Presenting of Indifference Management Model of Education System in Ardabil Province Using Structural Equation Modeling

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Abstract

The purpose of the present study is to investigate indifference management structural model in education system of Ardabil Province. The research method was integration study using Alli modeling. Statistical society of research was 420 assistant professors of educational science, managers and deputies of Ardabil' second period of high schools that 383 individuals were selected by simple random sampling. The data collection tool was researcher-made questionnaire. Face and content validity of the questionnaire was confirmed by experts and its Cronbach's alpha coefficient was obtained as of 0/80. In order to investigate hypothesizes of research, obtained data were transferred to LISREL software to fit Alli model of structural equation and then were analyzed. The obtained findings of the statistical analysis showed that behavior and performance of manager indirectly has a meaningful impact on indifference management variable through employee' empowerment variables, job satisfaction of employee, organization's culture, organizational climate and employee' perception of the organization. Goodness of fit index (GFI) 0/92 and root mean square of residuals latent variables model was RMSEA=0/045. Therefore, the model has a good fit and has a great ability to measure main variables of research.

Keywords: indifference management, indifference management in education system, employees' indifference process

1. Introduction

The pace of change and evolution has increased considerably in different aspects of humane societies, in a way that these fast changes transformed many social values' fundamentals at once (Amiri, 2013). Nowadays assessment of employees' behavior in organizations is an unavoidable issue and managers should pay attention permanently on employees' behavior in addition to continuous evaluation of their performance, because behavior of employees has direct effect on their performance and finally performance of organization. One of these behaviors is organization's indifference that has been observed in organizations considerably but rarely has been considered. Employees are considered as real competitive advantage; therefore, one of most important issues of human resources currently is to eliminate organizational indifference of employees. Because indifference is a condition that achieving or not achieving of organizational targets is not different for one member or a group of members. In organizational level, individuals who do not have job eagerness become gradually affected by job depression and eventually become indifferent (Keshavarz, 2012, p. 187). Nevertheless of importance of cash strength of organization and its role in achievement of organizational targets if for any reason humane factors of each organization do not have sufficient willing and motivation for work, activity, and collaboration to achieve targets, organization will lose its main dynamism and its essence. One of consequences of indifference regarding human resource is creation of a phenomenon called "indifference in organization" (Danaee et al., 2010). Indifference of employees of organizations in Iran is a problem for some of state organizations and some of private sector and none state organizations. Indifference and disappointment of employees respecting destiny and plans of organization and effective perception and understanding between employees and management is a danger ring for reduction of organizational performance that in more general level will damage whole society. One of reasons of slow working is organizational indifference. In fact, indifference spirit in employee behavior takes motivation of work and effort from them and indifferent organization forms following by indifferent

employees (Keefe, 2003). Elimination of this indifference can solve the problem of slow working (Danaee & Eslami, 2010). Someone bring indifference with themselves into work climate or at least give up faster in facing with indifferent conditions and situations due to existence of psychological and specific characteristic backgrounds on the other hand they are indifferent and cool characteristically and learned in their social climate that should not have many expectation from organization or other individuals and due to this mood do not have so attention relative to what goes around and have an indifferent mode regarding anything and this mode includes their work and organization as well. When a manger be appointed who is indifferent himself and is not adhere to his targets and slogans increases indifference of the others. Organizational indifference in persons who has internal and personal indifferences due to psychological or cultural reason is more sever. Some of organizational indifference of persons caused by personal and family problems of employees; especially if organization and its managers impose organizational pressures on employees by ignoring of these personal problems (Seyed & Keshavarz, 2011).

An organization maybe managed with some medium employees but competent employees can enhance its business level and cause its progress. Same way, incompetent employees can convert a great business empire into fall and destruction. In current tight and full of competition market preserve of competent employees and also develop of employee loyalty to organization have found importance continuously and have converted to a permanent challenge (Lai, 2013). There is no doubt that human as the exceled creation has many capabilities that can use them in line with development of targets and achieving of organizational mission. This also requires providing of required conditions and prerequisites for employees and needs investment and multidimensional attention to human resources. This importance and necessity to pay attention to different aspects of employees' needs and different aspects of employee behavior was that leads to emerging and development of organizational behavior hypothesize (Tahazadeh, 2013).

Yazdani et al. (2015) in a research called "investigation of effect of leading style and organizational climate on knowledge management considering the mediation role of organizational structure and social interaction" that was conducted on administrative employees of Mellat bank office of Tehran concluded that organizational structure has a direct, positive and meaningful impact on social interaction and lack of trust, communication and coordination between members of organization cause knowledge in organization does not be created, shared and used. Moreover, leading style has positive and meaningful impact on organizational structure and organizational structure has positive and meaningful on social interaction.

