

# Influential Elements on Development of Organization Infrastructures

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## ABSTRACT

The organization infrastructures resulting outcome is one that potentially maximizes the total value created. Without clear contractual commitments, some rights and organization infrastructures obligations are either not specified. The organization infrastructures managers can write a contract, if such a contract cannot be written, this value-maximizing outcome is unlikely to arise. This article attempts to explain the science organization infrastructures behavior of the organization infrastructures managers by patterns of thinking. Organization infrastructures managers like to follow a similar and routine organization infrastructures behavioral pattern. The objective of this research is to establish the characteristics of infrastructural development for leather processing organization in Tabriz and offer a suitable model to address this development process. The research questions are: What are the characteristics of a suitable infrastructural development model for leather processing organization? What model could be designed to provide a suitable roadmap to achieve mentioned infrastructural development? The methodology of the research is descriptive and survey. The sampling procedure adopted for this research is Systematic Sampling method. The research used 120 completed questionnaires for the analysis. The research studies were based on literature review and field data and information. Information was gathered from Internet, international research paper data banks, interviews and finally survey questionnaire. Careful examination of a collection of research papers showed related theoretical proposals and interviews and related indices, the elements and variables of the research were identified.

**KEYWORDS:** Desirable development model, Infrastructure, organization.

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## 1. INTRODUCTION

Organization infrastructures planning in science organization infrastructures, normally taken as a part of science organization infrastructures planning, therefore also tends to run in cycles of around last years. The difficulty in long-term organization infrastructures planning is also due to the rapid and unpredictable evolution of science organization infrastructures, making it very hazardous to forecast development beyond a period. This paper focuses on the science organization infrastructures planning strategies implemented in organizations. It is argued that globalization has resulted in rapid diffusion of high performance practices transforming organization infrastructures strategy implementation especially those organizations functioning in the international arena. By the same token, the use of different types of strategies in high performance organizations has become the commanding aspect of gaining competitive advantage for global organization. The development of industrial units are carried out on the bases of special conditions, therefore we witness different patterns in this regard. All decisions and managerial measures determine the long-term performances of an organization and perhaps environmental analyses, preparing strategy and performing the strategy, evaluating and controlling, market competition are the main reason for existence of strategy in organizations and economic departments. Principally, the most important part of managerial discussion in any organization relates to “describing the weaknesses strengths, opportunity and threats” that according to which the managers and directors are replaced in the future. Leather organization has a long history even before the presence of Arians in Iran and the organization which once upon a time had a global fame, nowadays experiences the dispersion era. Tens of the famous names in this filed reminds us of men of organization who developed the work in order to change it to successful sector. However, instead of increasing development, one by one these industrial units are converted to the cemetery of organization (Nasirian, 2011). In spite its main role in the macro economy of the country and even the region, however nowadays faces the problems such as sever increase in price of domestic and foreign raw material prices, entering the similar foreign goods, losing the experienced human resources, insufficient working capital, economic depression, inflation and being far from global manufacturing trends. The pressure of such problems makes the friendly production process to an unknown work cycle that seems more dangerous day by day. Broadly, the utilization of various science organization infrastructures planning strategy implementation strategies depends on the evaluation of content based and process based approaches during the formation process of strategic action. These approaches come up with planning and learning schools. Planning organization infrastructures strategy implementation which is leading the content based approach can be identified as the determination of clear cut behavioral actions in advance that result in successful organizational outcomes in the global marketplace. Whereas, organization infrastructures strategy implementation suggests the utilization of trial and error method for capturing the highly valued advantages that emerge along with the science

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organization infrastructures planning strategies implemented. The problems of science organization infrastructures planning have often been dealt with in the rich body of literature under the name public understanding of organization infrastructures science. The importance of strategic, long-term policy and planning in science organization infrastructures is very clear to planners and policy developers, from the fact that they need both considerable resources in order to carry out the planned activities, and a long lead time to accumulate the required trained manpower. In spite of this general awareness, such long-term organization infrastructures, strategic-level planning of organization infrastructures has been lacking in most organizations. Correctly rating the importance of every development model organization expectation is essential to the aggressiveness collective approach process because it will largely affect the final target value of a products and services technical attributes.

## **2. Influential elements on development of organization infrastructures**

It is probably safe to say that the majority of consumers do not consider the nature of most advertising to be worth their attention or time. Several authors investigated consumers' attitudes toward advertising over an extended period of time found that the general attitude of the public toward advertising is negative. Although, this criticism is usually directed at the tactics advertisers employ and not at the institution of advertising itself, it does impact the attitudes of consumers toward advertising in general.

