

A Relationship between the Application of the Components of the Strategic Management and/with the Effectiveness of the Employees in the Management of the Ministry of Education of Gilan Province

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ABSTRACT

With regard to the severe and close competition on the modern world, it can be said that human force is regarded as the most significant competitive advantage for each organization. Therefore, the manager must be aware of how to confront with this strategic agent and learn the much more effective usage of this competitive advantage. Then, the organization will acquire a powerful competitive power and force (Mirsepasi, 2009, p.145)

Strategic management includes a set of the decisions and activities which are designed and implemented in order to execute the strategies of the organization; the strategic management is the process of the designation and execution of the plans in order to get access to objectives.

Since the effectiveness of the employees leads to the effectiveness of the organization and is one of the powerful tools of organization to acquire the sustainable competitive advantage, the strategic management can be the problems solver of the organization. In this regards this article intends to deal with the description of the relationship between the rate of the application of the components of the strategic management and/with the effectiveness of the employees in the organization of the Ministry of Education of the Gilan province. Method of conduction the research is of the correlation type.

Results of the research showed that there exist positive and significant relationship between the application of the components of the strategic management and the effectiveness of the employees in the management of the Ministry of Education of the Gilan province and the variables of (control of the managers in order to execute the strategies of the organization and the managers' taking care of the employees' attention to the strategic affairs) are able to predict the rate of effectiveness.

KEYWORDS: Application of the components of the strategic management, effectiveness of the employees, management of the Ministry of Education.

1. INTRODUCTION

In the arena of the accelerating environmental changes and transformations, the organizations, in order to be able to posed and sustained against the competitors and the complicated environmental changes, are required to use continuously the process of the strategic management in their whole organizational decisions (Moshabbaki, 2010, p.13).

The strategic management is a combination of the science and art which increase the opportunities of the science and art which increase the opportunities of the organization's success. In fact, the strategic management can assist to achieve the objectives of the organization on through the detailed planning (Bilas, 2010, p.54).

Through observing all organizational aspects and variables, managers, in fact, must take action to provide a long-term and strategic plan so that they are able to reach the objective of the organization through this way. For this job, the necessity of the existence of the strategic management in the organization as a persistent an vitalness must be felt firstly and, then, the outstanding and effective manager must be found so that they are able to take action to execute the strategic management in the organization by adoption of the strategic secession and possession of strategic thought. It can be said in such a way that the strategic management, in a kind, lead to the creation of the competitions (Brown, 2005, p.168)

The managers, not only for conformation with the external environment, but also for the internal attributes of the organization, must consider the attributes which guarantee the success of the organization in the long-term. For the

effectiveness, organization needs the effective employees who, within the high commitment and motivation, try for the achievement of the objectives of the organizations and implement of the occupational duties (Daft, 2010, p.98)

In fact, the focus of attention of a successful and effective organization is very clear and specified. Such an organization knows well that it must nurture effective and efficient employees in order to reach the success and, for this task, the organization management must engage in the planning, execution, supervision, evaluation and correlation/reformation (Collins & Peras, 2000, p.80).

From Draker's view point, the effective organization is an organization which achieves its optimum targets or results (Behrangi & Tabatabaei, 2010, p.66). In the survey of the strategic management, researchers believe that the strategic management has three steps an five stages/phases:

Three steps include: compilation of strategy, informant of strategy and control of strategy, and five stages/phases are as follows:

- 1- Analysis of the status quo/current situation.
- 2- Explication of the future perspective
- 3- Determination of the future path
- 4- Presentation of strategy in order to implement
- 5- Evaluation and control of strategy

Therefore, it is necessary for the organization's managers to have correlation perception from the strategic management because he makes the work practical/Feasible and takes steps aiming at the national welfare (Simson & Loris, 2005, p.118).

1.1 Process of Strategic Management

The strategic management is the process of the final analysis of the organization's performance with the correct regulation, exact execution and the continuous evaluation of strategy by the high or supreme management of organization.

The strategic management leads to increase of the capacity of the growth and proliferation; i.e., transformation or progress forward, development and change of the outlook, intellectual development and knowledge of the employees through managing the organizational behavior (Hamer & Champi, 2003, p.53).

The effectiveness is to perform the worthy or appropriate tasks related to the selection of proportional objectives (Stoner & Freeman, 2007, p.126).

The effectiveness of employees studies two variables of the organizational belonging and the potency of the employees. The effective employees are those ones who attempt, with high strength and motivation and dependence on an attachment to the organization, in order to gain access to the objectives of the organization. Based on this, the effectiveness of the employees lead to the increase of the financial output, costumers' satisfaction an employee's output or yield. In this direction, the managers of the organization, in the mould/model of executing the process of the strategic management, must action such a way that the performance of the employees improves and, through the creation of the trust space, cooperation, teaching, potent ion of the employees and institutionalization of the conditions which the rate of the achievement of the organizational objectives is to be increased, and, in fact, the best results are to obtained by spending the least rate of the resources and cost (Price, 2006, p.26).