Kazemzadeh and Hassani (2015) in their research called "clarification of the role of organizational characteristics of schools on citizenship organizational trust and behavior of teachers" that its statistical society was all of high school teachers of 2nd division of education system of city of Orumieh, 159 individuals were selected with simple random sampling method. Results of their research showed that among organizational characteristics of schools, organizational culture variable has a meaningful and positive impact on citizenship trust and behavior.

Ghfarzadeh (2015) in a research aiming to evaluate "relation of organizational indifference and organizational quit of employees of youths and sport organization of Mazandaran province" that studied statistical society included all of employees of youths and sport organization of Mazandaran province (Sari city) and youths and sport offices of other cities of Mazandaran province with 280 individual, between organizational indifference and organizational quit and also between each aspect of organizational indifference (indifference to manager, indifference to organization, indifference to customer, indifference to colleague and indifference to work) and aspects of organizational quit (defending quit, subordinate quit and humanitarian quit) there is positive and meaningful relationship.

Ardalan, Ghanbari, and Zandi (2015), in a research called "mediation role of employee contribution in relation between revolutionary leadership and readiness for organizational change" that statistical society of research was all of employees of education system headquarter of Kurdistan province and 1 and 2 areas of city of Sannaddaj. Using sectional random sampling method, a sample containing 170 individuals of employees were selected and studied. Below results were obtained. There were positive and meaningful relationship between revolutionary leadership and readiness for change. Relation between revolutionary leadership and employee's contribution was positive and meaningful and between employee's contribution and readiness for change, positive and meaningful relation was seen too. Also the results of path analysis showed that two factors of sharing in information and contribution in decision making could play a mediation role in relation between parameters of ideal penetration, mental stimulation and individual care with readiness for organizational change.

Ahmadi et al. (2015), in a research called "the study of relation between organizational climate and contribution

in university's decision makings from professors point of view" that research population was all of professors of Shahid Sadughi medical science university of Yazd with 292 individuals, 72 individuals were selected by sectional random sampling method and direct inference was done between organizational climate and integration contribution.

Shahmansouri and Sokut (2015), in a research called "the effect of revolutionary leadership style on self-efficiency of employees (in municipality of Aran and Bidgol)" that its statistical society was composed of all of employees of municipality of Aran and Bidgol with 100 individuals. The effect of revolutionary leadership style and all of its aspects on self-efficiency of employees of municipality of Aran and Bidgol was evaluated as positive and meaningful. Among aspects of revolutionary leadership, ideal characteristics had highest effect and individual care had lowest effect on employee self-efficiency.

Khodami and Osanlu (2015) in a research called "design of ethical behavior model with stress on role of ethical values of organization" that its statistical society was employees of Mellat bank of Tehran city and quantity of statistical sample using Kendal formula and sampling method was 350 employees reached to these results that ethical values have positive and meaningful relation with all three dimensions of organizational justice. From dimensions of organizational justice it is only interactional justice dimension that is related with both dimensions of organizational commitment and job satisfaction and dimension of process justice is only related to organizational commitment too. Organizational commitment and job satisfaction both have positive relation with ethical behavior as well. Therefore, they reached to this general conclusion that ethical values of organization can lead to employee ethical behavior through creation of organizational justice, job satisfaction and organizational commitment.

Sargazi and Mohammadi (2014), in a research called "the relation of social asset with organizational culture in high education centers of Golestan province" that its statistical society composed of 460 individuals of employees of education and administration in state and none state high education centers of Golestan province obtained positive relation between social asset and organizational culture and also 39/7 percent of organizational culture changes was evaluated through organizational trust, personal trust, social trust, learning actions and social interaction.

Basar, Ufuk, Sigri, and Ünsal (2015), in a research called "the effects of perception of teachers' organizational justice on intention to leave the job: mediation role of organizational identity" that sample of teachers was composed of teachers of primary and high schools in Kankaia area of Ankara, Turkey, reached to these conclusions that: distributional and inter individual justice with organizational identity had a negative effect in prediction of teacher's intention to leave the job. Organizational identity was fully mediator of predictor's effect on perception of distributional justice on intention of job leave. However, in some extent was mediator of effect of prediction of perception of inter individual justice on intention of job leave?

