dispersion and thereby the recovery of *B. coagulans* spores, through the course of producing a batch of cocktail sausage. As can be seen, chopping could significantly increase the enumeration of *B. coagulans* spores to 1.2, 1.9 and 2.1 % in the raw batter of 40, 55, and 70% cocktail sausage, respectively ( $p < 0.05$ ). Our results also showed that by raising the amount of meat in the sausage formulation, the chopping could enhance the recovery and concentration of *B. coagulans* spore ( $p < 0.05$ ).

## CONCLUSION

The use of probiotic sporeformers like *B. coagulans* is in growing trend in the food market. Collectively, the present study clearly demonstrated that sausage ingredients especially those triggering and determining in spore germination and outgrowth, the chopping step in sausage manufacture, and surfactant

affect on the recovery of the spore populations in the raw batter of cocktail sausage. As a consequence, in order to have a reliable sampling and the minimum therapeutic amount of probiotic sporeformers per gram of sausages and on the other hand, to obtain the maximum possible recovery of the spores, these main parameters have to be considered on a case-to-case basis.

## ACKNOWLEDGEMENT

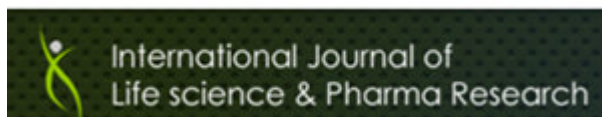
The paper has been taken from PhD dissertation of Food Science and Technology in Shahid Beheshti University of Medical Sciences. The authors would like to acknowledge Research Center for Gastroenterology and Liver Diseases, Shahid Beheshti University of Medical Sciences and Gooshtiran Meat Products Factory, Tehran, Iran for their important contributions to this research.

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# THE RELATIONSHIP BETWEEN INTRINSIC MOTIVATION AND ORGANIZATIONAL COMMITMENT AMONG PHYSICAL EDUCATION TEACHERS OF SANANDAJ CITY

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## ABSTRACT

The aim of this study was to investigate the relationship between intrinsic motivation and organizational commitment among physical education teachers of Sanandaj, Iran. The research community includes 250 physical education teachers in Sanandaj city; of them 148 ones have selected using a simple random method by Morgan sample table. The data obtained were analysed by t-test sample, Pearson correlation and regression. The results showed that, conditions of intrinsic motivation and organizational commitment components among physical education teachers (except for normative dimension) are desirable and significant relationship between intrinsic motivation and organizational commitment with a correlation coefficient ( $p=0.388$ ) and significance level ( $P\geq 0.05$ ). Regression analysis results showed that components of effort, importance and communicating at significance level ( $P\geq 0.05$ ) are effective predictors of organizational commitment among teachers. Based on research findings, increasing the intrinsic motivation of teachers, commitment to the organization and their efforts to develop will increase organizational performance.

**Keywords:** Intrinsic Motivation, Organizational Commitment, Physical Education Teachers, Sanandaj.

## INTRODUCTION

Today, Ministry of Education based on social changes is one of the large and complex organizations in each country; and with social, cultural and economic developments has inextricably tied which from a simple initial state have gradually transferred to a complex one. Effectiveness of education in the growth and the developments of people in order to increase the manpower of the society is essential [1]. The most important factor in any society is human resources and one the important incentives of them is their internal motivation [2]. Internal motivation emphasizes on action process. When people are

internally motivated, they will satisfy and pleasure by doing their work. People who have this kind of motivation are trying to do their works better [3]. One of the main theories of motivation and its effects on behavior and performance of individuals is the idea of self-determination. The self-determination are leading to high sense of competency, independence and communication and ultimately, will promote high levels of intrinsic motivation [4]. Therefore, this theory states that learners' academic performance could be in three modes of internal or external motivation or it could be amotivational. Intrinsic motivation means an individual do an act or a work because of self satisfaction, contentment and self-interest and only the act is important. Intrinsic

motivation plays an important role in this aspect, includes understanding, to do the work, and stimulation of experience [4]. Sixz mantle and Snyder (2000) defines pleasure as the driving key in internal motivation, since it is provide an inner reward to achieve a smarter mind and an attractive job [5]. For example, Jaber et al (1392) in their study they concluded that organizational expected rewards, mutual benefits, self-efficiency of knowledge and enjoy helping others will influence attitude and willingness to share knowledge among the employees of Isfahan physical education administrative [6]. Intrinsic motivation associates with responsibilities that each person has at the organization; one of these responsibilities is individual commitment to the organization. Organizational commitment includes relative power of individual's identity by attendance in a specific organization. This definition has contains the following three concepts: strong belief to accept the goals of the organization, enthusiasm for the remarkable efforts at the organization, and ultimately intention to continue the membership on the organization [6]. Organizational commitment has been defined as a psychological bond between the employees and the organization, which is likely reduce employees voluntarily to leave the organization. Allen (2006) and Chao (2002) concluded that organizational socialization techniques, enables organizations to attract new employees. They also showed that ambition to work has negative relationship with leaving the job; but it is adjusted the relationship among methods of socialization, organizational commitment and leaving the job [3]. Educational organizations in general and schools and universities in particular to overcome the problems and issues caused by rapid environmental changes and also improve their growth and development need to make and promote areas of motivation within the organization and among their own employees. Since motivated and creative workforce is the main engine of growth and wealth creation in today's world. Universities and schools are the main scientific pole and practically the base for the development of science [7]. Regards the importance of intrinsic motivation degree among teachers and its impact on the efficiency of them and on improve the performance of Administrative of Education, the present research is of great importance.

In general, internal motivation means the passion and positive emotions that people gain from their work. These feelings strengthen and improves the staff's efforts of self-management and totally make a satisfactory work for them. Inner motivation helps to create a cycle of positive feelings and experiences [8]. There is no incentive in person at the mood of reluctance. Intrinsic motivation appears in behaviors that an individual because of the inherent interest and enjoying the activities will do [3]. Success on physical education experiences depends on the ability of the teacher in increasing participation rates among students in physical activities, which is related to the understanding the motivation and cognitive and emotional processes of teenagers on the hours of physical education [5]. People who have intrinsic motivation try through their efforts to master the task which are implementing to be competent and independent and do best their commitment to the group or organization [8]. In addition, organizational commitment is an important job and organizational attitude that during the last years has been the interest field for many researchers in organizational behavior and psychology especially social behavior [9]. One reason for the importance of organizational commitment is its negative relationship with leaving the organization, so managers should consider factors that lead to increasing the organizational commitment [2]. One of the effective processes for organization efficiency is dedication and commitment of staff which lead to more effort and strong desire to maintain the organization [3]. Based on education system of each country is seeking for the best methods and identifying factors affecting the education process, and regards the definition of intrinsic motivation that is the desire to do something, and as the lack of desire, an individual would not do correctly the work what he/she committed to. Thus, the importance of the issue here is obvious that the motivation has a direct impact on the efficiency of individuals and organizations. Lack of such research may lead to ignore the desire and motivation of people toward the commitment they have, issues of education and people who want to train especially teachers are no of those exception. According to the above statements, we are looking for whether there is a connection between the teachers' intrinsic motivation and organizational commitments or not?

## METHODS

The research community includes all of physical education teachers in Sanandaj city that they were 250 people; of them 148 ones have selected using a simple random method by Morgan sample table. The used research method was descriptive and correlational. Collecting Data was conducted through Allen & Meyer's standard organizational commitment questionnaire (OCQ), and Deci and Ryan's intrinsic motivation questionnaire. The reliability of these questionnaires is confirmed by domestic and foreign researches. Cronbach's alpha coefficient of commitment questionnaire has been reported about 0.83 and 0.89 for intrinsic motivation questionnaire. Analyzing data were used by t-test sample, Pearson correlation and regression.

## RESULTS

The results of descriptive statistics and demographic characteristics of respondents showed that 41 people of the respondents (27.7%) were male and 107 (equivalent to 72.3 %) were female. 56 people of the respondents (37.8 %) were single and 92 ones (equivalent to 62.2 %) were married. In terms of age factor 3 of respondents (2.0 %) were below 25 years old, 70 ones (47.3 %) were between 25 and 35 years old, 29 ones (19.6 %) were between 36 and 40 years old, 41 ones (18.9 %) were between 41 and 46 years old and about 12.2 % of the respondent were older than 46 years old. In case of the years of service, 46.6 percent of the respondents have 4 to 9 years of servicing, 34.5 percent have 10 to 15 years and 18.9 percent has 16 to 21 years of servicing.

**Table 1**  
*Descriptive indices and single-sample t-test components of intrinsic motivation and total intrinsic motivation*

Component	Average Value = 4						
	N	M	SE	t	DF	sig	SE mean with average value
Interest	148	4.72	0.793	11.14	147	0.000	0.726
Perceived Competence	148	5.14	1.138	12.21	147	0.000	1.143
Effort and Importance	148	4.59	0.799	9.02	147	0.000	0.593
Feel of Tension and Pressure	148	4.23	0.835	3.46	147	0.001	0.237
Perceived Select	148	3.82	0.879	2.44	147	0.016	0.176
Value and Usefulness	148	4.84	0.987	11.40	147	0.000	0.844
Communicating	148	4.19	0.939	2.58	147	0.011	0.199
Total Intrinsic Motivation	148	4.50	0.519	11.93	147	0.000	0.509

Results shown in the Table 1 indicates, that the significant level of all components of intrinsic motivation and total intrinsic motivation is less than 0.05; therefore, the null hypothesis is rejected based on having no difference between the sample mean and theoretical average and by 95% of confidence and on the basis of data it can be said that sample mean has a significance difference

with the population mean; and the sample mean of all the components of intrinsic motivation and total intrinsic motivation except "the perceived select" is larger than theoretical mean. As a result, it can be said that all aspects of intrinsic motivation and total intrinsic motivation except "the perceived select" is higher than the average value; in other words, it is in a desirable status.

**Table 2**  
***Descriptive indices and single-sample t-test results of organizational commitment and total organizational commitment components***

Component	Average Value = 3						
	n	m	SE	t	DF	sig	SE
Emotional	148	3.25	0.629	4.83	147	0.000	0.25
Continuous	148	3.14	0.594	2.88	147	0.005	0.141
Normative	148	3.08	0.530	1.91	147	0.058	0.0839
Total Organizational Commitment	148	3.15	0.486	3.85	147	0.000	0.154

Table 2 shows that, the significant level of organizational commitment and all components of organizational commitment except “normative component” is less than 0.05; therefore, the null hypothesis is rejected based on having no difference between the sample mean and theoretical average and by 95% of confidence and on the basis of data. Thus, it can be said that sample mean has a significance difference with the and community average; and the sample mean of

organizational commitment and total organizational commitment components is larger than theoretical mean, except. As a result, it can be said that all aspects of organizational commitment except "the normative component" is higher than the average value; in other words, two components of emotional and continuous one and also organizational commitment are in a desirable status.

**Table 3**  
***Correlation between intrinsic motivation and organizational commitment among physical education teachers***

Predictor Variable	Criterion Variable	Correlation Coefficient	n	sig	R2
Intrinsic Motivation	Organizational Commitment	0.388	148	0.001	0.150

In Table 3 the calculated R ( $r=0.388$ ) in the level of 0.05 is significant and the first hypothesis is confirmed. Therefore, by 95% of confidence we concluded that the relationship of intrinsic motivation and organizational commitment among physical education teachers is significant. Also, the obtained significance level is equal to 0.001 and is

lesser than the criteria value, i.e. 0.05; so it is confirmed the relationship between these two variables ( $p<0.05$ ). R2 is equal to 0.150 which it means 15% of organizational commitment changing among physical education teachers are affected by intrinsic motivation.

**Table 4**  
***Correlation Matrix of intrinsic motivation aspects with organizational commitment***

Organizational Commitment	Interest	Perceived Competence	Efforts and Importance	Tension and Pressure	Perceived Select	Value and Usefulness	Communication
	0.47	0.23	0.33	0.27	0.29	0.40	0.38

\* Correlation is significant at the .01 level (2-tailed).

As per table 4, correlation between organizational commitment and interest dimension is 0.23, between organizational commitment and perceived competence is 0.23, between organizational commitment and efforts and importance is 0.33, between organizational commitment and tension and pressure is 0.27, between organizational commitment and perceived select is 0.29, between organizational commitment and value and usefulness is 0.40, and between organizational commitment and communicating is 0.38; and all

correlation at significance level of 99 % and confidence level of 99 are acceptable. The result of above table is indicated that there is a significant relationship between dimensions of intrinsic motivation and organizational commitment. In order to investigate and offering a Model between organizational commitment and intrinsic motivation dimensions after assessing Model indices which has been shown in the following table, we assess the processed model.

**Table 5**  
*Analyzing multi-dimension regression statistics and summary of assessed regression model*

Model	R	R <sup>2</sup>	Mean of Squares	Sum of Squares
1	0.464	0.216	0.176	0.441

After regression analysis, results of organizational commitment of physical education teachers in Sanandaj show that the correlation between criterion and predictor variables is equal to 0.46. The R=0.22 is achieved and show that % 22 of changes in organizational commitment is related to dimensions of intrinsic motivation. Because it does

not consider the degrees of freedom so the R<sup>2</sup> is used for this purpose, which is equal to 18%. In other words 18% of the variance criterion, i.e. organizational commitment is related to the variables of predictor; the other changes are related to unknown factors which had not been affected in this study.

**Table 6**  
*Multivariate regression variance analysis*

Sources of Changes	Sum of Squares	DF	Mean of Squares	F	sig
Regression Effects	7.39	7	1.05		
Residual	26.90	138	0.195	5.418	0.000
Total	34.30	145			

The above table shows the significance test about explained variance analysis model. The results of variance analysis for assessed model of the effect of the criterion variable, i.e. organizational commitment among physical education teachers of

Sanandaj. In other words, explanatory model based on the analysis of regression is significant. Therefore, the estimated linear regression model is acceptable.

**Table 7**  
***Applied variable statistics in regression model of organizational commitment***

significance	t	Standard Coefficients	Non-Standard Coefficients		Model
		Beta	SE	Coefficient of B	
0.000	9.74	-	0.325	3.17	Intercept
0.678	0.416	0.037	0.054	0.022	Interest
0.173	1.371	0.124	0.039	0.053	Perceived Competence
0.026	2.253	0.190	0.051	0.115	Effort and Importance
0.419	0.810	0.070	0.050	0.041	Feeling of Tension and Pressure
0.514	0.655	0.067	0.057	0.037	Perceived Select
0.123	1.553	0.148	0.047	0.073	Value and Usefulness
0.001	3.549	0.342	0.050	0.177	Communicating

Results of Table 7 shows the predictor variables (effort, importance and communication) due to the significant level of testing are able to predict the organizational commitment among physical

education teachers of Sanandaj. T-significance test of regression for regression coefficients in the two components of effort and communicating in level of less than 0.05 is significant.

**Table 8**  
***Regression coefficients order***

Degree	Predict Variable	Standard Coefficient
1	Communicating	0.342
2	Effort and Importance	0.190

## DISCUSSION AND CONCLUSION

As discussed in the theoretical background section, intrinsic motivation is one of the most important and valuable motivational resources on which people try to achieve his. Her potential talents and competencies. In other words, intrinsic motivation is based on self-motivated needs of psychological, curiosity and natural efforts to growth and develops. When people are motivated internally, behave because of the interest and sense of challenge that makes certain activities and "for the sake of pleasure". This behavior occurs self-motivate and not by means of external. In practice, intrinsic motivation in order to follow trends and to make the necessary efforts to develop skills and abilities will feed intrinsic motivation. The ways of enhancing intrinsic motivation may include warm and friendly relationship with the people, sense of competence as a result of carrying

out certain activities, and also feeling that person is not someone or something else who makes success, are all reasons to increase the intrinsic motivation. According to the obtained results of this study and previous researches, if it can be established some fields in order to generate interest, efforts, importance, achievements, competencies, reduce pressure and tension among physical education teachers It definitely can be said that physical education teachers will high intrinsic motivation. Organizational commitment is a psychological state which reflects tendency, need and necessity in order to continue working in the organization that includes affective commitment, continuous commitment and normative commitment [2]. The results showed that committed teachers who have sense of responsibility and committed to their job they do their duties in the best way and lead to increase the efficiency, effectiveness and productivity of the education system. Usually, organizing in-service

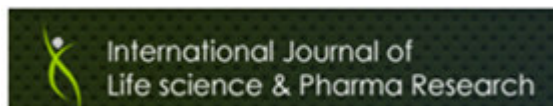
training, division of works based on merit, performance evaluation continuously and attention to abilities and talents of physical education teachers can be involved in increasing normative commitment. Findings related to continued commitment showed that physical education teachers have higher continuous commitment than average. Generally, eager and interested employees would be completely fascinated by their jobs and responsibilities and will do their jobs in proper ways [3]. Therefore, teachers who have higher enthusiasm to their work are highly motivated and when faced with hard work would show more resistance. Under normal circumstances, employees who serve in the organization primarily based on their needs for example continuous commitments may think there is no reason to do more than what is necessary to their maintaining

membership in the organization. The research findings also show that one of the factors affecting the formation and strengthening of organizational commitment is individual participation in the affairs and decisions of the organization. If employees really participate in the planning process and organization goals and feel that this participation affects on their fate and influence and meet their basic needs; therefore, they would be committed to the organization, and understand goals and values of the organization in line with their objectives, so will try their best to fulfill works and meet the goals. Therefore, a prerequisite for participation in the organization is communicating factor among the staff that this is affecting over their sense of organizational commitment.

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# RELATIONSHIP OF ORGANIZATIONAL LEARNING AND KNOWLEDGE MANAGEMENT WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN KERMANSHAH GENERAL ADMINISTRATION OF SPORT

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## ABSTRACT

The aim of the present study was to investigate the relationship between organizational learning and knowledge management with organizational citizenship behavior in General Administration of Sports in Kermanshah, Iran. The population were includes 148 employees and experts of General Administration of Sport in Kermanshah province and data obtained were analyzed by using one-sample t-test, Pearson correlation coefficient and multiple simple regression in level of  $P < 0.05$  were analyzed. The results showed that three components of organizational learning, knowledge management and organizational citizenship behavior are in a desirable status at General Administration of Sport of Kermanshah province. Also, there is a significant relationship between the components of the research. According to the findings above, it can be concluded that by providing appropriate opportunities for professional growth and increase in their public information and responsible participation in organizational learning and political life cycle of an organization. Moreover, we can strengthened organizational support and encouraged employees and managersto participate actively in the organizations meetings to provide and receive constructive suggestions and through improving the effectiveness of units and organizational, and also improving the quality of administrative services to be participate in their organization efficiency growth.