In other word, employment of the strategic management and creation of a strategic landscape for organization makes feasible the deserving attention to the effectiveness dimensions of the employees; Therefore, considering the mentioned themes, the current paper search for the survey of the relationship between the application of the components of the strategic management and/with the effectiveness of the employees of the Ministry of Education of the Gilan province.

2. LITERATURE REVIEW/SURVEY

Collins (2000) defines the strategic management as the environment survey (both internal and external environments) of the strategy compilation, strategy execution, evaluation and control. Therefore, the strategic management puts emphasis on the supervision and evaluation of the opportunities and foreign/external threats under the shade of paying attention to the weak and strong points of an organization (Collins, 2000, p.63).

The target of the strategic management is simply that the organization improves its operation and controls the future and acquires a superior position in the global competition stage (Quanleen, 2008, p.32)

For a few reasons, the organizations need the strategic management:

- 1- Gaining access to the creativity and innovation
- 2- Foresightedness and draw a strategic perspectives
- 3- Designation and compilation of the better strategies
- 4- Cession of the employee's authority

5- Increase of the effectiveness of the employees
(Analoui and Karami, 2010, p.27)

Therefore, it is important for organization to find a way for much more exploitation from the capabilities/potencies of their employees. When a strategic outlook is drawn for the future of the organization and the appropriate strategies and adopted in order to achieve the objectives of the organization and the organization is engaged in the potentiation and education of the employees, the talents and capabilities of the employees will nurture/educate and flourish, and the committed and motivated employees, through benefitting from the knowledge and their own competences and exercising the organization's strategies, will enforce the organization's plans and acquire the best results (Allaer and Firciroto, 2004, p.94).

2.1. Levels of the Strategic Management

Process of the strategic management includes three steps:

- 1- Compilation of the strategies
- 2- Implement of the strategies
- 3- Evaluation of the strategies

2.1.1. Compilation of the Strategies

The objective/intention of the compilation of the strategy is that the mission of the company is to be determined. Identification of the factors which threat the organization in the external environment or create the opportunities. Identification of the internal weak and strong points of the organization, determination of the long term objectives, consideration of the various strategies and the selection of the special strategies in order to continue activity.

2.1.2. Implement of the Strategies

Implement of the strategies requires that the organization takes the annual goals into consideration, determines the policies, creates motivation in the employees and allocates the resources in such manner that the compiled strategies are to be implemented.

2.1.3. Evaluation of Strategy

The strategies must be evaluated for this reason that today success can not guarantee the future success. Success always leads to the appearance of the new and various problems. The organization which suffices for or contents with its status queue or gets involved in pride will be condemned to extinction or destruction.

2.2. Features of the Strategic Management

The strategic management embraces the features which the general management have, but, different from these features, a series of the specifications which allocates to the strategic management can be discussed.

1- Before anything, the strategic management is a high/supreme managerial function (high ranking): Because the strategic management relates to the futures of organization perfectly and tries to specify the direction for it, (strategic management) is the main duty of the high ranking managers.

2- Strategic management id focused on the future and related to the long-term purposes of the organization: It thinks of this what will be happened for organization in the specified time horizon, and what sort of tasks must be done in order to draw a conclusion.

3- Strategic management looks at (views at) the organization in form of an open system:

4- Organization: The organizations with the environments in which they are located have interaction and dependence. Any change occurs in the environment will affect on the organization too as well. For this reason the strategic management pursues the environment from close range.

5- The strategic management guides the low ranking managers: In other word, the strategic management specifies objectives, decisions and activities. It determines the starting point of the movement, up to the lowest levels for everybody, in the organization.

2.3. Effect of the Strategic Management on the Performance

The studies have shown that the performance of the organizations which deal with the strategic management is more and higher than the other organizations.

Gaining access to airing/chain of the appropriate relationship between the environment of an organization and strategy, structure and processes of the organization has a positive performance on its performance. In order to be effective and efficient, it is not always required that the management is to be enforced in the model/mould of the formal process. In practice, the small companies may plan informally and irregularly. Managing director and a group of the senior managers may gather together randomly so that they engage in the solution of the strategic problems and plan the next steps.

2.4. How the Strategic Management Evolves

The strategic management evolves within four steps:

The first steps: The basic financial planning: With the aim of the better operational controlling through the effort of produce the budgets.

The second steps: The basic financial planning: With the aim of the more effective planning in order to assist the growth of the organization through trying to predict the futures beyond the next year.

The third steps: Planning with putting emphasis on the external environment of the organization (strategic planning) aiming at meeting the demands, needs and tastes/preferences of the markets and success in the competition through the effort for and the actions of the strategic thought.

