



Effect of broken windows theory on millennium education management

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ABSTRACT

In all phenomena and between component and relation between phenomena, an essential component of discipline is dominant. Cannot consider a case in which there is not discipline. In human relation also there is discipline. By discipline we mean "law" dominated everything. Those which are accordance and those which are not accordance with our wishes. If we think otherwise, certainly we have problem. To solve every problem we must understand that special law dominated on it. Discipline is key principal to achieve goals in every organization. When men pay more attention to concept and function of Law in life, he can understand its importance. Discipline means everything were in its place. The world around us that spread out the earth and sky is a regulated collection. Discipline dominated all the trends and events of the world, the world that we see and we feel.

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INTRODUCTION

Run the broken windows theory.

Man is also a part of this regulated world. Natural human life has discipline too. All movement and interactions in human body consisting circulation, heart rate and breathing the lungs have a special discipline. Regular performance let man use every things in best way so the world around can be harmonic. If there is a erratic and indiscipline in human body it called disease. Exactly this trend can be found in human behaviour (whether in individual or in social behaviour life), so discipline is key part. Discipline is the valuable concept for individual and social life. If discipline ignored best and successful organizations will be ruined or all positive properties become worthless. Discipline is as important as Imam Ali said as for that: recommended you and all of my children and who read my letter to keep in mind the God and discipline in functions. It should be noted that real discipline dominated when rules of each issue observed. Because courtesy rooted in faith, if religion rules run in society; more discipline lasted in it. One of the new theories that have been paying special attention to the phenomenon of discipline is the broken windows theory that meant to regulate the affairs discussed. This theory is a thoughtful product of two American criminologist wilson and Kiling. These theorists said, crime is the result of chaos. In brief, the broken window theory said: don't pay attention to discipline disorders and ruin function caused big crime. With pay careful attention to this abstract, we want to explain discipline meaning and its effect in organizations in the shadow of broken window theory in this paper. Discipline means order, decorate, organize and unity. This word literally means equalize something with something

else in simple word, arrange everything is discipline. Discipline has clear meaning ,and it is opposite of anarchy, in literature means gathering, enclosure, adornment, making harmony, continuity and arrange the order of time or number or place of work. Sobhani et a.al(1994)said: discipline means a Kind of relationship and cooperation between the members of a collection in order to achieve a certain purpose, so that every part of it complete other parts so if one part don't work right other part has problem. Salari et al. (2005) said 'Discipline in natural phenomena is gathering component in terms of quality and quantity to achieve certain goal'. In dictionary "discipline" is synonyms with Training, control ,discipline, supervision, a sense of obedience, obedience temper, settle down, arrangement and order, lack of chaos, inobservance of, laws ,be consistent and pay attention to discipline. (Dehkhoda dic, 1963). So we can say discipline is the outcome of order. From these concepts we can concluded that order and discipline means training in order to making discipline and sense of duty in individuals, and if members violate, punishment done. In most of human resources literature, order and discipline is synonyms with punishment, it must be used when other tools failed (Mirsepasi 2011).

Need of discipline

Discipline is the life law and because of that function and behaviors shaped and every one would know how to live according to particular standard and how to use its own time in best way (Javadi Amoli 1985). Since human being has a various trends, and there are different trends in society so the only way is Loyalty and practice of law and respect for the rights of others. So Imam Ali said: best mores is knowing limitation and don't exceeded on that (Falsafi 2000). Although discipline was seen in man's appearance

but it rooted in his soul. Disturbed soul makes appearance disturbed and organize and coherent thought regulate speech and behavior. Coherent appearance is the result of coherent soul. Sometimes thought have a discipline, it means there is no disturbed thought and it is not diffused, so because of that discipline regulate time and we can arrange our time to use it in a better way and never idle, and we can do everything we wish. Sometimes discipline helps us in our knowledge, books, office and educational place and home. Confusion and chaos of thought cause disorder in our life, and disorder diffuse our soul and thought. These two are related to each other and have interaction. Coming and going on time doesn't mean discipline. If your shirt collar is sore or your trouser was ironed you are not regular person. Regulated thought is also a component of discipline. So discipline consist of soul and appearance (Eslamieh 2014).