The main objective of the advertiser is to sell or create a positive perception toward the product or service. To the consumer, the value of advertising is achieved when advertising matches or exceeds their expectation. The negative perception of consumers toward advertising has been significantly impacted by irritation felt toward the bombardment of daily advertising. For example, the main reason for people's criticism of advertising has to do with annoyance or irritation caused by either the number or type of advertising directed at consumers. This irritation is believed to lead to a general reduction in advertising effectiveness.

The mount a direct and sustained effort on the alleviation of poverty, enhancing livelihood organization infrastructures security, removal of hunger and malnutrition, reduction of drudgery and regional imbalances, and generation of organization infrastructures by using scientific and organization infrastructures technological capabilities along with our traditional knowledge pool. This will call for the generation and screening of all relevant organization infrastructures technologies, their widespread dissemination through organization infrastructures networking and support for the vast unorganized sector of organizational organization infrastructures. These elements guarantee the successful performance in organization in response to the necessity of a balanced approach towards technology, processes and individuals. Moreover, we have evaluated these elements, the results show that they could be raised, analyzed and to be performed in different markets. We could conclude that the overall evaluation of the experts was positive and selecting the key elements is the starting point for evaluating the strategy of implementing the elements of success in organization considering the systematic standard. The goal of any organization is to create, find and keep the costumers. Therefore, successful performance in organizations and necessity of maintaining a long-term relation with costumers is important. The main reason of this importance goes back to the goals of the organization that nowadays has changed the methods of doing their work. Organizations have different approaches for successful performance in relation to their customers and new condition remains under the support of the customers. Organizations face failure because of following reasons:

Some phenomenon such as human and organizations never intend to die, they desire to have relations with environment for development and progress, and therefore they look for new relations. These relations are not based on confrontation with the environment; however, they welcome the changes by having a general idea. Thus, external environment never makes human or organization to change, but human and the organization looks for desired future in its internal relations. The changes happen in human, organization and environment all together.

The present research is a fundamental and practical one, since the goal of the research is to collect, describes, analyze and offer a model; therefore, the research method is descriptive and statistical. In any statistical analyses, the necessary elements are called society. In other words, society refers to all possible observations that could be obtained by a test (Amidi, 2011). Statistical society of the present research is factories and sectors of leather production in East Azerbaijan province and respondents are directors of the factories and leather sector. Collecting data from a part of the society is called sampling (Amidi, 2011). The sampling method of the research is systematic random sampling. Since we could not have access to all producers, the present method was used. In order to determine the sample volume Cokran formula is used. The statistical sample volume is 169 persons and in order to facilitate the work questionnaires were sent to 170 factories. 140 of the factories answered the questionnaire and 20 were not usable due to incomplete answers. 120 questionnaires were used in the present research. Qualitative and quantitative method was used in the research; first, the qualitative method was used to find the variables and influential elements in developing the organization and in the second stage, quantitative method was used approve that weather these elements and variables are of necessary justifiably and durability. In the second stage, the influence of these variables was recognized in developing the leather organization (their influence coefficient). The study method of the research is library and filed study. The data gathering devices include internet, databases, international papers, interview and questionnaire in the last stage. In the library methods all dissertations, domestic managerial papers, special papers of leather organization and papers of other databases such as Emerald and Science Direct are used.

## 2. METHODOLOGY

Associability organization's with successful infrastructure cultures start by training and educating senior management, followed by all employees that the establishment of quality teams is a top priority. Employees, suppliers and competitors have a stake and essential ingredient for success is a senior quality committee, which provides leadership in quality and stimulates cultural change. This paper proposes organization infrastructure expectations method that considers associability organization's information. In today's associability organization al environment, there are usually several products and services to fulfill certain functions.

The present research is studying the development method for infrastructures of leather organization of Tabriz. the researchers has prepared a questionnaire for studying the development infrastructure of leather organization in two parts that first part includes questions in relation to individual identity of the answerers and second part has considered 179 case as the influential elements after studying the available literature for developing and improving the function of leather organization. The functions were divided to seven groups and were evaluated in seven choice scale of Likret as follows:

Internal-organization human resources, human resources out of organization, support, laws, technology, trade relations and innovation

The descriptive statistics of the data in the present chapter first studies the anthropological variables (age, education, etc). The second part includes descriptive statistics of the questions in questionnaire and analytical statistics are given in the third part. In the present study, Klomogrov-Spirnov test is used to analyze the normality of the variables and determining the type of the test for studying the data that results present the normality of the variables. In order to test the given model and finding suitable model for research, multi-variable regression is used. The tests of comparing the mean and variance analyses are used to study the influence of the anthropological variables in response to related questions of the hypothesis. In order to determine the gender of the sample individuals, one of the questionnaire questions asks in this regard as Table 1.