The forth step: Strategic management with the aim of the acquisition of the competitive advantage and a successful future through the management of all process and ingredients of the organization. Therefore, it is necessary for the managers of the organizations to have a correct perception of the strategic management because it makes the job practical/feasible and takes steps in the direction of the national welfare. In the arena of living, the strategic management designs the long term objectives and, considering the opportunities and threats and realizing the possibilities and oneself weak and strong points, designs the targets and acquires the required abilities in order to execute.

Therefore, a definition which can be presented for the strategic management is that the coordinator strategy of the organization. The high supreme management of organization which organizes its resources in such a way that provides the most rate of the privilege/advantage in the competition arena.

The strategic management is the process of the final analysis of the organization's performance through the correct regulation, exact executor and continuous evaluation of the strategy by the higher management of the organization.

The strategic management leads to increase of the capacity of the growth and pride fullness in the organization. Growth and pride fullness means mutation/transformation or moves ahead/progress, development and change of the outlook, intellectual development and the knowledge of employees with the management of the organizational behavior.

Organizational growth and pride fullness means increase of the effectiveness because the strategic management puts emphasis on the following cases which lead to the effectiveness a health of the system.

- 1- Extra organizational emphasis
- 2- Active and transformed orientation
- 3- Pursuing of the new thoughts
- 4- Open system (systematic outlook)
- 5- Action on the basic o predicting the future
- 6- Farsightedness
- 7- Emphasis on the innovation and creativity
- 8- Multi-dimensional activities
- 9- Reasoning and combining logic
- 10- Impression ability of the strategic from the external environment.
- 11- Prevention and correcting/reforming measure after controlling and welcoming decision making.

Process of the strategic management allows the management and organization to write/determine their fate and control them, allocate their resources correctly and logically in order to maximize the profit. On one hand, they exploit from the key opportunities of the environment and reach their expected results, including:

- 1- Productivity
- 2- Promotion of the quality of employees
- 3- Social responsibility
- 4- Organizational development
- 5- Improvement of employee's relationships

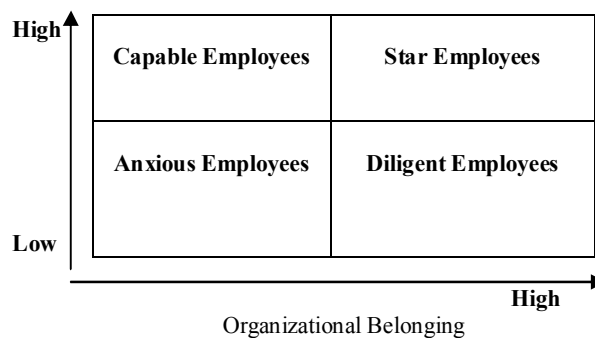
(Malaki, 2011, p.7)

According to the Garandi's and Nauroscas's opinion (2008), one of the problems which the managers of the organization encounter with them is the satisfaction of the employees and a part of the effort of the managers focuses on the attraction of the employee's satisfaction. But, the raised question is that purely on the basis of providing the employee's satisfaction, do they work well and have the required output/efficiency or not? In order to respond to this question, they have compiled a model under the name of effectiveness of employees which doesn't engage in the discussion of satisfaction merely- and – assesses two main variables in this model under the topic of the effectiveness of employees, he organizational belonging/attachment and the potency of the employees are to be

surveyed or gauged and, base on this, a matrix is o be produced in which organization’s employees are divided into four classes:

- Star employees (High belonging/attachment, high capability or potency)
- Diligent employees (High belonging/attachment, low capability or potency)
- Potent employees. (low belonging/low attachment, high capability or potency)
- Anxious employees (low belonging/low attachment, low capability or potency)

