The Effect of Individual Factors and Characteristics on the Organizational Structure of Cinema as a Medium

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Abstract—Human beings are considered as the key and most sensitive elements of an organization. Most of the new organizational and management theories refer to such a sensitive factor. But it is certain that the humans are different innately. The individual differences in an organization and among the staff at different ranks of professional environments are the issue that has attracted the attention of the researchers of behavioral sciences. Although the staff and directors of organizations have similarities, they are different from each other from several points of view and these differences make management of human beings more difficult. The more the awareness of the directors of the variety of such differences and their principles is, the higher the possibility for them to be able to coordinate better the endeavors of the individuals under their supervision to achieve organizational goals and increase individual and occupational productivity will be. Therefore, considering the significance and position of individual differences and characteristics of the staff in organizations, this study tries to not only express the concepts of individual and characteristic differences and the origin of individual and characteristic differences of the staff and its effect on their organizational behavior, but also some of the specific characteristics that affect the organizational behavior. In this direction, by using questionnaires as instruments and paying attention to the individual characteristics of the staff, we studied in which organizational structures the employees are inclined to be active. The validity of the questionnaire was confirmed by using the ideas of the qualified scholars and the questionnaire's reliability was examined through using Cronbach's Alpha test standing at 0.759 level. The statistical sample was prepared by determining Cochran sample volume formula for 346 people. The results of the research over the statistical sample and use of the t-test showed that the employees prefer the organic structure of the organization to the mechanical and middle structures and that they find efficiency, incentive, enthusiasm and cooperation and more importantly satisfaction in organic structures higher than mechanical and middle structures.

Keywords—Individual Characteristics, Organizational Structure, Mechanical Structure, Organic Structure.

I. INTRODUCTION

The staff's reactions are different under similar conditions according to their individual characteristics. An individual's main characteristics and traits have deep effect on his occupational behavior. Although the situation where an individual works is highly important, it is often the individual who has an effect on the situation. An individual's occupational behavior depends on his character and position. Behavior is determined under the reciprocal influence of the individual and his environment on each other. We have to accept that there are differences anyway and the organizations should pay attention to these differences in order to maintain their power of competition. One successful organization should invest on the individual differences of the staff so that the assigned tasks to them should demonstrate the best efficiency.

One of the important differences among the individuals that has impact on their occupational performance is their intellectual abilities. Intelligence has been defined as the ability to acquire and use knowledge that also encompasses solving problems. The growth of awareness and knowledge about human being's use of different intelligence and memory makes understanding of how intelligence affects the occupational performance more sophisticated day by day. The new psychological theories show that human being could resolve different problems, possessing different types of intelligence.

Knowledge of some of the learning principles could help the staff at the working environment use their intelligence and memory better as follows:

1. Concentration: Concentration is the basis of thought. The reason behind most of the failures to do things is not the mental ability, but the poor concentration and or absence of concentration. Concentration improves your ability to do physical and mental activities.

2. Interest: You would probably be able to find the things that interest you under any circumstances. You have to establish a
link between the available information to you and your personal interests.
3. Good choice: You have to try to bear in mind the most important things. Managers will often inform you of the most important parts of your work.
4. Will to remember: One of the ways to strengthen intelligence and memory is the will to remember. We often forget about the things that we did not intend to bear them in mind.
5. To practice and repeat new items: If you do not practice and repeat the new knowledge, your learning strength will be very low. It is necessary to practice precisely in order to remember old items. You have to draw a link between the new information and your old knowledge.
6. Suitable organization of information: When you have to learn a bunch of enormous information, the best method is to organize them in logical and understandable groups.
7. To achieve suitable background information: The more your background information about a subject is, the simpler it is to acquire new information about it. The former knowledge is like a hook by which you could catch new information.
8. Reaction to what you have learnt: Deep thinking about what you learn makes it possible to bear it in mind for a longer time. This idea indicates that you take step from experience toward sustainable profound-thinking.
9. To receive feedback about the degree of progress: People acquire better knowledge when receiving feedback about their amount of progress. Test a new skill upon learning it. If these skills are acquired in the working environment, learning will surely increase and this increase will lead to strengthening the memory and intelligence and consequently your occupational performance will demonstrate a higher efficiency.

A paradigm consists of a set of common mental and intellectual items and indicates the direction which is the basis and foundation for the way of thinking and understanding the world. In the world of today which is known as post-modernity age, the environment is never stable and the organizations need an appropriate structural model to pay more attention to cooperation and collaboration at horizontal level in order to adjust with this phenomenon. The organizational structure specifies the type of organizational communication and the degree of formality and sophistication of the Bureaucratic situation. Burns and Stalker from Tavistock Institute in London managed to present their well-known theory called 'organic and mechanical systems of the organizations' and it happened when they studied the rapid changes of technology and electronic industries in Scotland and Britain and this was published in an article under the title of organic and mechanical systems in a book called 'Innovation Management'. Burns and Stalker, 1996 found out that stable and sustainable circumstances necessitates a condition where there are traditional and hierarchical model of powers and the individuals would need to abide by official rules and regulations and go through the communication of their vertical direction and that the decision-makings need to become organized. Therefore, the mechanical management system of the organization should be suitable. Under such circumstances, the limitations are less and people take part in determining affairs more often and the members will play an important role to determine the organizational positions and communications. For this purpose, the technological creativities are the integral part of an organic system that support the necessity of an innovative and creative organization. These two shapes of an organization have different effects on the individuals. In fact the supervisors and directors find out that the mechanical structure makes them feel more secure when facing the environmental factors in comparison with the organic status where they are situated in an insecure and shaky environment. Burns and Stalker found out that in every situation, a special structure of organization is effective. Zutman and Duncan, 2004 described the differences of mechanical and organic structures in a comparative study and stated that in mechanical organizations, the works are specialized and a precise definition is given for each work. There is also a precise administrative hierarchy so that the regulations are complied with and the controls are implemented and the information and control are made available to the managers, thus communication follows a vertical direction. Zutman and Duncan defined the cooperation of staff to fulfill the duties and enumerated the duties and tasks within the framework of working groups. They stressed on the availability of information to many people as well as horizontal communication as the specifications of an organic organization. Philip Selzink, 2000 raised the institutional model of the organization and called the process through which the distinct structural personality of the organization is formed as 'institutionalization'. He added that organizations turn to institutions if they could continue surviving and that the organizations turn to institutions when they behave just like the other mature social institutions.

**Organization:**

Having studied the existing literature about 'Organization', one finds that there have been different definitions presented by different scientific disciplines. Within each special discipline such as Sociology, different and sometimes controversial definitions have been made of this concept according to different paradigms and contextual frameworks. The history of the organization is based on the views of Max Weber, 1864-1919. He is the one who is remarkably famous for bureaucratic analysis and hierarchy of the organizational
powers. Max Webber managed to separate the organization and other social institutions for the first time. According to him, organization is a social link that does not allow external people to get into it relying on the regulations. The orders for operations are issued by certain individuals who are in charge of those duties and are placed on the top of the organizations and they usually have an administrative or executive taskforce. The organization requires social relations in the first place. It means that the individual and organization have reciprocal communication, i.e., interaction. The organization encompasses part of the population and makes exceptions for some of them. Hence, it could be said that the organization has automatically a border. Max Webber introduced other indexes regarding the organization. According to him, the relationships in an organization are of administrative type and not a family one. This definition distinguishes the organization from other social institutions such as family. He also pointed out that an organization is engaged with continuous and targeted activities to meet special goals. Webber's view attracted the attention of other organizational analysts and became the basic ground of definitions that were introduced by others after him. "An organization is a social phenomenon that was coordinated knowingly and has relatively distinct limits and borders and is active to materialize goal/s according to a set of permanent basics (Robins, Stephen, 2005). An organization has relatively distinct borders to be able to distinguish its members. Such borders are specified through concluding official and unofficial agreements between the members and the organization. The structure of an organization defines how the duties have to be allocated, i.e., who needs to report to whom, and what the interacting models of an organization that have to be complied with are (Robins, 1999: 12-22). In sociology, organization is studied like a programmed and targeted activity which is dependent on cooperation. The science of management approaches studying the organization from an instrumental view because an organization is the instrument by which a firm or institution could achieve its goals. The organizations have many specifications in common due to their nature despite their numerous external differences. These common aspects are: 1. An organization is a social institution. 2. An organization has a goal. 3. The structure of an organization is designed knowingly and has an active and coordinated system. 4. An organization has no link with the external environment (L Daft Richard, 1998: 19). Ultimately, it could be said that the organizations were established to complete affairs. These affairs are the activities and goals and it is not possible for one individual to access all of them. Individuals and groups interact with each other and even if the goals are achieved by an individual, they will be more effective to be achieved by an organization.

Organizational Behavior:

We are always learning how to behave. We have tried since the very early years of our life to observe the others' deeds and interpret whatever we have seen (Robins, 2001: 7). In practice, study of individuals is called the study of organizational behavior. Organizational behavior means regular (systematic) study of operations, actions, tasks and attitudes of the people that form the organization. Regular study substitutes observed justification in organizational behavior as a discipline, i.e., the scientific documents and evidences that are collected under controlled conditions are assessed using a logical method and a cause is sought in connection to every effect (Robins, 2013: 2). Organizational behavior is an inter-disciplinary area that was created for better understanding of the individuals' management in an organization (Creedner, 2002: 12). This discipline studies the behavior of humans in organizational settings as well as common aspects of the behaviors of individuals and organizations (Moorhead and Griffin, 1998: 4). Organizational behavior has a micro-view with regard to the issues, and stresses on small individuals and groups. "Organizational behavior studies about the people who look for the feeling of satisfaction in their life and job." (Shermerhorn et al., 2000: 2). Organizational behavior has three main levels of analyses (individual, group and organization). This area of organizational study consists of different branches and theories such as Psychology, Statistics, Anthropology, general theory of systems, Economics, information systems, political sciences, stress management, Ergonomics, decision-making and Ethics (Robins, 2001).

Organizational Structure and Dimensions (contextual and structural variables):
Organizational structure is a set of methods that divides the work to fixed duties and presents coordination among them (Mintzberg, 1979: 2). Structure is not merely a coordinative mechanism, but it affects the entire organizational processes. The organizational structure refers to the models of intra-organizational relations, power and communication and clarifies the reporting relations, official relationship channels, responsibility determination and granting decision-making power (Hutch and Anthony, 1991: 303). Helping the flow of information is also one of the facilities that the structure has provided for the organization (Arnold and Fledman, 1986: 241). Although the concept of organizational structure is a reality and affects everyone in an organization and everyone is involved in it in a way or another, it is more or less an isolated concept (Cost and Rooznevig, 1985: 234). The organizational structure should be able to accelerate and facilitate the decision-making and show suitable reaction to the environment and resolve the disputes among the different
units of the organization. Communication among the main bodies of the organization, coordination among their activities and expression of intra-organizational links are the duties of the organizational structure as far as report generation and report analysis are concerned (L. Daft Richard, 1991: 210) and in general, the organizational structure is a method through which the organizational activities are divided, organized and coordinated. Organizations create structures to coordinate the activities and control the performance of the members. Organizational structure is shown in an organizational table. The following three principles are focused on to plan the organizational structure.

1. The organizational structure determines the official relations and report analysis in an organization and shows the existing levels in an administrative hierarchy and specifies the directors' scope of control.
2. The organizational structure determines the position of the individuals who work in a unit together and classifies the different groups and units existing in the entire organization.
3. The organizational structure encompasses the order of systems by which all the units are coordinated and integrated and will subsequently guarantee the effective communication in the organization.

Organizational structure is impressed by goals and strategies, environment, technology and size of the organization. These variables are key and contextual ones and introduce the entire organization and its position as located between the organization and the environment and derived from them. The contextual variables could be important because they show the organization and environment where the structural variables are located internally.

Structural variables indicate the internal specifications of an organization and provide a basis through which the organizations could be measured and their structural characteristics could be compared with each other. Contextual variables affect the structural variables. Complexity, formality and concentration of important samples are contextual variables.

Contextual variables affect the structural variables and different structural schemes are created by the way they are combined and mixed together.

Different Theoretical Organizational Structures:

Structural schemes could be divided into two theoretical and practical groups. Theoretical, general and virtual schemes are divided into two organic and mechanical forms. Contextual variables (goals, strategy, environment, technology and size) determine the type of mechanical and organic structures.

Tom Burns and G M Stalker conducted extensive studies on 20 British and Scottish firms. Burns and Stalker introduced two mechanical and organic structures when describing the impact of environment on organization (Robins, 1987). The two shapes of system were created to make the best of human resources employing a very efficient method. Each of these systems has its own specific characteristics.

**Organic Structure:**

Organic systems are the systems that have at least one goal or purpose such as survival in which growth is often considered as necessary for it. While their components do not cover any goal or purpose, they have duties serving the goal and purpose of the general system. Organic systems are necessarily open, i.e., they are influenced by external factors; hence they are comprehensible only when they are studied in connection with their environment. The environment of every system consists of a set of variables that could influence the system behavior. The components of an organic system could be either essential or not. For example, heart is an essential part for the human being's system/body, whereas nails are not like that.