**Table 1: The gender abundance of sample population of the research**

Gender	Abundance	Relative abundance
Man	man	98.34
Woman	2	1.66

As it could be seen in the table, 118 (98/34 percent) of the statistical samples are man and 2 (1/66 percent) are woman and it shows that there are low number of women who work in leather organization. It shows that unfortunately this organization do not employ woman. It could be related to culture or lack of education in this regard. In comparison with developed countries, mostly women work in the final stages of production (painting, sorting and packing) that influences the quality of the leather. Unfortunately women are not used as work force in this field.

From educational standpoint, the statistical samples are classified to 5 groups. The following table shows their education level as Table 2.

**Table 2. The education level of the sample population**

Education	Abundance	Relative abundance
Uneducated	25	20.84
High school diploma	45	37.5
Associate course	20	16.67
B.Sc	19	15.84
M.Sc	8	6.66
PhD	3	2.5

As it could be seen in the table, around 20.84 percent of the population (25) are uneducated or less than high school diploma, 37.5 percent (45) high school diploma, 16.67 percent (20) associate course, 15.48 percent (19) B.Sc, 6.66 percent (8) M.Sc and 2.5 percent (3) PhD. Most of the research population was of high school diploma education level.

Considering the work experience, the statistical sample were classified in 6 group, table 4 shows their level of experience as Table 3.

**Table 3. The work experience of the sample population**

	Work experience	Relative abundance
1-3 year	30	25
4-7 year	30	25
8-10 year	15	12.5
11-15 year	17	14.16
16-20 year	18	15
more than 20 years	10	8.33

As it could be observed from the table, 120 of the statistical sample around 25 percent (30) have under 1-3 years of experience, 25 percent (30) 4-7 years, 12.5 percent (15) experience of 8-10 years, 14.16 percent (17) experience of 11-15 years, 15 percent (18) 16-20 years and 8.33 percent (10) have more than 20 years of experience.

Considering the age of the sample, they could be classified in 6 groups that table 5 shows their condition as Table 4.

Age	Abundance	Relative abundance
20-30	15	12.5
30-40	20	16.67
40-50	27	22.5
50-60	38	31.67
60-70	15	12.5
Unanswered	5	4.17

According to the information inserted in table, 12.5 percent (15) are 20-30, 16.67 percent (20) are 30-40, 22.5 percent (27) are 40-50, 31.67 percent (38) are 50-60, and 12.5 percent (15) are between 60 to 70 years old. The rest were unanswered. The number of personnel in each production unit is as Table 5.

Number of personnel in each production unit	Abundance	Relative abundance
1-5	38	31.67
6-10	45	37.5
10-15	25	20.84
16-20	10	8.33
21-25	2	1.66
More than 26	-	0

Most of the companies in leather organization have less than 20 workers that show the smallness of these units. According to previous studies, in developed countries there are more than 50 workers in factories of this field (WTO. 2010). After analyses, interviews and considering the records of the research, the suggested model of the researcher are as follows:

According to the gathered information through library studies and interview with experts of the field, the influential elements on leather organization were recognized and since after data collection through tests first elements were in acceptable condition, an analysis was carried out. Table 9 shows that the suggested model is valid for development of the leather organization. Table 7 shows that R<sup>2</sup> is 0.989 and it shows that independent variables in the model form 98.9 percent of the variable changes in leather organization. Considering the available scales this model is acceptable. Considering ANOVAs table,  $\alpha$  of the table is 0.000 and F of the table is 648.128 that show its acceptance as Table 6.

(Summary of the model)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 <sup>a</sup>	.989	.987	.07637

a. Predictors: (Constant), TECH1, support and empowerment, human, buy and sell, rule, innovation, external

### 3. RESULTS

Generally, development of organization infrastructures is evidenced in the high rate of customer loyalty, good reputation, increase in market share, improvement of performance and reduction in complaints, etc. In contrast, the results of poor customer satisfaction include loss of customers, decrease in market share, deterioration of performance, poor reputation and increase in customer complaints, etc., which directly affects gross turnover and operating costs.