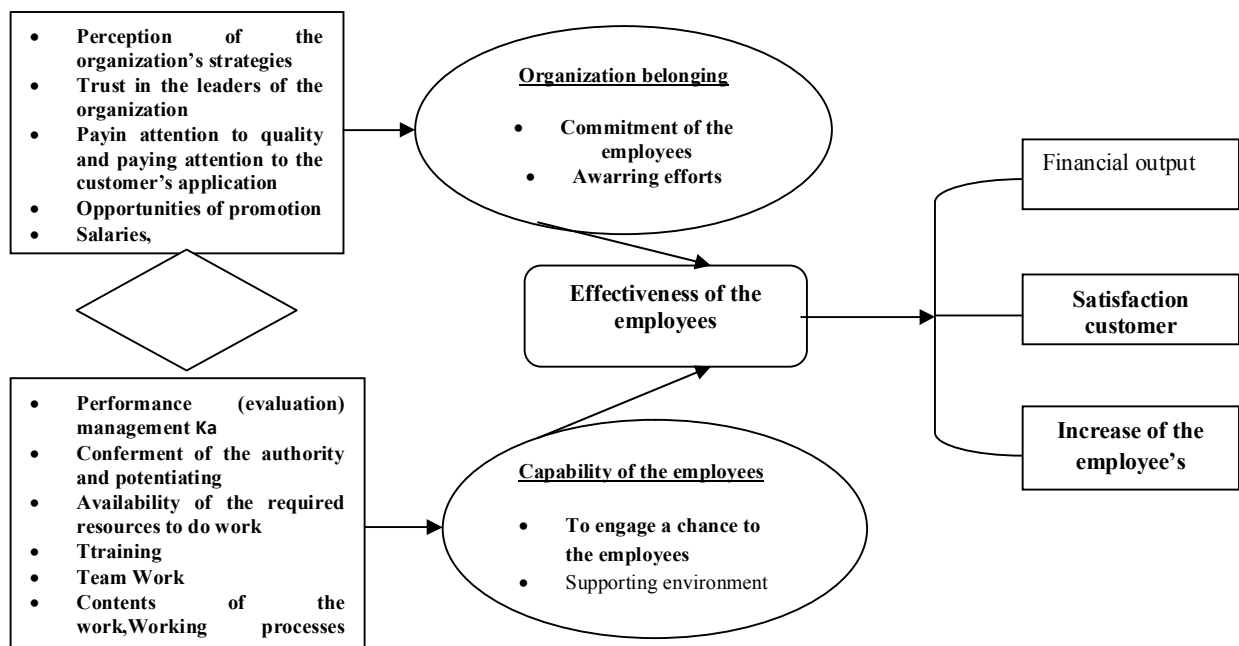
This matrix presents a picture to the management of the organization which indicates that how the form of the employee’s distribution is in each classes and, mean while, considering the results of the surveys/gauges performed in the world, it shows the rate of the norm of the employee’s distribution in each group too. There fore, management of the organization can find out what situation he has compared to the norms and, then, complies the improvement projects in various domains of the human resource and organization management for conformity of the organization’s condition with the norms. For example, norm of the star employees in the organization is 55% and that of the anxious employees is 12%.



Two main variables of the organizational belonging/attachment and capability/potency of the employees, each of them, include 6 sub-set variables affecting these two variables.

Within the implement of these assessments, these two scientists created an idea data bank, and, by carrying out this research in the organizations, a good scale can be presents for the comparison of the organizations with the other organizations, organization with high operation, world’s superior organizations and the regional organizational.

During the research, correlation among the effective employees and three components of the financial out put, customer’s satisfaction and the employee’s yield have been evaluated in the high limit and the evaluations have shown that the companies which have the useful employees in the frame work have had the better performance in these three components.



Of the interesting point of this model, is the possibility of the comparison of the organization with the other organizations. For example, if the index of the job satisfaction of an organization is 55, can we say whether this quantity is good or bad and can the high limit of this index be 80 or 90 at all, what numbers is the high limit of the job satisfactions? And can an organization specify the target so that it transfers the index of the job satisfaction to high limit or cannot?

The most significant response to be represented using the norm is that how much the organization invests on the satisfaction of the employees and third effectiveness and spends the organizational resources for this subject which both can be effective on the achievement of all objectives of the company and is followed by their effectiveness.

Hang and Vin (2006) in their researches in the Middle East region put emphasis on this subject that salary is problem which the employees of this region always have complaint against it and any amount it is higher too cannot lead to their satisfaction and follow by their effectiveness therefore, a specified norm cannot be presented for this norm in the Middle East or that variables related to the subject of the job satisfaction and effectiveness are subordinated to the content, environmental conditions and culture and thoughts of a society. For example in a society such as Japan which is well-known to all as the organizational belonging/attachment, the employees think again their belonging is low and, in contrast, the thought of the employee in the countries such as Mexico and Turkey is that they have the highest rate of the organizational belonging or attachment.

2.5. Strategic Management and the Effectiveness of the Employees

Cibili (2007) by reviewing the previous studies regarding the effectiveness and efficiency, reached this conclusion that the emplacement of the strategic management in the organization and the usage of the informational and relational technologies in this regard lead to increase of the employee's satisfaction, cohesion and consistency of the organization's plan, employment of the strategic planning, swift response and the easier operational process. Also, Mahdavi (2007) in his research showed that the strategic management has a positive effect on the employee's performance and their performance improves because of the instruction and leads to their more output or efficiency.

Research of Behan and Holmes (2006) show that the strategic management in an organization allows the employees to raise their own effectiveness and efficiency and provide the possibilities of more effective and more advanced management system in the organization.

Findings of Jennings (2004) suggest that any organization, through using the process of the strategic management, can establish the harmony and coordination between the vertical and horizontal structures and support the activities. Also, the members of the organization in the strategic management, through receiving the correct, timely and appropriate information and having a joint perspective and specified authorities and establishing a relationship together, can present the required cooperation in order to achieve the common objectives. It can be found out easily that the lack of the process of the strategic management of the existing organizations and the absence of the specified and appropriate strategies can, to what extent, cause difficulty/troublesome in the adoption of the right decisions in the organization (Hakimipour, 2011).