Dispersion is limited at horizontal level in an organic structure. Cooperation and contribution (both horizontal and vertical) are high. The duties are flexible. The tasks are not very formal and the communication is informal. The system of decision making is not concentrated. Organic structures provide more suitable conditions to implement and establish psychological empowerment due to having characteristics such as flexibility, dynamism, motion, freedom in action, attention to expertise, attention to qualification, etc. (Powell, 2002: 55).

**Specifications of Organic Systems:**

If the conditions are changing and continuously create new issues and the future conditions or situations cannot be predicted, an organic management system will be suitable. Organic structures are relatively flexible and applicable. They consist of being committed to the organization without paying attention to the level of expertise. They stress on horizontal relations instead of vertical ones. Relations among different authorities are mainly of consultative aspect and not commanding ones. Influencing them is based on skills and knowledge rather than organizational position. Responsibilities are defined as flexible instead of being merely based on job descriptions and emphasis is made on issuing orders instead of exchanging information.

The Fundamental Specifications of Organic Structure are as follows:

According to Burns and Stalker, the most effective structure is the structure which adjusts itself with the environmental necessities. It means that machine-made scheme is applicable in a stable and secure environment and organic structure is used in a fluctuating environment that has frequent changes (Robins, Stephen, 2005: 181). Non-concentrated powers,
fewer rules and regulations, informal definition of jobs, adjustment with the environment, personal and informal communication network as well as more attention to self-control instead of applying control are introduced in a hierarchical manner.

- Although organic systems like mechanical systems do not have a hierarchy of organizational powers, there is a kind of classification noticeable in them. They divide organizational positions according to seniority, i.e., higher qualification. Senior and experienced officials often say the last word in group decision-makings. In an organic system, the one who has more knowledge and ability in comparison with the others holds the power and authority. In other words, 'the best ones hold the powers'. The degree of powers is also determined through consensus.

- The degree of commitment to an organization is more expanded in organic systems than the mechanical systems and the experts are committed to their expert jobs. In organic systems a distinction is rarely made between 'formal' and 'informal'.

- The members of an organization have common beliefs about the organizational goals and values and this phenomenon could compensate the commanding system relying on a hierarchy of organizational powers (as it is seen in mechanical systems). An individual will have different value characteristics in an organic organization unlike a mechanical organization and the behavioral models of their staff will also be different (DeGroot & Brownlee, 2006). Loraine Powell indicates in his study that the organic structures provide more suitable conditions to implement and establish psychological empowerment due to enjoying the following characteristics: flexibility, dynamism, activity, freedom in action, attention to expertise, attention to qualification, etc.

**Director of an Organic Structure:**

In this structure, the director relies on the strategies of the organization and reacts slowly to unpredicted developments (J. Mihm et al., 2010: 824). The director of an organic structure is an anxious and panicked individual. He is always worried about the type of work he has to do. He is worried because he does not know what others expect him to do and is continuously worried about the works that others should do. In fact when an organic structure wants to work effectively, it shows the following reactions against environmental factors:

- The ambiguity that has overcome such a director cannot be justified, his anxiety will appear in form of resentment and anger. Under such circumstances, sometimes all the directors and sometimes some of them will wish a more distinct structure, a structure in which the individuals' roles have been defined. This includes the works that have to be done by the individual in charge and what he needs to be worried about.

- The result is that the more precisely the organizational position is determined, the more qualified the director should be so that every duty or specialist work should not be left without a supervisor or line manager in charge whether completely or partially. Additional workload should not be imposed on a person who has no responsibility and the one who does a job should be given the competent authority to do it. The behavioral regulations whose efficiency has been proved by the history of the organization should be implemented and distinct expert works should be considered so that the duties and tasks undertaken by the relevant individuals, playing those roles could be taken over to let them play these roles appropriately. That is how a link is established among the individuals who are assigned to hold appropriate and decent positions on permanent basis. An organic structure is flexible and the degree of individuals' influence on it is based on their skill and knowledge. The duties are flexible in this structure and there is emphasis on exchange of information. The specifications of non-concentrated powers, fewer rules and regulations, unofficial communication network and attention to self-control circumstances provide an organic structure higher adaptability conditions with the environment (March & Simon, 2009: 187).

**Mechanical Structure:**

A mechanical system performs according to the imposed laws on it by its innate superior internal structure and rules, just like a watch or a car. Since there is no choice in mechanical systems, they or their components cannot have a special purpose, but a mechanical system could have duties that meet the existing purposes beyond it, and that is how the system components have minor duties special to them. Mechanical systems could be open and or closed. If their behavior is not affected by any external development or conditions, they are closed and otherwise, they will be open. Newton looked at the world as a closed mechanical system (self-inculsive) without any environment. On the other hand, earth is considered as a system whose rotation is affected by other planets, stars and other forces. That is why an open system is imagined. The components without which a system is not able to fulfill its duties are considered essential and the remaining components are considered as unnecessary. For example, the engine of a car is an essential component, whereas its lighter is not a necessary part.

In bureaucratic and traditional structures, they have restrictive conditions to establish psychological empowerments due to enjoying high formality, concentration on decision-makings, excess work division (leading to removal of expertise from individuals), limitation to meet the employees' views and weakness in fulfilling the duties (Child, 2008: 12), whereas...
the units are scattered in a horizontal level in mechanical structures. The relations are very precise and inflexible. The communication channel is formal and the decision-making system is concentrated (Pirabins, 1995: 812).

Characteristics of Mechanical Systems:
A system of mechanical management is suitable for stable and sustainable conditions. Mechanical structures are known by characteristics such as high complexity and formality and focus-centeredness. Such structures have harmonic duties, rely on pre-planned behaviors and react relatively slow with regard to unpredicted developments.
1. The tasks that require special expertise are distinguished from the other tasks. The individuals who are engaged with expert and special tasks, are very much interested in improving their method of conduct and using new tools and instruments.
2. Relations among members is vertical, i.e., the relations should be in form of employers and employees.
3. The tasks, type of behavior and duties are put into action by the supervisors and senior officials according to directives, instructions and decisions.
4. They have to attach more importance to knowledge, experience and skills existing within the organization.
5. The individuals who are assigned to do jobs should have passed the necessary job and expertise trainings.
6. The official activities of an organization are the most important and the management should follow the regulations, strategies, procedures and rules governing the organization.
7. Also rules and regulations are set to make sure about the regular fulfillment of the duties (Shefritz, G M, Steven Out J, 2002).

Table No. 1: Differences of Mechanical and Organic structures

<table>
<thead>
<tr>
<th>Organic structure</th>
<th>Mechanical structure</th>
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<tbody>
<tr>
<td>Completely dynamic conditions</td>
<td>Relatively fixed and stable conditions</td>
</tr>
<tr>
<td>Relations among personnel are dynamic</td>
<td>Rules and regulations govern</td>
</tr>
<tr>
<td>The staff are independent and auto-controlled</td>
<td>The Staff’s power is specified and limited</td>
</tr>
<tr>
<td>Complicated technology</td>
<td>Simple technology</td>
</tr>
<tr>
<td>Horizontal communication</td>
<td>Vertical communication</td>
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<tr>
<td>Suitable for market conditions and variant technology</td>
<td>Suitable for standardized and consistent duties</td>
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Different Practical Organizational Structures:
Organic and mechanical structures are the structures that are located in one spectrum and encompass more practical and partial structures. Practical structures are divided into two groups:
1. Different practical structures according to the fivefold sections of an organization.
2. Different practical structures according to the grouping of organizational activities.

Different practical structures according to the fivefold sections of an organization are as follows:
Mintzberg states that every organization consists of five main sections.
Five main parts of an organization are as follows:
Operational Kernel: The staff that perform the major works in the area of production (goods or services) of the organization.
Senior Management: The directors are on the top of the pyramid and the ones who are responsible for the entire organization.
Mid-ranking Directors: The directors that establish relation between the operational kernel and the senior management of the organization.
Technical experts: Analysts who are responsible for standards in the organization.
Taskforce directors: The ones who have back up taskforce responsibility and present aid services in connection to the activities of the organization.
Each of these fivefold elements could dominate the organization. In addition depending on the element that takes control of the organization, the structure of the organization will be designed in a special manner (matching that element), thus considering Mintzberg's view, there are five types of organizational structures and each of them is based on the element that dominates the organization.
If the 'operation kernel' can control the organization, the system of decision-making will be 'non-focused'.
This has caused the creation of 'professional bureaucracy' in an organization. If the 'superior management' dominates the organization, the system under control will be a 'focused' one and the organization will have a simple structure. If the organization is controlled by the mid-ranking directors, the organization will have many independent sections or units and its structure will be based on the same (i.e., a structure based on independent units), but if the technical experts and specialist analysts dominate an organization, the control system will become standard and the organization will have a structure which is called 'mechanical bureaucracy'. Eventually when taskforce forces dominate the organization, control is
implemented in a type of compromising and adjusting behaviors and the result will be 'domination of the experts'. In this section, each of these five structures is briefly referred to:

Simple Structure: It is a structure in which no skill or expertise is used and there is no expert in it. Such an organization does not have any complexity and its activities are not formal. The tasks do not have a standard criterion and one person gets hold of the entire powers and makes all the decisions.

Mechanical Bureaucracy Structure: The tasks have been very monotonous and standard in this type of structure. Each unit has a special duty. The powers are 'focused' and there is a commanding chain in the area of decision-making. Hierarchy is complied with. The forces in the queue and in the taskforce are separated and the organization has a structure which is regulated on the basis of prudence and awareness.

Professional Bureaucratic Structure: Explosion of information has caused creation of complete classification in the organization where only the technical and expert individuals could work in it; therefore, the organization selects its operational kernel among the very skilled experts as far as the nature of the tasks of the operational kernel are concerned. Under such circumstances, the activities of the organization are formal, the tasks are standard and the decision-making system is 'non-focused'.

Organization Based on Independent Units: In organizations whose structure is based on independent units, the mid-ranking directors get hold of the power in the organization. 'A structure based on independent units' is nothing, but a set of independent units whose structures are based on a type of mechanical bureaucracy and the activities of all the units are coordinated by the headquarters. Since every section is independent, the mid-ranking directors who are in charge of that section could implement their control to a remarkable extent.

Structure Dominated by Experts: This type of structure has an expanded and very vast horizontal level and the management levels are small in number in it. The activities and tasks are not standard. The systems of decision-making are non-focused and are highly flexible. The organization could be held accountable under such a structure and that is why such a structure should be found equal to organic structure.

Different practical structures are based on grouping the organizational activities. Practical structures could be formed according to the activities of an organization. The structures based on the type of duty, product, connecting geography and matrix are the most important types of structures resulting from grouping the organizational activities.

In fact, to design the structure following analysis of the organizational dimensions, we will reach a relative recapitulation to design the general structure (mechanical or organic). Upon selecting the practical schemes according to the fivefold sections of the organization, we will start with determining the practical schemes according to the activities of the organization. Hence, analysis of the organizational dimensions could move toward minor structures from major ones and the most suitable structure could be understood and designed leading to increase of creativity and innovation efficiency and quality of working life.

Cinema as a Medium:
Cinema comes from the word 'cinematograph'. Cinematograph was derived from two Greek words, namely, 'Kinema' which means motion and 'Graphein' which means writing and altogether mean writing in motion. It basically means what happened in silent movies on the cinema screen. Cinema is a general expression that consists of whatever treatments made by the camera during filming, laboratory, developing, and adding sound effects to the film strip. What is produced out of this process is a perfect painting which has two specifications called motion and writing. It means that in cinema painting is not stopped at the level of creating a fixed image, but continues together with the two elements of motion and writing (Burdel, David, Thompson, Christian, 2006: 521). Edison's device was like the old peepshows, but Lumier brothers revolutionized the cinema industry in 1929 by creating speaking movies as the cinemas of today are more public. The initial idea of recording voices together with the image was Edison's. He managed to do so by inventing a device which is named Kintograph (Houshang Taheri, 1989: 19-32). This art regardless of its Greek and Renaissance backgrounds, was technically initiated in the 19th century and required the combination of different sciences and arts to a vast degree. The art of cinema relied on different areas of Humanities, Telecommunication sciences, Literature and other artistic fields as far as its concept was concerned and enjoyed Physics, Chemistry, Mechanics and Electronics from technical points of view. But since it was fed by the people's culture, it also turned to one of the most powerful and extended forms of the people's culture. In cinema, the mass of audiences, spectators and watchers play a significant role in its impact as cinema transmits or injects messages and the spectators are in fact the real recipients of the message (Eshaqpour, Yousef; Baqer Parham, 1996: 15). Each medium could use the art from different aspects, but a medium itself turned to an art and that is what happened in the case of cinema. In other words, Cinema as an artistic medium plays the same familiar and normal role of a medium. Establishment of relation among different humans by coding and sending special messages, providing entertainment, adding awareness and more importantly defining and building the world around its
audiences are parts of the performances of the cinema. Cinema deals with the emotions and sentiments of the human being directly from the artistic point of view and affects their thought, behavior and conduct indirectly, and what adds to its superiority as a medium is its indirect effect. The advantage of this art is having millions of addresses in comparison with the other forms of arts, while other arts have to use the mass media in order to have public addressees. The main characteristics of cinema are not to make a distinction between the medium and art and that is why the organizational structure of this medium has to be contemplated. The directors and staff of this medium are not performing according to orders, and the conditions of production and screening of movies have remarkable differences with the production and distribution of products by an industrial organization.