**Keywords:** Knowledge Management, Citizenship Behavior, Organizational Learning.

## INTRODUCTION

Now-a-days, leaders and managers have found that look at learning in their organizations as a considerable phenomenon and to build a better future to grow an organization that in an effective and proper way looking for learning. To survive aligned with changes since organizational learning

is a lifelong process. These have various definitions: in an individual aspect, learning, accessing to information, understanding them and gaining skills. From organizational point, learning is focusing on gaining traditions, perspectives, strategies and transferring knowledge that in both views, learning is in consistence with innovation, recognition, creativity, discovery and production of new knowledge [1].The primary objective of

organizational learning is to increase the quality and quantity of the performance. In addition, organizations that learn faster, their strategic capabilities should increase in such a way that it can better enable firms to strengthen a position of competitive advantage. These attitudes, behaviors and organizational learning strategies are the guidelines in superior long-term performance for organizations [2]. Knowledge management plays a critical role in supporting organizational learning since it facilitates effective sharing of collective knowledge at the organization. Knowledge management is a coherent systematically process that use an appropriate combination of information technology and human interactions to identify, manage and sharing the information assets of the organization. These assets are including databases, documents, policies and procedures. In addition, the explicit and tacit knowledge include staffs and uses a wide variety of methods to capture, store and share knowledge within an organization [3]. Several studies have shown that identify and understanding these behaviors and providing an appropriate environment will lead on the type of organization's service delivery by its staff would be desirable, higher customer satisfaction and organizational and individual effectiveness to be increase [4]. Continuous learning is a process that occurs over time by gaining knowledge and improving performance for those who are seeking continuous and skillful learning in getting and transfer of knowledge and act to change or modify their behaviors by the help of acquired new knowledge. In this definition, creating knowledge, innovation and creativity are constitute and basic pillars of continuous learning, but creativity and gaining knowledge is not only enough for an organization to be considered like a learning organization. So it should be able to apply that knowledge in its behaviors and practices and by help of those improve and modify its operations. Due to this, it is appropriate that the officials in charge of Administration of Physical Education as the main responsible for sport in Iran in order to provide the increasing learning opportunities of the organizations' experts and improve their performance, necessary arrangements have to be

considered [5]. In general, citizenship behavior will help to efficiency and effectiveness of organizations through resource developments, innovation and adaptability. Organizational citizenship behavior has so many benefits in a way that benefits to organization and employees based on different approaches. To the interests of the organization, citizenship behavior would have cause to a group of employees who are committed to the company. According to Jin (1988) organizational citizenship behavior especially dedication, conscientiousness, and patience would lead to reduce and decreasing leaving and absenteeism from work; and employees who are committed to remain in the company for a long time, produce products with high quality and help to the company position on the basis of various approaches. Logically it can be assumed that organizational citizenship behavior may be improving a better internal working environment [6]. Now-a-days sports organizations are subject to constant changes. Communication and interaction of these organizations with government agencies, private sector, financial sponsors and other international and national sports organizations and most importantly, social, economic, political and cultural factors causes these organizations face with different and various demands [7]. Therefore, it is essential that these organizations must maintain their position and be successful in their organizational mission improve their performance through organizational learning and other scientific methods. Creating learning organizations in sport protect sports organizations largely against environmental changes. It is noteworthy that the establishments of sport learning organizations coordinate with the axis that organizational learning innovators state, before a certain point at the end of a long path, is endless way. So creating a learning organization means endless progress on this path and move forward from one stage to the next stage [8]. Sports organizations are targeted institutions which are in search of growth and development in different ways over the time [5]. Regards the importance and necessity of efficient and competent human resources in met the organizational goals in order to adapt daily changes

and explore potential opportunities in the field of sport, we need to creative, innovative and capable employees who are able to discover and learn new subjects [9]. Employees of each organization and their knowledge have a decisive role in this matter [10]. Thus, understanding the characteristics of employees' is the first and most fundamental issue of the organization. Finally, researcher seeks to answer this question: what is the relationship between organizational learning and knowledge management with organizational citizenship behavior in the General Directorate of Youth and Sports in Kermanshah province?

## METHODS

Population of this study was the entire staffs and experts in that organization that 148 people were determined and randomly selected using the Morgan table; and using three questionnaires of Nifeh's organizational learning assessment (2001), Abtahi and Salvati's knowledge management (2006) and third, organizational citizenship behavior were evaluated then analyzed by k-s test,

t-test, Pearson correlation coefficient, simple regression for normality of data at the level of  $0.05 \geq p$ .

## RESULTS

Of the 148 people who are selected in this study, 127 were men and 21 were women. From them 112 were married and 36 ones were single. 45 people i.e., 30.40% were less than 30 years old, 36 ones e.e., 24.3% were 31-40 years old, 32 people (21.6%) were 41-50 years old and the age of 35 ones (23.6%) were more than 50 years old.

Regards academic degrees of the selected sample, from 148 subjects, 17 ones (11.5% ) were below and have diploma, 42 ones (28.4% ) have associate degree, 57 ones (38.5% ) have B.A. and 32 ones (21.6% ) have M.A. and Ph.D degrees.

According years of service, of 148 selected people, 20 ones (13.5% ) have less than 5 years, 14 ones (9.5% ) have 6 to 10 years, 8 ones (5.4% ) have 11 to 15 years, 18 ones (12.2% ) have 16 to 20 years, 57 ones ( 38.5%) have 21 to 25 years and 31 ones (20.9% ) have 26 years of servicing or even more.

**Table 1**  
***Result of one-sample t-test to assess organizational learning degree at the Department of Youth and Sports of Kermanshah Province that is in a desirable status***

Variable Statistics	Value of Test = 3				
	Statistical Value of t	Liberty Degree	Significance Level	Mean	Level of 95%
Organizational Learning	128.60	148	0.001	2.97	<div>Max3.02Min2.93</div>

According to Table 1, the value of t obtained from the study test was equal to 128.60 and since this amount of critical value is higher than  $\pm 1.96$ , thus

H0 is rejected and H1 in level of 99% (sig = 0.001) confidence will be accepted.

**Table 2**  
***Results of one-sample t-test to assess knowledge management in Administrative of Youth and Sports at Kermanshah Province is in a desirable status***

Variable Statistics	Value of Test = 3					
	Statistical Value of t	Liberty Degree	Significance Level	Mean	Level of 95%	
Knowledge Management	127.75	148	0.001	2.74	<b>Max</b> 2.78	<b>Min</b> 2.70

According to Table 2, the obtained t value of study test was equal to 127.75 and since this value is higher than the critical value of  $\pm 1.96$ ; thus, H0 is

rejected and H1 at the confidence level of 99% (sig = 0.001) will be accepted.

**Table 3**  
***Results of one-sample t-test to assess organizational citizenship behavior in Administrative of Youth and Sport at Kermanshah Province is in a desirable status***

Variable Statistics	Value of Test = 3					
	t	DF	P-Value	Mean	Level of 95%	
Organizational Citizenship Behavior	119.469	233	0.001	2.77	<b>Max</b> 2.82	<b>Min</b> 2.72

According to Table 3, the obtained t value of study test was equal to 119.469 and since this value is higher than the critical value of  $\pm 1.96$ ; thus, H0 is

rejected and H1 at the confidence level of 99% (sig = 0.001) will be accepted.

**Table 4**  
***The relationship of organizational learning with organizational citizenship behavior in Administrative of Youth and Sport at Kermanshah Province***

Variable	Organizational Citizenship Behavior		
	R	P-Value	R <sup>2</sup>
Organizational Learning	0.18	0.001	0.0324

*P* < 0.05

According to the results presented in Table 4, achieved significant level was less than 0.05, thus the null hypothesis is rejected and the other hypothesis would confirm; i.e. by assurance of 95% we could say that there is a significant relationship between organizational learning and

organizational citizenship behavior (OCB) at Youth and Sports Administrative of Kermanshah province. Also, the calculated coefficient of determination shows that 0.0324 of organizational learning component is defined by the OCB.

**Table 5**

***The relationship of knowledge management with organizational citizenship behavior in Administrative of Youth and Sport at Kermanshah Province***

Variable	Organizational Citizenship Behavior		
	R	P-Value	R2
Knowledge Management	0.25	0.010	0.0625

*P<0.05*

According to the results presented in Table 5, achieved significant level was less than 0.05, thus the null hypothesis is rejected and the other hypothesis is confirmed; i.e. by assurance of 95% we could say that there is a significant relationship between knowledge management and

organizational citizenship behavior (OCB) at Administrative of Youth and Sports in Kermanshah province. Also, the calculated coefficient of determination shows that 0.0625 of knowledge management component is defined by the OCB.

**Table 6**

***The relationship of organizational learning and its aspects with organizational citizenship behavior in Administrative of Youth and Sport at Kermanshah Province***

Variable				
		R	P-Value	R2
Organizational Learning	Organizational Citizenship Behavior			
Shared Vision		0.29	0.001	0.0635
Organizational Culture		0.21	0.015	0.0586
Team Work and Learning		0.24	0.005	0.0455
Sharing		0.18	0.011	0.0386
Knowledge		0.23	0.020	0.0425
Systematic Thought		0.20	0.025	0.0439
Participative Leadership		0.17	0.019	0.0486
Competence Development		0.24	0.001	0.0489

According to the results presented in Table 6, achieved significant level of organizational learning and all its components were less than 0.05, thus the null hypothesis is rejected and the other hypothesis is confirmed; i.e. by assurance of

95% we could say that there is a significant relationship between organizational learning and its aspects with organizational citizenship behavior (OCB) at Administrative of Youth and Sports in Kermanshah province.

**Table 7**

***The relationship of knowledge management and its aspects with organizational citizenship behavior at Administrative of Youth and Sport in Kermanshah Province***

Variable		R	P	R2
Knowledge Management	Organizational Citizenship Behavior	0.29	0.003	0.0684
Organizational Culture for Creating Knowledge		0.25	0.012	0.0564
Knowledge Leadership		0.21	0.035	0.0539
Knowledge Source		0.22	0.017	0.0550
Knowledge Structure		0.18	0.021	0.0453
Organizational Process for Creating Knowledge		0.19	0.021	0.0495
Technological and Cultural Factors		0.26	0.021	0.0615

According to the results presented in Table 7, achieved significant level of knowledge management and all its components were less than 0.05, thus the null hypothesis is rejected and the other hypothesis is confirmed; i.e. by assurance of

95% we could say that there is a significant relationship between knowledge management and its aspects with organizational citizenship behavior (OCB) at Administrative of Youth and Sports in Kermanshah province.

**Table 8**

***The summary of analyzing simple-linear regression model of organizational learning That have the capability of predicting ability in organizational citizenship behavior***

Abstract Model				
Model	Simple Linear Regression Coefficient	Coefficient of Determination	Adjusted Coefficient of Determination	Estimation Standard Error
1	0.708	0.014	0.0319	3.66

Table 8 shows regression coefficient of organizational learning in predictability of organizational citizenship behavior at Administrative of Youth and Sports of Kermanshah province which simple linear regression coefficient

between these two variables is 0.708 that according to adjusted coefficient of determination shows 0.401 of changes in organizational citizenship behavior could predict organizational learning.

**Table 9**

***ANOVA results for organizational learning predictability in the ability of organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province***

ANOVA	SS	Degree of Freedom	MS	F	P-Value
Regression	2224.73	1	2224.73	145.73	0.001
Residual	2214.86	147	12.42		
Total	4439.605	148			

According to the results obtained in Table 9, in significance level we can say that organizational learning have the ability to predict the

organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province.

**Table 10**

***The results of organizational learning regression effects with predictability in the ability of organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province***

Model	Non-Standard Coefficients		Standard Coefficients	T	Sig
	B	SE	Beta		
Organizational Learning	3.425	1.414	0.608	2.463	0.000
Organizational Citizenship Behavior	0.325	0.041	-	2.874	0.001

According to Table 10 the results of variable regression effects over the predictor of variable criterion on the component of organizational learning, its standardized regression coefficient is

equal to 3.425 and significant; also in organizational citizenship behavior, standardized regression coefficient is equal to 0.325 and meaningful.

**Table 11**

***The summary of simple linear regression analysis model of knowledge management that has the ability of predicting organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province***

Model	Simple Linear R2 Regression			
		R2	R2 Adj	Estimate of SE
1	0.531	0.235	0.453	2.38

Table 11 shows regression coefficient of knowledge management that have the ability of predicting organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province. Simple linear regression coefficient

between these two variables is equal to 0.531 which regard to adjusted coefficient of determination in changes of knowledge management, it can predict till 0.235 of organizational citizenship behavior.

**Table 12**

***ANOVA results for knowledge management predictability in the ability of organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province***

ANOVA Model	SS	Degree of Freedom	MS	F	P-Value
Regression	371.28	1	371.27	135.16	0.001
Residual	268.33	147	12.53		
Total	639.60	148			

According to the results obtained in Table 12, we can say in significance level that organizational citizenship behavior have the ability to predict

knowledge management at Administrative of Youth and Sports in Kermanshah province.

**Table 13**

*shows the results of knowledge management regression effects with predictability in the ability of organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province*

Model	Non-Standard Coefficients		Standard Coefficients		
	B	SE	Beta	T	Sig
Knowledge Management	2.025	1.425	0.534	1.254	0.000
Organizational Citizenship Behavior	0.689	0.045	-	11.454	0.001

According to Table 13 the results of predictable variable regression effects over the variable criterion on the component of knowledge management, its standardized regression

coefficient is equal to 2.025 and significant; also in organizational citizenship behavior, standardized regression coefficient is equal to 0.689 and meaningful.

## DISCUSSION AND CONCLUSION

The results show that organizational learning is in a desirable level at Administrative of Youth and Sports in Kermanshah province. Learning is not important just because of learning nature and advantages, but for the success and development of the organization. The organization would pay the excessive expenses of lack of learning, not knowing, duplication and inefficiency of something, wasting of resources and skills, losing of employees' self confidence and finally decreasing its income because of lack of innovation. However, if learning and continuous commitment to it would be exist, the profit organizations will increase and individuals will change to the organizations' capital rather than dumped only into workforce. Knowledge management is in a desirable level at Administrative of Youth and Sports in Kermanshah province. In organizations, knowledge is easily transferred and available to all employees. When employees access to corporate knowledge, they can know their environment and make it meaningful. They can find new and better methods for implementing their tasks, work together, fill the gap of knowledge, boost productivity, satisfy the customers and ultimately reach to effective competition. Organizations that through research and development or informal learning processes seek to generate new knowledge are superior to those which act based on other ones rather themselves. Knowledge management deals with

issues such as organizational adaptation, survival and competence in encountering increasingly changing environment. In fact, knowledge management seeks synergistic combination of information processing, information technology and creative ability of human beings. Organizational citizenship behavior is in a desirable level at Administrative of Youth and Sports in Kermanshah province. Organizational citizenship behavior is one of the new concepts of organizational behavior management which emphasizes on the ultra-role of staffs and managers, in organizational processes and changing the traditional environment to a dynamic and efficient one has a decisive role. So, if successful and unsuccessful organizations in order to create organizational citizenship behavior decisively take steps, in this case, the productivity and efficiency of the organization will potentially increase therefore their performance will improve among competing organizations. If the ability to learn in organizations improved, consequently citizenship behaviors among employees has grown and they would have more willing to provide organizational citizenship behaviors. Managers of the organizations by identifying knowledge management processes and extending them will encounter fewer expenses in the issues of information technology. And also with focus on organizational citizenship behaviors, they could direct theirs view and their employees toward the organizational objectives and goals; so these types of behaviors, however, are beyond the duties and obligations of the employees, but will improve and



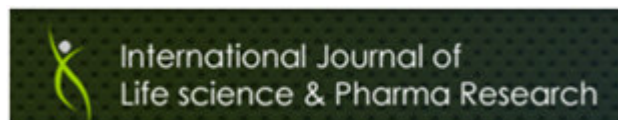
increase the capabilities and abilities of individual and all members of the group and would be a factor for the survival of the organization in the competitive environment. The study also shows a significant and positive relationship between organizational learning and its aspects with organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province. In managements which feelings of eligibility, the right to choose, effectiveness, meaningfulness and trusting among employees are more and considerable, the more organizational learning will exist. Based on this, increasing staffs eligibilities, believe in self ability and capacities, the ability to influence on strategic outcomes, individual feeling about his or her right to choosing and self confidence will also increase organizational learning. Knowledge management deals with issues such as organizational adaptation, survival and competence in encountering increasingly changing environment. In fact, knowledge management seeks synergistic combination of information processing, information technology and creative ability of human beings. Attention to the citizens in a democratic value system is rising. Organizations cannot move on their path without their members as good citizens' acts and have positive behaviors. In organizations, knowledge is easily transferred and available to all employees. When employees access to corporate knowledge, they can know their environment and make it meaningful. They can find new and better methods for implementing their tasks, work together, fill the gap of knowledge, boost productivity, satisfy the customers and ultimately reach to effective

competition. Organizations that through research and development or informal learning processes seek to generate new knowledge are superior to those which act based on other ones rather themselves. Knowledge management deals with issues such as organizational adaptation, survival and competence in encountering increasingly changing environment. In fact, knowledge management seeks synergistic combination of information processing, information technology and creative ability of human beings. According to the above findings, it can be deduced that by providing opportunities for professional growth and increasing their public information and responsible participation in organizational learning and political life cycle of an organization. We can strengthened organizational support and encouraged employees and managers to participate actively in the organizations meetings to provide and receive constructive suggestions through improving the effectiveness of units and organizational, and also improving the quality of administrative services to be participate in their organization efficiency growth. Also in communicate with people out of the organization, civil behavior through volunteer and participate actively in the meetings by group actions' coordinating of team members, efficiency and effectiveness of groups and organizations will provide a positive image of the organization and promote the reputation of the organization. Conscious staffs usually have high performance and by reducing the volatility in united working performance will lead to stability of organizational performance.

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# **DISCUSSING THE EFFECTS OF SPORTS PARTICIPATION ON INTERNAL MOTIVATION AND LIFE QUALITY IN RECREATIONAL AND SPORTS PARKS OF WEST OF IRAN WITH MODEL PRESENTMENT**

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## **ABSTRACT**

The aim of the present study is to discuss about the effects of sports participation on internal motivation and life quality in recreational and sports parks of west of Iran in addition to presentment of a model. The research method employed in this article is a descriptive-correlative method and the population includes the entire people who spend time in recreational parks located in west of Iran. Among the population, a number of 360 individuals were selected as the sample through the Cochran's formula and an availability sampling method. For the purpose of data collection, the questionnaires of participation motivation, internal motivation and life quality were employed. The reliabilities of aforementioned questionnaires were approved by Cronbach's alpha formula, and for analysis of data the tests of Kolmogorov-Smirnoff, one sample t-test, Pearson's correlation coefficient and simple regression and the structural equation modeling software of PLS were used. Results indicated that sports participation and its dimensions are in a suitable situation. Moreover, life quality and its magnitude were also in a suitable condition. There was a significant and meaningful relation discovered among sports participation, life quality and its dimensions and internal motivation and its dimensions. In addition, sports participation is able to anticipate life quality and internal motivation.