The research conducted by Fallah (2008) regarding the effect of the strategic decision making on the effectiveness of organization showed that the strategic decision making increase the organization's effectiveness and its employees.

From his research, Robbins (2000) drew this conclusion that, from the view point of the effectiveness, the organizations which employ the process of the strategic management and the strategic decision making is implemented in them are more than the organizations which are managed traditionally. The organizations which have the strategic and thoughtful managers can more creativity, act more accurately and correctly and the decisions locate in the very high level.

Van Jinges's research (2005) in under the topic of "relationship between the strategic management, human resources and performance of companies", this research has conducted a survey regarding 235 Taiwanese companies.

Findings of the research showed that the strategic management of the human resources has a particular effect on the performance of the companies. The strategic management of the human resources leads to the success of the companies in the competitive market. It causes the effectiveness of the performance of the companies and their employees.

Hamidi's research (2009) under topic of the effect of the strategic management on the efficiency of the quality management in the Medical sciences' University:

The main problem of the research is that which basic skill of the management has the best effect on the performance and productivity of the quality-based universities.

The results of the research showed that:

In the direction of the research's objectives, the researchers are going to recognize the required very important skills for the quality management. Analysis of the completed questionnaires shows that the selection of the management skills to achieve the objectives is very required. Most skills mentioned in the limitation of the strategic management are organizational ones. The first 6 skills include conferment/entrustment of the authorities to the employees, creation of the effective groups, donation of more authorities, encouragement of the individuals to participate, honesty and truth and selection of management style.

Most researchers introduces the management quality, continuous progress, team work, customer-basing/orientation, quality and instruction planning as the necessary features which must be remained in the training and quality management (TQM) which are the components of the strategic management.

Bryant's research under the title of the knowledgement of the strategic management: Management of the knowledge in the whole cycles of the organizational living.

The small and big organizations have the unique attributes which affect on the activities which lead to the organizational effectiveness and efficiency. The most significant activity is that how they manage the knowledge. On the basis of the available articles, four organizational steps were specified in this research, including: Launching, growth and achievement/progress, payment deadline or due date and renovation. (Extension)

By drawing the entrepreneurship, organizational knowledge and the effectiveness of the organizational living period, a model can be developed for the strategies of the knowledge management which increases the organization effectiveness and efficiency and their employees. In fact, the strategic management and its implementation on the knowledge management in the organization will lead to the increases of the effectiveness of the group decision making, output/efficiency and productivity of the performance and responsibility-admitting of the employees and, in conclusion, they will turn into the effective employees.

Research of Nagoeira and Reinhardt (2009) under the topic of the strategic management of "The information technology (IT) in the Brazilian Banks"

This research deals with the survey of the effect of the strategic management on the information technology as well as its effect on the competitive potency/ability and economical operation of the Brazilian Banks. Strategic planning and regulation of the human resources being proportional to it reveal that the efficiency and output of the management of the informational technology is to be affected this research indicates the effect of the strategic management on the information technology and, also, it showed that the strategic management has a positive and constructive effect on the placement and correct application of the information technology and the economical performance of the banks and increase the capability of the future competition of banks,

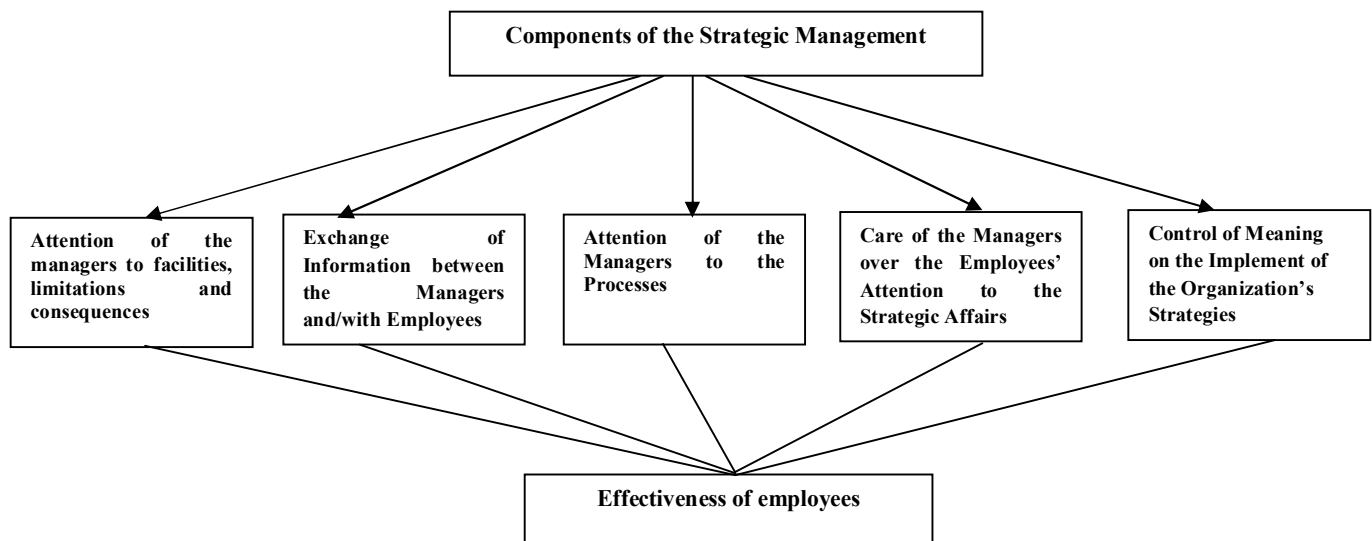
Also, the results showed the success in the competition of the banking trade relates to development of the main capabilities, strategic unity and long term strategic planning.