Differences between Media Organizations and Industrial Organizations:
The theoretical topics in the management of the mass media mainly owe to the general theories of management and or strategic management. In strategic management of the media, the three approaches, namely the one of the industrial organizations, the approach based on resources and the third approach as the ecological approach of the media that considers a special ecological space for each medium are used. Among these three approaches, the approach of industrial organizations has the highest application. This approach is based on concepts about the industrial organization and what is known within the framework of 'Structure Conduct Performance (SCP)', It is focused on the structure of industries and the link between structure of an industry and industry of a structure as well as focused performance and organizational behavior. According to this framework, for example, the number, volume and location of companies affect the behavior of companies, their collective or individual behavior and an industry which is an economic establishment affects the behavior and performance of the companies directly.

Industrial Organizations:
1. The main conditions for the existence of an organization are: consumer, demand, production, demand drive, technology, raw materials, degree of growth, production cycle and economic scale.
2. Its structure and order: The number of buyers and sellers, variety of new companies, production differences, horizontal and vertical merger and integrity.
3. Behavior: Advertisement, development and research, investment, legal methods, etc.
4. Implementation: Price, production efficiency, technological development, market structure in industrial organizations and firms:
   - Complete competition
   - Exclusive competition
   - Multi-lateral exclusion, Sale exclusivity (Oligopoly)
   - Purchase exclusivity (Monosopony)
   - Purchase multiple exclusivity or semi-exclusive purchase (Oligopsony)

Media Organizations:
An organization could be defined according to its format structure that consists of two dimensions and each dimension is grouped with a set of elements. These two dimensions affect each other and could ultimately result in our objective understanding of an organization.

A. Format dimensions: This concept is raised in management literature, holding structural dimensions. Here in order to avoid making any mistake in understanding of 'organizational structure' which is used in a vaster concept of management literature, the expression 'format dimensions' is used. Format dimensions express the internal specifications of an organization through which the organizations could be measured and compared with each other and the eightfold dimensions are: 1. The degree of formality, 2. The type of work division and expertise, 3. Compliance with the standards to implement activities, 4. The method of hierarchy and powers, 5. The degree of complexity, 6. The degree of concentration, 7. The degree of professionalism of the organization, 8. The ratio of employees and or personnel that means to divide the number of staff of one group over the total number of the staff.

B. Contextual dimensions: Contextual dimensions represent the entire organization and its place that affect the format dimensions. Contextual dimensions could be ambiguous because they show the organization and its environment where the format dimensions are located inside it. The dimensions of an organization have reciprocal relations and adjust with each other in order to reach their organizational goals. 1. The size of an organization is how big it is and is specified by the number of individuals and the entire funds and or total sale. 2. The technology of an organization is the nature under the production system including the operation and the methods of production process. 3. Goals and strategies of an organization are the competitive goals and methods that cause the difference between an organization and other organizations or institutes. 4. Culture which is a set of values, beliefs, norms and understandings that are common between the organization and the staff.
In literature and scientific resources of management, environment was named as one of the contextual factors (Daft, Richard L., 1998). Environment consists of a set of external factors that surround the organization and affect all its dimensions, and that is why in studying the 'organization structure' (within the concept this article was used), one medium is discussed as a main element outside the organization and not an element beside or accompanying other elements inside an organization.

Structure of Media Organization:
The structure of media organizations is affected by three main elements. There is a dialectical relation among these three elements. This 'structure' affects all the intra-organizational and extra-organizational activities so that change to each of them makes profound change to the other elements and thus the form and type of activities of an organization become of media-type. These three elements are 1. Media organization, 2. Type of media, and 3. External environment. Each media is formed in an organization whose specifications have been defined previously and in general every media organization has an 'organizational format'.

The sociologists' analysis of organizations is based on their social environment. This view believes that the surrounding environment has created restrictions and obligations for that organization. Therefore, similar organizations have different 'structures' due to different surrounding environments. In fact 'the actual structure of the media organization' is imaginable and understandable despite this element. Nowadays, the environment of the media is a very competitive and intensive one. There are several factors and elements that form this environment. The highly competitive environment of the media has caused the directors to be analyzing their competitors all the time. Some media organizations are very serious to know the competitors in order to write their strategies because the potential and actual competitors might be able to substitute the activities of that organization for their products and services. That is why a theoretical framework is required to know the competitors and the existing audience in this competitive market so that the media directors and programmers could clarify the direction of activities according to a precise understanding of the environment. The suggested model to analyze the environment depends on Porter's model which is used to analyze industrial environments. According to this model, competition is high in low-efficient areas and activities. Competition is more evident in the media, particularly the ones whose costs are financed by subscriptions and commercial advertisements. This model stresses on five factors as follows: 1. Competition and rivalry among competitors, 2. Potential ability for the new competitors to arrive, 3. Alternative media activities and products (potential and actual), 4. The ability of goods and media services producers and suppliers (bargaining ability) and 5. Power of selecting the addressees.

1. Competition and rivalry among the competitors. Competition among the media organizations depends on the controversial markets where these organizations are active. (Smith, 2005: 210). The issue of competition and attention to economy and media profitability starts where the following questions are raised: Are media products similar to each other? How much could they substitute for each other? i.e., Are the services and goods presented by media organizations negotiable and replaceable? Among the five competitive forces, competition and rivalry are usually the most strong among the competing companies. A media director could only be successful when he could use the advantages and superiorities of his organization or institute (such as credibility, coverage, number of audience, etc.) against the other organizations and institutes. When the environment is competitive, if the rival media institute makes any changes to their media policies, the other competitors will show reaction against it like the increased price of a news paper, decrease or increase of promotion rates, changing the time to screen programs in which the people are interested like movies, news, etc. Competition sometimes increases because of some developments. These developments are A. Increase or decrease of media organizations and institutions. B. Similar increase in size of competing organizations, C. Increase or decrease of the population of the audience or consumers of media services and products, D. The time when the audience of a media are easily attracted by the other media. E. When the fixed costs of production, screening and showing are very high and F. When the time is an important principle to consume and use media products and services like the news and news reports or getting ahead of screening a popular movie.

2. Potential ability for the new competitors to arrive. May be one of the major differences between media industry and other industries is its less limited consumption. This causes the potential competitors to become more real competitors in the industry.

3. Alternative media activities and products (potential and actual). In the area of the media, the reasons why the people use a media may be substituted for other activities and products if they are not supplied easily. One of the major roles of alternatives is that it allows an industry to present its products and services to its audience in any format it wishes.

4. The ability of goods and media services producers and suppliers (bargaining ability). The ability of the suppliers and producers of this industry is high because of the following reasons: A. When the supply of raw materials or products become exclusive. B. When there are only a few alternative
goods and products and C. When the costs to use new (alternative) products or materials are high.
5. Power of selecting the addressees. When the addressees, consumers and users of media products have more power to select among different options, competition rises among the competing media. The power of addressees comes from the following factors: 1. The large number of parallel media with similar standards and products. 2. The large number of the media with different approaches. 3. The existence of alternative media. D. The existence of alternative services, facilities and goods. The economy of the media is an important and effective factor. The media management will never be complete and comprehensive without its economy as this management was formed under the influence of economy (Kong, 2008). That is why a branch called 'attention economy' was formed in the world of communication where the talks about methods and techniques through which the two finite worlds of humans' minds and infinite world of information are analyzed and then they provide the methods how to penetrate into the world of the mind (Sarookhani, 2004). The media sells the attention of its addressees to the advertisers (Kong, 2008) and the value of the brand of a media has positive correlation with the degree of attracting the attention of the addressees. That is why understanding of the attention and appearance and absence from the media becomes important. The media adopt owning a piece of the addressees' mind on their agenda instead of getting hold of the feudalist lands (Goldhuber, 1997).

Specifications of Media Organization:
1. Media Organizations have an artistic and industrial nature. That is why in one hand they could follow the specifications of industrial organizations and on the other hand they are condemned to meet the inherent requirements of artistic environments where there are many conflicts between the two environments and that the management of conflicts emanating from these conditions is one of the special characteristics of media management.
2. According to the threefold model of Lorenz, media organizations are different at three layers called the objective, symbolic and procedural layers. For example, watching a movie on TV and watching the same movie in the cinema are subject to different procedures. For example, when watching a movie on TV, the watchers are allowed to move around and discuss about it with their family members and so forth, while these are against the normal procedure of watching a movie in the cinema. Even there are important differences between the procedures to produce a movie in the cinema and TV as they affect the common costs completely so that production of movies for TV are much cheaper than production of the same for the cinema according to the afore-mentioned procedure.
3. Every media organization relies on a special knowledge and skill. The press is dependent on the writers, the radio is dependent on a good radio presenter and voice and the TV is dependent on beautiful images prior to nice voices. Thus every human's materialistic manifestation such as height, weight, beauty and cleverness is effective on such requirements. One person might not be suitable for radio, but he might be the best option for the press and the other is not suitable for the press, but may be efficient for the other media and of course some are efficient for every media.
4. Every media organization needs stars. Stars are key, strategic and unique elements for every organization. Stars may sometimes be the factor to give identity and to be defined as the cause of differences between a program and the other programs and even between a channel or newspaper and others, but if the stars play such an important role and attract the attention of most of the addressees, they also cause many consequences for the organizational structure as well as effects on the relations inside and outside the media system and the organizational culture. If the stars create higher income in the market-centered media organizations, they have increased the production costs and this increase might turn to a procedure in an organization after a while which will be inevitable. On the other hand, an artist could also show its capacity in media organizations under the influence of at least five restricting factors as follows:
- Structure of media industry and the type of products and the degree and manner of competition in it,
- Rules and regulations governing that industry,
- Addressees' taste and expectation,
- Unwritten and sometimes written traditions and rules governing the artists' relations with each other and with the media organizations,
- Structure of the media organization and the manner of organizational process to create relations among the facilities and activities outside the organization,
- Available technology for production, development and screening.
5. Speed is one of the necessities of media organizations and particularly the news organizations. The nervous pressure from it not only affects the individuals and their behavior, but also is effective on the structure and organization and the method of attracting manpower as well as their degree of progress. That is why the management is always influenced by media, control and guidance obligations.
6. Different media have different performance and special priority in the media sky according to their nature such as the press that have informative and interpretive performance, the radio that has informative and urgent performance, and the television that gives priority to entertainment. These innate requirements create important differences in the
organizational structure to absorb man power as well as the management methods.

7. Media organizations, even the ones that are merely commercial have widespread social responsibilities because they ultimately have cultural performance and this is one of the common things among all the media. The media that seek profits, should move in the direction of public interests. For this purpose, there are laws in all the countries that manage this social responsibility. These rules and regulations affect many of the strategic dimensions and activities of the organizations. In most of the countries, the dimensions of growth and development, variety of products and control of negative effects such as obscene or violent contents, breach of morale, etc. are controlled by the law. Although this is a must, in the current media system, particularly in the west, this is not applied to some extent and the media organizations have a huge impact on the implementation of passed laws and regulations and or approval of preventive laws through their powerful lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. Use of women in line with earning more profits is increasing day by day and they also breach national power lobbies. 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8. The media that earn their income from advertisements; perform on the basis of a double product model. i.e., they produce their audience in addition to producing content. This audience is sold to the advertisers. Of course some believe that the media sell their time, but in reality, they sell their audience and the advertisers provide them with advertisements according to their degree and type of audience and pay them in return for showing the advertisements. This highly affects the contextual strategies and program production approaches. Having a look at the audience as an addressee and customer and or a friend requires different contextual strategies and sometimes controversial ones that make the management face important challenges. In other words, media organizations present their products in a double standard market of goods and services:

A. Market of general goods. Radio and television programs are part of the general goods, i.e., whatever is used does not reduce, but cinema and theatre or the press are private goods because in cinema and theatre, it is possible for the seats to be made available to others and the newspapers or books that are purchased to be out of the access of other audience.

B. Advertisement market. In this market, the media organization earns money by selling the audience to the advertisers or selling the time of the media to them. The differences of the two organizations according to their products are as follows:

1. Media products are experimental. Their value comes from their non-materialistic trait, their intellectual property trait and the messages and stories they carry and the symbols through which they are understood, experienced and the changes they imply.

2. Media products are not harmonious. Every product is unique. No two newspapers or books, two radio stations, two TV channels, two news networks and even in the new media are similar, although there are common criteria and standards produced by the production technology. The media products in a medium are not harmonious. The newspaper of today is different from yesterday and the day before. A daily program of radio and television is not similar to the programs of yesterday and the days before. Although there are similarities among them as far as format and form are concerned, the main difference lies in the content which is the most important reason for the audience attention. This issue together with the variable of the audience taste increases the risk in media activities and reduction of this risk is the regular concern of the producers, directors and program makers of the media.