**Keywords:** Life Quality, Sports Participation, Internal Motivation.

## **INTRODUCTION**

For analysis of sports participation among different classes of a society, it is necessary to discuss characteristics and beliefs, goals and motivations of individuals, and the environment and personal and group behaviors. According to the view of Pintrick and Sharoben, among these three elements, recognition of motivations is considered

as a necessary component and a prerequisite for sports activities [1]. In addition, it is considered as a main axis for justification of individuals' behaviors for participation in different activities, shows a person's efforts and endurance for achievement of goals. With respect to benefits of sports and physical activities, understanding and promotion of sports participation among different age groups has become an interesting subject for researchers. One of the main issues which has been

discussed in this regard, is the processes which determine sports participation among these groups. Motivation is a crucial variable in anticipation of continuity of sports participation [2]. The theory of self-direction or self-government can be used for comprehension of sports participation. According to this theory, an individual's underlying motivation can be put in a continuum. According to the continuum of the autonomy theory, internal motivation is at the highest autonomy level. In the context of physical activities and sports, internal motivation is considered as a key component and in different researches it has been shown to be in a relation with actual levels of activity [3]. Motivation is an important psychological feature variable in initiation and continuity of exercising. Appropriate understanding of effective motivation of decision making for physical activity and maintaining it, leads to an insight about reduction of physical activities. A deeper understanding of motivation for physical activity can help researchers of health-care contexts too. Motivation is an internal state which stimulates and guides behaviors [4]. Internal motivation is a new concept which has currently attracted many of management scholars towards itself. This multidimensional concept is defined according to employees' beliefs and knowledge regarding their role in their jobs and organizations. It includes several different psychological states such as a feeling of self-efficacy, a feeling of being efficacious, a feeling of having a choice and a feeling of meaningfulness of the job [3]. In fact, internal motivation is a motivation depending on personal elements such as needs, interests, curiosity and joy while external motivation is dependent on external elements such as rewards, being approved by others and avoiding punishments [5]. Internal motivation is defined as tendency for doing something because of that something itself and because it's interesting, satisfying or somehow defying. Internal motivation can be innate to some extent, however it is largely dependent on social environments [2]. Sixthmently and Schneider (2000), have considered pleasure as the main driver of internal motivation. Because joy provides the necessary internal reward for obtaining mind-brilliance and interest of a

duty. Public landscapes have social outputs and a majority of people use them for spending their time, recreational activities, talking with friends, social and cultural meetings and etc. these landscapes are basically designed and developed for these purposes [6]. Urban parks are parts of public scenery which in addition to having recreational, sports, cultural and environmental uses, also provide services for different districts of a city. Establishment of urban parks on the one hand, as a result of their effects on quality of urban life and their tendency towards sustainable development and on the other hand, as a result of their unreturnable financial load for municipalities are worthy of extensive reviews [1]. Quality of life is a universal concept which includes physical health, personal growth, different psychological states, independence, social relations and relations with the environment. In fact, life quality includes objective and unobjective dimensions which interact with each other. On the other hand, it should be taken into account that life quality is a dynamic concept, since personal and social values, needs and perspectives might transform as a result of reacting to different events and life experiences during time. Moreover, each dimension of life quality can have significant influences on other dimensions of life [3]. Therefore, most theories in the context of life quality share the same opinions regarding the following features: general feeling of happiness, a positive feeling for social relations and up to date opportunities for personal capabilities. Life quality is a multidimensional issue [5] and correct measurement of dimensions of life quality calls for an extensive study. However, life quality points out variables such as health, political stability and security, family life, group life, job security and etc. Finally, sports activities have gained a high place in lives of different age groups and processes in the context of sports are interacting with processes of other contexts of life including social norms, feeling of security and etc. Apart from this, these elements are effective on individuals' level of physical activeness [3]. In this regard, Ghorbani and Timuri (2014) have conducted a research titled as "analysis of role of urban parks in promotion of quality of urban life with application of the

Seeking-Escaping model". They have concluded that citizens of Tabriz go to urban parks for having access to fresh air, family recreation, becoming happy, avoiding impureness, walking, relieve of exhaustion and escaping life's monotony. The importance of these elements lies in their direct relation with life and physical and mental health of participants of every society. On the other hand, with respect to the limited literature, the author of this article has tried to elaborate on this issue by developing a model. Nowadays, with respect to increased lifespan index and a more important issue namely as the manner of spending time, elaborating on the subject of life quality has gained more importance for researchers and scholars [2]. Life quality is considered as a basic index and since it includes various dimensions such as physiological aspects and performance and existence of an individual, paying attention to it is highly important [3]. In the definition proposed by Weaver (2001), life quality is defined as every individual understands of his health status and his level of satisfaction by this status [6]. In general, it can be stated that life quality is only determined from an individual's perspective, however the quality of life is influenced by different aspects of life. Life satisfaction is determined by an individual's perception of his or her current status in comparison with his or her expectations, wishes and ideals [5]. Reviewing different definitions of life quality has led to a more general definition provided by the Quality group (2002). This definition is provided for individuals' understanding of their status in cultural and value systems and it is related to their goals, expectations, standards and interests. In this view,

$N$  = sample size

=1.96 for confidence level of 0.95

$D$  = 0.5, standard error

Standard deviation of the initial sample:  $SD$  = 0.48392

***The instruments of data collection in this study include the following three questionnaires:***

***Participation motivation questionnaire:***

This questionnaire includes 18 questions and covers for four components including obtaining health, pleasure and happiness and social

life quality is a universal concept which includes physical health, personal growth, psychological states, independence, social relations and relations with the environment. In fact, life quality includes both objective and unobjective aspects which interact with each other. On the other hand, it should be taken into account that life quality is a dynamic concept; because an individual's values, needs and personal and social views may transform while reacting to different life experiences and events during time. Plus, each dimension of life quality can have significant influences on other dimensions of life. Overall, the researcher is seeking an answer to the question that how can a model be presented for effects of sports participation on internal motivation and life quality in sports and recreational parks of west of Iran?

## METHODS

With respect to the subject and goals, this research is carried out under a descriptive-correlative method. In addition, the required data for this study are collected under the field methods. The population of this study includes entire people who spend time in recreational and sports parks of west of Iran (cities of Sanandaj, Kermanshah, Hamadan and Mahabad). The sample however is comprised of people who were spending time in these parks at the time of distribution of questionnaires who, according to the Cochran's formula are counted as 360 individuals. The sampling method employed in this research is also a simple random sampling method.

interaction. This questionnaire was developed by Hong Yong Lin (2010). It employs a 5 degrees Likert scale and each answer has a score of 1 to 5 (completely disagree to completely agree).

***Internal motivation questionnaire:***

This questionnaire includes 32 questions and covers for four components including stress, depression, anger, liveliness, exhaustion, bewilderment, calmness and welfare. This questionnaire was developed and standardized by Lin et al. (2007). It employs a 5 degrees Likert scale and each answer has a score of 1 to 5 (completely disagree to completely agree).

***Life quality questionnaire:***

This questionnaire includes two general subscales including the subscale of physical health and the subscale of mental health and each of these include other subscales. The subscale of physical health includes physical performance, role disorder as a result of physical health, pain and general health. The subscale of mental health also includes role

disorder as a result of emotional health, energy/fatigue, emotional welfare and social performance. This questionnaire was developed by the global organization of health and was translated and checked in terms of reliability and validity by Montazeri et al. (2006).

In this research, findings are analyzed in two descriptive and logical thinking sections. In the descriptive section, abundance distribution tables were used and also in the logical thinking or inferential section, the tests of Kolmogorov-Smirnoff, Pearson's correlation coefficient and multiple regressions were used. The software of Smart PLS was used for development of model and also the entire statistical operations were performed in SPSS v. 21. In addition, the presumed significance level for tests was  $P < 0.05$ .

## RESULTS

***Normality of variables***

**Table 1**  
***Normality status of data***

variable	number	Kolmogorov-Smirnov Z	Sig
Sports participation	360	0.726	0.668
Sports motivation	360	0.524	0.947
Quality of services	360	0.628	0.875

As it is shown by the results of table 1 and the Kolmogorov-Smirnoff test, the obtained significance level of variables of sports participation, sports motivation and quality of services is higher than 0.05. Therefore, the  $H_0$

hypothesis is denied and instead, the  $H_1$  hypothesis is accepted. In other words, under a 95% confidence it can be stated that the aforementioned variables are normally distributed.

***First hypothesis***

Sports participation and its dimensions are suitable in sports and recreational parks of west of Iran.

**Table 2**  
***Results of one sample t-test for analysis of levels of sports participation and its dimensions in sports and recreational parks of west of Iran***

variable	Test value=3					
	T statistic	Freedom degree	Significance	Average	At 95% confidence	
Sports participation	44.27	259	0.001	2.49	max	min
					2.6070	2.3828

According to table 2, the obtained value of t is equal to 44.27 and since this value is larger than the critical value of  $\pm 1.96$ , the H0 hypothesis is

denied and instead the H1 hypothesis is accepted at confidence level of 99%.

### ***Second hypothesis***

Internal motivation and its dimensions are suitable in sports and recreational parks of west of Iran.

**Table 3**  
***Results of one sample t-test for analysis of levels of internal motivation and its dimensions in sports and recreational parks of west of Iran***

variable	Test value=3					
	T statistic	Freedom degree	Significance	Average	At 95% confidence	
Internal motivation	54.44	359	0.001	2.80	max	min
					2.9122	2.7069

According to table 3, the obtained value of t is equal to 54.44 and since this value is larger than the critical value of  $\pm 1.96$ , the H0 hypothesis is denied and instead the H1 hypothesis is accepted at confidence level of 99%.

### ***Third hypothesis***

Life quality and its dimensions are suitable in sports and recreational parks of west of Iran.

**Table 4**  
***Results of one sample t-test for analysis of levels of life quality and its dimensions in sports and recreational parks of west of Iran***

variable	Test value=3					
	T statistic	Freedom degree	Significance	Average	At 95% confidence	
Life quality	50.83	359	0.001	2.53	max	min
					2.6367	2.4381

According to table 4, the obtained value of  $t$  is equal to 50.83 and since this value is larger than the critical value of  $\pm 1.96$ , the  $H_0$  hypothesis is

denied and instead the  $H_1$  hypothesis is accepted at confidence level of 99%.

#### ***Fourth hypothesis***

There is a significant relation between sports participation and life quality and its dimensions in sports and recreational parks of west of Iran.

**Table 5**

***Discussing the relation between sports participation and life quality and its Dimensions in sports and recreational parks of west of Iran***

<b>Life quality and its dimensions</b>			
Sport participation	Correlation coefficient	significance	Determination coefficient
Life quality	0.39	0.019	0.0829
Physical performance	0.27	0.005	0.0729
Disturbances in physical health	0.24	0.015	0.0576
pain	0.18	0.001	0.0324
General health	0.25	0.010	0.0625
Energy/fatigue	0.23	0.020	0.0539
Disturbances in emotional health	0.17	0.001	0.0755
Emotional welfare	0.24	0.001	0.0329
Social performance	0.28	0.001	0.06249

With respect to displayed results, table 5 indicates that the obtained significance level for life quality and its entire components is less than 0.05. Therefore, the  $H_0$  hypothesis is denied and instead the  $H_1$  hypothesis is accepted. It means that under a 95% confidence it can be stated that there exists a significant relation between sports participation and life quality and its dimensions in sports and recreational parks of west of Iran. In addition, the obtained significance level for the component of

life quality is less than 0.19 and the calculated determination coefficient indicates that life quality can anticipate 0.0529% of changes in sports participation.

#### ***Fifth hypothesis***

There is a significant relation between sports participation and internal motivation and its dimensions in sports and recreational parks of west of Iran.



**Table 6**  
***Discussing the relation between sports participation and internal motivation and its dimensions in sports and recreational parks of west of Iran***

Internal motivation and its dimensions			
Sports participation	Correlation coefficient	significance	Determination coefficient
Internal motivation	0.29	0.004	0.0635
stress	0.37	0.001	0.0879
depression	0.34	0.020	0.0659
anger	0.24	0.001	0.0724
liveliness	0.35	0.001	0.0763
fatigue	0.33	0.011	0.0639
bewilderment	0.27	0.031	0.0665
calmness	0.34	0.001	0.0529

With respect to displayed results, table 6 indicates that the obtained significance level for internal motivation and its entire components is less than 0.05. Therefore, the H0 hypothesis is denied and instead the H1 hypothesis is accepted. It means that under a 95% confidence it can be stated that there exists a significant relation between sports

participation and internal motivation and its dimensions in sports and recreational parks of west of Iran. In addition, the obtained significance level for the component of internal motivation is less than 0.04 and the calculated determination coefficient indicates that life quality can anticipate 0.0635% of changes in sports participation.

### ***Sixth hypothesis***

Sports participation can anticipate life quality in sports and recreational parks of west of Iran.

**Table 7**  
***Summary of model of simple linear regression analysis for determining the anticipation of life quality by sports participation in ports and recreational parks of west of Iran.***

Model summary								
model	Simple coefficient	linear	regression	R2 coefficient	determination	Adjusted coefficient	determination	Standard error
1	0.708			0.501		0.498		3.66

Table 7 shows the regression coefficient of sports participation for anticipation of life quality in sports and recreational parks of west of Iran. The simple linear regression coefficient between these

variables is equal to 0.083 and with respect to the adjusted determination coefficient, it is revealed that 0.001 units of changes in life quality are ready to be anticipated by sports participation.

**Table 8**  
*ANOVA table for anticipation of life quality by sports participation in sports and recreational parks of west of Iran*

ANOVA model	Sum of squares	Freedom degree	Average squares	F	significance
regression	2224.73	1	2224.73	165.73	0.012
remaining	2214.86	357	13.42		
sum	4439.605	358			

With respect to displayed results, table 8 indicates that sports participation can readily anticipate life

quality in sports and recreational parks of west of Iran.

**Table 9**  
*Effects of regression on anticipation of life quality by sports participation in sports and recreational parks of west of Iran*

model	Non-standard coefficients		Standard coefficients	T	Sig
	B	Standard error	Beta		
Sports participation	3.729	1.514	0.7.8	2.463	0.012
Life quality	0.625	0.051	-	12.874	0.001

With respect to table 9, the effects of regression of the anticipator variable on the independent variable in the component of sports participation and its standardized regression coefficient (3.729) are significant and also in terms of the component of life quality, its standardized regression coefficient

is equal to 0.625 and is significant as well. In addition, the regression equation for precise anticipation of dependent variable's values is as follows: Life quality= 3.729+0.625 (Sports participation).

### *Seventh hypothesis*

Sports participation can anticipate internal motivation in sports and recreational parks of west of Iran.

**Table 10**  
*Summary of model of simple linear regression analysis for determining the anticipation of internal motivation by sports participation in ports and recreational parks of west of Iran.*

Model summary				
model	Simple linear regression coefficient	R2 determination coefficient	Adjusted determination coefficient	Standard error
1	0.731	0.345	0.531	3.54

Table 10 shows the regression coefficient of sports participation for anticipation of internal motivation in sports and recreational parks of west of Iran. The simple linear regression coefficient between

these variables is equal to 0.083 and with respect to the adjusted determination coefficient, it is revealed that 0.001 units of changes in life quality are ready to be anticipated by sports participation.

**Table 11**  
***ANOVA table for anticipation of internal motivation by sports participation in sports and recreational parks of west of Iran***

ANOVA model	Sum of squares	Freedom degree	Average squares	F	significance
regression	2371.27	1	2371.27	189.16	0.000
remaining	2068.33	357	12.53		
sum	4439.60	358			

With respect to displayed results, table 11 indicates that sports participation can readily anticipate

internal motivations in sports and recreational parks of west of Iran.

**Table 12**  
***Effects of regression on anticipation of internal motivations by sports participation in sports and recreational parks of west of Iran***

model	Non-standard coefficients		Standard coefficients	T	Sig
	B	Standard error	Beta		
Sports participation	2.081	1.537	0.731	1.354	0.000
Internal motivation	0.892	0.065	-	13.735	0.001

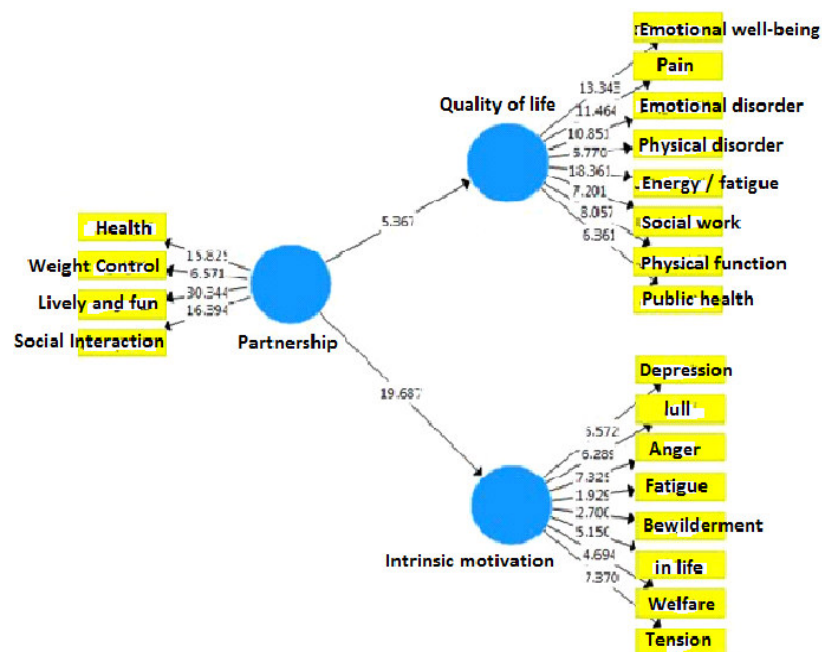
With respect to table 12, the effects of regression of the anticipator variable on the independent variable in the component of sports participation and its standardized regression coefficient (3.729) are significant and also in terms of the component of life quality, its standardized regression coefficient is equal to 0.625 and is significant as well. In addition, the regression equation for precise anticipation of dependent variable's values

is as follows:  $\text{Internal motivation} = 3.729 + 0.625 (\text{Sports participation})$

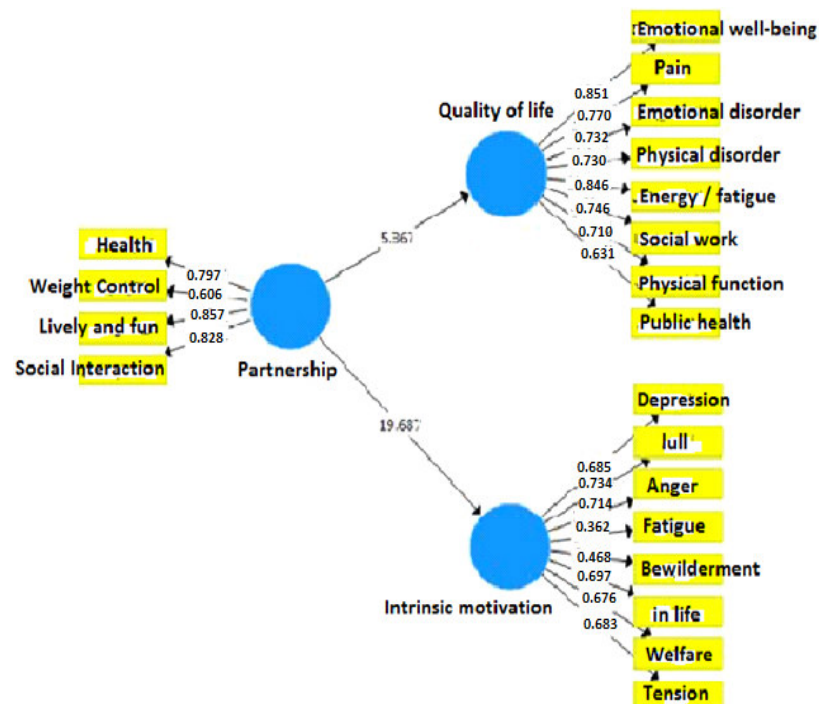
### ***Research model***

In this research, it is assumed that sports participation has significant effects on life quality and internal motivation. As a result, the standard beta coefficient is used for testing this assumption

**Figure 1**  
*Testing the conceptual model of research in assumed significance mode*



**Figure 2**  
*Testing the conceptual model of research in standard mode*



**Table 13**  
*Results of testing the model according to job resources and quality of working life*

route	Route coefficient	t-value	Test result
Participation-Internal motivation	0.721	19.687	Significant
Participation-Life quality	0.411	5.367	significant

As it is shown in table 13, entire routes are significant. According to this, since the value is not inside the range of (-1.96 – 1.96); therefore it can be stated that entire routes are significant and meaningful. In addition, according to figure 2, the index of R2 is equal to 0.169 for life quality and 0.519 for internal motivation. Therefore according to standard values, this fitness index indicates the suitable fitness of the structural model. On the other hand, the calculated value of F2 is equal to 0.31 and this indicates a medium impact. Finally, the Q2 value of the endogenous structure of life quality is equal to 0.21 and this shows a suitable anticipation power for aforementioned structures. In general, with respect to the outputs of Smart PLS software and its fitness indexes it can be concluded that the research's conceptual model is compatible with the outcomes of this research. In addition, it was turned out that sports participation has significant and positive effects on life quality and internal motivation.