Value, the advantages of discipline in Islamic tradition

Discipline is so important for Muslims so that Imam Ali placed this precious gem aligned other Islamic values, In the last days of his life, in his precious words to His children and all those who reach these enlightenment said: I advise you to faith in God and discipline. In this eloquent expression, discipline is equal to faith (that is best level of Islamic tradition) and paying more attention to that is so advised. This word is the clearest expression of discipline's value. Man is on the perfection gaining way so to achieve perfection he must use reasonable and shortest way. In this way, discipline is the shortest and safest track; because discipline is equivalent to best Islamic values, and is the cause of success of great achievement and finding shortcoming, material and spiritual need can be access by this and you can reach your goal quickly if you know and you use discipline, if you have discipline you don't waste time and you always respect to other human rights. Disciplined man soon reaches his goal and always is happy and he is dynamic. Disciplined man feels his advanced, have better schedule, forward-looking and he is forethoughtful.

Now pay attention to some advantages of discipline:

1. firmness

One of the best results of discipline is firmness. Disciplined person do their work in stabilized way. These kinds of person hate negligence at work. Firmness is one of the manifestations of Prophet Muhammad (pbuh). Saade Maghbari said: when Prophet Muhammad start a work finish it to the end and never did part of that and release other parts. In one of his valuable speech Prophet Muhammad said: God loves who does his work and stabilize that. Saad bin Maaz burial story, is an example of discipline and seriousness of the Prophet (pbuh). When prophet heard that saad was died he proceed with his fans, Imam sadegh said. Prophet ordered to wash his body. When funeral finished, prophet barefoot and without a cloak walk after him and take right and left side of the coffin until they reach graveyard. Holly prophet went to grave himself when the digging grave finished and putting the Lahad and fasten that with mud and continually said give me stone and mud!!! And fix the bricks. When the grave was fixed he put soil and said: I know this grave disturbed early but God loves when you start a work, finish and stabilize that.

2. Respect other's rights

Another advantage of discipline is the respect to other's right. Discipline result in respect. Learning discipline under supervision of Prophet Muhammad (pbuh) in Imam's Ali's home is another proof of value that Islam put on discipline. In this luminous there were careful attention to discipline. One day prophet resting in our house, Imam Ali's said. Hassan demanded water. The prophet raised and milked and gives it to him. Hussein rises also and wants to take it from Hassan. Zahra who watching this story said: oh prophet! You love Hassan more! He said no it is not true. Hassan demanded water earlier than Hussein, we must respect to him. (IRIB Islamic Research Center, 2003).

Discipline progresses' precondition.

Most of people put discipline synonyms by freedom limitation. But experience of successful and big countries and companies show that following discipline result in more social respect. Individual have more rights and are so productive when Companies pay careful attention to discipline. We see all of machines are so dirty and because of these disorders we have so many problems. Iranian expert in management field said, because of that dirtiness little problems didn't solve so they become large and large, while everyone must inspect factory's machines. When employees are accurate, in addition to reduction of depreciation of the machines their efficiency is high and does their work better and even pay more attention to their colleagues the experience of developed countries shows. Also when everything is in own place work place always was safe and regulated. Because of this things never fall or fired, and no one never injured because of sharp objects. Discipline have member to use safety device so injuries never happened. All of this is social rights. In fact when we check our companies understand that big problem have a simple cause and rooted in disorder, it means if we pay attention to that in exact time it solved early while be careless and disorder change it to big problem, and because of that productivity goes down. Undisciplined person cause lack of progress in their institution and society. Their negligence cause chaos and because of that rules has been violated. In this case nothing is in its own place (malchi 2010). Discipline can be learned. And need teaching. The fact is that teaching discipline is also a complex thing. Often Japanese people admired for their discipline. They learn that from early childhood. Parents teach their child to put their shoes in a uniform manner and they must join together their guest, s shoes. If you remember, in the past in our country children have to join together the guest's shoes. Japanese people learn from early beginning that every tool in work place must be clean and they must examine the machines and tools and put them on its right place. This kind of discipline avoids wasting time and energy. If man doesn't pay attention to discipline, no progresses exist in the world and we cannot talk about human civilization. Because of that every society which pay more attention to discipline go ahead, in other word advanced society certainly have discipline (malchi 2010).