Therefore, development of organization infrastructures is has become an important operating goal to which enterprises have competed to make the commitment. Moreover, measuring and monitoring customer satisfaction has become an important research topic for enterprises.

This study attempted to explain how to set up a complete development of organization infrastructures is and target management system based on the concepts of customer satisfaction and target management proposed in business and e-business plan strategy as social responsibility conduct real-world case study, identify the critical items in customer recognition through market analysis, survey of satisfaction and business opportunity algorithm and eventually integrate corporate objectives to achieve sustained improvement.

#### **4. DISCUSSION**

This study demonstrated that efforts to reduce information asymmetry through better bilateral critical management and directors' development of organization infrastructures programs can translate into greater involvement in bilateral critical management strategy. The results from the analyses provided support for most hypotheses and valuable insights into these issues. The results about board bilateral critical management development activities suggest that investing in director development does affect board bilateral critical management strategy involvement. Although the actual quality of director development programs has questioned, study findings have shown that education programs can have a positive impact on bilateral critical management strategy involvement. These results probably reflect our strict characterization of educational programs: The construct used to characterize those programs includes best practices items such as the formal evaluation of director skills and the widespread participation of directors.

However, results regarding orientation programs were not significant. More information about the quality and depth of bilateral critical management programs may clearly be necessary to assess whether they can really contribute to superior board performance. The results about bilateral critical management generally indicate that efforts to provide directors with more information can have a positive effect on board bilateral critical management strategy involvement. They demonstrate that bilateral critical management has the potential to counter passive boards by further engaging directors in bilateral critical management development of organization infrastructures strategy.

Increase types of information did not seem to enhance bilateral critical management strategy involvement. The non-significant results found about the external information construct were somewhat surprising. Information about the industry such as its trends, its regulatory and technological environment and key competitors, constitutes strategic information on which typically built strategic plans. These results may suggest that this type of information more aligned with bilateral critical management strategy formulation and considered to management's domain. The bilateral critical management may consider too general and too disconnected for directors to find useful of development of organization infrastructures.

#### **6. Conclusion**

Scientific knowledge with insights from other disciplines, and ensures fullest involvement of scientists and technologists in national governance so that the spirit and methods of scientific enquiry permeate deeply into all areas of policy making. This policy, reiterates organizational commitment to participate as an equal and vigorous global player in generating and harnessing advances in SBT for the benefit of all environment. The operational concept based on customer satisfaction where the operation of quality management system is customer-oriented and aims at improving customer satisfaction; customers' needs and expectations are satisfied through clear management responsibility, communication, resource management and product realization process; the structure of measuring and monitoring customer satisfaction is proposed on the basis of overall performance of the quality system and requires enterprises evaluate performance from the perspective of customers.

The aim of the present research is to find a suitable model for infrastructure of leather organization for improving the function of the organizations. This research is based on the similar researches to respond the questions of the work. As in many other fields, strategic planning professionals often cloak their work in pseudo scientific jargon designed to glorify their work and create client dependence. In reality, strategic planning science organization infrastructures planning processes are neither scientific nor complex. With modest, front-end assistance and the occasional services of an outside facilitator, organizations can develop and manage an on-going and effective science organization infrastructures planning program.

Strategic planning consists of a set of underlying processes that are intended to create or manipulate a situation to create a more favorable outcome for a company. This is quite different from tradition tactical science organization infrastructures planning that are more defensive based and depends on the move of competition to drive the company's move.

Our research is the first suggested model for development of proper infrastructure in leather organization of Iran, thus it is not comparable with other models. Considering the effective role of human resources in development of leather organization, presence of experts in leather organization and educated professional and committed workers and personnel and the high education of the directors in producing units and familiarity of authorities in leather related sectors and supports, there would be better way for development of leather organization infrastructures.

Ignoring the managerial issues specially paying attention to main elements of marketing's and procurement is most important problem of the field, since most of the producers lack any knowledge with this regard.

The laws and regulations of the governmental organizations with tanneries do not create the necessary facilities for development of infrastructures. More attention of tanneries in buying raw materials would depend on the standards of the leather production, need for innovation, observing the trade principles and reviewing the annual function. However, this formulation still does not help managers in the public sector, for now they need to decide not only whether they want to develop strategic plans but also whether they should approach such plans with a global perspective or with a narrower one.