## RESULTS AND DISCUSSIONS

Results of the present study indicate that there exists a significant and positive difference between different levels of sports participation and its dimensions in sports and recreational parks of west of Iran. Providing through announcements for increasing public trust and participation, instruction of involvement, social solidarity, and supporting social groups are considered as effective solutions for increasing the level of sports involvement in sports and recreational parks. Results of the present study indicated that the status of internal motivation and its dimensions is suitable in sports and recreational parks of west of Iran. Since one of the most important tasks of sports managers is to encourage people towards sports participation, these managers are urged to form the internal and external dominant environments in a way that suitable goals are adopted for satisfaction of people's need for sports participation. For creation of motivation we are required to recognize needs and try to fulfill them. Results of this research project have indicated that

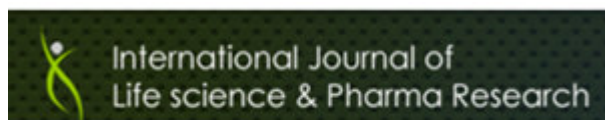
the status of life quality and its dimensions is suitable in west of Iran's recreational and sports parks. It is necessary to determine the issues and apply interventions for increasing the quality of life and refinement of the surrounding environment. Also there should be efforts for avoiding declination of life quality. Another finding of this study, was a significant and meaningful relation between the subscale of effect of sports participation and quality of life and its dimensions in Iran's western recreational parks. These results indicate that not only sports participation forms a difference in sub-qualities of life, but also it leads to different individual perspectives in working environments, job satisfaction and his or her social relations. One other finding of this study was a significant and positive relation between sports participation and internal motivation and its dimensions in Iran's western recreational and sports parks. People have different motivations for sports participation including pleasure, fitness, establishment of social relations, achieving strength, becoming famous, need for being paid attention to, finding friends, having a feeling of belonging and etc. All these are motivations which may motivate people towards exercising. Hence, as people have higher motivations, they will have more participation. In addition, other results of this research have implied that sports participation can be a suitable anticipator for quality of life in Iran's western recreational and sports parks. Quality of life of people with more sports participation is higher than the life quality of people who have less sports participation. The reason for this difference is that people with higher sports participation are more confident with their health. Other results of this research manifested that sports participation can be considered as a suitable seer for internal motivation in Iran's western recreational and sports parks. Different behaviors displayed by people and athletes are controlled and regulated by motivational forces. In this regard, the theory of autonomy is extensively used for describing and anticipating mankind's motivation in different life contexts including sports. Internal motivation is expressed as an internal satisfaction by the activity

that is committed. With respect to significance value of entire routes in table 1, since the values are not located in the range of  $(-1.96 - 1.96)$ , therefore it can be concluded that entire routes are significant. In addition, according to figure 2, the R2 index was respectively equal to 0.169 and 0.519 for life quality and internal motivations; therefore this index indicates a suitable fitness of the structural model. On the other hand, the value of calculated f2 is equal to 0.31 and this implies a medium impact. Ultimately, the Q2 value of the endogenous structure of life quality is equal to 0.21 and the same value for the internal motivation

structure was 0.32. These values indicate a suitable anticipation power of the model for these structures. In general, it may be concluded that the conceptual model presented in this article is compatible with the data resulted from the same research. In addition, it was revealed that sports participation leaves positive and significant effects on life quality and internal motivation. Overall, results indicate that as people's motif are higher, they are more susceptible to go towards sports and therefore, their sports participation level is increased and this, leads to melioration of their life qualities.

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# THE RELATIONSHIPS BETWEEN SPORT INSURANCE SERVICES AND PROFESSIONAL COMMITMENT FROM THE PERSPECTIVE OF COACHES AND ATHLETES

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## ABSTRACT

The aim of the study was to investigate the relationship between sports insurance quality and the professional commitment from the perspective of coaches and athletes. The population of the investigation were all coaches and athletes in the city of Sanandaj who have sports medicine insurance card and their number was 6886 and the sample size was determined based on Morgan table equal to 364 samples. In order to collect data from questionnaires, professional commitment Meyer and Allen (2012) and quality of service standard questionnaire SERVQUAL questionnaire were used. The results obtained in both descriptive and inferential statistics were analyzed. The descriptive statistics of frequency distribution tables, central tendency and dispersion measures and inferential statistics Kolmogorov-Smirnov test for normality of the data were used. Confirming the assumptions (normal distribution data) of parametric tests including Pearson correlation coefficient was used. The findings of this study showed that there is a significant relationship between professional commitment and insurance quality in sports clubs. As well as between all the components of quality of service with athletic commitment, there is a significant relationship between coaches and athletes.

**Keywords:** Quality of Service, Professional Dedication, Sports Insurance, Coaches and Athletes.

## INTRODUCTION

The need for insurance since the beginning of human life was and always feel the need to. This vital need for insurance and the parallel development of societies and increase the risks of life is growing. Today attention to the critical importance of the insurance industry in the country's economic growth and prosperity, the need for it to be fatal. Unfortunately, many insurance development indices indicating growth in the industry. Such as per capita insurance premium ratio of premiums to GDP, etc., in the insurance industry, not only compared to developed countries of the world, but even is lower than in developing countries[1]. On the other hand, many managers today have realized that they provide goods and services to the expectations of customers (policyholders) to be met, leading to their satisfaction. In other words, organizations should be thinking of the highest level to the lowest level of service to their customers [2].

Customer service is all that matters to the satisfaction of the customers (policyholders) and help them to obtain the maximum value of the purchased product or service do (Rustaet al2003) quality of organization believes [3]. Allen and Meyer (2002) presented a model of organizational commitment and professional. They evaluate the results of research; commitment and professionalism in three parts (affective commitment, continuance commitment, normative commitment normative) are classified. The common point of the three commitment is that mental state, relations with employees and their trade organization identifies and implicitly refers to the continuation or termination of membership of the organization (Allen and Mayer). The theory of professional commitment by Lachmann and Rayna (1986), stated that identify career and professional attachment to know. Sports is unexpected for all clients, stakeholders and the owners of the collection. The owners of sport facilities such as swimming pools, gyms and fitness while ensuring

safety and security, sometimes leading to organ failure and death by accidents and medical expenses referred to, are met. It is very necessary for them to provide sports insurance [4]. On insurance companies, insurers and policyholders must know who they are, what their needs are and what factors affect their policyholders' gratification. Identifying these factors and meet the expectations of policyholders for insurance companies is very important as a source of revenue for the companies considered satisfied policyholders. A company can keep their customers happy, "long-term market will remain" [5]. This applies to insurance companies as a seller of services to policyholders of their own is true. The acquisition of an intangible benefits (expectations) of tangible benefits (money) to ignore [6]. Sports insurance has two important pillars: 1-insurer 2- insured

### ***Insurer***

Real personal commitment to get the premium from the insured compensation (pay particular) to take in the event of an accident.

### ***Insured***

The legal person that the insurer is obligated to pay (right) self-insurance, family or organization of their (life, property or liability) for a certain time under the covers. The insurance contract is an agreement under which the insurer in exchange for premium at the time of the accident the insurer pays compensation. One of the major scientific management is human resources. Manpower efficiency and dynamism gives life to every organization [7]. Knowledge of the characteristics of human resources practitioners and specialists can also identify talents and qualified people, more organizations to organize forces for the purpose [8]. Needed universities, scientific and literary associations, government agencies, sports teams, and they all have common features such as a set of specific objectives for the mission, programs and goals, formation of human resources. According to the human resources aspects of their organizations are consider. Education and promotion of abilities and skills, quality of work life, maintain motivation and work ethic, job commitment and organizational commitment, job satisfaction, promote and reward practices and similar cases it has become the most important issue [9]. Sports venues and sports arenas are typically mixed with injuries and sports injuries. Managers and sports officials, including coaches, trainers, etc [10].

Despite predictions and measures that have been taken in the field events. When a person wants to enroll in a sports club, sports insurance is a condition of registration cards. This makes the individual athlete as well as responsible authorities ensure relative to come and Sports Club athletes toward the less [11]. With this reassurance relative to the athletes, officials, comes the expectation that athletes with a commitment to do their job better. Research has not carried out in this regard that provides services to athlete measure, and also reflects the athletes on the team or your club is raising further, the researcher wants to know the relationship between quality of insurance services and sports with a commitment from the viewpoints of professional and there are athletes.

## **METHODS**

The method of the study was descriptive and correlation of data collected by field and in terms of the results has been applied. The study, all coaches and athletes that sports medicine in the city of Sanandaj sports insurance card whose number was 6886 and the sample size was determined based on Morgan table was equal to 364 samples. In order to collect data from questionnaires professional commitment "Meyer and Allen" and quality of service standard questionnaire SERVQUAL questionnaire was used. The results in both descriptive and inferential statistics were analyzed. The descriptive statistics of frequency distribution tables, central tendency and dispersion measures and inferential statistics Kolmogorov-Smirnov test for normality of the data was used.

## **RESULTS**

- ✓ The highest frequency of 241 subjects (20.66%) men and 123 (80.33%) are women.
- ✓ The highest percentage of respondents (30.23%) in the age category 21 to 25 years and the lowest percentage (68.4) on the 45-year high.
- ✓ The highest frequency of subjects related to education, (08.37%) associate and the lowest (91.12%) were graduate.
- ✓ The highest frequency of subjects related to the history of sports insurance (39.29%) for 2 to 3 years and the lowest (96.7%) were 10 years and above.



**Table 1**

***The relationship between the components of the tangible factors of service quality sports insurance business with a commitment from the perspective of coaches and athletes of sports clubs***

Professional commitment			Variable
coefficient of determination	level of significance	Correlation	
0.529	0.019	0.23	Tangible factors

$P \leq 0.05$

According to the results obtained table 1 shows the level of significance is less than 0.05, so the null hypothesis is rejected and the opposite hypothesis is confirmed, it means that one can say with 95% confidence that the component of tangible quality sports Insurance professional commitment of view

there is a significant relationship between coaches and athletes of sports clubs. The coefficient of determination calculated show that the 0.0529 of components of tangible factors of service quality sports insurance is explained by career commitment.

**Table 2**

***The relationship between component reliability and commitment to service quality sports insurance business from the perspective of coaches and athletes of sports clubs***

Professional commitment			variable
coefficient of determination	level of significance	Correlation	
0.0729	0.05	0.27	Reliability

$P \leq 0.05$

According to the results presented in table 2, which shows a significant level obtained is less than 0.05, so the null hypothesis is rejected and the opposite hypothesis is confirmed, it means that one can say with 95% confidence that the components ensuring the quality of insurance services and

sports professional commitment of view there is a significant relationship between coaches and athletes of sports clubs. As well as calculate the coefficient of determination shows that the component 0.0729 ensuring service quality sports insurance is explained by career commitment.

**Table 3**

***Relationship between the components meet the commitment to quality insurance services sports career from the perspective of coaches and athletes of sports clubs***

Professional commitment			variable
coefficient of determination	level of significance	Correlation	
0.0576	0.015	0.24	Accountability

$P \leq 0.05$

Table 3, shows a significant level obtained is less than 0.05, so the null hypothesis is rejected and the opposite hypothesis is confirmed, it means that one can say with 95% confidence that the components ensuring the quality of insurance services and sports professional commitment of view there is a

significant relationship between coaches and athletes of sports clubs. The coefficient of determination calculated 0.0576 show that the components meet the service quality sports insurance is explained by career commitment.

**Table 4**

***The relationship between the components guarantee insurance quality sports career commitment from the perspective of coaches and athletes of sports clubs***

Professional commitment			variable
coefficient of determination	level of significance	Correlation	
0.0324	0.001	0.18	guarantee

$P \leq 0.05$

As per table 4, a significant level of less than 0.05 is obtained, so the null hypothesis is rejected and the opposite hypothesis is confirmed, it means that one can say with 95% confidence that the component quality assurance exercise Insurance professional commitment of view there is a

significant relationship between coaches and athletes of sports clubs. Also calculated the coefficient of determination shows that the quality assurance component 0.0324 of Sports Insurance is explained by career commitment.

**Table 5**

***The relationship between empathy component quality insurance services sports career commitment from the perspective of coaches and athletes of sports clubs***

Professional commitment			variable
coefficient of determination	level of significance	Correlation	
0.0625	0.010	0.25	Empathy
$P \leq 0.05$			

The results of table 5 show the significance level of less than 0.05 is obtained, so the null hypothesis is rejected and the opposite hypothesis is confirmed, it means that one can say with 95% confidence that the empathy component quality sports Insurance professional commitment of view

there is a significant relationship between coaches and athletes of sports clubs. As well as calculate the coefficient of determination shows that the quality of insurance services Sport 0.0625 component of empathy is explained by career commitment.

**Table 6**

***The relationship between the quality of insurance services sports career commitment from the perspective of coaches and athletes of sports clubs***

Professional commitment			variable
coefficient of determination	level of significance	Correlation	
0.0539	0.020	0.23	quality of service
$P \leq 0.05$			

According to the results presented in table 6, show a significant level obtained is less than 0.05, so the null hypothesis is rejected and confirmed the hypothesis against dehumidified, meaning that 95% can be said that the quality of sports insurance professional commitment of view there is a significant relationship between coaches and athletes of sports clubs. The coefficient of determination calculated 0.0539 show that the quality of insurance services and sports career is explained by the commitment.

## DISCUSSION AND CONCLUSION

The results shows that the factors tangible commitment to quality insurance services to professional sports from the perspective of coaches and athletes in sports clubs and there is a positive significant difference. Because today, the quality of services is one of the most important factors on the intention of re-clients (athletes, coaches) and more emphasis on quality improvement and development of marketing managers in the services sector tangible and positive changes that occurred

in the eyes of the researcher more modern equipment and sports medicine services and personnel to deal with the problems of victims of the things that athletes and coaches have been satisfied and the most important reasons is the positive correlation between these two variables. Rostami, states that the quality of training is highly correlated with client satisfaction. Pil Choi and Correa, both in their study concluded that the most important factors for customer contentment understand the quality of service that customers are administrators. The results show that the quality assurance services professional sports insurance with a earnestness from the perspective of coaches and athletes in sports clubs and there is a positive significant difference. The results shows that there is a positive significant difference among codefendant with a commitment to quality insurance professional sports from the perspective of coaches and athletes in sports clubs. Because the quality of service expected and perceived service quality gap, there are more expectations and demands of these centers. Sports insurance should note that insurance strategy in the field of customer

services and satisfaction of athletes, evaluated by the customer demands and expectations. If the customer does not get the desired response from the insurance management, a customer is unhappy with their displeasure is everywhere or may terminate their relationship with the club. Therefore, the responsibility of managers of sports insurance is to provide optimal service costs and increase customer satisfaction and athletes. So being responsive to the expectations of our customers has enormous advantages for sports insurance. The results shows that there is a positive significant difference between the quality of service guarantees professional sports insurance with a commitment from the perspective of coaches and athletes in sports clubs. Any organization or institution can be sure of its members ensured that will provide services and the services provided to members are visible, and when people need these services are organized, responsive organization, with more responsibility and their commitment to the organization and its people. It can also affect the athletes and coaches. The results shows that there is a positive significant difference between quality of empathy with the obligation of professional sports insurance services from the perspective of coaches and athletes in sports clubs. The title of this research has been favorable from the perspective of athletes. Hence, insurance managers to absorb the forces that have a good level of expertise and experience to be able to form easier to understand customers' needs and to provide appropriate services to them

by the units. For the appointment of lay people in posts associated with providing services to customers will be looking for good results and that staff should be trained on how to provide customer service and are committed to helping our customers meet the needs of athletes and compassionate act more. The results of the final concept suggest that there is a positive significant difference between the quality of insurance services with a commitment to professional sports from the perspective of coaches and athletes in sports clubs. In their study as the coaches managers and trainer of clubs in knowledge little incentive to quality insurance services professional sport, which is a reason for the commitment of coaches and athletes from the perspective of the clubs. Rezai (2009), in identifying priority customer expectations as the impact of insurance in Mashhad, employees, personnel reliability, comfort and environmental features for our customers is of utmost importance. Service, process consists of a series of more or less subtle activities that normally, but not necessarily always, the interaction between customers and staff and physical resources or goods or system provider, the solution to the problems occurred customers. Through the establishment of a Sports Medical Administrative unit and enable it to provide services in the provinces and cities, and also desirable for athletes who are in sports injuries, according to the researcher, one of the reasons that insurance quality sporting good condition is among the athletes and coaches.

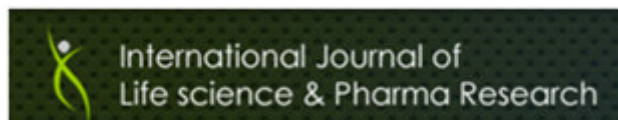
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# **PRESENTING A REGRESSION MODEL FOR THE RELATION BETWEEN CULTURAL INTELLIGENCE AND ENTREPRENEURSHIP IN SPORTS ASSOCIATION BOARDS**

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## **ABSTRACT**

The present research is concerned with study of the relation between employees' cultural intelligence and organizational entrepreneurship. For this purpose, the entire managers, C.E.O's and vice presidents of sports association boards in the province of Kurdistan as 110 individuals were selected as the investigating population. For the purpose of data collection two questionnaires including William's cultural intelligence questionnaire and Robins and Colter's questionnaire of organizational entrepreneurship were used. Outcome of step by step regression test have indicated that there exists a significant relation between dimensions of cultural intelligence (metacognition, motivation, cognition and behavior) and organizational entrepreneurship; however there were no significant relations discovered between and among gender and organizational entrepreneurship. On the other hand, results have indicated that respectively metacognition, motivation and cognition and behavior are the most related variables to entrepreneurship.

**Keywords:** Entrepreneurship, Cultural Intelligence, Sports Association Boards.

## **INTRODUCTION**

Present, the economic development of many countries are realized by entrepreneurs. Not only that, entrepreneurs provide new innovations for realization of moneymaking advantages, but also they lead to several new innovations and inventions [1]. In fact, entrepreneurship culture, creativity and innovation, set of values, perspectives, norms and behaviors are the elements of formation of an individual's identity. Creative and entrepreneur people try to reach out for entrepreneurial activities through their different

view of their surrounding phenomena and provide their community with new products and services. Creativity, innovation, risking, and tolerance for ambiguities, tolerance against failure, diligence, internal control, self-confidence, flexibility, foresight and independence are the distinctive features of an entrepreneur person [2]. In this context, most definitions of entrepreneurship have commonly stressed out innovation, opportunity and perspective. The area of entrepreneurship related to sport includes different levels of employees, organization and groups. In fact when an individual actually produces innovation, then he or she is an entrepreneur. Moreover, not unlike that,

in sports also athletes are considered as entrepreneurs in addition to owners of sports clubs, sports representatives and owners of sports related industries and businesses. From Rotan's view, sports entrepreneurship includes groups of individuals, organizations and societies who work together for creation of value and responding to opportunities [3]. Currently, development of entrepreneurship and its culture is available for every country as a key policy and on the other hand, it is highly important to develop entrepreneurial talents for innovation and achieving sustainable competitiveness [4]. Nowadays, entrepreneurship should be considered as a series of thoughts. Regardless of the context of business, such an approach also communicates that every individual is able to think and act entrepreneurially. Among necessary steps for growth and development of entrepreneurship in a society, is to provide the necessary contexts. On the other hand, one of the most important aspects of the former is development of entrepreneurship culture. Development and entrepreneurship plans should not be only dedicated to high education, they should be taught to elementary schools and high schools as well [5]. Transformations of social and economic systems of the current era are resulted from magnificent scientific and technological advances which in turn, have led to outgrowth of new perspectives, necessities and requirements. Thus, guaranteeing the sustainability of communities, requires the efficient usage of available labor force. Especially elite and entrepreneur forces [6]. Demand of entrepreneurship in Iran lies in satisfaction of employment status and the obligation for elimination of unemployment as well as undesired financial and currency conditions as a result of mere dependence on oil revenues, the obligation and necessity for privatization of production units and the necessity of exporting goods for employment and presence in local and international markets and finally having access to new technologies and gaining competitiveness in global national and international levels. Therefore, with respect to previously mentioned points, it seems necessary to investigate the relationship between cultural intelligence and entrepreneurship

among sports association boards of the province of Kurdistan, which is actually the purpose of the present article. Turner (2005), has defined entrepreneurship as believing in the process of seeking and following opportunities and maximization of their possible values. Tina Slag (2003) believes that entrepreneurship is a managerial style that includes chasing opportunities irrespective of currently under control resources [7]. However, other researchers have considered organizational entrepreneurship as a growth strategy and a useful tool for obtaining competitive advantages. Findings of previous researches indicate that internal elements of an organization are tightly related to creation of an organizational entrepreneurship atmosphere [8]. Entrepreneurship is also defined as a process which initiates with recognition of a service provided by an individual who has usually been risk-taking and possesses foresight; after going through different phases including finding ideas, screening the idea, feasibility measurement and adjustment of business plans and etc. ultimately result in a corporation. On the other hand, for codification of specifications of this process, we are required to deconstruct the existing frameworks by creative deconstruction and substitutions with new and innovative frameworks [9]. One of the most important approaches in studies regarding entrepreneurship, is to recognize the features of an entrepreneur. There are several different personality traits attributed to entrepreneurs. However, in this article, according to the idea held by Hauser and Hurwitz (1985), four characteristics are considered as the main personality traits of entrepreneurs. These characteristics include seeking achievements, central internal control and tendency for risking and tolerance for ambiguities. Along these variables, two features of innovation and independence seeking are also elaborated on for being commonly pointed to by various scientists.