Discipline in organization

Organizational discipline means deep rooted commitment of all members on it. In other word organizational discipline means doing things by all member of the organization in every time. Discipline may represent part of the organization's culture (Azami nejad. 2013). Discipline in

organization means make a situation in which all members, coordinate themselves with rules and standards of organization. (Dickens and Stephan 2002)¹. Organizational discipline, according to some authors, is a kind of training program that aims to reform the behavior and attitude of the staff, and arrest their willingness to observe the laws and regulations of the management and stimulate them (Werther and Davis 2003)¹. Definition of organizational discipline is settle organizational entity in predefined place and has a predefined relation between them, somehow clear all interfaces of entities. So when some of small parts have a problem, disorder form all the parts.

Main goals of discipline

There are four important goals for discipline:

1. protecting the overall organization's interests
2. Protecting of employee's rights.
3. Removing abnormalities and create a peaceful workplace for employees.
4. Enhance the member's equality (Hajikarimi and Rangriz 2000).

Discipline from Adam Smith perspective

Although Adam Smith is known as an economy's father,¹ but when his division of the labor's theory published, corporation activated as individual so discipline exists or nonexistence was not feel. But Smith, in the preface of his first book that is actually the first part of the *Wealth of Nations* shows that he has large perspective of discipline and he saw discipline as an agent of progress and upswing factor, and he believes that discipline in factories are important element of production boost. In relation of this Smith said: this development cause, the improvement of the productive labor force and discipline which product he normally distributed between different social classes and groups, we discussed about the subject of the first book. (Smith, 1789). When he describes his labor division theory and examines the process of doing work in pin factory and divided work in 18 parts and responsible every one for each part shows that we need manager, management, discipline and organization. (eslamieh, 2014).

Discipline in Taylor perspective

Taylor also believes in discipline, but never says it in clear form. Taylor in his theory indicate that when we want hire a person in organization first must know what is the organization's goal and then select one according to that. Taylor in his book *Principal of management*¹ explains how to find exact labor and this process he points to Discipline. His second principal explains about teaching pre work for labor in this principal also he pointed to aligning individual with organization. Third principal is about in service-training. In this principal Taylor wants to align individual with organization's goals. Individual must change, if goals, resources, and decisions reconstructed. This definition later mentioned by Fayal.

Taylor

Taylor explains about job division between employee and employer in fourth principal. Shmit who Taylor and his colleague experiments perform on him must do things according to rules not according to his wish. In his conclusion Taylor said: reasonable labor division between employee and employer, so that employee organize everything and employer do that is as same as Fayal theory about discipline. (shermer horen, translated by Irannejad parizi, 2013).

Discipline in Henry Fayal theory.

In management science Henry Fayal is advanced person. Fayal is also first person who talk about discipline directly. He makes a difference between discipline and order in his fourteen principal. Discipline is third and order and arrangement is tenth principal their definition is as follow:

1. Discipline: means good order in permanent treatment that organization's pattern is clear on it.
2. Good order and arrangement: Fayal propose two kind of good order and arrangement. One of them is about "material good order and arrangement" and other is about "social good order and arrangement". He thinks everything and everyone has its own place, in other word everything and everyone must be in special place.

In Fayal theory discipline is mutual respect between organization and member, to gain success respect is necessary than fear. Observe this principal caused qualified manager go on the top hierarchy and there were fair contract and employment rules. So punishment may on reasonable judgment (shermer horen, translated by nejad parizi, 2013).