3. Regular innovation in media products is a permanent necessity. The value of media products comes from the knowledge and thoughts of its producers. That is why creativity is an important organizational resource.

4. Media products are produced on the basis of technologies that make copying possible when the number of products is high. The process of copying is implemented through a highly physical system of print, recording and or electronic one through screening systems.

5. The costs of production of a program in the media do not depend much on the number of the audience.

6. The fixed costs of production are very high, but the costs of copying are very low and minimal.

7. These products could be changed to different formats. These factors affect the degree of contextual investment, the knowledge of addressees, marketing, show and screening method, method of price-setting and even on the degree of vertical merger or level of dispersion.

II. RESEARCH METHOD

We try in this research to introduce a structure under the title of ‘efficient structure’ among the structures of an organization and among these to assess the effect of character and individual characteristics of the employees with regard to the structure of the organization. For this reason, we carried on this research using a questionnaire. A statistical sample was asked to define the organization where he would like to work as an employee considering his interests, thoughts, character and whatever he likes. That is why variables of satisfaction,
efficiency, incentive, interest and cooperation by employees stood against variables of contribution, flexibility, formality, awareness and system of decision-making by the organization. The conceptual model of research is shown in figure No. 1. On this basis, every individual selects the type of criterion of the organization considering his individual characteristics. For example, the respondent replies according to his satisfaction characteristic how much he wants to have things in common with the organization. The respondent will receive five multiple choices to reply to this question as 'very much', 'much', 'medium', 'little' and 'very little' which are in fact Likert's five multiple choice spectrum. These choices have 5, 4, 3, 2 and 1 scores respectively. The higher the points that the respondent gets according to his responses to the question are, the more his inclination toward organic structure will be. T-test was used in order to be able to have a significant test of the responses regarding all the questions as far as all the respondents were concerned. Under these circumstances, if the average of total points of responses for a question is higher than 3 and the degree of error is lower than 0.05, the respondents are inclined toward organic structure, and of course against the zero hypothesis, there is an opposing hypothesis that is inclined toward mechanical structure.

Considering the case where the amount of Cronbach's Alpha test statistic is 0.759, it was concluded that the designed questionnaire has an acceptable reliability. That is why the questionnaire was distributed among the other individuals of the statistical sample. At this stage, the collected data were put in order using Excel software and then the data were analyzed using SPSS software and we tried to answer the research questions.

As it was explained before, we used t-test in this section and studied the significance of the given answers. The results of the answers are given in table No. 2 considering the variables of individuals' character specifications.

### Table No. 2: Questionnaire reliability through Cronbach’s Alpha Test

<table>
<thead>
<tr>
<th></th>
<th>Amount of Cronbach’s Alpha statistic</th>
<th>Test result</th>
</tr>
</thead>
<tbody>
<tr>
<td>General part of the questionnaire</td>
<td>0.785</td>
<td>Acceptable</td>
</tr>
<tr>
<td>Specialized part of the questionnaire</td>
<td>0.733</td>
<td>Acceptable</td>
</tr>
<tr>
<td>Total questionnaire (average of the above)</td>
<td>0.759</td>
<td>Acceptable</td>
</tr>
</tbody>
</table>

Considering the case where the amount of Cronbach's Alpha test statistic is 0.759, it was concluded that the designed questionnaire has an acceptable reliability. That is why the questionnaire was distributed among the other individuals of the statistical sample. At this stage, the collected data were put in order using Excel software and then the data were analyzed using SPSS software and we tried to answer the research questions.

As it was explained before, we used t-test in this section and studied the significance of the given answers. The results of the answers are given in table No. 2 considering the variables of individuals' character specifications.
Table No. 3: Results of studying the completed questionnaire by statistical sample using t-test

| Awareness | High | High | High | High | High |

Each of the completed cells means the type of structure that the respondents call for considering their personality criterion in the organization for which they are working. For example, the employees feel more satisfied when they work in an organization where there is a lot of cooperation and collaboration, many things in common and the duties are a few and divided, the duties are flexible, the sensitivities and preciseness is low, the formalities and informal communication is low, there are common and non-concentrated decision-makings and the employees' awareness of the decisions, strategies of the organization's goals, etc. are high. This characteristic which was obtained according to the respondents' satisfaction represents a type of organizational structure. In table No. 3 the selected structures of the statistical sample considering their individual specifications are presented.

<table>
<thead>
<tr>
<th>Individual Characteristic</th>
<th>Satisfaction</th>
<th>Efficiency</th>
<th>Incentive</th>
<th>Cooperation</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of structure</td>
<td>Organic</td>
<td>Organic</td>
<td>Organic</td>
<td>Organic</td>
<td>Organic</td>
</tr>
</tbody>
</table>

As it is noticed, the respondents are inclined to work for the organic structure of an organization rather than the mechanical structure of it, considering their individual characteristics and the type of organization they are engaged with (cinema as an organized medium).

But this issue has to be tested. In other words, our studies also need to be analyzed from statistical point of view so that the results of t-test which are considered for each variable separately to be confirmed. For this purpose Square T test is used as follows:

The designed questionnaire has 45 questions and each question has 1 to 5 scores. Hence the minimum score of each completed questionnaire is 45 and the maximum score is 225. Score 45 represents the absolute mechanical structure and score 225 represents the absolute organic structure. If the span between 45 and 225 is considered, we will find out that some individuals stand in the middle spots. In fact these individuals have selected the middle structure which is a combination of organic and mechanical structures.

Now to test the hypothesis about which structure has superiority over the other structures from the employees' point of view, the following method is used:

Since we want to introduce the superior structure among the three organic, medium and mechanical structures, three hypotheses should be studied:

- Superior structure is mechanical structure.
- Superior structure is medium structure.
- Superior structure is organic structure.

The zero hypothesis for each of these hypotheses (respectively) is defined as follows:

- The superior organizational structure is mechanical structure from the respondents' point of view.
- The superior organizational structure is medium structure from the respondents' point of view.
- The superior organizational structure is organic structure from the respondents' point of view.

And the opposite hypothesis (respectively) is as follows:

- The superior organizational structure is not mechanical structure from the respondents' point of view.
- The superior organizational structure is not medium structure from the respondents' point of view.
- The superior organizational structure is not organic structure from the respondents' point of view.

Now we apply Square T test for each hypothesis and the results are as follows:

* First Hypothesis: Superiority of the mechanical structure (Span of 45 to 90)
  Zero hypothesis: Average scores are lower than 90.
  Opposite hypothesis: Average scores are higher than 90
individual differences in an organization and among the staff it is certain that the humans are different innately. The and management theories refer to such a sensitive factor. But most of the new organizational Human beings are considered as the key and most sensitive elements of an organization. Most of the new organizational and management theories refer to such a sensitive factor. But it is certain that the humans are different innately. The individual differences in an organization and among the staff at different ranks of professional environments are the issue that has attracted the attention of the researchers of behavioral sciences. Although the staff and directors of organizations have similarities, they are different from each other from several points of view and these differences make management of human beings more difficult. The more the awareness of the directors of the variety of such differences and their principles is, the higher the possibility for them to be able to coordinate better the endeavors of the individuals under their supervision to achieve organizational goals and increase individual and occupational productivity will be. The effect of the organizational structure on the staff performance is different based on their character and the way they look at that certain structure. A person might like a special type of structure for more freedom of action; thus his productivity might be higher in that structure, but another one might resent a structure because of the lack of a special method to fulfill his duties. The following table expresses briefly why different structural components are popular. The behavior of human being has different aspects that caused him to be known as a complicated being and has made prediction of his movements difficult or impossible. This inability is mainly due to lack of sufficient knowledge about the natural character of the individuals and their personal differences; i.e., the personality that was formed in the childhood and is the reason for the individuals’ behavior. The complexities of this frame to an extent are that it causes different behaviors to appear and creates new challenges for the directors as the individual’s awareness and personal differences in an organization could assist the directors of the offices and organizations to resolve many problems. When the directors accept that the human beings are different as far as their innate and acquired different abilities are concerned, they will not expect all their staff to perform the same as everyone’s behavior has a reason and the effective management of the individual’s mood and character is not possible without having sufficient knowledge about it and that expecting different people to show similar behaviors is nothing more than a dream. That is why knowledge of the individual differences and character specifications of the people becomes necessary in some of the situations in life at present. Individuals’ efficiency at work, their success to study, effectiveness of medical treatment methods and in general human’s adaptability in all life situations has a link with their personal characteristics. Therefore, considering the importance of the issue, it has been tried to study the origin of individual differences, the determining factors of personality, the personal characteristics of the individuals and their role in organizational behavior following a review of the context behind individual and character differences because at present and in the realm of organizations, successful directors are the ones who have paved the ground to direct and run their staff.

### Table No. 5: Test of the 1st hypothesis

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Zero variance group</th>
<th>Confidence coefficient</th>
<th>Error</th>
<th>Amount of statistic</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Hypothesis</td>
<td>M&lt;90</td>
<td>0.95</td>
<td>0.05</td>
<td>0.000</td>
<td>Rejection of zero hypothesis</td>
</tr>
</tbody>
</table>

Thus, the first hypothesis is rejected. It shows that the respondents did not find the mechanical structure superior either.

* Second Hypothesis: Superiority of the medium structure (Span of 90 to 180)

Zero Hypothesis: Average scores are between 90 and 180.

Opposite hypothesis: Average scores are lower than 90 or average scores are higher than 180.

### Table No. 6: Test of the 2nd hypothesis

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Zero variance group</th>
<th>Confidence coefficient</th>
<th>Error</th>
<th>Amount of statistic</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Hypothesis</td>
<td>90&lt;M&lt;180</td>
<td>0.95</td>
<td>0.05</td>
<td>0.000</td>
<td>Rejection of zero hypothesis</td>
</tr>
</tbody>
</table>

Hence, the second hypothesis is rejected. It shows that the respondents did not find the medium structure superior either.

* Third Hypothesis: Superiority of the organic structure (Span of 180 to 225)

Zero hypothesis: Average scores are higher than 180.

Opposite hypothesis: Average scores are lower than 180.

### Table No. 7: Test of the 3rd hypothesis

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Zero variance group</th>
<th>Confidence coefficient</th>
<th>Error</th>
<th>Amount of statistic</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third Hypothesis</td>
<td>M&gt;180</td>
<td>0.95</td>
<td>0.05</td>
<td>0.206</td>
<td>Acceptance of zero hypothesis</td>
</tr>
</tbody>
</table>

Thus, the third hypothesis is confirmed which shows that the respondents find the organic structure superior.

### III. Discussion and Conclusion

Human beings are considered as the key and most sensitive elements of an organization. Most of the new organizational and management theories refer to such a sensitive factor. But it is certain that the humans are different innately. The individual differences in an organization and among the staff at different ranks of professional environments are the issue...
more correctly by having a profound knowledge of the personality specifications and details of their staff. But does the management of different structures differ? Mechanical management is a method of management that keeps the organization in a stable mode and strengthens its structure. But organic management is a method that considers the entire individuals of an organization as a living unit that affect each other. In this method, the director grants freedom of action to individuals and people choose their method of action independently. One of the prominent characteristics of organic organizations is individuals’ contribution to all the affairs of the organization and this strengthens and develops their creativity and entrepreneurship morale of the staff which is an important factor to improve and reconstruct the organization. Burns describes one of the important weaknesses of the mechanical structure in this way that the common procedure in mechanical organizations to deal with the issues beyond the scope of an individual’s duty is to refer it to the relevant expert or to leave it with a senior member of staff. Burns and Stalker, answering the question, ‘under what circumstances, using organic structure has priority over the mechanical structure’ said that they believe that priority of a structure over another structure depends on the situation as follows:

1. The higher the intellectual abilities of the individuals in an organization are, the more suitable the organic structure will be.
2. The more and the quicker the changes an environment where an organization is located faces, the higher the importance of flexibility in an organic structure will be.

REFERENCES

Expression of Resistive economy Factors and its fundamental Elements

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Abstract

The culture of using foreign goods and need of manufacturing enterprises to components, spare parts, machineries and importing raw materials and non-protection of above enterprises and relying on the oil revenues and in other word the fragile structure of state economy caused the enemies to benefit from a lever in the name of oil and economic embargos for threatening our country and use the above factor for leading the country towards critical conditions and economic recession. The only solution for releasing from the above status is expressing and executing the resistive economy policy and economic campaign (jihad). The structure of state economy may be strengthened against the foreign invasion (adopted embargos) using expression of the said policy by the leader of Islamic Republic of Iran and analysis of key elements mentioned by him. Promoting the culture of domestic production and modifying the economic structures through payment of low-interest loans for renovation and expansion of production lines, downsizing the economic activities of government upon proper enforcement of principle 44 of constitutional law for strengthening and economic prosperity particularly protection of above companies after assignment, taking effort for correct and complete execution of five-year development plans of Islamic Republic of Iran for increasing the productivity, employment and changing the economic structures, attraction of dispersed and confused investments in production sector through modifying the interest of banking deposits and capital market (stock exchange), as well as attraction of foreign investments upon guaranteeing the return and productivity of investments made through holding the relative conferences and prevention of irregular import of consumables may provide the requirements for retrofitting the state economy.