#### ***Need for achieving or achievement seeking***

Need for achieving is defined as having tendency towards performing under excellent standards for achieving success in competitive opportunities. Individuals with deeper achievement seeking

senses always intend to accept challenging responsibilities and receive regular and repeated answer for their performance while they move towards their goals.

### ***Tendency for risking***

Tendency for risk taking. It is defined as accepting those mild risks which are easily saved by personal endeavor. While considering any type of risk, two elements form this concept including entrepreneur's perception of risk at the start of every risky activity and possibility of failure.

### ***Tolerance for ambiguities***

Tolerance is defined as accepting uncertainty as a part of life and having the ability of continuing living with possession of an incomplete knowledge regarding environment and having tendency for initiating an independent activity without knowing whether it would be successful or not. It seems that entrepreneurs are considerably more tolerant against ambiguity compared to other people.

### ***Creativity***

Creativity is defined as applying our mental capabilities to creation of a new thought or concept. This definition states that creativity takes place in every action and that it is not restricted to a certain type of activity. Creativeness is the essence of entrepreneurship. The texture entrepreneurship culture is fabricated from creativity, innovation and working hard. The culture of entrepreneurship is constructed on paying attention to creativity and innovation.

### ***Seeking independence***

Seeking independence can be defined as having control over our fate and doing things for the sake of ourselves. Tendency for independence is a motivational force for current employees and helps entrepreneurs realize their goals and dreams.

### ***Internal control center***

Control center addresses one's belief about that to what extent his or her behavior has direct impacts on the consequences of the same behavior. Whenever an individual receives a answer or feedback which is not merely the outcome of

his/her actions, the consequences are considered being resulted by fate and most often, as a result of high complexity of environmental forces, it is presumed unforeseeable. Whenever an individual analyzes a phenomenon in this way, he believes in external control, but if the same individual considers that phenomenon as his or her permanent characteristic, then he/she believes in internal control [10].

### ***Cultural intelligence***

The concept of cultural intelligence was initially introduced by Arlee and Aung (2003) who were researchers in London's business school. These researchers, consider cultural intelligence as the ability to learn new patterns and models in cultural interactions and providing these patterns with appropriate behavioral responses. They believe that while facing new cultural opportunities, it is hardly feasible to find familiar signs and symptoms beneficial for establishment of communication. In these cases, individuals must codify a common cognitive framework with respect to existing information. However this framework might not have a sufficient understanding of local behaviors and norms. Codification of such frameworks is only feasible for individuals with high cultural intelligence. According to this definition, cultural intelligence is different from social and emotional intelligence. In another definition, cultural intelligence is considered as a personal capability for understanding, interpreting and taking effective actions in circumstances accompanied by cultural variations. This definition is compatible with those concepts related to intelligence which consider intelligence mostly as a cognitive ability [11]. The center of cultural intelligence has proposed a four dimensional model for measurement of cultural intelligence which is also known as the most important conceptual framework for cultural intelligence. This model is applied to the present research and its dimensions include cognitive cultural intelligence, motivational cultural intelligence, metacognitive and behavioral cultural intelligence. Arlee and Mayakovski has considered three components for cultural intelligence. These components include cognitive, motivational and metacognitive and behavioral. However, most

managers are not equally capable in all three aspects, but each capability without the other two will face serious barriers [12].

### ***Cognitive cultural intelligence***

This intelligence indicates the individual's understanding of cultural similarities and differences and shows the general knowledge and mental and cognitive blueprints of other cultures for an individual. It should be taken into account that at the initial entrance to a foreign culture, every individual requires information regarding the ways of penetrating the internal layers of that culture [13]. Particularly, the most important point in establishment of communication is to find common points and put emphasis on them. On this basis, cognitive cultural intelligence allows an individual to understand cultural common points and apply them in establishment of communications.

### ***Motivational cultural intelligence***

This intelligence indicates an individual's interest in testing other cultures and interacting with people from different cultures. According to this conception of cultural intelligence, individuals are only capable of having effective cultural interactions when they have a high level of motivation as well as high self-confidence and belief in their own abilities.

### ***Metacognitive cultural intelligence***

The metacognitive dimension includes codification of strategies before having cultural interacts, investigation of presumptions while interacting and adjustment of mental plans in case of difference of actual experiences from anticipate [14]. This dimension, promotes an active thinking about different people and cultural situations. On the other hand, it eliminates limited cultural beliefs and guides people towards recreating strategies. Therefore, they will have tendencies for experiencing successful intercultural relations.

### ***Behavioral cultural intelligence***

The behavioral dimension, reflects the ability for performance of appropriate uttered and non-uttered behaviors while communicating people from

different cultures. According to Hall, mental ability for cultural understanding and motivation should be complemented by the ability for performance of appropriate expressed and non-verbalized behaviors (choice of words, tone, facial expressions and gestures) according to cultural values in certain situations. These behaviors however include a wide range of flexible behaviors. In spite of several different studies, there are still several ongoing debates regarding entrepreneurial tendencies, its motivational forces, its emergence and the relation between it and performance of companies. Currently there are no completely agreed upon definitions for this hidden structure; however there different acceptance levels for many concepts as well [15].

## **METHODS**

For the purpose of collection of theoretical data, the method of taking notes was used and also which was referred to scientific professional sites related to the context of physical education and also Science Direct and Proquest and credible digital libraries. Information related this article were collected from the sports association boards of Kurdistan province through application of standard questionnaires. This research covers the entire province and includes the entire sports association boards active in the former comprised of managers, vice-presidents and secretaries. The entire population of this research includes >110 individuals. The entire population is selected as the sample with its scope including employees of sports association boards. The instruments applied for measurements in this research are questionnaires. These questionnaires include William's (1995) questionnaire of cultural intelligence and Robins and Colter's (1996) entrepreneur questionnaire. For the purpose of analysis of collected data, in terms of descriptive statistics, the technique of abundance calculation and average percentages for general characteristics of respondents. In terms of reasoning statistics the tests of K-S, independent t, variance analysis and step by step regression analysis were used.



## RESULTS

### *Descriptive analysis*

In this section, indexes of abundance relative abundance percentages and cumulative abundance related to demographic features of the studies population (gender, age, marriage status, education, employment record and organizational position) are investigated. Results are shown in tables 1 and 2. Investigations have shown that 83.7% of the respondents were male and 12.7% were female. The most frequent abundance is comprised of people with a working experience between 6 to 10 years. 19.15 of them however, have a working experience of 1 to 5 years, 37.3% have a working experience of 6 to 10 years, 23.6%

have a working experience of 11 to 15 years, 7.3% have a working experience of 16 to 20 years and 12.7 percent of them also have a working experience of more than 20 years. In terms of education, most frequent abundance was related to people holding a B.A degree as 45.5%. After that, under diploma educated people, people holding an M.A degree, people holding an associate bachelor's degree and people holding a high-school diploma with respective frequencies of 17.3%, 16.4%, 12.7% and 2.8% were in later positions. In terms of the age of respondents, the most frequent abundance was seen in 26 to 35 year old individuals. However, the least frequency regarding the former feature, was seen in 18 to 25 year old individuals.

**Table 1**  
*Descriptive indexes related to subjects in terms of studied variables*

variable	dimension	average	Standard deviation
Organizational entrepreneurship	---	74.68	7.629
	Meta-cognition	17.23	2.183
Cultural intelligence	cognition	17.18	2.469
	motivation	17.01	2.518
	behavior	17.84	4.877

### *Descriptive findings*

In this section, for the purpose of analysis of our research data and providing statistical inferences, various analyses have been used. After describing the variables and obtained answers in this section, the purpose and the applied statistical test in this research are elaborated on.

### *Kolmogorov-Smirnoff test for testing the normality of variables*

The data resulted from questionnaires are not normally distributed for metacognition and behavior dimensions; however, according to the verdict of central limit, if the sample size is large enough (>30 samples), data could be considered normal and therefore, it is possible to apply parametric tests. Results are manifested in table 2.

**Table 2**  
***Kolmogorov-Smirnoff test for testing the normality of variables***

<b>dimensions</b>	<b>Sig.</b>	<b>Err.</b>	<b>Approved Hypo.</b>	<b>Result</b>
Organizational entrepreneurship	0.837	0.05		Normal
met cognition	0.004	0.05		Not normal
cognition	0.242	0.05		Normal
motivation	0.10	0.05		Normal
behavior	0.003	0.05		Not normal

For analysis of relation between cultural intelligence and entrepreneurship in sports association boards of Kurdistan province,

reciprocity or correlation relations were used including Pearson's correlation coefficient. Results are shown in table 3.

**Table 3**  
***Correlation coefficient between cultural intelligence and entrepreneurship***

<b>dimensions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
entrepreneurship	1.000				
metacognition	0.552	1.000			
cognition	0.192	0.018	1.000		
motivation	0.336	0.137	0.925	1.000	
behavior	0.298	0.195	0.062	0.001	1.000

*Significant relation at 5% of error. ( $p < 0.05$ ).*

With respect to availability of required presumptions for running the regression analysis, the multivariate correlation coefficient and determination of coefficient are performed. Table 5, however indicates that at the first step, the metacognitive dimension is first introduced to the regression equation as a result of its stronger correlation with entrepreneurship among other dimensions of cultural intelligence. Its multivariate correlation coefficient is equal to 0.643 and its determination coefficient is 0.305 and these numbers indicate that almost 30 percent of changes in entrepreneurship are determined by the metacognitive dimension. At the next step, the motivation dimension was added to the regression equation. The multivariate correlation coefficient of the second entry was equal to 0.611 and its determination efficient was also equal to 0.374. This value of square correlation coefficient indicates that almost 37 percent of changes in entrepreneurship are addressed by motivation and

metacognition. This shows a 7% raise in total shares. In addition, at the next step, the dimension of behavior was added to the regression equation. Its multivariate correlation coefficient and determination coefficient are respectively equal to 0.641 and 0.411. These numbers indicate that almost 41 percent of changes in entrepreneurship are simultaneously addressed by metacognition and motivation and behavior. Here another 4% increase in total shares is evident. Finally, the fourth step, the dimension of cognition with was added to the regression equation with its correlation coefficient of 0.679 and determination coefficient of 0.461. These numbers indicate that almost 46 percent of changes in entrepreneurship is simultaneously addressed by all dimensions of cultural intelligence. Therefore, with respect to table 4, metacognition, motivation and behavior and cognition are able to anticipate entrepreneurship among employees.

**Table 4**  
***Multivariate correlation coefficient and determination***  
***values in multivariate regression analysis***

model	Multivariate correlation coefficient	Determination coefficient	Standard error	Durbin Watson
1	A – 0.552	0.305	6.391	1.706
2	B – 0.611	0.374	6.093	
3	C – 0.641	0.411	5.938	
4	D – 0.679	0.461	5.706	

*Anticipator (s): Metacognition*

*Anticipator (s): Metacognition, motivation*

*Anticipator (s): Metacognition, motivation, behavior*

*Anticipator (s): Metacognition, motivation, behavior, cognition*

## DISCUSSION AND CONCLUSION

Results of this research have shown that there exists a significant relation between cultural intelligence and organizational entrepreneurship or it can be expected to directly witness the increasing occurrence of entrepreneurial features through amplification of cultural intelligence. The most important point in constitution of relations and communications, is to find common grounds and stress on them. The casual relationship between cultural intelligence and entrepreneurship indicates that employees of private organizations usually experience high frequencies of intercultural interactions and it is through increasing their cultural intelligence that they can penetrate the inner layers of other cultures. Results of this section are consistent with the results of majority of previous researches. For instance, the findings of the study performed on medium and small firms in Iran's Oil Industry also indicate the presence of a causal relationship between dimensions of cultural intelligence and entrepreneurial behaviors such as innovation and recognition of opportunities [14]. Results of this research have however indicated that there exists a significant and meaningful relation between employees' motivational intelligence and entrepreneurship in sports association boards of Kurdistan province. Results of this section are consistent with the results obtained by Sattari (2011, 16) and Abbasi (2014, 17). With respect to the fact that

motivational cultural intelligence indicates an individual's interest in testing other cultures and interacting with people from different cultures. On the other hand, individuals are only capable of having intercultural interactions if they have high levels of motivation and self-confidence as well as belief their own capabilities. Other results of this research have indicated a significant relation between metacognitive cultural intelligence and entrepreneurship in sports association boards of Kurdistan province. Guilani Nia et al. carried out a research and concluded that there was a significant relation between cultural intelligence and entrepreneurship. They also concluded that employees with higher cultural intelligences, have higher potentials for entrepreneurship in organizations. There is no significant difference between cultural intelligence and entrepreneurship among male and female employees in Kurdistan province's sports association boards was observed. With respect to results of this research, a few applicable suggestions are provided for managers and authorities of organizations, especially sports association boards through the province of Kurdistan. These suggestions include: Establishment and management of non-governmental organizations in Iran, as a result of several difficulties and the issue of interacting with different cultures, usually requires high levels of efforts and commitment and having special communication skills. Therefore, if in such organizations, the entrepreneur possesses a suitable amount of cultural intelligence, then he or she will

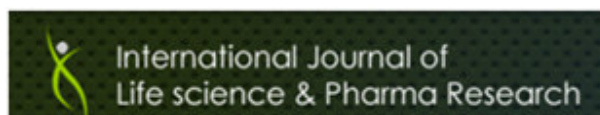
be able to foresee the sources of emergence of cultural conflicts before they occur. In addition, cultural intelligence increases employee's cultural sensitivities and instead of judging the goodness or badness of different cultural behaviors, makes them ready for acceptance of these behaviors. In this regard, with their experiences and motivations, employees will be able to display behaviors that are crucially appropriate for the arisen circumstances. For the purpose of promotion of employee's entrepreneurial intents, there should be expert entrepreneurship courses being held in organizations and also experienced masters and

instructors should be used the context of education regarding entrepreneurship. Regarding the choice of educational methods for entrepreneurship education courses, practical methods should be employed and also the educated content must be according to employee's interests as much as possible. For the purpose of development and support of entrepreneurship culture, regular seminars and workshops should be held in organizations and also successful businessperson should be invited over to express their own experiences and thoughts.

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# **INVESTIGATION THE EFFECT OF MARKET ORIENTATION, SOCIAL MEDIA MARKETING AND INTERNATIONAL EXPERIENCE ON GLOBAL MARKETING STRATEGY AND COMPANY PERFORMANCE**

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## **ABSTRACT**

This study was aim to determine the role of Market orientation and global marketing strategy on company performance with the relationship between market orientation and global marketing strategy and how International experience effect on global marketing strategy and company performance with the use of Social media marketing. In this study, 219 top business and marketing managers in professional software producer companies were examined. Findings from the research sampling support the hypothesis that market orientation, international experience, and global marketing strategy and social media marketing have positive effect on company performance.

**Keywords:** Global Marketing Strategy, Social Media Marketing, Market Orientation, International Experience, Company Performance, International Markets.

## **INTRODUCTION**

Present, most of companies are trying to be active in global markets. By the use of marketing strategies, they can be more successful in global trading. Researches of global marketing strategy-performance got a vast domination of international companies. All the same, what are most important variable to be more active in global markets between different internal and international competitors. According to global marketing strategies and its positive effect on company performance [3] we can suppose more effective elements such as social media [2]. Also we observe the lack of influential important variable to be more active in global marketing. The importance of other elements cannot be visible. The market

orientation and social media marketing with the international experiences in global marketing strategies cause some gaps in other researches. The execution of a company can be affected of more special elements and strategies according to the marketing orientation. So, in the current research we try to examine and test some important covariant such as market orientation, international experience of a company and the new variable, social media marketing effects on global marketing strategies and company performance.

## **RESEARCH BACKGROUND**

The market orientation is assumed as a marketing concept [11, 14]. Market orientation involves a set of behaviors, according to the customers' needs and

demands. The extent of the obtained external information that is distributed in the company. According to researches market orientation can make the company performance to be improved [16, 6, 19]. Still, we have not enough consistent and conclusive empirical evidence for the global market orientation effect on performance that is a serious issue. Also Kohli et al., [12] claim that in those years, there had been interested researchers in the market orientation concept so they thought that this can be a useful way to assume marketing by its concepts in the orientations and strategies can be created across of them. Most scholars included a number of variables do not get specific activities and behaviors to represent a market orientation. To find out the market orientation in a business unit, a lot of in house market research should be done and customers should be met at least once a year to find out what products they all need. All changes in the business environment on customers are always reviewed. In business units, data on customer satisfaction are disseminated at all levels and interdepartmental meetings to discuss market trends and development.

### **TERMINOLOGY OF MODEL**

Main features of company products are standardization across major markets in the world and the promotion executives vary from one country to another one. The core products pricing can be standardization and similar channel structure developed for distributing any product in different country markets. According to Griffith et al., [22], the existing theoretical foundations of standardization is centered on the perceived of movement toward homogeneity. Therefore, the consumer homogeneity is an important issue and the dimensions of marketing strategy go beyond a consideration by the customer. However, competition plays a critical role in the marketing strategy development and consequently in decisions on the marketing strategy standardization. Researches about marketing strategy standardization benefits and costs, has been preceded in different ways [9]. The main way in favor of standardization was that the forces of globalization driven by technology were homogenizing markets and that

marketers needed advantages by following standard marketing strategy. Marketing strategy directly impact to the export performance [17]. However, we have the lack of enough researches on antecedent factors association with global marketing strategy, the link of global marketing strategy and export performance has not yet been clearly established. If standardized marketing strategy would not be provided in value to the market, it is less likely to increase company sales. The marketing strategy would unable to increase sale across the standardized marketing strategy that inefficiently employs company critical resources.

### **PROPOSED MODEL AND RESEARCH HYPOTHESES**

However, the global marketing strategy adaptation meets local consumer needs and wants can make company performance effective [15, 10]. And it is evident that the relationship between the adaptations of elements of marketing strategy with increased performance. According to Cavusgil and Zou [5] there is a positive relation between marketing strategy and firm performance and about adaptation of international strategies and performance relationship present the effectiveness of the global marketing strategy. The global marketing confirm that a market orientation lead to sustain and can improve the execution there should be evidences of the linkage between market orientation and performance [16]; [27]. Therefore:

#### ***H1: Market orientation has positive effect on performance.***

Marketing strategy creativity is as important component of marketing strategy. So, marketing strategy creativity in the marketing strategy frame can enhance effectiveness of company performance. So, scarce company resources can be directed for marketing strategy factors that are for enhancing the performance and marketing plan of action can be used to the dimensions with most conducive fulfillment of international aims. The company marketing strategies can be adjusted by some critical factors. Researchers argue many researches indicate that standardization of global marketing strategy reduces costs by spreading

costs over a greater number of markets, so by reducing average costs, the theoretical linkage is that lower costs can be achieved across increased effectiveness. Global marketing strategy assume as a critical factor in determining a firm's performance in global marketing. However, some researchers assume the different dimensions of global marketing strategy [24, 28].

**H2:** Global marketing strategy has positive impact on performance.

According to competitive advantage theory of a company and its assumption of heterogeneity of the resources, it can be assume as company strategy [26, 27]. Withal, the market orientation would be a critical resource of the company cause of its linkage to marketing strategies.

**H3: Market position has positive effect on global marketing strategy.**

The international experience in global markets has a immense importance. International companies that have experiences identify markets to penetrating in and responding to changing environment, and get the profit of the differential [23]. It is an international operation that enables companies to have better markets [7]. According to the importance of firm's resources they all come out of performances, culture of the company and international experiences. International experience assume as a company global strategy. An international company strategy is for active in marketing operations, that companies with no activity are not successful enough [8]. These international companies are trying to identify markets and to respond to changing global markets environments to improve their performance in the global areas.