Discipline in Max Weber theory.

Discipline definition in Weber theory goes up. He proposes a bureaucratic theory that explain about place of every one in exact way, and convince us that must pay more attention to these places if not all organization damaged. High level of professionalism that is one of Weberian bureaucratic theory proves this point. He believes in specialization in high level and labor division. Bureaucratic principals help organizations in all aspects. For example, archive in organization is a place for organization's memory. Archive without discipline is meaningless and without this definition access to organization's memory is impossible. Changing oral relation to written relation make more discipline. This phenomena never exist before Weber so because of that organization always have problems. When this bureaucratic theory appeared, all problems solved (Sabari kashani, 2005).

Discipline in new classic theory (human relation).

As we know Alton Mio also think about discipline. He pay attention on Taylor theory about management that said: "in every organization there were a best way to solve problem. He wants to make a new rule about best light for organization". But when he saw Western Electric accident, understand that this cannot be happen always. The consequence is not only rejection the light theory but also rejection of all rules that govern all human behavior. With the appearance of human relations movement and the recognition the value of the communication between people, organizations no longer can expect the past machinery discipline. Many of the scientists believe paying more attention to man and informal organization is important product of human movement. Informal organization or informal aspect of organization, make a new ideas of discipline that manager must take that and disciplined these new meaning. It seems in an informal organization discipline has very different meaning by classic definition. Leadership has different meaning in different theory as we see In Louter Giolik theory leadership is one of important aspect of manager, and in Max Weber theory leadership is one of important resources of power that disciplined all informal organizations. But it's not easy and need high leadership power. If we pay attention to two simple elements of volume or number of organization member

understand that coordinating all of these and put in same flow of organization need high leadership power and it's no easy. (Sher mer Horen, translated by Irannejad Parizi 2012).

Discipline after human movements theory

Important theory cluster after human movement theories are motivational theories. In this theories discipline on human behaviour also disciplined organization and pay attention to inner and outer motivation. For example: in his well-known theory "x and y theory" Douglas Mc Grigor judge human being in two way. In simple word, he said man can be judge in two way:

1. First judge: human is lazy and he hates work.
2. Second judge: human need work like other his needs.

But important point about these judgments is kind of our judgment and their effects on organization's behaviour. This behaviour makes organization's discipline or maybe damaged it. Because Mc Grigor believes if manager has X judgment theory he must use tools such as strict monitoring, careful control, threatened and elimination. Or he must oblige members to work and establish discipline. But it's different with Y theory. In this theory members work without threatened and punishment so leadership and autonomy feels and organization become efficient and effective. (Alaghe band, 2010).

Conditional discipline

Conditional discipline between theories makes a new face of discipline. In fact till now we are talking about disciplines that managers create in organization. Discipline between things, goals, individual and etc. But in Fred Fidler' model conditional discipline take different form. In this model effective leadership depends on qualified person in right time and place. So discipline in Fidler' model is about qualified person in special time and place and it may be never repeat again. This phenomena continued in all theories about conditional discipline (Mitchel. Translated by Shekar kan, 1994).

Discipline in harmonic theory

White Beck and Kris Argrs in their harmonic theory pay attention to individual and organization relation, they believe these two reach each other in same point and there were balance between organization's expectation and individual rule. Argrs think when perfect individual and perfect organization contact conflict come to exist and in this case, each of them pays attention to his expectation. So discipline between rules and expectations damaged and conflict continued. Because of that when organization's expectation become alike individual rules and needs harmonic discipline has been formed. (Aout Shefits translated by Parsaeaan 2008).

Discipline in new organization and management theory.

From 1970 new theory in organization and management appeared. These theories that today have so many fans in organization, have a new look to organization and management.

Definition of discipline in human resources management.