Thus, what seems to be a problem of semantics masks a fundamental question about the inclusion or exclusion of goal definition from the strategic science organization infrastructures planning process.

Science organization infrastructures planning is a tool for finding the best future for your organization and the best path to reach that destination. An organization's strategic science organization infrastructures planning planners already know much of what will go into a strategic plan. However, development of the strategic science organization infrastructures planning plan greatly helps to clarify the organization's plans and ensure that key leaders are all on the same script but far more important than the strategic plan document is the strategic planning process itself. The strategic science organization infrastructures planning process begins with an assessment of the current economic situation. Examining factors outside of the company can affect the company's performance. In most cases, it makes sense to focus on the national, local or regional and organization economic forecasts.

This part of the analysis should begin early, at least a quarter or so before the formal science organization infrastructures planning process begins. Hence, it's been concluded that, strategic planning positively affects organizations' performance, or more specifically, the amount of strategic planning an organization conducts positively affects its financial performance. The LSFD model is being proposed to be adopted and implemented by Association of Leather Producers of Tabriz (ALPT) in Tabriz leather industrial zone. The model needs a time span to be implemented correctly and our knowledge, intuition and experience suggests a minimal of 5 years. During this time the dynamics and priority of the model elements may change but it is expected that full model structure should stay intact. The elemental proposals are as below:

- Increases utilization of leather processing specialist and interaction of chemical providers for all tanneries, including small units. This will create a sustainable self interest in the processing technology, which will impact the company's performance, quality and productivity.

The need to educate all the direct production personnel with basic tanning science will also help enhance the self-interest in the work (being difficult at best of times) via short course. The implementation of such scheme can only be done by ALPT via outsourcing the services of an educational establishment.

- Innovation and technology elements show a desire to find up to date technology and knowledge and hence the need for R&D which is absent now. A strong R&D can support tanneries technical needs and will help improve productivity and quality and will effect the way input material (raw hide and chemicals) are considered and adopted.

- ALPT must be politically strong to be able to lobby the politicians to acquire necessary support for the sector.

- Heavily imposed laws and regulations are not good for a struggling organization. However the real problem lies in fine details of the law and it is mostly due to lack of any understanding and appreciation of these fine details but the managers.

- Tanneries need to use qualified specialists to design, source, manage and maintain their machinery. We believe that ALPT must register all qualified specialists and only registered one should be able to offer services.

- The negative aspect of trade relations show an inherit flaw in the way organization infrastructures is operated in Iran. It has its advantages and disadvantages but overall, it has played a major role in the decline of the organization. Hence all managers must also accept to undergo short term managerial courses in order to understand new management, sales and marketing and accounting skills so as to be able to envisage greater productivity and achieve higher levels of profitability.

It is hoped that with continued discussions within the ALPT a new mandate for change can be realized and hopefully within five years we should see real change in attitude, quality, and productivity resulting in higher profits, new investment and employment.

Existence of laws and regulations does not always pave the way for development; however, inconsiderable issues cause the problems of the leather organization. If the directors and authorities are familiar with issues, they could help the units. Since paying attention to necessary standards when buying the machineries has the lowest rank but paying attention to standards y buyers of the leather occupies the highest place, always there are problems in trade relations. Most of the problems are caused by lack of knowledge in new accounting methods, auditing the directors and authorities. As there are some regulations in buying the raw materials and skin sellers observes them to increase the quality of skin however there is not any commitment against sold skin, since before account clearance no raw material is delivered and only after some days and during the tanning problems would be revealed! Thus if leather organization attempts to think about development, first must adjust buying the skin in order to produce leather with high quality, since these issues always cause damages for transactions and the buyer demands more privileges form the producers. Leather users have special talent in covering the problems, thus producers must have special knowledge in production of shoes, purse, belt and any other product to stand against the illogical reasons of the buyer.

Results also indicated a reciprocal relationship between strategic science organization infrastructures science organization infrastructures planning intensity and organizational performance. That is, strategic science organization infrastructures planning intensity causes better performance and in turn, better performance causes greater strategic planning intensity. There is a constant need for organizations, especially financial institutions like banks to think strategically about what is going on. This appears to be precisely what banks, in particular have begun to do in recent years. In response to increasing complexity and change in the financial services organization, banks and other organizations have turned to strategic planning. Anyhow, the relatively new trend is towards strategic science organization infrastructures planning in organizations.

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