Keywords: Resistive economy, Productivity, Economic Structure

Introduction

Doubtless, economic development is one of ideals of all economic societies. In fact, the main effort of all countries is reaching to this ideal and taking step in a path that provides the welfare of the whole society (Maxwell, 1995). World countries have different levels in economic development; each one of these differences is derived from economic system and factors effective thereon.

Due to the economic pressures and embargos as well as deficit and weakness of economy inside the country, dependence to import of merchandises and in other word propagation of consumerism incurs losses to the state economy. In order to relieve from this problem, resistive economy or economic campaign in case of optimum use of local potentials may considerably help the remedy of wounds that have been appeared gradually in the state economy.

We hope upon proper applying and executing the resistive economy and economic campaign policy to take steps for reaching to the ideals of our dear country.

Expression of resistive economy policy from the viewpoint of Iran’s leader

The supreme leader of Iran has mentioned ten points during expression of resistive economy policies which are significantly effective on expression of abovementioned policy. These points are as follows:
Firstly, making the mobility and dynamism in the state economy and improvement of macroeconomic indicators such as economic growth, national production, employment, and disinflation, increase of productivity and public welfare; Secondly, capability of resistance to threatening factors observed in these policies and considered; Thirdly, relying on the domestic capacities observed in these policies including academic, human, natural, financial, geographical or climatic capacities. We have important capacities, i.e. in these resistive economy policies, domestic capacities are focused expensively; Fourthly, the campaign (jihad) approach that has been considered in these policies including campaign diligence and campaign management; Fifthly point is related to people-orientation (democracy) that has been applied in these policies. As the experience show us, Islamic statements and studies also emphasize that where the people gather, God is present. God helps the people, where the people are present, God’s grace, help and support are also running; its symbol and sample is 8-year defense [war between Iran and Iraq]. Iran’s revolution and passing through difficulties during these 35 years, because the people were ever present and ready in different fields; Sixth point is referred to security of strategic and essential items; important of all, food and drug. The domestic production must be constituted so that the country faces no problem in relation to nutrition and drug, in any ways;

Seventh point is reduction of dependence to oil; one of our most difficult economic damages is the same dependence to oil. Eighth point is related to modification of consumption pattern; saving, abstaining from splurge, abstaining from squander and refraining from extra wastefulness; Ninth point is corruption control, if we intend to see the people in the economic scene, the economic scene should have security and if we want security, the hands of corruptor, law abuser and by-passer and breacher must be shortened; The tenth element of resistance policies is knowledge-orientation that is a very important feature (www.masir57.ir).

Upon reviewing ten points explained by the supreme leader of Iran for expression of resistive economy, the key and important points may be extracted for making changes in the economic structures and make the underlies for applying the above policies. In continue, the points effective on enforcement of resistive economy and economic campaign policy are explained as below.

Enforcement of Act on Principle 44 of constitutional law

Act on principle 44 of constitutional law that was ratified by Islamic Consultative Assembly on January 28, 2008 may be assumed as vanguard of resistive economy execution, because according to article 3 of above act, the scope of government’s economic activities has been determined as follows:

Ownership, investment and management for the government in that group of economic enterprises that object of their activity is included in group 1 of article 2 under this act, including capital assets ownership plans, establishment of institute or public company, partnership in private, cooperative and nongovernmental public sectors in any term and amount is forbidden.


Non-promotion of economic enterprises in the government as well as lowering the government’s activity in this sector may help attraction of local capitals and activity in this sector and restore the requirements for dynamic and efficient activity in this connection. Whereas a lot of barriers have avoided execution of principle 44 of constitutional law, the government can underlie the incorporation of resistive economy in the country through facilitating and protecting the above enterprises after assignment.

Culture of Using Domestic Products

One of the important factors that must be relied thereon for successful execution of resistive economy is cultural factor, an important factor that is sometimes forgotten.

Consumerism and in other word, prevalence of using foreign commodities have penetrated our country so that is assumed as one of the important deterrents of state economy development. The enemies also upon applying the embargo on the import of such commodities abuse it for impacting and applying the pressure on the country.

The culture of using domestic goods upon improving the quality of manufacturing goods for competition in the similar foreign goods protects the local economic enterprises and doesn’t incur serious losses to the country in embargo conditions, and aids retrofitting the internal structure of economics.

It is notable that the culture of using foreign goods has not been emerged at once to be eliminated at once and preparation of cultural beds requires time. It is realized upon increasing the dues of importing goods and assiduity for increasing the tendency to consumption of domestic products through
upraising the quality, reduction of price and media advertisements.

Attraction of Wandering Capitals

Within the recent years, one of the greatest damages has been incurred by wandering capitals to the state economy.

In fact, these capitals due to different reasons instead of investment in economic activities have been attracted by false markets. Reduction of banking deposits interests, fluctuations of foreign currency, fluctuations of gold rate and high profit of brokerage and intermediation may be assumed as attractions of false markets that liquidity in the country flows toward above activities and economic enterprises have no share in the above liquidity.

Whereas machineries, components and raw materials of most of state industries are supplied via import, foreign currency fluctuations incurs serious damages to the above enterprises by dealership (speculation) and destabilize the foundations of state economy.

Controlling and leading the wandering capitals toward the domestic production may be deemed as protection of local enterprises. Guiding and attracting these kinds of capitals in the stock exchange is feasible through clarifying the information of companied listed in stock exchange and actualization of banking deposits interests according to the inflation in country through attracting such capitals and in other word attraction of liquidity and underlies the execution of resistive economy policy in the country.

Improvement of tax system

One of the other effective tools for retrofitting the economy is improvement of tax system. Although some steps have been taken so far for improvement of tax system such as articles 119 to 123 of 5th 5-year Development Plan of Islamic Republic of Iran’s Act and integrated tax plan, but in some cases particularly at the time of tax audits, due to different reasons the rights of tax payers (investors in production sector) have not been respected. It caused non-entry of new investors into the production sector and lack of productivity and employment somehow.

One of the other points to be taken in tax system improvement into the account is identification of underground activities that are carried out in different sectors but don’t pay any tax.

Improvement of Direct Taxes Act that is raised currently in Islamic Consultative Assembly, in case of approval can identify all economic enterprises through verifying their accounts and demands them all government’s pertaining rights. As well as, actualization of tax rates related to economic enterprises may help the promotion and prosperity of investment in this sector.

Value Added Tax Act is one of the other levers that in case of comprehensiveness of all economic sectors may obviate the existing deficits and aid the identification of underground activities, considerably.

Policy and conclusion

Considering the review of all papers, books and speeches about execution of resistive economy, it is observed that all of them have reached to consensus on reinforcement of domestic production and reduction of dependence to other countries as well as enhancing the export. These factors are also mentioned in the present paper and consistent to the other opinions.

Protection and promotion of domestic products and fading the dependence of economic enterprises to import of goods through granting the low-interest loans to manufacturing enterprises for expansion and restoration of production lines, media advertisements for generalizing the culture of domestic products consumption that results in reduction of goods import and protection of domestic product industries, removal of barriers for execution of policies under principle 44 of constitutional law and organizing the public companies and protection of said companies after assignment to private sector, improvement of tax system through identification of underground activities and actualization of tax rates, attracting the investors to foreign investment (particularly attraction of capital in stock exchange organization) through holding the congresses and international negotiations and somehow guaranteeing the return of made investments, prevention of irregular import of goods upon applying the preventive dues and promotion of export of goods upon applying the effective encouragements (exporting awards, applying tax exemptions and low-interest loans) may considerably provide the requirements for proper execution of resistive economy and economic campaign.
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Evaluation Performance of the Banks in Attracting and Retaining Customers

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Abstract  
Increasingly need of people of banking services has caused that initiative plans and projects and fresh approaches are taken into consideration due to different reasons such as development of cities, unsafety of money transfer, acceleration in work procedure, necessity for balance control and payments on the one hand and necessity for realization of people’s expectations, customer loyalty and attraction of new customers. Knowing and innovative, perseverant and updated administration is a necessity of administration structure of any bank. It seems that similarity in publicity by banks in television and radio media, the press, billboards across the city, media and granting awards do not create the required motivation among customers. Meanwhile, some of managers of banks assume that bank marketing administration has the duty of publicity and advertising. However, duty of marketing administration goes beyond what is assumed by the managers. Herein this paper, in order to survey the case, a hypothesis has been developed (Material motivation, compared to other intra-organizational elements plays the prominent role in qualitative and quantitative promotion of performance of bank personnel). In order to examine the case, a questionnaire has been used for this purpose. The statistical population includes nine state banks accordingly.

Keywords: Evaluation of performance, publicity, marketing for banking services

Introduction  
Nowadays, need of people of bank services are being increased more than ever and people do expect banks more and faster services. Keeping customers and attracting new customers require efficient and effective administration in all bank dimensions, emphasizing marketing administration. Main reasons for importance of banks marketing include increasing competition at banks, need of awareness and information of bank services, development of cities and necessity for extensive coverage of audience, reflection of evaluation of bank services by banks, keeping existing customers and attracting new customers.

It seems that similarity of bank publicity in radio and television, the press, billboards, media and granting awards do not create the required motivation for customers. Initiative plans and projects and fresh approaches should be taken into consideration. Knowing and innovative, perseverant and updated administration is a necessity for administration structure of any bank.
There are certain obstacles on the path of bank marketing administration, which impede effective administration and eventually, banks cannot achieve their goals including keeping and attracting the customers. Herein this paper, it has been tried to study and to analyze the effective factors involved in attracting and keeping the customers at state banks as well as role of each factor accordingly.

Statement of problem

Banks are vital arteries of economy of any nation. All efforts taken by financial and bank institutions across the world are toward raise of efficiency. Thus, one of the administration goals is to increase bank resources. This important goal may be regarded as one duties and responsibilities of bank marketing administration. The duty of bank marketing administration is training the personnel, conduction of researches, planning, and design and proposing fresh service generation, training the personnel and compiling strategy, main goal of marketing administration, attracting new customers and attracting liquidation for the same.

Some banks do not have marketing administration yet. This duty is performed simultaneous with other bank duties by inexperienced and inefficient personnel of bank, holding high school diploma or bachelor’s degree in irrelevant fields. Those banks, which have marketing administration at their organizational structure, and commended their line of activity in the recent five or six years, encounter many problems in enactment of effective management. Thus, they are not able to perform their main duties i.e. collecting cash sums from people meeting full satisfaction.

What is effective marketing administration? Effective marketing means optimized use of existing resources, mixed with marketing and creating precise knowledge about opportunities and environmental threats, spending least time and power for management toward meeting utmost satisfaction of customers and more profiting for the bank.

The role of marketing administration in service organizations (banks) may be regarded as leader of boatmen team in a boating contest, who is in charge of harmonization of movement of the boatmen (services of bank personnel) for achievement of a definite goal.

Banking Services Marketing

Bank marketing is actually compatibility between bank resources and customer demands for achievement the best condition of profiting. Bank marketing comprises a combination of a series of means for assistance with goods, price and promotion. This combination consists of the following items:

1. Publicity
2. Branch design
3. Brochures
4. Direct mail
5. Video-conference
6. Film
7. Market planning
8. Market researches
9. Public relations

History

On a whole, bank marketing in the world is regarded as a relatively new activity and its history in America, England and Japan dates back to the 1960s. Extension of this concept in banking has been done so slowly because bankers think traditionally.

In the 1960s, due to varying economic conditions governing the world, banks have fundamentally changed. Due to increasingly expectation of customers with respect to banking services, a serious competition among banks has raised and subsequently, the banks inevitably have been market-oriented and set marketing on as focus of attention and developed marketing administration in their system accordingly.

The duties f marketing administration department at banks is described as follows:

A. Advertising (publicity)
B. Market research
C. Dealing and services
D. Improvement of production (services)
E. Sales promotion (services)
F. Administration of public relations affairs
G. Direct Sale

On a whole, we consider the duties of marketing department of banks as components of a floating iceberg in water, we may say that for enactment of marketing administration at banks, what is outside the water and can be seen and touched by all i.e. publication, providing fresh services, rate of profit and
public relations are taken into consideration. While those parts, which are beneath water surface and those policies, strategies, administration procedure, planning and the ones. The said parts are not observed by customers under usual conditions. However, its effects may be perceived by them. In case administration discards the said items, it will not obtain constant success. It may be said that 90% of the said iceberg is hidden beneath water surface. In our nation, during the recent five-six years, some banks have marketing administration in their organizational structure. It is further added that the rest of banks lack such administration and this duty is mainly fulfilled by bank public relations department. While the personnel of public relations of banks are mainly inexperienced and unskilled, holding high school diploma or bachelor’s degree in an irrelevant field. Some responsible authorities and managers of these banks are of this opinion that marking administration does not play a prominent role in attracting customers and upon increase of liquidity with people, depositing and investment by persons at banks will be increased accordingly. This is tested in this research. On a whole, the following hypothesis is tested for this research:

Hypothesis

Material motivation of personnel, compared to other intra-organizational elements plays the most prominent role in qualitative and quantitative promotion of performance of bank personnel.