Human resources management is a professional course that tries to advanced individual and organizational goals, by innovate and provide programmes and politics and activity according to needs. This meaning shows this model change to professional course and always seeking to regulate

organization. Human resources management in Giolik theory is employment" all of principals that he showed have been seen in human resources management. If pay more attention to this definition it can be clear that professionals of this field wants to coordinate individual activities and goals by activities and goals of organization. If there is no balance between these principals organization cannot uniform goals and politics therefore reaching these goals is impossible. (sinjer, translated by Ale Agha 1999).

Discipline in comprehensive quality management

Comprehensive Quality management is best theory between new management and organizational theories, it has exact look at discipline. Important point in this theory is discipline which attract customer. Quality in comprehensive Quality management means what customer wants but discipline in presenting these services is more important than what customer want. Consume that a car with high quality come to market but there is no good after sales service for customers. Because of that customer have negative perception about that organization. Also when we talk about continual improvement it must exist discipline (Eslamieh 2014).

Discipline in learner organization

Learner organization is the most interesting theories in recent years. In this organization's designing, manager always must update organization's information and this makes some problem. In learner organization, information in different level exchanged. In this case there are important questions as which information must be exchange to advance organization and who must use this information. By asking these questions we can understand that in this organization discipline must be in all pillars (Eslamieh 2014).

Discipline in Broken window theory

Broken window theory is talking about discipline in collective manner. Behaviours that help people live in safe and peaceful manner and have a healthy life together. According to these theories places that don't attention to little disorders certainly would have big problem in future. And in fact when there is a broken window in an organization and responsible person don't pay attention to that transgresses person will break another window. (I mean rules). Forming this story has interesting story. Story that all staffs for discipline create that (Gholami 2005). This story is as follow: in eighties ransom in station and train was routine. Every year Non-payment of ticket money causes 200 million dollars loss for subway system. People jumped over the fence into station or ruined the machine intentionally, or they run into station suddenly and don't pay the ticket money. But what is most visible is the painting and writing on the wall stations, chamber bus and wagons. All of six thousands wagons are full of paintings. These disorder paintings make New York face so ugly. So in that time New York in 1980 was so fearful. With early 1990 everything suddenly changed. Decline began. Crime and murder decline to 70 percent and smaller one like theft decrees to 50 percent. After 1990 crime in subway station 75 percent decrees. When New York change to safest city in United State no one wants to back to bad day of past. The case was that all modes happen but decline of crime and violence was ascending, just like epidemic phenomena so it

must something else in this case. It was "broken window" theory. This theory is a thoughtful product of two American criminologists James Wilson and George Kelling. These theorists said, crime is the result of chaos. If there is a broken window and never repair, outlaw person has tendency to break the law and social norms and when he face social indifference certainly he break the another window. By the time so many windows will be broken, and disorder and anarchy spread and this send us important message. This message said you can do everything and no one interrupted you. Between all of disorders Wilson and Kelling pay attention to small ransom like don't pay ticket money and painting on subway station. They argued that these small crimes send message to society that doing crime is free also they are not so important. This is epidemic criminal theory that everyone likes it. Now it must use practically. David Megan was appointed as a subway manager. Multi-billion dollars changing subway system has been begun. Planners recommended him to pay attention to improve system in all and don't pay attention to little problem as paintings. He answered surprisingly, he said: paintings are basic system disturbance we must stop it anyway. He thought if paintings didn't stop, physical changes didn't win. When you put new train next day it is full of paintings and then inside wagons became full of that paintings. Gan make a shop in a fearful place and transfer those wagons to that place. But he ordered serviceman to wait for three days. Till that time people who love graffiti paint on them then serviceman repair them and locate on the rail way. While Gan observe everything on railway station, William Berton appointed as a head of subway police station. Berton Also was fan of broken window theory". In that time 170 thousand people didn't pay ticket money", they jumped over thicket machines and come into station. While there were so many big problems around metro station, Berton pay more attention to this little problem. He appointed so many officers in bad stations. If one person did a crime they immediately arrest him and chin them in front of other passengers. Breton's goal was to send this message: that police was so serious about crimes. After that he established police station in subway. Police cars was in station and when individual did a criminal police arrest them. Fingerprinting did and recording of person take. From every 20 person 1 has unauthorized weapon. It may be in every arrest one knife or weapon or sometimes escaped murderer found. As a result great criminal understand that little crime may put them in big problem. Weapons left at home and wicked person pay more attention. Even little problem may made a big problem. Begging money in cross roads, be drunken and urinate in street were small guilty but put person in trouble. Jolianne and Berton use broken window theory to send a message that criminals and murderer must pay for small crime till society have solidarity, and by this way they understand police have a great impact with bigger crime. Important point about this theory is that there is no need to make big changes but little changes like avoiding graffiti can create quick change and suddenly big crime decrees in society. This believing in that time was radical thinking and everyone thinks it was unreal. But when time passes theory of Kelling and Wilson come true (Hekmat, 2014). This theory can use in organizations. If organization ha standard definition negative things like coming late, perform official offences such as bribery