**H4: International experience has positive effect on global marketing strategy.**

Other departments are informed when one department finds out information about competitors and a great deal of international experience are possessed by business unit. According to the international experiences in global companies [21] they are likely to search for global standardization in their marketing operations [8]. According to other researches, performance and companies' international experience have the positive relationship [4] and the international experience on a firm's performance is a positive effect [5]. Thus:

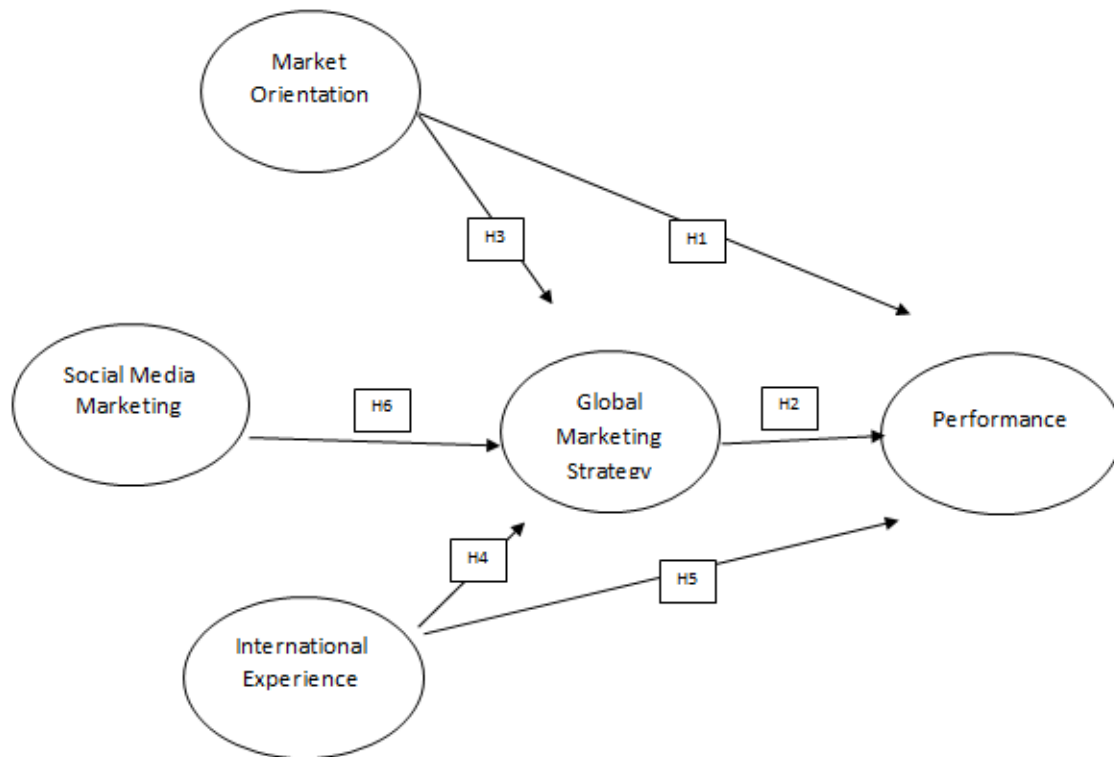
**H5: International experience has positive effect on performance.**

Global companies can customize the social media marketing to make themselves diversified by product, pricing, and distribution strategies (4Ps). Although, other marketing strategies such as social media used in marketing are present to managers generally and to international marketers and particularly for their strategies. Social media marketing as a passage and content disseminated through interactions between individuals and organizations [13]. With the assumption that consumers create much more the value-added content to social media, and their networks that constitute the social marketing of the company. Therefore, it is important to anticipate the social media as a marketing strategy tool in global marketing. The global marketing strategists would be effective and useful when social media marketing is proposed to the company in international scope. Cause of the social media marketing use of technology function in the age, so macro issues tend to be interpret ended in local (culture) and international area as a marketing strategy to enhance the performance of company in international era.



*H6: Social media marketing has positive impact on global marketing strategy.*

**Figure 1**  
**Conceptual Model**



## RESEARCH METHODOLOGY

This study focused on high tech market in Iran. For this purpose, we choose business software industry like ERP software, CRM software and financial software. This study finds some leader and pioneer companies in the industry. After that, we went to top managers in these companies, who are responsible for macro decision in marketing programs. The questionnaires sent for Chief Marketing Officers (CMO), executive managers, Marketing Managers, SBU's Managers and Marketing Strategists. The questionnaires sent physically and via email. Before this, we contact to the CEO of companies and make an agreement for distributing questionnaires. The CEO introduces that managers and we could sent the questionnaires for them. This study using Survey method and the questionnaire designed in 34 items for measuring variables of the study. The items adopted from Jaworski and Kohli [12], Baker

and Sinkula [1], Wu [27], Slater, Hult and Olson [25] and Berthon, Pitt, Plangger and Shapiro [2]. All Items were statement on seven-point Likert scales. Table 2 shows the details.

## DEMOGRAPHIC FINDINGS OF RESEARCH

In the first step, a pilot study was run that validate the items. Then, the questionnaires sent for top Business and Marketing managers in professional Software producer companies. Finally, we received 219 responses. In these companies, men have managerial position more than women (about 77%) do. Most of them have more than forty years old (about 69%). Also 55 percent was married. One-sample Kolmogorov-Smirnov test approved that the data have normal distribution. Generally, the questionnaires of this study view the global marketing strategy as a multi-dimensional construct with multiple items for each dimension.

### **MODEL FITNESS AND MEASUREMENT TOOLS**

Data collected was analyzed with Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). This study employed LISREL 8.80 for analyzing data. Results show the theoretical model has good fit ( $\chi^2=228.17$ ,  $df=216$ ,  $p=0.00$ ,  $RMSEA=0.068$ ,  $CFI=0.82$ ,  $GFI=0.91$ ).

### **RELIABILITY OF QUESTIONNAIRE**

Thus, the measurement structure of 5 factors and 34 Items produced satisfactory fit statistics. All standardized loading are high and t-values are significant. All standard errors are acceptable. Cronbach's alpha confirm reliability, all of variable is acceptable (more than 0.75). See table 1.

**Table 1**  
***Cronbach's alpha***

<b>Construct</b>	<b>Cronbach's alpha</b>
International Experience	0.789
Social Media Marketing	0.854
Market Orientation	0.862
Global Marketing strategy	0.799
Performance	0.869
<b>Overall</b>	<b>0.841</b>

### **INVESTIGATING AND TESTING THE STRUCTURAL MODEL**

As expected, H1, which describe a relationship between market orientation and performance, was significant ( $t= 8.21$ ,  $p=0.02$ ). The model support the effect of global marketing strategy on performance ( $t= 12.02$ ,  $p=0.01$ ). Therefor, as H3 linked market orientation and global marketing strategy, results show it is significant ( $t= 13.13$ ,  $p=0.00$ ). The positive effect of international experience on global marketing strategy (H4) found significant too ( $t= 15.66$ ,  $p=0.00$ ). The results showed the positive effect of international experience on global marketing strategy ( $t= 6.69$ ,  $p=0.04$ ). Finally, social media marketing have significant and powerful effects on global marketing strategy ( $t= 29.02$ ,  $p=0.00$ ). Therefore, the results support all

hypothesis of the study and the paths are all significant. That means these results support theoretical framework and thus, this study can predict the influential factors on global marketing strategy and performance.

### **THE AMOUNT OF EXPLAINED VARIANCE:**

This study tested the hypothesis using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The results support all hypotheses. That means market orientation; social media marketing and international experience have significant effects on global marketing strategy. In addition, market orientation, global marketing strategy and international experience are effective on performance. Table 3 shows these results.

**Table 2**  
***Factor Analysis***

Variables/Items	Mean	Standard Coefficients	Path	Sources
<b>Market Orientation</b> (from Strongly disagree to Strongly agree)				
1. We do market research in this business unit.	3.5	0.75		
2. We have a meeting with our customers every month.	3.6	0.85		
3. We consider potential changes in customer's environment.	3.5	0.69		
4. In this business unit, the customer satisfaction data leverage in all level.	4	0.64		Jaworski and Kohli [12], Wu [27]
5. We analysis market trends in our meeting in this business unit.	3.9	0.74		
6. When a department found some information about competitors, share it quickly to other.	3.2	0.79		
<b>International Experience</b> (from Strongly disagree to Strongly agree)				
7. We have great experience in international business and marketing.	3.3	0.72		
8. We are active in many foreign markets.	3.6	0.76		Baker and Sinkula [1]
9. In the history of our company, you can fine many international movements.	3.8	0.89		
<b>Global Marketing Strategy</b>				
<i>Global marketing adaptation</i> (from Strongly disagree to Strongly agree)				
10. Our products are adopted in global markets standards.	3.6	0.71		Wu [27]
11. Our pricing strategies is standardization.	3.5	0.80		
12. Our distributing channels structure can be run in global markets.	3.5	0.69		
<i>Coordination of marketing activity</i> (from very high to very low)				
13. How is your promotional campaigns development?	4.1	0.80		
14. How is your pricing decision coordination?	4	0.88		Baker and Sinkula [1]
15. How is your distribution activities coordination?	3.8	0.85		
16. How is your after sale services coordination?	3.9	0.82		
<i>Integration of competitive action</i> (from Strongly disagree to Strongly agree)				
17. We use resources from other countries for managing our international campaigns.	3.9	0.79		Wu [27]
18. Our competitive movement across international markets are coordinated.	3.7	0.88		
<i>Marketing strategy creativity</i> (from Strongly disagree to Strongly agree)				
19. Compare to our competitors, our marketing strategy is dull.	2.8	0.74		
20. Compare to our competitors, our marketing strategy is unique.	4	0.78		
21. Compare to our competitors, our marketing strategy is innovative.	3.6	0.87		Slater, Hult and Olson [25]
22. Compare to our competitors, our marketing strategy is usual.	3.1	0.83		
23. Compare to our competitors, our marketing strategy is nothing special.	3.1	0.83		
24. Compare to our competitors, our marketing strategy is revolutionary.	3.4	0.79		

25. Compare to our competitors, our marketing strategy is novel.	3.6	0.76	Berthon, Pitt, Plangger and Shapiro [2]
<b>Social Media Marketing</b> (from Strongly disagree to Strongly agree)			
26. We use social media marketing campaigns in our international marketing strategy.	3.9	0.73	
27. We use social media context for implementing our global marketing programs.	4.4	0.91	
28. We use content marketing.	4.2	0.92	
29. We believe social media marketing is an effective part of global marketing strategy, because it is accessible in all markets.	4.5	0.88	
30. We want to focus on social media to engaging our global customers.	4.4	0.89	Wu [27]
<b>Performance</b> (from very high to very low)			
31. How many approved patent relative to major competitors do you have?	4.1	0.85	
32. How is your success rate relative to major competitors?	3.8	0.83	
33. How is your introduction rate relative to major competitors?	3.6	0.70	
34. How many of your products are top of the markets?	3.6	0.81	

**Table 3**  
**Results of the study**

Structural Paths	Overall	Standard Path Coefficients	t value
H1: market orientation → performance	Supported	0.47	8.21
H2: global marketing strategy → performance	Supported	0.55	12.02
H3: market orientation → global marketing strategy	Supported	0.58	13.13
H4: international experience → global marketing strategy	Supported	0.44	15.66
H5: international experience → global marketing strategy	Supported	0.47	6.69
H6: social media marketing → global marketing strategy	Supported	0.65	29.02

## IMPLICATIONS FOR PROJECT MANAGEMENT

In our study, complex of market orientation and global marketing strategy to the corporate performance, and also the international experience and social media marketing were examined and tested to evaluate how they can help a firm to expand its global marketing [27]. This model provides a vast basis of global strategy conceptual model creation. On the other hand, the global marketing strategy [22] has a positive and significant effect on a firm's performance that is same as past studies [3, 27, 24]. Also this research provides an overview of the global marketing. According to the findings of the research global marketing strategy is based on market orientation

with international experiences that is same as past researches [20, 27, 21].

## CONCLUSION

In fact companies with market orientation and international experiences with the appliance of social media marketing can get the best perspective of global standardization strategy in the world across other competitors [2]. The results shows company's international experience positively effects on its global performance and marketing strategy [4, 27]. So, what makes this study diversified from other researches is the use of social media marketing that can positively impact to corporate performance. The factor makes a company worldwide and increases its fame across

the world. Managers can apply different ways of social marketing in different countries and marketing their business with international market researches. Thus, with international and global experiences, a company will be able to have global strategic position that would improve global performance.

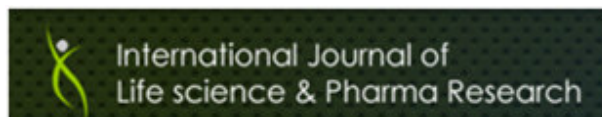
In reality, strategic social media marketing could be improved in global businesses worldwide, and with strategic performance of a company managers should pay attention to have their own market orientation and improvement of their performances to fix their attractiveness to various foreigners and technology. For most companies reach to competitive

advantages in global marketing would enough globally but they should try to competitive activities to acquisition of regions and markets. For further researches, other factors and items could be tested as an important factor that impact to global marketing strategy of a company which would appear its global orientations and market orientation with some strategic performances in international that would lead to get international experiences all around the world regions. Still the lack of information of the international businesses can be amazing to apply the technological ways to promote a company worldwide.

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# THE EFFECT OF CONSUMER AWARENESS ON CONSUMER ETHNOCENTRISM AND LOYALTY REGARDS TO THE FUNCTIONS OF INTERNATIONAL BRANDS

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## ABSTRACT

The aim of this study to examine the relationships among consumer awareness, ethnocentrism, and loyalty in accordance with the functions of international brands. Our samples were 275 hypermarkets customers that randomly intercepted while shopping in famous hypermarket using an interviewer-administered questionnaire. The structural equation modeling technique was used to test the model. The results show that consumer awareness positively influences consumer ethnocentrism, while consumer awareness influences consumer loyalty. The results also reveal that consumer ethnocentrism influences consumer loyalty in a positive manner. We recommend that marketers consider consumer awareness, ethnocentrism, and loyalty with brand functions in order to design marketing programs.

**Keywords:** Consumer Awareness, Consumer Ethnocentrism, Loyalty, Brand Functions.

## INTRODUCTION

The increasing of internationalization has climaxed in an increased motion of products across national borders [1-2]. The increased cross-border movement of products has strengthened contention in the international sector. Consequently, it has become a matter of vital for marketers to perceive their target marketplaces in this highly competitive international marketing environment [3-4]. Consumer loyalty is consumer attitudes on particular brands preference from prior use and shopping experience of a product [5-6], and it can be measured from repurchase ratio on a same brand. Assael [7] 1998 defines that loyalty is that consumers satisfy their past experience in use of the same brand and incur repurchase behavior. Loyalty means preferences that

consumers will not consider other brands when they buy a product [8-9].

## RESEARCH BACKGROUND

More scholarly focus has concentrated on consumer behavior studies, with a particular force on consumer ethnocentrism and attitudes toward import products [10-13, 1-3], as well as consumer loyalty [14-17], and the quality- and identity signaling functions of local brands to have direct effects on local brand choice. The relative importance of these brand functions in anticipating local brand purchases is important, particularly to managers interested in improving special aspects of their brands. Investigation in both developing and developed markets showed that, quality is perceived as a more important consideration than personal identity

[18-19] (Özsomer 2012; Strizhakova et al. 2008). While there has been a lack of focus on the causal relationships among consumer awareness, ethnocentrism, loyalty, and functions of brand (quality and identity).

## **TERMINOLOGY OF MODEL**

### ***CONSUMER AWARENESS***

Awareness and knowledge has become critical element in changing the attitude and behavior of consumers towards products, which in turn is required to make the growth in the markets [20-21]. Several studies has been reported the knowledge, awareness, attitude and behavior of consumers towards products in both developed and developing countries [22-23]. It has been argued that the consumer awareness & knowledge as well as consumption of products are significantly higher in developed countries rather than to developing countries. Many studies show that consumers' awareness and knowledge impose significant influence on different types of effective consumers' behaviors [24-32]. For example, Hartlieb and Jones [25] emphasize the importance of ethical labeling for humanizing business images. The function of ethical labeling is to saliently develop the ethical qualities into product characteristics so that consumers become aware and have knowledge on the important aspect which are expected to influence consumers' decisions or behaviors. Interim, Dommeyer and Gross [32] examines the role of consumers' awareness and knowledge in the area of consumers' private information invasion by direct-marketers. Their findings show that male and younger people have more awareness on privacy-related laws and practices. As argued in the marketing literature, consumers with comprehensive knowledge (here-after referred to as 'professionals' or 'experts') have a greater capacity for processing promotional messages [33-36]. The research findings present that professionals and non-professionals (here-after referred to as 'non-professionals' or 'novices') variously evaluate products and services, even though they may

sometimes use the same sets of information [37-38]. There are many perspectives to conceptualize consumer knowledge [39-40, 33-34]. Some academics hint to the different dimensional of this phenomenon shows that its impact on consumer behavior largely depends on how it is operated [34-41]. Consumer awareness is associated with the scope of which consumers are aware of their rights and responsibilities in the marketplace [42]. Consumers who are aware of their rights and responsibilities make conscious purchase decisions and are protected against exploitation by businesses. As consumers become aware of their rights and responsibilities, they become a force to be reckoned with in the development and provision of goods and services. As they complain and seek redress, consumers play a significant role in any economy [43]. More so, the knowledge of consumer awareness enables policy makers to develop sound product policies that ensure that products are labeled correctly, that consumers can understand important information presented in advertising, or that minority groups are not disadvantaged [44].

### ***CONSUMER ETHNOCENTRISM***

Ethnocentrism indicatives are as view of all other groups, except of one's own group. It can be seen in various aspects of daily life, in politics and social life (the situation in former Yugoslavia is a recent horrible example of the potential consequences of ethnocentrism), but also in economic and commercial environments when consumers are reluctant to using services provided by foreign companies as they fear this could harm the local economy. Consumer ethnocentricity is a phenomenon that influences consumer behavior, and therefore, has important marketing implications for companies operating in international markets or companies that are considering internationalizing. Consumer ethnocentrism is associated with whether or not the foreignness of a product impacts the preferences of consumers to that particular product. It explains consumer opinions about the congruence or morality of buying foreign-made products [45].



Ethnocentric consumers attracted towards assess foreign-made products unfavorably while blindly admitting locally made products. Such consumers may even protest foreign-made products simply because the products are “foreign.” However, non-ethnocentric consumers evaluate products based on merit regardless of their country of origin [46-45]. Recent research has linked the country of origin effect to levels of consumer ethnocentrism. Consumer ethnocentrism concentrates on the accountability and morality of buying foreign-made products and the loyalty of consumers to products manufactured in their home country [45]. Sharma et al. [47] suggest that consumer ethnocentrism may result in an overestimation of the attributes and overall quality of local products and an underestimation of the quality of foreign products. Murdock 1931 [48] made the observation that ethnocentrism is not only applicable to “tribes and nations” but “reveals itself in all kinds of social groups, developing into family pride, sectionalism, religious prejudice, racial discrimination, and patriotism” [47]. The distinguishing feature of ethnocentrism lies not as much in the development of an “in-group” pride as in its equal contempt for out-groups and portrayal of “out-groups” as the “anti-thesis” [49]. Lewis [50] claimed that ethnocentrism is “a universal phenomenon that is rooted deeply in most areas of inter-group relations” [47]. Some authors even argued that ethnocentrism is a part of human nature [51].

### ***PROPOSED MODEL AND RESEARCH HYPOTHESES***

The development of the concept of consumer ethnocentrism dates back to the primary work of Schooler [52]. His work sought to show one of the oldest concerns of marketers. Marketers had always wanted to know whether or not the imported product would influence consumer preferences toward that particular product [53]. Accordingly, the term consumer ethnocentrism was presented by Shimp and Sharma [45]. They derived this concept from the general concept of ethnocentrism, which describes

“the universal proclivity for persons to view their own group as the heart of the universe, to interpret other people from the perspective of their own group, and to reject individuals who are culturally dislike while blindly admitting those who are culturally like themselves”. As such, individuals within a group treat themselves and their behavior as the benchmark. People outside their group are regarded as outcasts. Thus, members who belong to different cultures are refused, while those belonging to the group or similar cultures are entirely admitted [45]. Similarly, people with ethnocentrism consider their group beyond the others. In the context of consumer behavior, local products are concerned with in-groups and are thus assessed favourably, while foreign products are associated with out-groups and hence are evaluated unfavourably [54-55]. Due to literature that mentioned above, we present our first hypothesis: H1: consumer awareness will have a significant positive effect on consumer ethnocentrism.