Research of the Danionus and Radzovichen (2010) under the title of "strategic management in the Lithuania Universities: Factors and internal tool, the strategic management in the Lithuania universities includes development of the strategy, compilation, achievement, supervision and control. This research has been concentrated on the complexity of the internal and external factors in the strategic management of the universities and importance of the successful and unsuccessful selected for the execution of the strategy. This research provides the viewpoints regarding the change of the future of the strategic management in the higher education institutions.

These researchers expressed that the core of the university's strategic management guarantees the decisions and activities which create the competitive advantages of the organization. The strategic management of the university involves to make decisions relates to what the university intends to do in connection with the objectives, values, abilities and over ambition of the decision makers. Therefore, the strategic management of the universities/relates to the strategic objectives, models and managerial; technologies, the agents connect with external environment and the internal agents (initial resources) the common knowledge and social capital are the significant resources for the performance of the higher education institutions. Also, these researchers states that the universities of the Lithuania are not in the appropriate conditions.

Also, the research of the Ivanzovich (2008) showed that the application of the strategic management has a positive and significant effect on the entrepreneurship and effectiveness of the employees and leads to the improvement of the performance of employees and increase of the productivity in the ports and shipping organization.

3. The Suggested Model of the Research:



4. METHODOLOGY (MATERIALS AND METHODS)

4.1. Hypotheses of the Research

The first hypothesis: there exists a relationship between the application of the components of the strategic management and/with the effectiveness of the employees in the management of the Ministry of Education of the Gilan province.

Particular Hypotheses

- 1- There exists a relationship between the attention of the managers to possibilities, limitations and consequences and/with the effectiveness of the employees.
- 2- There exists a relationship between the data/information exchange among the managers towards the processes which enables the organizations specify their strategies and regulate the priorities and/with the effectiveness of the employees.
- 3- There is a relationship between the care of the managers over the attention of the employees of the organization to the strategic affairs and/with the effectiveness of the employees.
- 4- There is a relationship between the control of the managers over the implementation of the organization's strategies and the appearance of the strategic consequences with the effectiveness of the employees.

4.2. Variables of the Research

Predictor variable: Components of the strategic management are the predictor variables of this research, including five components if (Attention of the managers to the possibilities, limitations and consequences, exchange of information/data among the managers and employees, attention of the managers to the processes which enable the organizations to specify their strategies and regulate the priorities, care of the managers over the attention of the organization's employees to the strategic affairs, control of the managers over the implement of strategies of the organization and appearance of the strategic consequences).

Criterion Variable:

- Effectiveness of the employees is the criterion variables of the current research.
- Component of the attention of the managers to the possibilities, limitations and consequences is to be assessed and studied through the questions from No.1 to No.7 of the questionnaire of the strategic management.
 - Component of the data exchange among the managers and employees is to be assessed and studies through questions from No.8 to No.15.
 - Component of attention of managers to processes which enable the organization to regulate the strategies and priorities is to be assessed and studied through questions from No.16 to No.21.

- Component of the care of the managers over the attention of the employees to the strategic affairs is to be assessed and studied through the questions from No.22 to No .29.
- Component of the control managers over the organization's strategies is to be assessed and studied through the question from No.30 to N0.35 of the questionnaire of the strategic management.
- Effectiveness of the employees is to be assessed and studied through the questions (30 questions) of the effectiveness of the employees.
- The effectiveness of the employees includes three increase of the sense of the responsibility admission, reduction of the negative resistance toward the changes and the increase of the motivation to work in the employees.)
- Component of creating the commitment and increasing the sense of the responsibility admission is to be assessed and studied through questions from No.1 to No.10 of the questionnaire of the effectiveness.
- Component of the reduction of the negative resistance toward the changes is to be assessed and studied through questions from No.11 to No.20 and component of increase of the motivation to work in the employees is to be assessed and studied through questions from no.21 to 30 of the questionnaire of the effectiveness of the employees.