cannot seen and all staffs obligate their self to do their work better and did their responsibilities in best way.

Executing broken window theory in organizations

To executing discipline in organization according to broken window theory we can use some solution that spread foer managers by Azami nejad(2013):

1. Believe that organizational discipline was necessary.

If business process in organization was sensitive, discipline in that organization is more necessitated. For example when we talk about airline organization or nuclear power plant, using control sheet and partial confirmation was so necessary. Organization must believe in discipline and never think about any shortcut. Remember that any low services or product is a result of non-observance discipline and may create big expense.

2. Examine organization's current condition.

Evaluate existence condition in organization by defining certain indicators. Therefore you can identify the strength and improvable points and high light them. Your evaluation team must be so reliable and in this case you can have real perspectives from existence condition. It is recommended use specified tools in given time yield.

3. Provide comprehensive model for organization's discipline

Be initiative and by using organization's influential people compile discipline in organization by exact and comprehensive planning and according to values. This compile model must be executive in organization.

4. Indicate on organization's discipline.

By indication we mean indicate on every activity that staffs do every day. This was so important for key process in organization. Document methods and up to date that by using maximum staff cooperation in this key process in careful manner. Keep in mind; you are facing continual improvement in organizational discipline. Staffs placed on dangerous crossroad If manager didn't use full knowledge and technical capacity in ordering methods and instruction, and it may be follow unsuitable documented discipline and make a bad results for organization or may be don't pay attention to instruction and did their activities in best way but in this case they ignore manager's orders so disturbance happened.

5. prioritize organizational discipline

You cannot make a disciplined organization in one night. All organization's process is not in the same level of importance in the mean while. So it's better to prioritize methods and style process to providing instructions. Obviously financial and safety problem can be at first.

6. Strengthen and support organizational discipline process.

Although discipline is positive sign in organizational culture but it is necessary to have an exact punishment for disorder and disturbance. Disorder out comes have five stage as follow:

- oral notification
- written notification
- conditional doing job
- unwaged compulsory leave
- elimination

Keep in mind disciplined persons must be encouraged. Important point about this is that all levels of staffs must observe discipline and keep it as a part of their responsibilities.

7. Execute discipline rules

Discipline's rules must be executed in simple form. These rules must be clear and notify staffs about organizational expectations. Every person in organization must know his responsibilities. Important points in this case were manager follow up, continual relation between individual and quick answering to ambiguity.

8. Evaluate discipline in an organization continually.

When assured other steps were done successfully, manager must evaluate and examine condition. In this evaluation discipline rules must be observed.

As a manager keep in mind

Although discipline seems negative but if an organization wants to successes in his responsibilities must have a discipline.

Result

As we said, broken window theory is about social behaviour. Behaviours that help individuals live safely by each other they also can work together in work place and pass best times of their life. Be careless about little things cause continual disorder and in general lawlessness, chaos and lack of attention to rules and regulation make organizational disorder. According to broken window theory, organizational manager must keep in mind that although discipline seems negative but if an organization wants to successive in his responsibilities must have a discipline and must be careful about any carelessness.

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