Variables in this paper

Independent variable: Bank personnel

Dependent variable: Material motivation (salary, bonus, gratitude, and the ones)

Statistical Population

The statistical population herein this paper consists of Meli, Sepah, Saderat, Refah, Tejarat, Mellat, Maskan, Export Development and Keshavarzi banks i.e. nine banks and one branch of each bank (in consideration of time limitation).

In this paper, one questionnaire has been used as per Table 1 described hereunder.

### Table 1: The questionnaire with respect to effective elements involved in quality and quantity of performance of bank personnel

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Weak</th>
<th>Average</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Salary of personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Training during employment period</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Written commendation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Level of education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Appointment in consideration job of employee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Using mechanized machines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Using software equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Transfer of personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>Appropriate archive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Change of personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Work environment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Considering the aforesaid questionnaire, the following results have been obtained:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage of the effect on performance of personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material motivation</td>
<td>31%</td>
</tr>
<tr>
<td>Nonmaterial motivation</td>
<td>19%</td>
</tr>
<tr>
<td>Experience and educational level</td>
<td>25%</td>
</tr>
<tr>
<td>Tools and equipment</td>
<td>15%</td>
</tr>
<tr>
<td>Work environment</td>
<td>10%</td>
</tr>
</tbody>
</table>

Discussion and Conclusion

Relying on review of all articles and books, the factor of material motivation, compared to other intra-organizational factors, has the utmost effect on qualitative and quantitative promotion of performance of personnel, which has been mentioned herein this paper and this is consistent with other comments as well.
Concerning the fact that bank marketing is actually serviced marketing for customers and role of personnel is of great importance in this regard, the following suggestions are associated with corrections aiming at attracting and keeping the customers:

1. Training human resources as a constant process:
   1-1: Training at the beginning of employment
   1-2: On-the-job training

2. Policy making by government and central bank for development of a wholesome competition among banks and conduction of such researches about private banks

3. Creating motivation of marketing for customers by banks’ personnel (percentage payment for attraction and providing services to customers)

4. Providing updated equipment for providing more services to bank’s customers

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AUDITING TRANSFORMATIONS IN IRAN, OBSTACLES, STRATEGIES AND OPPORTUNITIES

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ABSTRACT
Auditing profession has an important role in the world economic system. Auditors' impart credibility to the enterprises performance report and financial position with a reliable basis for decision making by stakeholders. Auditors' critical role in the economic system, made the audit profession distinct from other professions and made it vulnerable and affected by numerous and complex economic events. Auditing profession in the world, already several times experienced the mistrust crisis and forced to pay substantial restructuring and finally, each time has been able to regain lost trust. In Iran, the auditing profession establishment is young and leaves early years of its life. Iran's economy is dominated by the state and private sectors and competing that is elements of a free economy and a major driver of economic transactions and decision making, doesn’t have share of striking. However, auditing profession has facing various challenges in Iran. In this paper, we describe the auditing developments in Iran, challenges, current solutions for the problems and also the facing opportunities to this profession.

KEYWORDS: Accreditation, Auditing, obstacles, Opportunities, Strategies.

INTRODUCTION
In the early years of the revolution government by overcome governmental economic thinking and transfer the bulk of private firms to the governmental institutions, the private sector auditing identity was faced a serious threat so that in the first decade of the revolution, the private sector auditing practice note on the professional responsibility, research, research and development, and the human resources did not play and this role was left largely to the public sector and public auditing. According to the audited financial statements in our country is the most common type of service in the use of computers in auditing and up to date auditing, including auditing based on risk models have become far much of the developing world. In the professional services sector, such as operational audits, stock assessment, special proceedings, particularly professional services, consulting services, system design, and the other diversified services to its customers, which are primarily or international institutions and practical for advanced or in the case mainly have not little success in providing quality services (Naderian, 2009).

On the other hand, the new wave of information technology, day after day of reduce the intrinsic value the annual financial statements. This reduction came in the area of auditing institutions have in accreditation catalog. Auditing profession or lost revenues should serve as a basic fact that society accepts or carry out offers fundamental reforms. In order to accommodate the changes in technology towards two fundamental shifts has occurred in the audit process. The first change in tendency to evaluate processes and operations and change towards
more emphasis on the system of internal controls related to the reliability of information systems. As a consequence of e-commerce, information technology, new challenges have been placed facing to auditors. Hence, the current manual procedures are not efficient for the electronic age. Independent auditors must understand the technology, how it affects the auditing process. They must acquire the necessary skills and knowledge to make the process of continuous auditing to auditing procedures by using electronic transactions. Today for preservation of auditing profession reputation, the auditor's opinion for entering continuous reporting is essential and technical knowledge required to meet the environmental demands (Vadiei & Mosanezhad, 2008).

Discussion about the nature identification, purposes and responsibilities of auditing evolution and development stages, causes, and historical evidence indicates is the fact that auditing ideas developed in the context of economic changes and the formation of the industrial revolution as well a turning point beside these confirmation. Auditing profession in the early stages of the economic changes, proved as a discriminant profession. The professional accountants which had a simple task at this stage, was the only act in conformity with the instruction that the application was responsible for much of the audit meet the needs of capital or workshop. But this is about dealing with the community and had not applied by the other people. In the next stage of development, job evaluation, in addition to the discriminant the letters increased, the operation was performed in conformity with the objectives. Today for the auditing, the new management approach for sustainable profitability, industry economics, culture and security, it is necessary to share information. To achieve this worldwide goal significant autonomy is granted to auditors. To obtain and evaluate the efficiency, knowledge of accounting, audit, particularly modern communication, management will provide clear information that could be identified, and results an increase the level of the productivity of existing. In the modern global economy with global competition, which it finds itself, makes the productivity and the quality is the most important element.

Auditing is a systematic and disciplined process of systematic collection and evaluation of evidence impartially allegations relating to economic activities and events, in order to determine the applicability of these claims (statements) with predetermined criteria and report the results to the stakeholders. In Auditing, are analyzed the effectiveness of missed opportunities and favorable results. At this stage of the auditing, auditing criteria is the ways of accomplishments the duties. In other words, the logical course of affairs, Auditing and management decisions, thus they are placed in the test. The modern economy is essential to identify the management practices that are attractive. At this stage, the experience and management skills will play an important role in decision making. The objective is to evaluate the effectiveness of the auditing, the directors are required to adjust their behavior in order to achieve their goals in the face of fine-goals in the realistic specified and measurable allocated can explain in a given time range. Now we need competent manager is able to obtain the necessary information from the center and the axes of performance, economic efficiency and effectiveness and take steps and standards in terms of professional conduct of auditors to act in such a way that they respond positively to this request and to gain the confidence of the community and investors and the users of financial statements, is act as professional requisite.

Auditing status in Iran economic

Although the history of science in accounting and auditing in addition thought to be more than five thousand years, but due to lack of historical participation in accelerating economic changes in recent centuries the present time, unfortunately, it is not possible to use the modern knowledge. In recent years, economic analysts and social development, in the planning process and in the monitoring and formal development programs aimed at economic roots, only figures and financial statements, do not suffice to focus solely on keeping records, financial balances and specific information management costs but also is given to the society as a viable institution and seek prosperity and factors such as reliability, speed and dynamism and the amount of contribution and participation in the global village. In the current economic capital and its rotation speed and inexpensive to prepare it as a phenomenon, is important. Efficient use of capital in an economy is considered the new generation, therefore, on the basis of this new discipline called financial engineering have been introduced in the economy. Using this new technology is tried turning the capital, further shortened. In Hong Kong Industries rotation period approached less than one month. The country's industrial capital rotates 14 times per year as a result of capital gains
to give the best. The success depends significantly to the advancement of auditing thought.

Our discussion about the contribution of the knowledge economy, knowledge of accounting, auditing or even to what extent, the acting is very disappointed with the result. First we must accept the fact that Third World countries due to the structure of benefits and are denied knowledge of accounting and auditing’s knowledge of the world beyond the accounting records and the financial instrument is not in the office. Trading relationships in such a way that issues do not arise generally thought to be auditing. In these countries, as the country is seeing very small economic units have been established with weak capital modern and even traditional accounting principle recorded at cost and are not costly and also not felt the need to work in public auditing (Baha-o-din, 2003).

**Identify implementation operational auditing development barriers in Iran**

Operational auditing is a systematic process of assessing an organization's effectiveness, efficiency and economy of operations, management control and reporting to the appropriate people about the results of the evaluation along with recommendations for reform. Operational audits, auditors assess the effectiveness of a new technique to control that provides operating procedures and internal controls. Operational audit process is done in six steps, which include: 1) Planning, 2) formulation auditing programs, 3) implementation, 4) evaluation of the results and recommendations, 5) Reporting and 6) and pursuing (Seyedkhani and Hajizadeh, 2012). The purposes of the operational audits can be summarized to assess performance, identify opportunities to improve operations, make recommendations to improve the operations or investigations. Unlike the operational audit, the financial audit and compliance audit objectives and approaches more generally that the main objective of the audit of financial assets in the context of commenting on the summary financial statements but operational audits, evaluating sources of financial information that is assigned means to address these issue transactions to be properly handled key to accurate information and reliable sources inside and can provide outside the company. Another difference is the result of the audit, so that the results of the financial audit, the audit report will be provided to users. The audit opinion in accordance with generally accepted accounting and auditing standards indicate whereas operational audit, auditors will make recommendations to improve the planning and management control system, and follow-up necessary in order to implement recommendations do also offer for managers to improve their performance. The final difference is the focus of the financial audit of financial statements which is an important utility in the financial statements and can be desirable if the unqualified audit opinion provides, however, the operational audits focus on improving the planning and management control system, the measure of success, a proper diagnosis of the problems and usefulness provided audit recommendations (Maham, 2010).

**Limitations of operational auditing**

Despite the potential of the operational audits, operational audits of all auditors agree on the fact that they do not equipped to accept responsibilities. They are especially noted that the auditors on technical subjects such as engineering and operations research are not to criticize outside the competence of the auditor.

Managers of various organizations operating in the area over the years that have improved their technical expertise may be completely objective or operational audits not understand the audit methods. They may order an audit to be questioned of the organization to come and learn in a short time so that it can properly consider the operation. Handling operations will become impossible if we look at it from a technical standpoint but from the standpoint of control.

Managers’ lack of knowledge of the benefits of operational audits of governmental agencies in the executive agencies are prevented from performing operational audits that according to studies in this area found that managers’ lack of knowledge as one of the barriers for implementing operational audits of the executive (Farzaneh, 2007).

**Identify implementation performance auditing barriers in Iran**

Until the late eighties limited to performance auditing and compliance auditing framework laws, regulations and instructions worked. Now the purpose of the audit function, which is to obtain answers to these questions, even if operating and non-operating at all levels of the organizational structure of an economic unit, combined with the efficiency, effectiveness and economy, the principal component audit the performance of the office
and assessment of bills budget and financial operations of better economic entities formed to evaluate the tools that aim to assist managers, guidance and leadership budgeting, is easily done when it is organized properly.

Governmental auditing in Iran

Government auditing is the systematic examination and assessment of bills budget and financial operations of executive agencies and any device that is used to create the budget. To do this, commenting on the figures in the financial statements with accounting standards, rules and regulations of public accounting and financial accounting and report of the parliament will be made studies. The objective of the governmental auditing agencies is assessing the performance of their operation.

In today's world, the extent of public sector agencies in all areas of governance is complex and leads to the specialization. As a result of direct control exercised by decision would not be possible. Thus, the authority to determine the progress suffice compelled to reports received little bag. These reports based on judgments and determination the basis for future policies and its practical effects in the form of law, regulation, decree, instructions and circulars are manifest. It was also reported that the transmission of information in all areas of decision-making centers, is important. The report must be submitted for review and analysis of data needed by persons trained, committed and impartial coupled with expert opinion and research, to be presented to the authorities need to be taken decisions realism and prudence.

Note here that it is necessary to evaluate and measure the progress and implementation of the operations carried out with pre-determined objectives and analysis, it simply is not possible. Because in most cases, is not measured pre-determined parameters. Could accept that one of the most important steps in the complex process of budget, monitoring the implementation of its budget for the accurate and timely actions can be a great effect on the integrity of the administration and is regarded as one of the main pillars of governance institutions. That is a supreme control is essential regarding the planning and implementation. Basically in charge of overseeing the spending after applying the necessary controls to ensure that the costs and disbursements, monitoring the spending is done. The main responsibilities of supervision of the supreme audit court are considering three bills, judicial and parliamentary oversight is conducted. In Iran, in connection with government audits, there is no accepted government auditing standards. Currently, most UN member countries are members ((International Organization of Supreme Audit Institutions)) and under cover of the world assembly, and continental organizations and regional organizations such as Asian Organization of Supreme Audit Institutions and Economic Corporation Organization of Supreme Audit Institutions.
One of the most effective and provide the infrastructure of these organizations and government auditing standards and each of the member states can government auditing standards, with respect to the cultural and social conditions of its use as a model (Rahimiyan, 2008).