### ***CONSUMER LOYALTY***

Loyalty refers to the degree to which customers intend to repeat their purchases in the future, express a positive willingness toward the provider, and consider this provider the sole option for future transactions [56-58]. Among the academic and professional fields, interest is growing in identifying the elements that influence consumer loyalty with developing the most suitable market action strategies [59-61]. From this consumer viewpoint, consumer are loyal because they really wish to keep the relationship [62, 16]. The service providers make efforts to increase customer loyalty including pleasing customers, providing them with perfect satisfaction [63-64] or setting up switching barriers [65-67]. Day 1969 [68] found only weak evidence that repeat protection, measured as share-of-category purchase, was concerned with consumer features and showed that this was because many behaviorally loyal consumers were affected mainly by chance and routine rather than by preference. Day [68] suggested that attitude to the product would

distinguish the deliberately based *truly loyal* consumers from the *spuriously loyal* consumers whose retention arose from comfort, environmental pressure, or habit. Chen and Ching [69] suggested that loyalty comprises of two dimensions and they are behavior and attitude. The behavior dimension is featured by consequential actions resulting from loyalty, while attitudinal dimension refers to formative behavior as commitment. More importantly, the consumer's attitude toward a product or service including attitudinal preference and commitment has a greater effect on forming loyalty. Loyalty therefore, is desirous by all business managers as it has established that it is cheaper to retain a consumer than to win a new one [70]. Loyalty is associated with consumer attitudes toward the product or brand. The attitude determines the extent to which the consumer is committed to the product or brand [15, 71]. Consumer loyalty statements as a favorable attitude (declared as a commitment) and repeat buying behavior toward a particular product or brand. It is core of the development of strategy, especially in consumer marketing because loyal consumers engage in repeat purchasing regardless of situations. This increases the firm's revenue, reduces marketing costs, and increases the firm's leverage to respond to actions of its competitors [71-76]. However, as time improved, the domain of loyalty increased to include other forms such as store, vendor, service, and place loyalty [71-60]. Similarly, many authors agree that consumers exhibit loyalty toward objects such as brands, stores, or services [14, 17, 73]. Consumer loyalty plays a significant role in marketing. As such, the concept has been given much attention since the 1950s as the theory of consumer behavior developed [14-17]. There is a general comprehension that consumer loyalty increases firm performance. It decreases marketing and operational costs because retaining existing consumers is cheaper than attracting new consumers. Consumer's loyalty also results in repeat purchases, which also increases revenue for the organization. Accordingly, the profitability of the organization is increased [15,

17, 74, 77]. According to the literature mentioned above, we present our second and third hypothesis in this way: H2: consumer awareness will have a significant positive effect on consumer loyalty. H3: consumer ethnocentrism will have a significant positive effect on consumer loyalty.

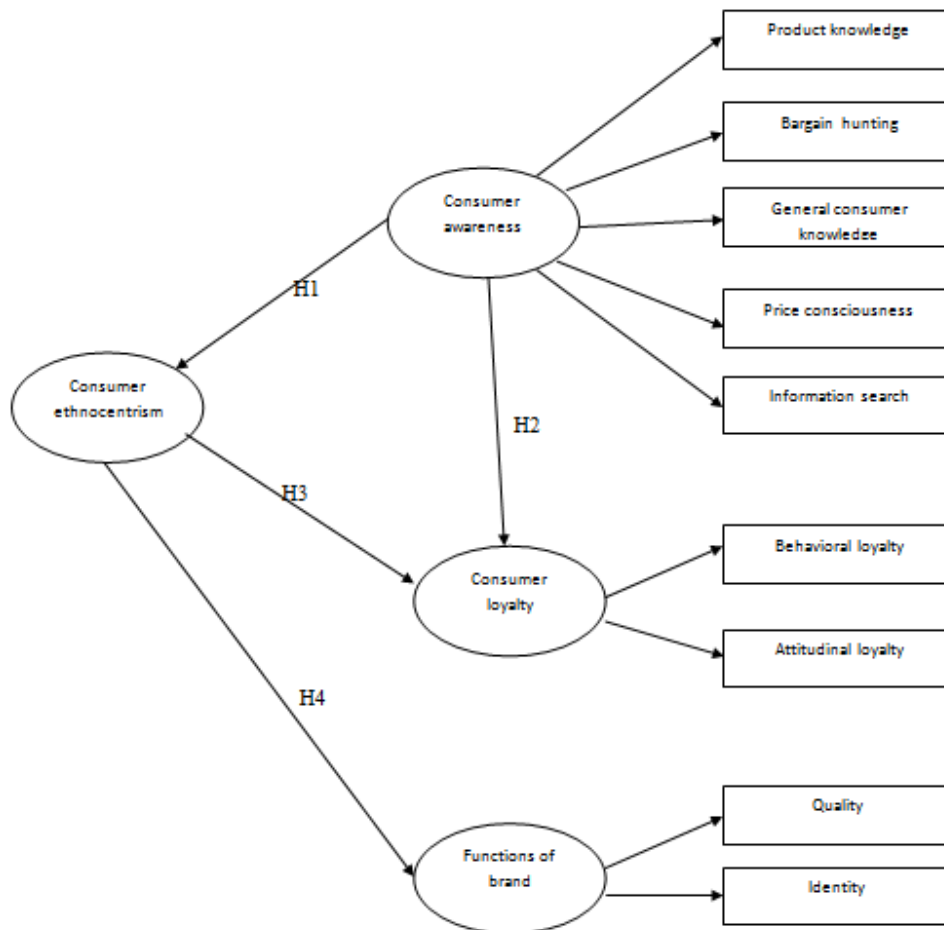
### **FUNCTIONS OF BRAND**

The quality and identity signaling functions of domestic (compare to global) brands to have direct effects on domestic (compare to global) brand preference. The importance of these brand functions in predicting local brand purchases is important, particularly to managers interested in advancing special aspects of their brands. Research in both developing and developed markets has provided evidence that, in general, quality is realized as a more important consideration than personal identity [18-19]. Yet when comparing the relative importance of the quality function versus the identity function of domestic brands, we note that people have historically perceived domestic brands as having lower quality, and their prestige as alternatives to global brands lies in their local identity associations with culture and traditions. Consumer ethnocentrism is a central construct in the discussion of consumer purchase of local brands, and theory has suggested that a strong nationalistic sentiment related to the morality of purchasing foreign versus locally made products will result in increased preferences for local brands [45]. In fact, grounds of many body has documented this positive effect of consumer ethnocentrism on domestic brand preferences [78-79], preference for local products [80-81], and rejection of foreign brands [82] or brands originating in animosity-evoking countries [83]. Compatible with this local orientation, Verlegh [84] shows that ethnocentric consumers believe that local domestic brands are of higher quality than foreign brands, and similarly, Kumar, Lee, and Kim [85] reported that ethnocentric consumers have more favorable perceptions of both the quality and emotional value of a local apparel brand. The extrapolation of the theoretical underpinnings of consumer

ethnocentrism leads us to expect that the importance of domestic brand functions related to quality and identity will be stronger for more ethnocentric consumers, and similarly, consumers with stronger

ethnocentric sentiment will be more likely to purchase domestic brands. Therefore: H4: consumer ethnocentrism will have a significant positive effect on Functions of brand.

**Figure 1**  
**Conceptual model**



## RESEARCH METHODOLOGY

We used previous studies for designing the questionnaire. This study uses survey method and 26 items measuring our four variables. All items adopted from Makanyeza [86], Rousseau and Venter [42] and Strizhakova and Coulter [87]. This study distributes the questionnaire in Hypermarkets in Tehran city. These hypermarkets developed in last decade in Tehran and they have global retailing structures. That means they distribute international retailing brands. Therefore, because this market is

strong with internal Iranian brands, we can see a very competitive atmosphere. So this market can be a place for challenging between local brands and foreign brands. Participants selected randomly. All 26 items measured in seven-point Likert scale (from strongly disagree to strongly agree).

## MODEL FITNESS AND MEASUREMENT TOOLS

We used pilot study for finding validate item. After the questionnaire distributed in hypermarkets Cronbach's alpha confirmed reliability of the

questionnaire (more than 0.75 for all variables and is overall 0.81). Finally, 275 functional responses were received. Most of them were female (about 71%). Age distribution of participants focused the range of 35 to 55 (about 58%). Sixty-nine percent of them were married. Also forty-nine percent of them have bachelor university degree and thirty-three of them have master and PhD degree. We use one-sample Kolmogorov-Smirnov for approving normal distribution. Data analysis conducted with Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). In addition, we employed LISREL for implementing data analysis. The model of study has very good fit ( $\chi^2=428.17$ ,  $df=271$ ,  $p=0.00$ ,  $RMSEA=0.064$ ,  $CFI=0.76$ ,  $GFI=0.88$ ). Hence, the results confirm paths between 4 variables and 26 items of the study. All standard errors, t-values and standardized loading are significant. Table 1 shows the details.

### **INVESTIGATING AND TESTING THE STRUCTURAL MODEL**

After data gathering, data analysis had start. First hypothesis that linking consumer awareness and consumer ethnocentrism, was significant ( $t= 21.33$ ,  $p=0.00$ ). In addition, H2 describe a relationship between consumer awareness and consumer loyalty, results approved that relationship was significant ( $t= 28.41$ ,  $p=0.00$ ). The positive effect of consumer ethnocentrism on consumer loyalty (H3) was significant ( $t= 17.20$ ,  $p=0.00$ ). Finally, the last hypothesis of the study that linking consumer ethnocentrism and Functions of brand was significant ( $t= 19.69$ ,  $p=0.01$ ). So all hypothesis of the study was supported. That means the results has shown fully support in the study predictions.

**Table 1**  
**Variables and Items**

<b>Variables/Items</b>	<b>Mean</b>	<b>Standard Path Coefficients</b>
<b>Consumer awareness</b>		
1. I always follow TV advertising up.	3.6	0.77
2. I try to do best deal.	3.5	0.76
3. I always compare the prices between two stores.	4	0.77
4. Choosing “Generic brands” is a good way for catching benefits.	4.2	0.80
5. Social media advertising can effect on my purchase decision.	3.4	0.76
6. I always share my information about products to my close friends.	3.2	0.77
7. I always compare some products before making my purchase decision.	3.5	0.74
<b>Consumer ethnocentrism</b>		
8. Iranian people should by Iranian products first.	3.3	0.81
9. When there is Iranian products, we should not purchase foreign one.	3.6	0.81
10. We should not purchase foreign products because it can put Iranian out of job.	3.5	0.79
11. Only, those products that unavailable in Iran can be imported.	3.4	0.78
12. A real Iranian should buy Iranian products.	3.5	0.77
13. I prefer support Iranian products even I should pay more.	3.6	0.77
14. I think buying imported products can decrease sense on nationality on	3.8	0.81

society.		
<b>Consumer loyalty</b>		
15. Imported consumer packaged goods are excellent.	4	0.79
16. Foreign consumer packaged goods have better quality.	3.9	0.78
17. Imported consumer packaged goods have better packaging.	3.8	0.79
18. Foreign products have better performance.	3.7	0.75
19. I often buy imported products.	3.8	0.81
20. I like Iranian products, but I think imported products is more useable for me.	3.6	0.82
<b>Functions of brand</b>		
21. I use local brands to express my personality.	3.3	0.79
22. I think choosing local brands can shows person personality.	3.2	0.78
23. Local brands make me honor.	3	0.83
24. I choose local brands because I want to make myself different.	3.3	0.81
25. I try to advertise local brand in social media.	3.5	0.79
26. Global bands (like Apple and Coca-Cola) can upgrade my prestige.	3.4	0.78

The results supported all hypothesis. That means consumer awareness has significant effects on consumer ethnocentrism and consumer loyalty. In addition, consumer ethnocentrism has effects on

consumer loyalty and functions of brands. We used Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) and LISREL 8 for gaining these results. Table 2 shows the results

**Table2**  
*Results of the study*

Structural Paths	Overall	Standard Path Coefficients	t value
H1: consumer awareness → consumer ethnocentrism	Supported	0.55	14.25
H2: consumer awareness → consumer loyalty	Supported	0.49	18.08
H3: consumer ethnocentrism → consumer loyalty	Supported	0.61	16.69
H4: consumer ethnocentrism → functions of brands	Supported	0.59	17.11

## CONCLUSION

According to the evolutionary of consumer ethnocentrism concept [52] imported product would influence consumer preferences toward that particular product [53]. Though, consumer ethnocentrism [45] to reject individuals who are culturally dislike while blindly admitting those who are culturally like themselves and individuals within a group treat themselves and their behavior as the benchmark. The people with ethnocentrism consider

their group beyond the others. In the context of consumer behavior, local products are concerned with in-groups and are thus assessed favorably, that imported brands are associated with out-groups and hence are evaluated unfavorably. In fact, members who belong to different cultures are refused, and on the other hand those belonging to the group or similar cultures are entirely admitted. Although, consumers are loyal because they wish to keep their relationships [62, 16], loyalty is associated with consumer attitudes toward the product or brand. The

attitude appears the extent to which the consumer is committed to the product or brand. That can increase the firm's revenue, reduce marketing costs, and increase the firm's leverage to respond to actions of its competitors. As time passed, the domain of loyalty increased to include other forms such as store, vendor, service, and place loyalty. Consumers with loyalty also results in repeat purchases, which also increases revenue for the organization. Though, the profitability of the organization would be increased [74-77, 14]. Yet when comparing the relative importance of the quality function versus the identity function of domestic (compare to global) brands, we get that people have historically perceived domestic brands in compare with international brands as having

lower quality, and their prestige as alternatives to global brands lies in their local identity associations with culture and traditions. Consumer ethnocentrism is a central construct in the discussion of consumer purchase of local brands, and the theory has suggested a strong nationalistic sentiment related to the morality of purchasing foreign in compare with locally made products will result in increased preferences for local brands.

According to this study ethnocentric consumers believe local domestic brands are of higher quality than foreign brands, and declare that ethnocentric consumers have more favorable perceptions of both the quality and emotional value of a local apparel brand.

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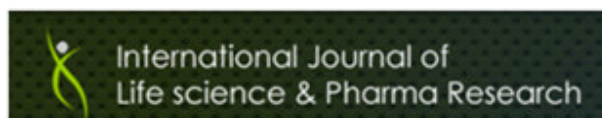
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## **THE IMPACT OF TRANSNATIONAL FEMINISM ON WOMEN'S MOVEMENT AFTER 1979 REVOLUTION IN IRAN**

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### **ABSTRACT**

This paper presents the results of a literature review in regard to how Transnational Feminism affected women's movement after 1979 Revolution in Iran. It explains historical roots of Parisianism verses Islamism. Iranians are not Arab and some of them consider Islam as a foreign import ideology. It also displays why Islam never succeeded to prescribe only Islamic identity to women and meantime why mullahs succeeded ending dictatorial regime of Pahlavi in Iran. Century's long challenge between Persiansism and Islamism led to 1979 revolution in Iran. Since then, fundamentalism, sharia based family laws, and patriarchal natures of theocratic regime, viewed by some scholars as main obstacles for feminism. Women's opposition to regime's controversial gender policies intertwined with their demand for democracy coincided with accelerating process of globalization and emergence of consequent transnational feminism. Proliferation of Information Technology made it possible for democratic values to influence and alter many women's perception on traditionalism and Islamism in Iran. Women's defiance of Sharia based Family Protraction Law began immediately after 1979 Revolution and grows stronger. Globalization and women's increased contact with outside world encouraged more confrontation with regime's ideological propagation. Women activists' are divided over how to pursue their feminism objectives. Islamists created their own feminism concept by reforming Sharia based Family Laws and secularist advocated replacing of democracy with Islamic theocracy. Another controversy surrounding feminism debates is pious Muslim women's deep attachment to religious values and traditional norms. They refuse secularism while Islamic ideologies stigmatize feminism. Transnational feminism increased women's consciousness over their own issues and Reformist's moderate approach to women's concerns which resulted in Conservative Hardliners to adopt anti-western policies promoting superiority of Islam over western democracy. The theoretical-methodological base for this paper is the works of well-known Iranian scholars like Mir-Hosseini, Esfandiari, Najmabadi, Keddie, Kian, Ghoraishi, Haleh, Paidar and Nayerah Tohid. Among the most internationally active and vocal feminists are Shahla Lahijani and Shirin Ebadi (The only Iranian women who won Noble Peace Prize). Historical comparison and database are consists of documents from the official sources associated with the subject. It also includes internet materials which deal with the experiences and conditions of the women's movement in foreign countries and respective gender-related affairs. Reports by international organizations including the United Nations, Local, regional and global NGOs' publications and websites have also been used as valuable resources. In conclusion it was found that, transnational feminism can transform women's passive resistance to loud massive protest against ruling power for justice and equality. Both Islamists and secularist women in Iran are persistent in their struggles for gender equality and their determination will not be weakened by any closed minded conservative individuals and authorities promoting restrictive gender regime, because the world become a global village with no ideological, cultural, economic boundaries.

**Key words:** Feminism, Transnational Feminism, Iranian 1979 Revolution.

## INTRODUCTION

For many decades, feminism has dominated every aspect of our consciousness. Women's century long demand for equality hasn't yet been materialized in most parts of the world, particularly in nondemocratic ruled nations. The hope for ultimate gender equality and freedom is what deeply bonded women throughout the world together. This bond goes beyond traditional relations, family and ethnic ties and ideological orientations. Every single aspect of woman's life is affected by global feminism. Women as citizens of global village are keen to take leadership of their own issues and activities at local- national and international levels. According to most social scientists transnational feminism is relatively new while the global feminism goes back to 17<sup>th</sup> century. This new trend is directly related to socioeconomic and socio-demographic changes at both local-national and international levels that led to the emergence of international feminist networks. In this context, it becomes necessary to prove that women's quest for equality and liberation is universal rather than just western. Infact, the historical perspective of feminism discourses in Iran prove that, there is a continuous linkage between century long feministic activities in Iran with international women's movements. Currently, globalization continues to influence women's gender views in Iran, alters their perception on issues such as, marriage, divorce, the custody of children, women's employment, Hijab and the sociopolitical partnership. While conservative hardliners is trying to close it's border to outside influences, revisionists are after reforming Iran's gender policies. Evidently global feminism, comprising feminist discourses, the international women's movement and transnational feminist networks has been very influential in the development of these changes and women's movements in Iran. Of course, there are many different kinds of philosophical and political obstacles to women's movements in Iran, secularist claim that, integration of religion with politics, traditionalism, patriarchal characteristic of Iranian society and sharia based gender policies account for major impediments for equality of men and women in Iran. Iran's gender policies based on sharia has

been challenged by secularists since its inception of 1979 revolution. Women's movement in Iran comprising, efforts to change their inferior socio-political status, family laws, to have freedom, democracy, economic improvements have been getting a lot of attention by national and international human rights organizations. To alter women's current situation in Iran women's activists has been following the foot step of western feminists which led to feminism activities in Iran being labeled, as western import. Another word, miss-conceptualization of feminism in Iran by few bias scholars that are trying to divert public opinion on real demands of women by characterizing feminism as western concept, a kind of approach which victimize Muslim women who dislike western cultural influences on their youngsters. Women of Muslim societies that hardly distinguish the theoretical differences between feminism with western culture is helping mullah's anti-feminism propagation. The leaders of Islamic regime in Iran have been advocating Islamic version of women's rights being competitive to secular feminism. Their views never perceived well by some of the modern Muslim women due to its ambiguity and oddness with new realities of women's life. One of the distinctive characteristics of 1979 revolution was unprecedented massive participation of women during the revolution. They were equally shared the burden of toppling Pahlavi's regime. Debates over women's condition intensified as Islamic regimes gender policies drafted based on Sharia.