Thomsen, Karsten, and Oort (2015), in a research called "Social Exchange in Dutch Schools for Vocational Education and Training" and sample includes 845 individuals of teachers results showed that trust of a predictor for desired results was instructor and had the role of a social mediation. In special trust between team members was related with organizational emotional commitment and organizational citizenship behavior. Trust to supervisor and trust to senior manager was not related with neither organizational commitment nor organizational citizenship behavior. Recognized organizational support was related with teacher's trust in all of trust targets. Also had direct effect on organizational commitment. Process justice was affected by trust to supervisor and trust to senior management.

Waruwu (2015), in a research called "the relationship between teachers' perceptions from emotional intelligence of managers and organizational climate and job satisfaction of high schools teachers" reached to below results: Teacher's perception from emotional intelligence, organizational climate and job satisfaction of teachers was sufficient. There was a meaningful integration between teacher's perceptions of emotional intelligence and job satisfaction of teachers with integration coefficient of 0.6482. There is a meaningful relation between organizational climate and job satisfaction of teachers with integration coefficient of 0.4920. And also there is a meaningful relation between teacher's perceptions of emotional intelligence and organizational climate and job satisfaction at the same time in high school teachers with integration coefficient of 0.7570.

Prince, Burns, Lu, and Winsor (2015), in their research called "the knowledge and skill transfer between students of master of business administration (MBA) and workplace" whose target society was students of master of business administration that all of them worked with university at the same time. 114 students were selected as sample and their study showed that there is a meaningful relationship between organizational climate of workplace and knowledge transfer.

Balker (2015), in a research called "definition of culture of schools' empowerment: teachers' perception" that its target was investigation of assessment of attributes of schools' empowerment culture based on teachers' understanding and perception was done through semi organized interview with 43 teachers of guidance school who were teaching in Ghaziantep state of Turkey reached to these results: 1) dominant attributes of schools' empowerment culture stress on sense of self confidence, change, innovation and contribution management. 2) taechers' effectiveness, job satisfaction, strong social relationships and leadership of school's managers are primary attributes that are obtained as a result of reflection of empowerment from schools' empowerment culture. Therefore, considering mentioned issues, present research is intended to find which factors are effective on indifference management in an organization and in order to accurate analysis, this issue is focused on education system of Ardabil province.

2. Method

These hypothesizes are primary claims regarding relations between elements of research pattern that are subjected to evaluation.

First hypothesize: Behavior and performance of manger directly effects organizational climate.

Second hypothesize: Behavior and performance of manger directly effects empowerment.

Third hypothesize: Empowerment directly effects employees' satisfaction.

Fourth hypothesize: Organizational climate directly effects employees' perception of organization.

Fifth hypothesize: Perception of organization has a meaningful impact on work culture of organization.

Sixth hypothesize: Employees' satisfaction directly effects work culture of organization.

Seventh hypothesize: Work culture of organization directly effects indifference management.

Eighth hypothesize: Behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of empowerment, employees' satisfaction and work culture.

Ninth hypothesize: Professional management indirectly effects indifference management variable through variables of organizational climate, employees' perception of organization and work culture.

Figure 1. Primary model of research

2.1 Research Design

Present research that is conducted with intention of presenting of organizational indifference management model in education system of Ardabil city is among descriptive researches (none experimental) of type of integration using structural equations modeling method. Structural equations modeling is a very general and powerful multivariable analysis method from multivariable regression family and in more accurate word, a general linear model expansion that enables researcher to test a group of regression equations simultaneously.

Statistical society in this research composed the university professors of educational sciences division and experts of education system in educational sciences major with tendency to educational management and

mangers and deputies of second period of high school of Ardabil city (1 and 2 areas). As in sampling of structural equations research method, experts believe that corresponding to each studied variable minimum 5 to 15 individuals should be selected as sample so considering to 37 apparent variables in this research, 10 individual were considered as sample corresponding to each variable but as there was the possibility to avoiding of returning of questionnaire, totally 400 individuals were selected as statistical sample that 383 questionnaire were analyzable.

In this research, researcher-made questionnaire was used for data gathering. Indicated questionnaire contains 80 questions that are asked in proportional to variables and research model. 1-9 questions are for evaluation of organization work culture, 10-27 questions for evaluation of organization climate, 28-38 questions are for evaluation of leadership style, 39-53 questions for evaluation of employees' perception of organization, 54-68 questions are to evaluate employees' satisfaction level and 69-80 questions are to evaluate employees' empowerment by organization. This questionnaire is based on Likret scale (Very low, 1; seldom, 2; sometimes, 3; often, 4; always, 5).