Method: Method of this research is descriptive and of the correlation type. The statistical society of the research consists of the entire employees of the management of on Ministry of Education of the Gilan province in the academic year of 2011-2012, numbering 1608 individuals. The sample volume was determined 310 individuals on the basis of Morgan's table and by the random stratum sampling method. In order to collect the data and information, two Library and field methods was used. Tool of data information collection in this research includes:

a) The strategic management which has 35 five-choice questions which have bees regulate based on the Likert spectrum and assesses and studies five components of attention of the managers to the possibilities, limitations and consequences, data exchange among the managers and employees, attention of the managers to the process which enable the organizations to specify their strategies and regulate the priorities, care of the managers over the attention of the employees to the strategic affairs, control of the managers on the organization's strategies and appearance of the strategic consequences.

b) **Scale of the employees' effectiveness:** This questionnaire has 30 questions of the response package being of the Likert spectrum and assesses and studies the components of the (creation of the commitment and increase of the sense of the responsibility admission, reduction of the negative resistance against the changes, increase of the motivation to work in the employees) the validity of the questionnaire was obtained in form of the contents and after the survey and performance of the required and demanded reformations by the specialists/experts, and the reliability of the questionnaires was estimated through the Chorobach's Alpha Coefficient of the strategic management's questionnaire was estimated to be equal to 0.93 and Chorobach's Alpha coefficient of the effectiveness's questionnaire was calculated to be equal to 0.90 the collected data were analyzed using the Pearson's correlation coefficient and multiple regression analysis (Step by step/ progressive model).

Data of the table No (1) show that:

- 1- There exists a significant relationship between the attention of the managers to the possibilities and effectiveness of the employees. ($r = 0.32$, $p = 0.01$)
- 2- There exists a significant relationship between the data/information exchange among the managers with employees and effectiveness of the managers. ($r = 0.188$, $P = 0.01$)
- 3- There exists a significant relationship between the attention of the managers to the processes and effectiveness of the employees. ($r = 0.305$, $p = 0.01$)
- 4- There is a significant relationship between the care of the managers over the attention of the employees to the strategic affairs and the effectiveness of the employees. ($r = 0.328$, $p = 0.01$)
- 5- There is a significant relationship between the control of the managers over the strategies of organization and effectiveness of the employees. ($r = 0.336$, $p = 0.01$)

5. Data Analysis

There exits are relationship between the application of their components of the strategic management and effectiveness of employees in the management of the Ministry of Education of the Gilan province.

Table (1): The mutual correlations of the criterion variables of the managers' effectiveness and the predictor variable of the strategic management (Attention of the managers to the possibilities, data/information exchange among the managers and/with employees, attention of managers to the processes, care of the managers over the attention of the managers on the implement of organizations' strategies)

	Effectiveness of Employees	Attention of the Managers to Facilities, Limitations and Consequences	Exchange of Information between the Managers and/with Employees	Attention of the Managers to the Processes	Care of the Managers over the Employees' Attention to the Strategic Affairs	Control of Meaning on the Implement of the Organization's Strategies
Effectiveness of employee	–	** 0/320	** 0/188	** 0/305	** 0/328	** 0/336
Predictor Variables						
Attention of the Managers to Facilities, Limitations and Consequences	–	–	** 0/660	** 0/778	** 0/616	** 0/698
Exchange of Information between the Managers and/with Employees	–	–	–	** 0/543	** 0/491	** 0/522
Attention of the Managers to the Processes	–	–	** 0/660	** 0/616	** 0/660	** 0/660
Care of the Managers over the Employees' Attention to the Strategic Affairs	–	–	–	–	–	** 0/441
Control of Meaning on the Implement of the Organization's Strategies	–	–	–	–	–	–

** Significance Level in the Level of $p < 0.01$

Table (2): Regression analysis of (variables which have entered into the regression equation using the step by step model)

	Index of the Changes' Resource	Separating Coefficient of Regression (B)	Standard Error	The Standard Coefficient of regression separation (B)	T test for the significance of the slop of the regression line	Significance level
<i>The first step</i>	Constant quantity	103/895	–	–	–	–
	Control of the managers on the implementation of the organization's strategies	0/759	0/121	0/336	6/258	0/001
<i>The second step</i>	Constant quantity	98/702	–	–	–	–
	Control of the managers on the implementation of the organization's strategies	0/537	0/132	0/238	4/058	0/001
	Care of the managers over the attention of the employees to the strategic affaires	0/428	0/112	0/223	3/810	0/001

With regard to the results if table No(2), it can be said that the variable of the control of the employees on the implement of the organization's strategies, as the most effective variable in the effectiveness of employees, has been

entered into the regression equation and able to predict the changes of the criterion variable (the effectiveness of the employees) at the rate of 33.6%, while an unit of the change in the standard deviation of the variable of (effectiveness of the employees) causes that the standard deviation of the criterion variable changes at the rate of 0.121.