Risk-based internal auditing in Iran

Important role in the efficiency and effectiveness of internal control systems, internal audit plays in organizations. Accurate information regarding the effectiveness of the internal audit, risk management and internal controls, including compliance with organizational regulations and rules management system. Now, there are different types of internal audit procedures such as tests that mainly deals in accounting offices and test the accuracy and reliability of financial reporting, accuracy, reliability and timely reporting and control legal and regulatory compliance requirements adopted and enforced should. However, none of them related to the qualitative aspects of organizational management, particularly risk management cannot provide a comment. Therefore, the need to redefine and identify new areas for internal audit in a way that feels adoption of risk management tools, adequacy and effectiveness of these tools and also help to reduce risk to ensure organizational units. This shift in attention and concentration by improving internal audit risk-based audit approach to audit and it is possible. Society of Internal Auditors defines internal auditing provides the following: An internal audit function independently and impartially reassuring and counseling designed to increase value and improve an organization's operations. Internal auditing by providing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes, helping the organization to achieve its goals. This definition represents a fundamental change in the role of internal auditors. This change indicates that the current consultation is an important part of internal audit activity. The purpose of internal audit management information in relation to the existence of a reasonable system of internal control and the efficiency and effectiveness so that an organization against loss arising from a variety of risks that could protect the face.

The effectiveness of internal audit, risk management and corporate governance risks, operations and information systems to assess the following:

1) Reliability and integrity of financial and operational information
2) Efficiency and effectiveness of operations
3) Protection of Assets
4) Laws, regulations and contracts

The internal auditor should consider the objectives, focused on risk than are to be aware of other important risks. However, the main function of internal audit and provide independent assurance over whether or not the risk is well managed is important. Internal auditors should be more important than the risks that might affect objectives, activities and resources have an impact, be aware. Internal audit in relation to the adequacy of existing controls to reduce risk, efficiency and effectiveness of control processes and achieve short and long term goals of the organization ensures that. Internal audit, risk management plays a crucial role in constituency. Independent internal audit function established by management to test and evaluate the risk management process, control systems and corporate governance process and deliver company’s objectives. To eliminate the need for risk-based internal audit organization and an Iranian company model was presented. This model includes steps such as setting goals, controlling, analyzing and prioritizing risks, control activities, inventory control weaknesses identified, the audit plan and audit reports are reviewed and presented. This model not only increases the efficiency and effectiveness of internal audit but also has many advantages such as: providing the necessary facilities for the full implementation of risk management, recovery, and determination of the weak points of update the control and internal corrective actions, reducing organizational risk, and ultimately reduce the cost of internal audit and independent. Therefore, it is recommended that organizations and companies to the benefits to the adoption, implementation and use of risk-based internal audit using the model presented in this research to action (Bagherpour Velashani and et.al 2013).

Identify implementation electronic Auditing barriers in supreme audit court

Supreme audit court task of preparing the budget and the audit function reporting agencies and state enterprises
are responsible to any aspect of any costs not exceed the approved budget to the place. Due to past experiences, such as auditing financial events, after the presentation of financial statements is performed manually at the end of the financial year and the details of the reports prepared by preparing the budget after budget after the House finishes, this report was not effective, and the desired effect it should be logical and not observed correct budgeting for the following year's budget.

To establish e-commerce electronic auditing requires prerequisites are in the country. Therefore, to achieve this infrastructure should be provided by the Ministry of Communications and Information Technology. One of the most important steps in planning an audit to identify barriers to using e-mail in the audit and implementing solutions to solve them. Computer system audit program should be directly to the audit objectives. The audit plan for addressing computer systems should be based on a general purpose computer and computerized audit and set feature.

One of the most basic definitions of computer auditing definition (Williamson) is a computer auditing system based on information technology processes any type of application in order to help auditors in the process of planning, implementation, z, controlling, and directing is completed the operations of the audit (Farghandost Haghighi, 1378). The purpose of computerization of accounting, audit effectiveness, efficiency and reduce cost, improve response time and reduce audit risk level of technical knowledge necessary to do the job, so that more people can experience low staff functions that are currently by MS is doing far more expensive to take charge. In another study examining barriers to employ an optimization of the independent audit is concluded that the audit due to lack of knowledge of the application of optimization, not to employ optimization in comparison with the cost of interest lack sufficient texts on the application of intelligent agents, the lack of software for audit and optimization, uncertainty regarding the independent audit is not used better judgment.

The computer has two aspects of the audit work. First, consider the case of systems which bring great introduction to audit computer audit computer systems. Second, the use of the computer as a tool for use in the audit. While done correctly the first phase auditing computer systems and system reliable enough to be diagnosed as entering the computer as a second phase of the audit means quite facilitated. Otherwise, the computer may audit any aspect of effectiveness and efficiency is required. Among the reasons that may be creating barriers to implementing electronic auditing the Supreme Audit Court also pointed out the following: 1) lack of training, 2) inadequate security and legal infrastructure, 3) the lack of infrastructure needed for implementing electronic auditing technology, 4) lack of readiness to accept changes to the system administrators to audit the performance of electronics (Hematfar and et.al 2008).

Economic status of auditing institutions in Iran

One of the issues that have been raised before the revolution and now also has a special position to discuss the transfer of ownership of state companies to private equity or ownership transfer of equity to the public. Before this revolution through the sale of corporate stock to the public or employees of the firms would be of the moment. Many factories and production units have been established by the government or nationalized years ago and the government had been through a gradual sell or supply in the stock has been transferred to private shareholders. In this context, auditors have an important role in this transition. They have played important roles in determining a company's value and accuracy of corporate financial statements are approved. Currently Auditors of public companies, whether public or private benefit. In addition to the audit of financial statements is used to verify the performance and to other professional services such as accounting systems design, modification of accounts, preparing financial statements, are used conduct internal audits or accounting services. The public institutions have a critical role in the regulatory system applicable to the government suffered a major failure. It was the lack of independence of state institutions. Auditing meaning that managers are appointed by decrees issued by the government under their personnel control are likewise employ no right to negotiate independently with their clients, how audit reports issued and to accept the consequences.

In many cases, auditors may be combined with operational common stock to the owners of the company are to provide these services to other parts of the state. One of these services is determined by the income tax for governmental office. In this context, the auditors also spend more time dealing with routine inquiries can also be accomplished tax and corporate income tax or perhaps duty bound to deduct and pay taxes and take appropriate action. While there is a danger of auditing collusion with their owners. By product of the major financial auditing
staff training this makes the tax authorities more time to consider firms that have less financial support to it also did not consider the economic sectors under consideration are subject to tax. Financial auditing is primarily suitable place for training staff. First on the agenda of auditing lies in the fact that the institutions of student services of graduates have applied for work experience or training programs for individuals within the organization adopt or the ability to provide these individuals are entered in different industries and with different accounting systems employed are familiar (Ilkhani,2009).

Solutions for auditing profession development in Iran

To upgrade the knowledge and skills of employees, the accounting profession, both substantive work to do. First, universities should show inactivity and promoting the scientific, research and development, teaching students to think and analyze in depth the activities of educational institutions act. The second step should be specific to their professional accountants auditors in addition to any serious attempt at improving knowledge and skills, also show that the performance of professional accounting, auditing and professional accountants who have a prominent place on the estuary. It should also improve performance by members of the profession and adherence to basic principles such as honesty, independence, professional competence, professional conduct proper, professional reputation and its position in the eyes of decision makers increases. However, the audit organization during the past years and in the absence of private sector audit services performed outstanding in the field of accounting and auditing, financial services and public sector companies under the system, preparation of standards publishing books and journals vocational precious Professional of to print quality, human resource training, development and promotion of culture audit activities in the country has done, but it is followed by a discussion of the audit organization should equip the organization to audit computer audit software is that it reached in addition to the other services, audit services and supports important note will enjoy. The problems of non-performing risk-based audits in accordance with standards specified by the audit practice of the audit be helpful in reducing the technological gap in the developed world.

Since the roots of responsibility and the auditor must audit their performance against, respond to, and given the fact that our country has never summoned the auditors' they have no expectation of compensation or damages, the mechanism needed to be implemented in the design and were evaluated and judged quality of the audit reports. In addition, being equipped with the technology and professional services to the diverse world of peers is provided by accountant’s acceptable level of service quality and improves individual needs. Board of directors and company managers in their firms should be aware of the weaknesses of the economy and increasing productivity, efficiency and economy in different parts of the company's internal audit and operational audits through the use.

Securities Exchange market that the accounting profession has a role in shaping the world and our country is no exception. Some leverage in the capital markets and the prediction is considered. But these mechanisms are not prescriptive and based on the audit engagement. Clearly, the professional association of certified public accountants Iran as a country has a prominent role in this affair. In this regard, the Stock Exchange shall be binding upon the parties with respect to the approval of the office of the Securities and Exchange for periodic operational audits, financial audits as well as complementary measures necessary to carried out. Auditors and audit managers also conduct financial auditing firm’s audit, operational audit to introduce as one of the most effective methods of management, managers at different levels and to familiarize them requested with the true nature of this type of service.

On the other hand the lack of auditing standards should be of considerable public and governmental and public sector activities (public institutions, non-governmental public institutions, public entities such as municipalities) should be alternative thinking to government auditing standards. Gaps are evident in this area such as the Supreme Audit Court and its operations do without these standards. Recently Supreme Audit Court management while understanding the need for this government to develop standards for auditing Accounting and Auditing Standards Committee of governmental action which compilation of work is going on. It was done in coordination with the Ministry of Finance and Economic Affairs and the Supreme Audit Court audit, the issue of the Government Accounting Standards Organization audit was ordered and other parameters for working with Supreme Audit Court representatives, universities and scientific institutions and experts of the
Ministry of Economic Affairs and Finance and Auditing Organization formed and is operating.

Conclusions

Growth accounting major and auditing functions of each country's economic performance. It means that audit and accounting, depending on the prevailing economic growth finds. The audit found that the sensitivity of the mean population rises relative to the operation of economic entities. The problem is that if this does not cause allergies in society, whatever the economic unit of society and not only the shareholders, but the total effect. The performance and result businesses must clearly be evaluated. In Securities Exchange for promotion and career growth accounting and auditing review huge role to play in this area, but there are threats of auditor independence is the most important. Despite this threat, we cannot expect the quality of audit services provided and therefore there is no Securities Exchange of audit reports as well as upgrading the quality of its position in the country's economy remains open. On the other hand, regulations and standards governing the country, the auditor should observe it does not have a durable and the diversity of rules and regulations, and even the state authorities are required and the lack of specific and intensive professional development audit regulators is another important factor that has to face the challenge. However when considering the role of regulation in society and the interaction of certified public accountants audit undertaken and if the economy takes a more balanced structure and capital owners more sure investment and production units to engage in economic activities, conditions and areas for improvement in the audit activity and they can also be a greater share of to turn the country's development.

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GOVERNMENTAL ACCOUNTING DEVELOPMENTS IN IRAN OBSTACLES, SOLUTIONS AND OPPORTUNITIES

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INTRODUCTION

Governmental accounting system in Iran is just appropriate for the traditional framework of governmental accounting in which accounting system is designed to meet the needs of accountability and administratively control the approved credits. In this system, the government agencies which are responsible for spending provide reports on its stewardship responsibility to demonstrate that funds are spent based on the received license from the lawmakers. Nowadays, it is known that such accounting and financial management systems can only meet the traditional needs we investigate the structure of governmental accounting in Iran and then, the existing obstacles are analyzed and some solutions are proposed.

Keywords: Accrual Accounting, Accounting Procedures, Governmental Accounting, Government Policies.

ABSTRACT

The present study aims to assess the existing governmental accounting system in Iran and analyze its weaknesses. It also shows how accrual accounting can facilitate government policies. Recently, some evidence of increased awareness among government officials about the need for more fiscal discipline (economic discipline) can be noticed in the management of government agencies. Furthermore, it is generally accepted that the structure of public resources management and management procedures, including accounting systems used in the public sector, are not appropriate to implement the government plans with the more sufficient application of public resources. Compared with the public management sector in developed countries, accounting procedures, budgeting, financial reporting and auditing has had slight alterations in Iran during the last century. In the current study, first,
of accountability, but they do not supply managers with programming and decision making purposes, so they are not sufficient enough to make the managers accountable for their decisions, operations and respective agencies. Applying the present budgeting and accounting system, it is impossible to control or assess government plans effectively. Data which is achieved through governmental accounting system is rudimentary and inadequate, and cannot be analyzed to achieve the objectives of efficiency and effectiveness. Therefore, the current accounting system is incapable of providing government managers with necessary information to measure and calculate the cost of goods and services of public sector (Babajani, 2003).