Validity of questionnaire was assessed by two methods of face validity and content validity. In face validity, prepared questionnaire was given to two referees (the experts of education and training) and their comments were also considered and in content validity, as prepared questionnaire was result of responses of 24 experts and was done based on grounded of coding theory and sampling was stopped in saturation stage so content validity was apparent. Questionnaire consistency was also taken by Cronbach's alpha coefficient. The value of Cronbach's alpha coefficient related to studied variables in this research for work culture aspect in organization ($71/.=\alpha$), organizational climate ($85/.=\alpha$), professional management ($84/.=\alpha$), employees' perception of organization ($74/.=\alpha$), employees' satisfaction ($79/.=\alpha$) and empowerment ($82/.=\alpha$) were obtained that shows appropriate consistency of the tool. Structural equations model and spss was used for data analysis.

3. Results

One of prerequisites of usage of LISREL structural equations is investigation of adequacy of investigated sample that for this investigation KMO sampling adequacy test is used:

Table 1. Sampling adequacy test

0.847	Sampling adequacy test	
14920/446	Kroit-Bartlett index	
2415	Degree of freedom	Kroit-Bartlett test
0.001	Significance level	

The value of sampling adequacy is 0/847. Therefore, sample quantity is appropriate to use structural equations. Generally, large values (close to one) indicate that parametric analysis for data's is applicable. If this value is smaller than 0/5, probably results of parametric analysis for data's will not fruitful.

Table 2. Final model values

Relations of concepts with indexes in model	Standardized value	Standard error	T-value	R^2	Significance level	Result
Behavior and performance of manger directly effects organizational climate	0.93	0.1	9.32	0.78	P<0.01	Hypothesis confirmation
Behavior and performance of manger directly effects employees' empowerment.	0.88	0.26	3.45	0.87	P<0.01	Hypothesis confirmation
Employees' empowerment directly effects employees' satisfaction.	0.82	0.11	7.77	0.67	P<0.01	Hypothesis confirmation
Organizational climate directly effects employees' perception of organization.	0.91	0.26	3.42	0.82	P<0.01	Hypothesis confirmation

Perception of organization has a meaningful impact on organizational culture	0.33	0.086	3.85	0.65	P<0.01	Hypothesis confirmation
Employees' satisfaction directly effects work culture of organization.	0.56	0.1	5.53	0.65	P<0.01	Hypothesis confirmation
Culture of organization directly effects indifference management.	0.75	0.16	4.59	0.57	P<0.01	Hypothesis confirmation
Behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of employees' empowerment, employees' satisfaction and work culture.	0.32	-	1834.8	---	P<0.01	Hypothesis confirmation
Behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of organizational climate, employees' perception of organization and work culture.	0.2	-	208.5	---	P<0.01	Hypothesis confirmation

Based on Table 2, results of analysis of researches hypothesize using results of structural equations modeling are as following:

First hypothesize: Behavior and performance of manger directly effects organizational climate.

Based on standard evaluation of variable of behavior and performance of manger on organizational climate that is 0/93 and values of T=9/32 and R2=0/78, can conclude that in significance level P<0.01, behavior and performance of manger directly effects organizational climate. So research hypothesize is confirmed.

Second hypothesize: Behavior and performance of manger directly effects employees' empowerment. Based on standard evaluation of variable of behavior and performance of manger on empowerment that is 0/88 and values of T=3/45 and R2=0/87, can conclude that in significance level P<0.01, behavior and performance of manger directly effects employees' empowerment. So research hypothesize is confirmed.

Third hypothesize: Employees' empowerment directly effects employees' satisfaction.

Based on standard evaluation of variable of employees' empowerment on employees' job satisfaction that is 0/82 and values of T=7/77 and R2=0/67, can conclude that in significance level P<0.01, employees' empowerment directly effects employees' job satisfaction. So research hypothesize is confirmed.

Fourth hypothesize: Organizational climate directly effects employees' perception of organization.

Based on standard evaluation of variable of organizational climate on employees' perception of organization that is 0/91 and values of T=3/42 and R2=0/82, can conclude that in significance level P<0.01, organizational climate directly effects employees' perception of organization. So research hypothesize is confirmed.

Fifth hypothesize: Perception of organization has a meaningful impact on organizational culture.

Based on standard evaluation of variable of perception of organization on culture that is 0/33 and values of T=3/85 and R2=0/65, can conclude that in significance level P<0.01, perception of organization has a meaningful impact on organizational culture. So research hypothesize is confirmed.

Sixth hypothesize: Employees' satisfaction directly effects work culture of organization.