With regard to the results, table (2) shows that, considering the step by step/progressive model in the second model of the regression equation, variables of the care of the managers over the attention of the employees to strategic affairs predicts 22.3% of the changes of the criterion variable of (effectiveness of the employees), while one unit change in the standard deviation of the variable of the care of the managers over the attention of the employees to the strategic affairs causes that the standard deviation of the criterion variable (effectiveness of employee) changes at the rate of 0.112.

6. FINDINGS AND CONCLUSION

Results of the research showed that there exist a positive and significant relationship between the application of the components of the strategic management and the effectiveness of the employees in the management of the Ministry of Education of the Gilan province., and form amongst of the components of the strategic management, components of (control of the managers on the implement of the organizations' strategies and the care of the managers over the attention of employees to the strategic affairs) are able to predict the changes of the effectiveness of the employees and, as the most efficient predictors of the effectiveness of the employees, each of tem predicts the changes of the employees' effectiveness at the rate of 33.6% and 22.3%, respectively.

Also, the findings of the research showed that there exists a relationship between the attention of the managers to the possibilities, limitations and consequences and/with the effectiveness of the employees at the rate of ($r=0.320$) and this relationship is positive and significant in level of 0.05.

There is a relationship between the information/data exchange among the managers and the employees and/with the effectiveness of the employees at the rate of ($r=0.188$) and this relationship is positive and significant in the level of 0.05 that is, by the increase of the score of the information/data exchange among the mangers and employees, score of the employees' effectiveness will be increased and vice versa.

There exists a relationship between the attention of the managers to the processes which specify the strategies and priorities and/with effectiveness of the employees at the rate of ($r=0.305$) and this relationship is positive and significant in the level of 0.05.

There is a relationship between the care of the managers over the attention of the employees to the strategic affaires and/with the effectiveness of the employees at the rate of ($r=0.328$) and this relationship is positive and direct in the level of 0.05.

There exists a relationship between the control of the managers on the implementation of the organization's strategy and/with the effectiveness of the employees at the rate of ($r=0.336$) and this relationship is positive and significant in the level of 0.05.

7. DISCUSSION AND CONCLUSION

In the arena of the today competitive world, all organizations have found out that only the strategic planning doesn't assists the organizations to acquire the sustained competitive advantage and success to reach the targets any more. The ages of the strategic planning have been come to an end, and the managers must search for the acquisition of the skill of the strategic thought and establishment of the strategic managements in the organizations. At this, it is the managers who have the required knowledge and awareness in this regard and try to increase the effectiveness and productivity of the organization through deployment and application of this process. On one hand, the effectiveness and productivity of the organization depends on the effectiveness and improvement of the performance of the employees. In fact, this is the employees who lead to the effectiveness of the organization by commitment and admission of the responsibility, coordination and concordance and acceptance of the changes and motivation to work a participation in the affairs and tasks. The various researches suggest that the strategic management , through the creation and employment of appropriate strategies, generation of the strategic perspective for employees and organization, implementation of the strategies an control and supervision on their execution and, finally, revision and reformation of them and, in fact, through the compilation of the strategic plans and their enforcement, causes that the employees to have more efficiency and effectiveness because in the process of the strategic management, managers and the persons who are in charge of the organizations, by preparing and implementing the plans for the instruction and increase of the employees' expertise, provide the possibility of the improvement and increase of the employees' performance. In other words, the strategic management involves the analysis of the intra organizational

and extra organizational environments and , based upon this, it deals with the identification of the opportunities and treats, and the power of the employees' perception is to be increased as result of this affair and, therefore, the employees, in order to conduct their duties, engage to take action on the basis of the analysis of the situation and exact and reliable information/data get the best results. As a result, the effectiveness of both employees and organization will increase.

8. Applied Suggestions

1- It is advised that those individuals who are in charge of the organization to draw the long term objectives, common and strategic perspectives for the organization and try that these perspectives and objectives are understandable.

2- In the decision-making and compilation of the strategies, the organization's managers allow the employees to participate as well.

3- The responsible individuals of the organization attempt to create the required unity and intimacy among the managers and employees so that all employees to take part in the implement of strategies.

4- Those who are in charge of the organization to use the working team in order to perform activities.

5- The responsible individuals of the organizations to confer more authorities to the employees in the various levels so that they deal with the implement of the organization's plans through responsibility admission and more motivation.

6- Using the sincere and informal relationships with the employees, the jobs more ideally through the formation of the friendly and informal cooperation groups.

7- Those who are in charge of the organization to consider the courses in order to instruct and increase the expertise and skill of the employees.

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