## REVOLUTION OF 1979 HISTORICAL BACKGROUND

Iranian's multiple identity emerged throughout history as a result of Arab invasion to Iran 15 centuries ago. The confrontation of Islamism and Persianism has been center focus of historians for most part of 20<sup>th</sup> century in Iran. On one hand Iranian Kingdom tried to give Persian identity to Iranian nationals particularly during Pahlavi dynasty. They viewed Islamism as an obstacle to modernity and progress. Isolation of clerics and preventing them from interfering in state's affairs was critical to success of Pahlavi's modernization policies. Similarly, Islamists on the other hand, have

been very active in demonizing and labeling ruling monarchs as antireligious dictators protecting western interests. Islamic scholars like Ayatollah Khomeini (the funder of Islamic Revolution of 1979) an inflexible and outspoken individual who openly denounced Shah's legitimacy and had become a critical opponent of Pahlavi's policies. He was arrested and deported to Turkey after his stimulus anti-Shah speech in fall of 1964 and returned back to Iran as Supreme Leader of the Islamic Revolution in 1979. My study shows that, Pahlavi's despotic modernization process marginalized and stigmatized Muslim women who adopted pure Islamic identity for 15 centuries. Additionally Shah's pro-western modernization policies created social injustice and economic disparity. Because despite modernism that look very practical and promising, Shah's ambitious plans to become regional power distanced him from lower and middle class families. His armament race caused for serious diversion in economic "Grand Program" aimed to alleviate poverty and illiteracy. He could have had better inclusive socioeconomic policies to prevent public resentment and upcoming revolution of 1979. I believe people will only rise against ruling elites when their economic conditions are deteriorating, reaching to unbearable level. The revolution of 1979 was all about social injustice and poverty in a country that was blessed with huge oil revenues. In fact shah's deviation from religion and poor boosted mullah's anti-monarch programs particularly among politically illiterate Muslims that had deep respects for Islam. Mullahs did not challenge Shah's modernization policies but they attacked his anti-religious behaviors' that portrayed him as US puppet establishing proxy regime promoting Western's cultural values. Mullahs were very successful in their campaign against Pahlavi's monarchs during the revolution of 1979, because Islamism have created unique network of contact centers such as mosques, from where, they have managed to encourage religious people to rise against Pahlavi's regime. This was the key to solid mobilization of politically illiterate individuals to participate in Revolution of 1979. Women had played great roll in replacement of dictatorial monarch with theocratic regime. Whether it was a replacement of one dictator to another will depend

on individual's own interoperations of political Islam. In this process which did not take long secular women and pro-feminists targeted by newly formed theocratic regime that drafted its gender policy based on sharia. Manifestly, in light of women's growing tendency toward democracy and freedom their initial optimism and hope for western democracy tuned in to a great disappointment. First and for the most part, revolutionary's primary objective was to establish a democratic political system but in the process, Mullahs managed to steer flow of the revolution to their intended direction by successfully defining people's socio-political demands and values strictly in Islamic context, the platform of which set the foundation for Islamic political system in Iran. Majority of men and women were inspired by Khomeini's speeches televised in religious tone which paved the way for total integration of the politics with religion. It was very difficult time for secularist's to especially empower uneducated people on cleric's real intentions, (at the time of the revolution the illiteracy rate was above 45% in Iran). [1] Only a small group of noetic from different political sectors had anticipated establishment of theocratic regime in 1979. Immediately after the revolution the theocrat's main objective was to introduce Islamic Ideologies as the only foundation to Iran's future political structure. Regime's philosophy policy of Islamic ideology became a priority and secularism along with secular feminism compromised by Mullah's Islamization process. According to a study by group of Iranian scholars "Following the 1979 Iranian Revolution, the newly-born Islamic regime under the leadership of Ayatollah Khomeini dramatically reversed the pro-Western modern policy of the Mohammad Reza Pahlavi. Since then Iran has oscillated between the two opposing tendencies of revolutionary ardor - eliminating western non-Muslim tendencies and promoting the Islamic revolution abroad and moves towards pragmatism promoting normalization and economic development" [2]. Iran's current regime view secularism as western concept piousness to Islamic values. This prevailing ideological clash between secularism and Islamism will continue to be major pediment for social progress while pluralism can't be tolerated in Iran's monarchic (during Shah)

theocratic (post evolution Era) political structure. Blimpish Islamist's hostility toward pragmatism will only strengthen the popularity of secularism. Shah characterized and labeled Islamism as "backward Midvale ideologies irrelevant to nowadays realities, posing serious threat to his modernization policy. He was overpowered by Iran's rapidly growing economy, strengthening his centralized power. He underestimated the power of clerics and often overlooked the prevalent realities and anti-monarch activities surrounding his kingdom that were controlled and led by group called Mullahs. A group that capable of manipulating religious followers, the groups who equipped with spiritual power of governing people's minds and hearts that Shah didn't poses. Shah often considered both communism and Islamism as two hidden powerful enemies to his monarchy. Islamist's are making the same mistake by isolating secularism and ignoring its growing power. It is difficult to have a comprehensive discussion on feminism especially now that feminism intertwined with women's demand for freedom, democracy and particularly economic prosperity. Therefore, this study was focused on post- revolution feminism developments' here in this short essay without elaborating more on its historical dimensions.

#### ***SECULAR WOMEN'S REACTIONS TO ISLAMIC REGIME'S GENDER POLICY***

According to a study by group of Iranian scholars, "following the 1979 revolution, the ruling cleric prescribed exclusively Islamic identity for women in Iran, modeled after Fatima (daughter of the Prophet and wife of the first imam of Shiite Muslims). In practice, nonetheless, this eight-century model of Muslim woman remained ambiguous, contradictory, and irrelevant to contemporary realities [3]. However there were small numbers of the women raised their voice against Iran's new gender laws. These women's first display of defiance coincided with massive celebration of International Women's Day in 1979. Women's presence in International Women's Day signifies a sense of solidarity with women's movements around the world. Proponent of the secularism used it as an opportunity to openly protest regime's gender policies concerning

women's rights in the family and the workplace, mandatory veiling, and the removal of women judges from the courts. It was a protest against theocratic nature of newly formed government that replaced civil based Family Protection Laws with Sharia. Iran's new Family Laws surprised many including women who played tremendous roll during 1979 Revolution. According to some activists, soon after the Revolution, feminism activists faced with immense challenges in protecting what took those decades of struggle to achieve (Family Protection laws) during Pahlavi eras. Feminists in Iran during first years of post-revolution had neither feministic wisdom nor effective strategies to deal with regime's gender policies. Additionally, feminists were not educated on how political Islam will switch off feminism activities. Moreover, local mullahs were present in different layers of society, preaching on daily basis, advocating superiority of Islamic ideologies to western values. Contempt existing anti-western propagations, women activist's tendency toward western feminism ideas has been increasing since 1979. It is true that Feminism is not just western but western feminism had contributed a lot to global effectiveness of transnational feminism. Western feminism had always affected women's movement in Iran more specifically during Pahlavi period and that is because Iran had close relationship with West and particularly with the United States of America and also Iranian feminist scholars and activists were mostly educated in Western countries and western scholars were their source of feministic ideas and inspirations. Withal, the proponent of the democratic movements in Iran claims that, Iranian women's movement can be influenced by western feminism but it is not simply a foreign or Western import. According to them, the historical backgrounds of Iranian women's movements for equality have indigenous roots. That is why, "the banners rose by thousands of women protesters carried the slogan at Global Women's Day in 1979, displayed "Freedom is neither Eastern nor Western; it is Universal!" Such acts of resistance or any manifestations of feminism in the 1970s and 1980s were, for the most part, ignored or branded as divisive and as "bourgeois deviations" by many

secular leftists or as Western and Westoxicated by nationalists and Islamists.” [4].

### ***WOMEN'S INTERNATIONAL CONTACTS AFTER 1979 REVOLUTION***

Iranians respect deeply their cultural and traditional values. Islamist's perceive western cultural invasion as a threat to the concepts of traditional norms and Islamic ideologies. Globalization resulted in spread of foreign culture and increase in numbers of satellite dishes bringing westerns T.V shows and various entertainment programs to every single family in Iran and other similar states, making vulnerable societies prone to western's cultural invasion. This westernization process is accelerated by government's pro-western policies promoting western model of life style, the concept of which was more visible during Pahlavi regime in Iran. Liberal democratic values continues to grow stronger despite government's extreme preventive measures. The impact of globalization is becoming a serious threat for regime as youth population in Iran are becoming more disillusioned with Islamic norms and conditions ,particularly with restrictive gender policies preventing open social activities. For past three and half decades, Iran has been experiencing variety of outside pressures which had negatively affected people's life, the years of 'War with Iraq, the years of 'Reconstructions Period, the years of 'Reformist era' that began by moderate cleric President Khatami, and years of 'Conservative Hard Liners Era. Women's demand for equality during each period faced with various obstruction and war related pressures. War with Iraq shifted activist's focus from feminist issues to war related matters leaving very little room to women's concerns. War ended with devastating infrastructural and economic damages which marked the beginning of so called Re-construction period. It is believed by many that, regime ignored women's issues and justified it by focusing on priority projects. Sanctions and being cut off from the rest of the world seemed to serve mullah political and ideological interests. It was during Khatami era that women began to look in their own inferior socio-political condition. They began to demand for reform some the gender policies and to modify laws favoring only male society. However

little, their persistence forced parliamentarians to reform Iran's family protections laws on Marriage, child custody, divorce and etc. During this period (Reformist Era) highly educated Islamic women began to make contact with organization that has been working on women's issues. It was one of the president Khatami's major political objectives to bring Iran out of isolation by encouraging more dialogue with international communities, especially with western nations. As a part of its foreign policy choices he favored women's participation in international conferences. Women's continuous presences at these conferences and strengthen the state of diplomatic efforts to bring the country out of isolation and especially to improve government's gender image. The moderation in the gender views of many Islamists has coincided with a moderation in the Iranian government's foreign policy-a shift from an isolationist and antiwest position to engage in dialogue among civilizations. This process that also supported by Islamic revisionist and Islamic feminists helped women to be less ideological, more open-minded and pragmatic. The newly formed women organization attempted to have global approach to feminism. Women attempted to identify commonalities without ignoring difference, the condition which helped both secular and many Islamist revisionists to work together for common causes. Women have recognized that the misdemeanor of women's right is global, there for they can learn from other's experience and challenges. It was evident that women during reformist era had shown great tendency to establish relationship and dialogues with women in countries around world, particularly with those nations that has cultural and historic ties with. According to Nayereh Tohidy "during the 1990s in Iran, women's local activism not only became increasingly mediated by the transnational and global factors, it also experienced a shift toward de-ideologization, de-radicalization, and pragmatism. This was in part due to the UN-sponsored regional and world conferences on women that stimulated the globalization of the local and acclimatization of the ideal by facilitating transnational and international interactions, and interfaith and beyond confessional dialogue for both Islamist women activists and secular feminists [5]. Nevertheless, the Islamist



women's international interactions, have contributed to the transformation of their approach from sectarianism to pragmatism nature. The economic imperatives of growing urbanization and educational attainment among women have also helped such transformations. As reported by Poya.1999, "Throughout the 1980s and 1990s, more and more families have been relying on auxiliary or solely female earnings. New emerging factors such as inflation, male unemployment, and the war economy have increased women's active participation in the workforce." [6] In their real lives and practices, Islamic women needed more compatible role models than Fatima (daughter of Prophet Mohammad and wife of first Imam Ali). A study by Iranian scholars shows that, women's rights advocates of this period had been trying to establish an international dialogue, especially to normalize public attitudes toward Western women and to shatter the prevalent negative stereotypes on both sides of "Western feminism" and Muslim women. Most women intellectuals, political activists, and feminists in Iran have been interested in global trends and international events, particularly the international women's movement. Women activists in Iran, including many religious activists, have not limited themselves to allying only with women of the Muslim world. They have shown much curiosity about the discourses, struggles, and achievements of their non-Muslim and nonreligious sisters in the West and in the developing world [7] another study by the group show that, direct or indirect impacts of global feminism resulted in opening up of small spaces for intellectual and spiritual reflections and religious and ideological debates and revisions. Secular activism, especially by women, began to be seen gradually in artistic films and in literary creativity, critical journalistic writings, and the scholarly revisiting of Iranian women's history and identities [8]. Among all other factors that have also been playing prominent role in shaping our views on feminism was women's increasing contact with the transnational women NGO's and UN sponsored conferences on women's issues. Most of these conferences resulted in mobilizing international pressures against violations of women's rights. helped women to manifest their deteriorating

conditions and transformed deidealized open individuals willingness to engage in dialogue with rest of the world. This new trend of feminism never supported by predominantly, influential conservative male politicians. These conferences helped women to access different literature, materials and scholarly researches on women's issues, some which are translated and published in Iran. Additionally, such contacts also provided exposure, learning, and dialogue. Feminist scholars like Nayerah Tohid, 1995, explains her take on international conferences. "The diversity in the cultural and civilization component each side of this third division (Islamic world) is an interesting challenge to simplistic and stereotypical formula of the East verse the West or Islam verses the Christianity. But, as usual the mainstream media preferred the "clash" of Islamic delegation with European once, playing down the interaction and even collaboration between representatives of supposedly "clashing civilizations." [9]. The very small number of opponents of Islamic regime in Iran claim that, reformist's eras ended with controversial victory of Conservative candidate Ahmadinejad in 2005. Women faced with more oppression. Secularist's feminist challenges were intertwined with their political opposition to Ahmadinejad's re-election in 2005, (Green movement). according to their view, Green movement was a real display of political struggle of anti-regime groups from different sectors of the society. Muslim women aboard of non-Muslim wearing green color scarfs symbolizing peaceful protest against bedevil. Strategically, women needed evolution since the revolution was impossible under prevalent circumstances then. It was a rare opportunity provided by green movement to oppose fundamentalism, backwardness, irrelevancy of 15 century gender policy to women's current demands and needs. According to study by group of Iranian scholars "Women did respond to conservative clerical prescriptions for a restrictive and homogeneous gender identity, women have been successful in the construction or configuration of more inclusive, multiple, and fluid identities based on the creative synthesis of Iran's local pre-Islamic, Islamic, and modern and western or global influenced aspects of history and culture."

[10] Ahmadinejad's era began with total domination of Congress (Majlas) by more conservative hard liners who favored and supported Islamic gender identity for women. From their perspective, reform is a path for deviation from Islam and an invitation for foreign cultural values. For them, globalization is a window to outside free world. This kind exposure is a big threat to foundation of theocracy. Globalization process empowers women of Islamic societies to become conscious of their inferior condition which terrifies conservative societies like Saudi- Arabia. The conservatives argue that, they can't protect women participants at international conferences from the bad influence of the west. From their point of view, for example, the rise of the divorce rate resulted by the impact of Western feminism. According to them, those influenced by the "Western model of woman" cannot appreciate Islamic family values and Muslim women's primary responsibilities as mothers and wives. As Kadivar Mohsen, 2008 claims, "Conservatives Hardliners believe women are affected by many adverse effect of globalization throughout the world such as "the trade in heroin and cocaine, and sex tourism and international traffic in women account for some of the main adverse effects of globalization that concern many feminists in all around world, particularly in the global South, formerly known as the Third World [11]. Conservatives in Islamic societies and theocracy in Iran are worried about how transnational feminism altering man's traditional perception of women which has been and is the main obstacle to feminism in those nations where men as head of the family makes all the decision on women's private and social life. Here is an example of the anxiety hard-line Islamists feel about the impact of world conferences have had on the women participants. This is what Supreme Leader, Ayatollah Khomeini's said during his speech on the occasion of the "Woman's Day" a few months after the Beijing conference in 1995. "In order to deceive public, particularly the inexperienced women of Muslim countries, world conferences and international congresses on women are held nowadays one after another by the Mafia forces of Zionism. They use all sorts of this "women's day" and "women's week" during which our pious girls are made to perform public shows

and ceremonies that remind us of the propagandist demos of the Soviet bloc and Taghuti ["Idolatrous"/ Western]? ... what have we gained from wasting state budget to send women delegates to various countries in the world and what are the criteria for selection of delegates?.....how are we protecting our young and naïve women who take part in these conference from the bad influences of the West? ...has not the rising divorce rate to 17 percent terrified our authorities involved in women's issues? Those Influenced by the Western model of women" ... cannot appreciate our family values and our women's primary identities as mother and wives. [12] The supreme leader's take on women's participation in international conference is clear indication of how the conservative elites in Iran are worried by growing impact of transnational feminism challenging Islamic version of women's rights. Advocates of women's right in Iran believe that. Conservatives will eventually take women to where Taliban describes an ideal place for male society. Many Iranian Muslim reformers have identified the views, especially the gender attitudes of conservative Islamists in Iran, with those of the Afghan Taliban. For instance, Shahla Sherkat, one of the women parliamentarian reacted strongly against proposed law for sex segregation of hospitals, began with this polemic: "The path you have taken ends in Afghanistan." [13] Reform-oriented Islamic women, as well as secular feminists in Iran, have emphatically opposed the Taliban. Millions of the Afghani women are resisting to Taliban rule and practice. Evidently transnational feminism has reached Taliban who imposes the most rigid interpretation of Islamic ideology on women. Women for example are not allowed for education in Taliban controlled districts of Afghanistan. Another piece of evidence of the controversies encompassing various contradicting interpretation of Islamic ideologies is related to the argument led by Mohsen Sa'idzadeh. A prominent cleric known for his support for women's rights and feminist theology, Hojjat al-Islam Sa'idzadeh was imprisoned and defrocked for writing a newspaper article critical of the conservative clerics in Iran who teach and preach a Taliban-like version of Islam in the Qom seminaries. His more subtle and damning point was that Islam is open to many

interpretations, including the Taliban's version; hence a choice of how to interpret Islam is just that, a choice [14].

## CONCLUSION

Islamic religion has deep root in Iranian society. Shah's 50 years of modernizing policy didn't weakened fundamentalism in Shi'a' majority Muslim country, Muslims who resisted transformation and replacement of norms and values that regulated their private and social life for more than 15 centuries. The alteration of 1979 proved that, Shah has failed to transform and westernize enthusiastic pious Muslim. Shah succeeded to separate religion from politics and he managed to keep off mullahs from mingling with state's affair but he was completely defeated in his ideological confrontation with Islamists. The Pahlavi's isolation of Islamists (mostly clerics) resulted in Mullah's alliances with different opposition groups and other non-organized oppressed individuals who had no affiliation to any political factions such as Communists or Democrats. The opponents of Shah's regime adopted more passive resistance and other forms of underground anti-regime activities. People's economic complications, poverty and inequality were believed to be key elements boosting pro-revolution movements. Because contrary to what Islamist's scholars claim, the initial objectives of 1979 revolution in Iran wasn't to establish Islamic political system but to replace the despotic monarch with democracy that could optimize economic prosperity and equal social-political status for all citizens. Globalization affected positively women awareness in many ways. Secularist had been trying to establish international dialogue, especially to normalize public attitudes toward western women and to prevent the spread of negative views on Western feminism. Most women's intelligence, political activists and feminists in Iran have been interested in

international women's movement. Women activist in Iran have been trying to reach out for global discourses, struggles and achievements of their non-Muslim activists in the West and in the developing world. Iranian women who live overseas have began to help bridge the gap between Western and Iranian feminists through international conference that included speakers from inside Iran as well as those living abroad. Among the most internationally active and vocal feminists are Shahla Lahijani and Shirin Ebadi (The only Iranian women who won Noble Peace Prize). While pro-feminist activists has been trying to make international contacts, the conservative hardliners were trying to give only Islamic identity to women, for Instance, Fatima's (daughter of Prophet Mohammad and wife of first Imam Ali) birthday has been declared as "women's day" In Iran. This change viewed by many, as an attempt by conservatives to eliminate all the social practices inspired by west or has western culture origin. Nowadays Cable Programs and increased numbers of Satellite Dishes on roofs of every single building and houses are clear indication of government's incapability to confront the free flow of information, entertainment programs and any other accessible internet material harmful to our family values. Another world, there is no society that are immune to global influences of western cultural values. Now, the increased numbers of Satellite dishes on the roof of almost every single buildings, houses and Cable programs is clearly display of growing opposition to conservatism in Islamic political structure. It is also signs of growing tendency toward western cultural values. Contempt fact that secularism has no place in Islamic Iran but, these new developments are alarming Iranian officials to stop so called "cultural invasion". Women, including religious once, have constructed diverse identities, mostly through a pragmatic and selective synthesis of the traditionalism and modernism, and the Islamic and Western.

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