Based on standard evaluation of variable of employees' satisfaction on culture of organization that is 0/56 and values of T=5/53 and R2=0/65, can conclude that in significance level P<0.01, employees' satisfaction directly

effects work culture of organization. So research hypothesize is confirmed.

Seventh hypothesize: Culture of organization directly effects indifference management.

Based on standard evaluation of variable of culture of organization on indifference management that is 0/75 and values of T=4/59 and R2=0/57, can conclude that in significance level P<0.01, culture of organization directly effects indifference management. So research hypothesize is confirmed.

Eighth hypothesize: Behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of employees' empowerment, employees' satisfaction and work culture.

Based on standard evaluation of variable of behavior and performance of manger indirectly through variables of employees' empowerment, employees' satisfaction and work culture on indifference management that is 0/32 and values of T=1834/8, can conclude that in significance level P<0.01, behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of employees' empowerment, employees' satisfaction and work culture. So research hypothesize is confirmed.

Ninth hypothesize: Behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of organizational climate, employees' perception of organization and work culture.

Based on standard evaluation of variable of behavior and performance of manger indirectly through variables of organizational climate, employees' perception of organization and work culture on indifference management that is 0/32 and values of T=1834/8, can conclude that in significance level P<0.01, behavior and performance of manger indirectly has a meaningful impact on indifference management variable through variables of organizational climate, employees' perception of organization and work culture. So research hypothesize is confirmed.

3.1 The Test of Fit of Conceptual Pattern

The target of investigation of fit of whole model is to determine in what extent whole model is compatibility and adoption with used experimental data's. There is a vast group of fit criteria's that can be sued for fit measurement of whole model. Unfortunately none of them do not have Excellency relative to others in all aspects. Because a specific fit norm acts differently depending to sample volume, approximation method, model complexity, assumptions related to normality or a combination of above conditions. So different individuals may use different norms for model fit depending to model conditions (Human, 2014, p. 19). In this part, research conceptual pattern was evaluated using different fit methods. A complete structural equations model is actually indicator of a combination of path curve and confirming parametric analysis. In 2 and 3 figures you can see standard approximation coefficients and significance numbers of research structural model.
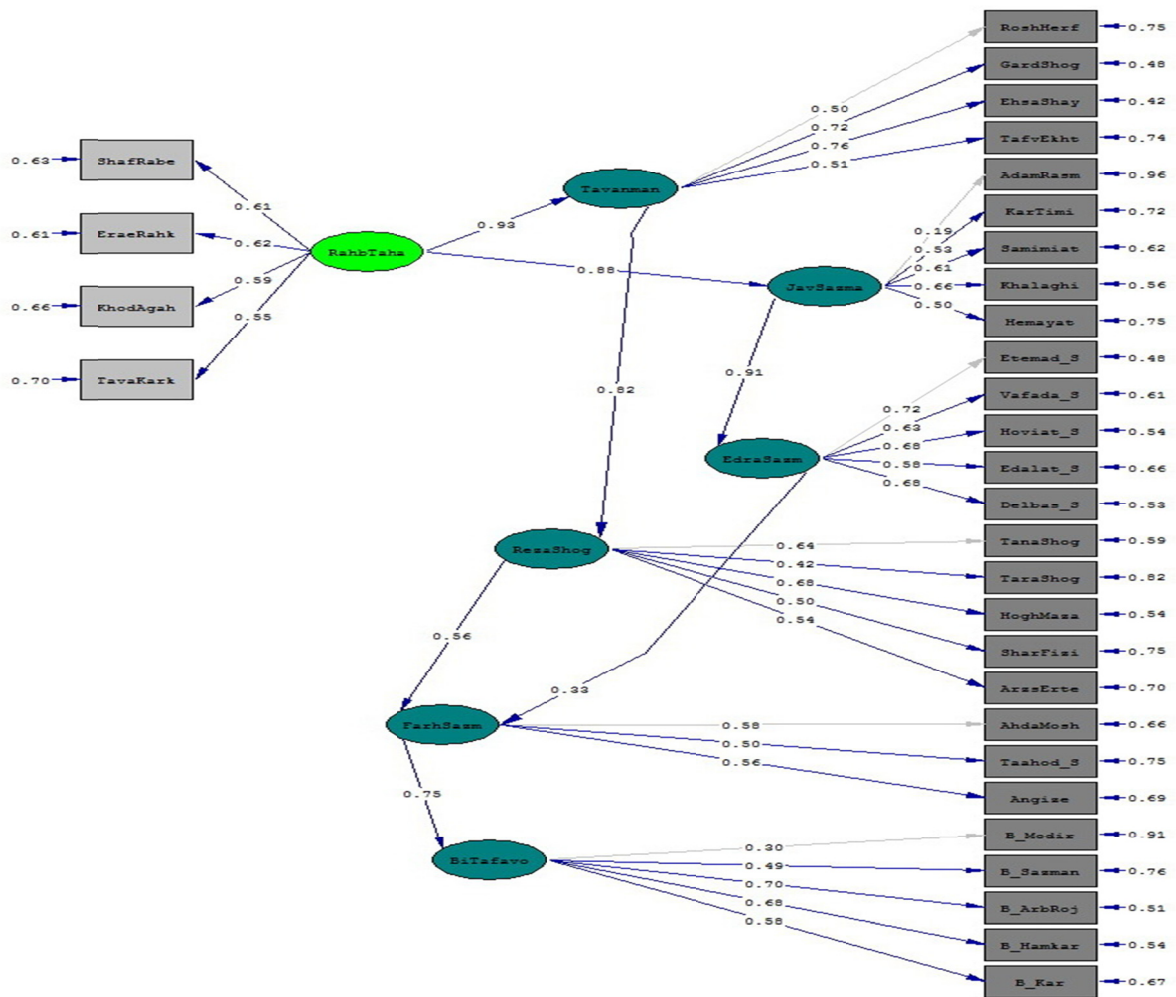
Figure 2. Final model of research

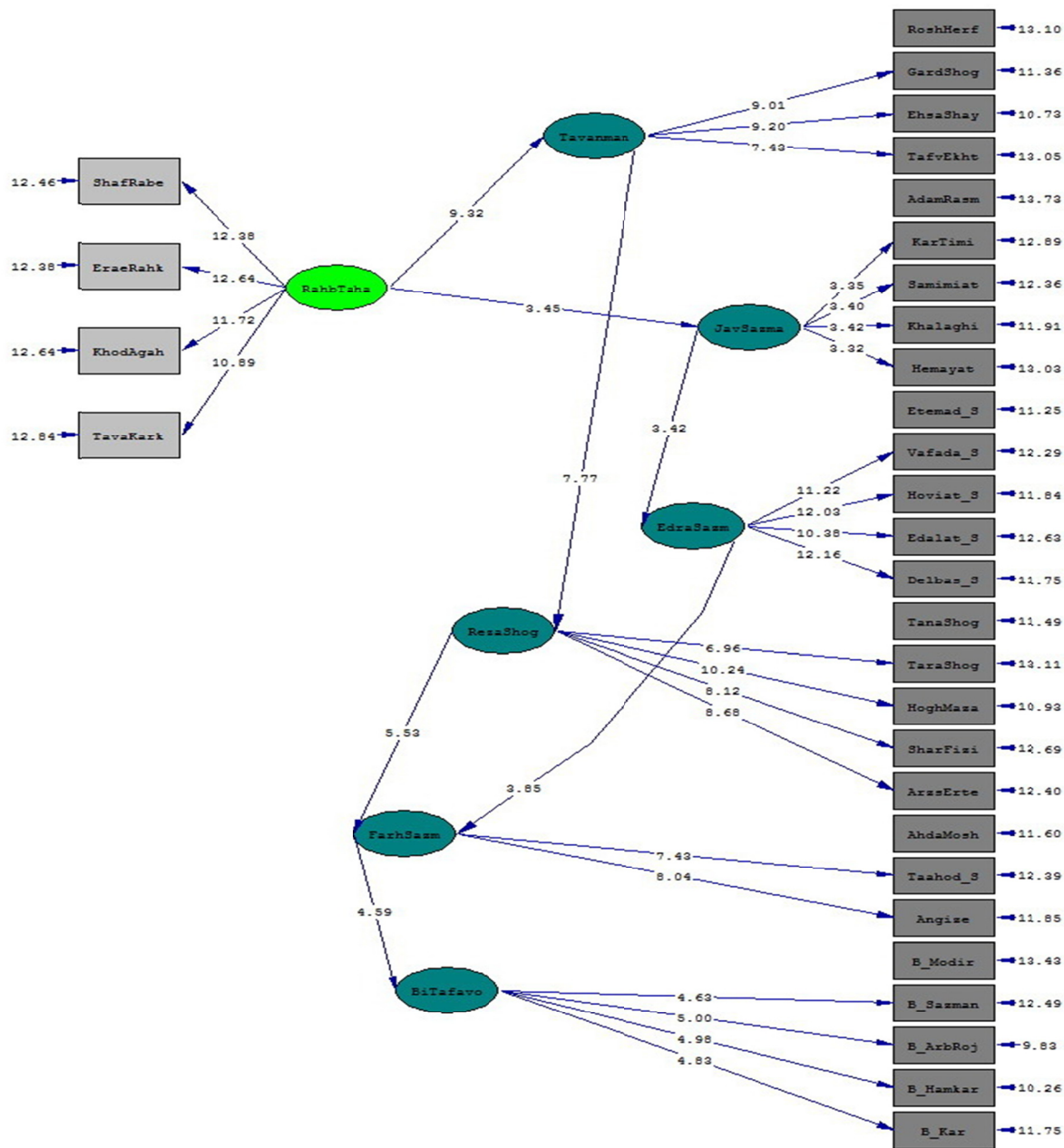In addition, significance level of relations between variables is as below:

Figure 3. Significance level of relations between variables

In structural equations modeling, when it is possible to trust to model's approximations that model has enough fit.

Table 3. Fit indexes of final model

Result	Value	Acceptable range	Index name
Model confirmation	2.85	X2/df ≤3	X^2/df
Model confirmation	0.045	RMSEA<0.09	RMSEA
Model confirmation	0.92	GFI>0.9	GFI
Model confirmation	0.86	AGFI>0.85	AGFI
Model confirmation	0.91	CFI>0.90	CFI
Model confirmation	0.91	IFI>0.90	IFI

All of used fit indexes show that this model has a good fit. Therefore, we conclude that research model has high capability in measurement of main variables of research. Considering that model is standard, LISREL findings are reliable. In structural equations modeling, when it is possible to trust to model's approximations that model has enough fit.

4. Discussion

General results of research showed that behavior and performance of manager indirectly has meaningful impact on indifference management variable through variables of employees' empowerment, employees' job satisfaction, organization's culture, organizational climate and employees' perception of organization. In this part of paper, we assess and discuss the results of present research with the results of preceding researches in order to confirm or not confirm research's hypothesizes.

First hypothesis of research showed that behavior and performance of manager has meaningful impact on organizational climate. Demir (2015), obtained a meaningful relationship between trust to colleagues and supportive work condition that is in line with results of this research. Heidarzadegan and Farhang (2014), obtained direct and meaningful relationship between teamwork and inter individual relationships and organizational relationships (factors of climate in this research) with organizational commitment and Amiri (2013), stated organizational structure (officially, concentration…) as one of effective factors on indifference.

Second hypothesis of research showed that behavior and performance of manager has meaningful impact on employees' empowerment. That conforms to results of researches of Christophersen et al. (2012) who obtained feedback and solution providing and paying attention to students by school's employees as effective factors. And this kind of manager behavior forms when leader develops interests of his employees and creates required awareness and acceptance of them to accomplish missions and encourages the employees toward a direction beyond their benefits and prioritizing of group's benefits upon individual benefits. Noble leadership put his values, decisions and even week points and mistakes, subjected to observation and opinion of all people through creating of positive and open relationships that leads to some positive consequences such as creation of sense of mutual trust, freedom of speech to offer new and even unconventional ideas and organization effectiveness. Therefore, one of principals of noble leadership is development of himself and followers and this path will be paved with capable employees (Gardner et al., 2011).

The results of third hypothesis showed that employees' empowerment has meaningful impact on job satisfaction that conforms to results of research of Isakhani et al. (2013) that stated independency and freedom of act, grow and learning opportunities and proportioning of job with worker as vocational sources that are effective on sympathy to organization as well as Dehghan et al. (2012) regarding relation between training and empowerment with job satisfaction and organizational commitment and Balker (2015) respecting creating of job satisfaction through empowerment.

The results of fourth hypothesis showed that organizational climate has meaningful impact on perception to organization. Heidarzadegan and Farhang (2014) obtained a direct and meaningful relationship between teamwork and inter individual relationships and organizational relationships (factors of climate in this research) with organizational commitment and Amiri (2013), stated organizational structure (officially, concentration…) as one of effective factors on indifference. Akbar et al. (2014) also found meaningful relation between organizational climate and job sympathy that is in line with results of this research.

The results of fifth hypothesis showed that perception to organization has meaningful impact on organization's culture. The obtained results from this research showed that one of most important and most effective factors in organizational indifference management is culture of that organization. In this research, specific targets,

commitment to work and motivation of activity is called "culture" which commitment and motivation are indicators of work culture all together and work culture is subdivision of organizational culture as well. Familiarity with culture is an essential and fundamental step for familiarity with organization and employees' behavior and performance. Because with culture can facilitate changes easily and emerge new approach in organization (Alvani et al., 2010). Therefore, if managers are going to increase organizational efficiency and performance should pay attention to composing factors of organizational culture (Rahimnya & Alizadeh, 2008). When employees localize organizational values, find their works meaningful and dynamic and have the sense of integrity with colleagues and this will increase their commitment to organization. The culture of positive work in individuals of a society and in a special way in an organization creates a kind of commitment regarding that organization or workshop which its value is very higher than personal benefits of employees. In addition, on the other side, motivation for work is factors, conditions, advantages and situations that cause motivation, directing and succession of behavior of individual in a desired form in relation with his vocational positions (Faraji, 2014).

The results of sixth hypothesis showed that employees' job satisfaction directly affects organization culture. The results of this research is in line with results of Ahmadi et al. (2015) that stated job satisfaction as strongest predictor of culture of work and Khalafkhani (2011) who obtained a meaningful relation between job wage and advantages with contribution. The research of Balker (2015), Dordio et al. (2015) stressed on relation between job satisfaction and school's culture that is in line with results of this research. In present research, job satisfaction through impact on culture leads to indifference elimination. Hence, as high as satisfaction of individual's needs and his peace of mind is provided, job commitment and motivation-that are among work culture aspects- will be increased.

The results of seventh hypothesis showed that organization's culture has meaningful impact on indifference management. A direct relation was seen between organization's culture and indifference management which this finding conforms to researches such as Mehrabian et al. (2011) who knew organizational culture's factor most significant as well as with highest importance among factors of enhancement of human resources efficiency and Balker (2015) and Danaee et al. (2010) who knew cultural change and offering of a common perspective as cause of overcoming on indifference. Moreover, it is in line with Karimi, Rajaeepour and Hoveida (2010) who stated that lack of ethical believes and values (culture factor) as cause of formation of ethical behaviors and the results of Robnagel and Guido (2010) and Leander (2009) which stated that motivation of employees (work culture factor) affects during carrier and Ali Hairudin and Mohammed (2012) that knew that organisation's culture has a positive impact on success and performance of university's professors. On the other word, main prerequisite of organizational indifference management is implementation of proper organizational culture that implementation of this culture requires a network of effective variables.

The results of eighth hypothesis showed that behavior and performance of manager indirectly has a meaningful impact on indifference management variable through variables of employees' empowerment, employees' job satisfaction and organization's culture. Leander (2009) in his research called "Losing the will: Automatic Reaction to the Indifference Perceived in Others" present three separate studies regarding implicit sensitivity, lack of existence of motivation to understand the others and the way this sensitivity impact motivation of managers relative to others. His examinations showed that individual's indifference relative to others is related to indifference relative to work. In addition, in individuals with high will a lower indifference was seen than those one who have lower will.

The results of ninth hypothesis showed that behavior and performance of manager indirectly has a meaningful impact on indifference management variable through variables of organizational climate, perception to organization and culture. The results of present hypothesis are in line with results of below researches. Goudarzvand et al. (2014) in their research called "the effective factors on being alien from the work, relations and solutions" stated the most significant and most effective predicting factors of being alien from the work as not understanding of meaning of the work and then after lack of capability of work for self-expression, inappropriateness of challenge and creativeness climate in workplace, low quality of work relationships and structural attribute of focus in organization respectively.

Eventually, it can be said that in order to pass from traditional management and preservation of organization's survival, managers should make essential and profound changes in their managing methods. The change of looking into human resources can provide good results for mangers. All of the discussing issues in each organization are related to human resource somehow. Looking into human resources as human asset is one of factors for organization's success. In this situation, organization pays attention to each one of its employees as an asset and capital that leads to progress of organization and its reputation. If the scope of indifference expands in an organization such as education system will create irretrievable effects. Therefore, requirement for more and

continuous effectiveness and productivity is increasing attention of managers to human resources that is a part of main assets and pillars of organization. Those employees, who do not get part of their vocational identity from education system, with sense of danger from this issue, maybe suffer from organizational identity disorder. Generally, knowledge and believes of individuals regarding organization's identity is also critical for distinguishing of importance of a subject, its meanings and its motivation. This interpretation, forms by organization's identity and forms individual's commitment, involvement, indifference and resistance in special paths and eventually organizational acts. So the organizations should manage, develop and take advantage of all of potential power of their employees in individual, team and organizational levels. They expand the justice and equality and contribute the employees in issues.

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