GOVERNMENTAL ACCOUNTING IN IRAN

Governmental financial activities fall into two groups of governmental independent account and escrow independent account. Governmental independent account is consisting of current independent account, independent account of development funds, and independent account of specific funds. Current independent account records daily financial activities of executive agencies. In these accounts, revenues are recorded on the cash basis, while expenditures (costs) are recorded based on the modified form of cash accounting. Independent account of development funds records revenues and expenditures which are associated with the development or construction of fixed assets. Independent account of specific funds records the receipts and payments which are considered for particular purposes by the legislatures. Escrow independent accounts include independent deposit account, independent account of pension payments, independent account of pension funds, and independent account of savings and loans, and record receipts and payments that must be maintained for a certain period of time by the government. Treasury accounting system is similar to the independent accounting in ministries and public institutions. In the treasury department, concentrated funds accounts include independent account of public concentrated funds, independent account of concentrated revenues in public companies, and independent account of concentrated deposits. Total public revenues of a government such as tax and oil must be deposited into the independent public account, and all payments (public expenditures) must be made from this account. Thus, the aforementioned independent account records the financial activities which are associated with the confirmed current or development funds in the public budget sector and are listed in the annual budget of the country. Independent account of specific funds in the treasury department is maintained in order to record the receipts and payments from the specific resources. Nature and operation of escrow independent accounts in the treasury department is similar to the escrow independent accounts utilized in ministries and public institutions. Two other accounts are also maintained in the treasury department which are related to the current and development funds. The final accounting cycle is auditing, which is administered by court of accounts. The main purpose of auditing is ensuring that the costs are not more than approved credits. In order to be capable of auditing the approved credits, all accounts and funds in different administrative organizations are assessed by allotment ledger. The court of accounts also audits the reports prepared by finance and economic ministries, and designs the budget settlement bill, which shows the comprehensive amount of budget and real revenues and expenditures. Budget settlement is submitted to the Islamic consultative assembly. This bill is the most important instrument through which the executive power presents its accountability to the legislatures (Mahdavi, 2000).

FINANCIAL REPORTING GOALS IN IRAN

In the first paragraph of theoretical statement of public sector’s financial reporting in Iran which was published in 2009, it has been mentioned that the main aim of financial reporting in public sector is helping this sector to be accountable to the people. Public resources such as oil and tax are consumed by administrative organizations for public services, for instance education, health, infrastructures, and national security. Administrative organizations are directly or indirectly considered as the people’s attorney, and are held accountable for the resources to the people. Now, they deliver settlement of budget and annual budget performance to demonstrate their efficient utilization. Therefore, other financial reports are required to reflect the financial status and results of administrative organizations’ performance to present to the people (Zarei, 2010).

GOVERNMENTAL ACCOUNTING BASES

Cash Accounting: An accounting method where receipts are recorded during the period they are received,
and expenses are recorded in the period in which they are actually paid. Financial statements which are designed based on cash-basis accounting lacks receivable and payable accounts.

**Accrual Accounting:** An accounting method that measures the performance and position of a company by recognizing economic events regardless of when cash transactions occur. The general idea is that economic events are recognized by matching revenues to expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made (or received). This method allows the current cash inflows/outflows to be combined with future expected cash inflows/outflows to give a more accurate picture of a company's current financial condition.

**Semi-Accrual Accounting:** In this type of accounting, revenues are recorded on the cash basis, while expenditures are recorded on the accrual basis. In other words, real expenditures of each period are recorded in the financial statements of the period.

**Modified Accrual Accounting:** An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred. This system divides available funds into separate entities within the organization to ensure that the money is being spent where it was intended.

**Modified Cash Accounting:** An accounting method that combines elements of the two major accounting methods, the cash method and the accrual method. The cash method recognizes income when it is received and expenses when they are paid for, whereas the accrual method recognizes income when it is earned (for example, when the terms of a contract are fulfilled) and expenses when they are incurred. Two terms of necessity and sufficiency are needed for this type of accounting which ensures the commitment and payment. In different ministries and public institutions and independent accounts, revenues and expenditures are recognized by modified cash-basis accounting and recorded in the accounts. Some public institutions and independent accounts, which must determine the level of gain and loss during a fiscal year, utilize accrual-basis accounting, while in many public institutions and independent accounts, other accounting systems are applied to record revenues and expenditures (Hafezi, 2013).

**A GENERAL IMAGE OF GOVERNMENTAL ACCOUNTING IN IRAN**

Governmental accounting system of Iran is affected by law governance, financial rules and public budgeting system. It is also regarded as the main instrument of controlling the approved budget and independent funds. By and large, governmental accounting system of Iran is discussed based on three following sections: a) treasury accounting system, b) accounting system of administrative units, c) financial reporting of the government and budget control system.

**A) Treasury Accounting System**

Applying a cash basis and following the rule of accounting system of independent accounts, treasury accounting records financial activities associated with independent accounts of public and escrow funds and submit them to the authorities. Accounts in the treasury accounting system fall into the following categories:

**Independent Account of Public Funds:** It is responsible for the maintenance and control of the accounts of public revenues, including revenues, income from oil and gas, government monopolies and ownerships, and sale of goods and services. All public revenues shall be deposited into bank accounts of the independent account of the Treasury. All payments relating to current and development credits at the Treasury. Revenues and other sources of public funding are done exclusively through the public fund of the Treasury.

**Independent Account Of Specific Revenues:** It is responsible for the maintenance and control of the specific revenues accounts which ministries and public institutions receive, and authorized by law consume for specific purposes.

**Independent Account Of Escrow Funds:** It stands for funds which are kept in Treasury accounts for a period of time until financial rules and regulations are executed, and upon fulfillment of the terms, they will be returned to their owners. The government is not allowed to consume these funds. Independent account of escrow funds of the Treasury is consisting of independent deposit accounts, independent account of pension funds, and independent account of public companies’ funds.

**Independent Deposit Accounts:** According to the legal licenses, government and municipalities can receive some funds in tenders or auctions related to the government transactions from the actual or legal people to ensure the performance guarantee. These funds
cannot be consumed and are exclusively regarded as a guarantee. Operations associated with receipting and refunding the deposits in Iran are recorded into a separate account named as independent deposit account.

**Independent Account Of Pension Funds:** In Iran, funds collected from pension deductions are deposited into an independent account in the Treasury, which is considered as the source of income to finance pension payments, and is utilized to pay, receive or control the pension funds and is entitled 'independent account of pension funds'.

**Independent Account Of Public Companies’ Funds:** Public companies are considered as the governmental entities. By virtue of article 11 of the Public Accounts Act, revenues from sale of goods and public companies’ services are considered as government assets, and must be deposited into the accounts of the Treasury.

**B) Accounting System Of Ministries And Public Institutions**

Independent accounts applied in ministries and public institutions fall into two groups of governmental independent account and escrow independent account. Governmental independent accounts include independent account of current credits, independent account of development credits, and independent account of specific revenues.

**Independent Account Of Current Credits:** This account finances the costs and current expenditures of ministries and public institutions. Based on the current annual confirmed credits, the independent account of the Treasury is a source of funds to finance, which is possessed by public institutions.

**Independent Account Of Development Credits:** This account maintains and controls the Receipts and disbursements of funds which are consumed for the production of general fixed assets and construction projects such as highways, dams, railways and so forth. It is on basis of modified cash accounting. Moreover, public revenue accounts and other sources of funding which are concentrated in the Treasury finance this account.

**Independent Account Of Specific Revenues:** Revenues collected by government agencies are deposited into an independent account of specific revenues, which can be received from the Treasury and be consumed according the approved regulations. Independent account of specific revenue of ministries controls and records the receipts and disbursements of specific revenues.

**Independent Account Of Escrow Funds:** Independent account of escrow funds which cannot be consumed governmental organizations stands for independent deposit accounts and independent account of pension funds.

**Independent Deposit Accounts:** Government agencies receive funds from the actual or legal people to ensure the performance guarantee of transactions or plans’ implementation. In the public governmental accounting system, a separate account is considered to maintain and control receipts and disbursements entitled ‘independent deposit account’.

**Independent Account Of Pension Funds:** This account is predicted to control or maintain the amount of deductions from the salaries or allowances of the pensioners.

**C) Financial Reporting of The Government And Budget Control System**

Financial reporting of the government is classified into three general groups:

1) Financial reporting derived from accounting system of ministries and public institutions, 2) financial reporting designed on the basis of treasury accounting, 3) statement of annual budget performance.

Three following statements are planned based on the accounting system of ministries and public institutions:

**Combined Financial Statement Of The Book Of Final Entry’s Independent Accounts:** This account briefly and exclusively shows the financial activities and turnovers of independent accounts.

**Combined Financial Statement Of Receipts And Disbursement:** Financial data will be reflected in a way that can reflect the receipts, disbursements and inventory of each separate account. Controllers of public agencies and ministries are obliged to monthly submit the statements to the Ministry of Economy and Finance and the Court of Accounts.

**Combined Financial Statement Of Annual Budget Performance:** This account which is solely designed for the independent account of current credits, independent account of development funds, and independent account of specific funds can compare the real and predicted consumed budget and inform the authorities from the results of budgeting implementation.
Treasury Financial Reporting: The Treasury has to assess the combined financial statements of receipts and disbursements of each independent account and deliver them to the Court of Accounts. Besides the combined financial statements of receipts and disbursements, cash flow statement of the public and specific funds of the Treasury must be annually prepared and attached to the annual budget performance statements.

Financial Statement Of Annual Budget Performance: It is an account which can compare real expenditures and disbursements with the predicted credits, and compare received revenues with predicted revenues mentioned in the budget act during a fiscal year. This statement is the only one that in accordance with the financial regulations, the government is required to prepare and submit it to the Court of Accounts; furthermore, this bill must be publicly presented. Results of implementing budget control system in the Islamic Republic of Iran are reflected in two significant reports: first one is the financial statement of annual budget performance which is designed by ministries of economic affairs and finance and confirmed by the executive powers, and the second one is the settlement of budget which is prepared by the Court of Accounts and submitted to the Islamic consultative assembly as an auditing report (Safaei, 2012).

BUDGET TRANSPARENCY AND GOVERNMENTAL ACCOUNTING ROLE

Budget is a significant element in the public sector’s financial reporting, and budget performance reports are prepared to help the government to be accountable to people. Transparency is a qualitative characteristic for these reports. In other words, the data is presented to reflect and appraise the real performance of the government. Nowadays, globalization and its effects on the external viewpoint of financial status of the countries brought about pertinent interferences by the international communities. Difficulties with which budget transparency face in Iran are traditional problems that governmental accounting system is grappling with for many years, such as paucity of financial experts, national motivation for strict accountability among the authorities, efficient rules and governmental accounting standards (Sabouri, 2007).

TAX SYSTEM IN IRAN

After Islamic revolution, various laws about direct and indirect taxes were ratified with regards to the new political and economic conditions. In 1979, direct taxes law was approved; this law had been previously proposed in 1966. It was reconsidered and modified by Islamic consultative assembly in 1987. In 1989, this law was implemented. By the end of the war, and applying the first five-year development plan, direct taxes needed some revisions and reformations. In the second half of 1997 and according to the president's command of commitment to a transparent economic thought during the third development plan, Finance and Economic Affairs got higher priorities. Subsequently, in 1999, applying the third development plan with regards to administrative revolutions and reforming policies of economic accounting, specific legal regulations were noticed. By virtue of article 59 of the aforementioned law, and in order to enhance tax system efficiency and remove the organizational obstacles, the government was allowed to establish a public independent institution which is named ‘tax organization’ and is observed by the ministry of economic affairs and finance. Focusing on the self-reporting, the Ministry of Economic Affairs and Finance was required to establish and develop a comprehensive system of tax information. Besides these developments, direct taxation reform bill proposed by the 10th administration was submitted to the Islamic consultative assembly. This bill, as part of the national economic development plan and entitled ‘tax reform plan’ was introduced. Approval of the bill was long after specific studies and specialized parliamentary committees. General framework of this bill can be expressed under direct taxation law and in different sections (Ayoubi, 2013):

1. Adjusting the taxable rates and income in various substances during the economic recession dominating different sections.
2. Centrality of tax declaration during the process of identifying and collecting the taxable income of the taxpayers.
3. Simplifying the operations and administrative arrangements for some part of the tax system for taxpayers and tax affairs organization.
4. Enhancing the level of executive bonds for tax law.

BUDGET STRUCTURE IN IRAN

Since the beginning of the Islamic Revolution, it has been always argued that the budget document is invalid and its drawbacks have been also announced. In 2002, the Islamic consultative assembly made the
government amend the budget structure; although it did not mention any clear goal in this area. In implementing this agenda, Management and Planning Organization changed the classification and definitions related to budgeting, without being willing to change the whole structure of the budget, so that the concept of budget, which was previously classified into the statements of revenues and expenditures or resources and consumptions, was revolutionized in 2002, and changed into ‘the net worth’. Considering this novel concept, government properties minus its liabilities is a basis which can fall into two types of payment:

1) Payments which decrease the amount of net worth and are considered as expenditure. Nowadays, expenditure and current budget are synonymous, while many differences can be found which cannot be discussed here.

2) Payments which increase the amount of net worth and are considered as asset and capital. Regarding these changes, budget was categorized into three levels. In the first, revenue and in the second, expenditure was defined.

   Based on these definitions, revenue stands for tax income and other consistent public income. Previously, it was believed that oil income or the money received from selling the buildings were not considered as revenue. In the first level of the budget, revenues and expenditures of public budget can be observed and negativity of this balance during four or five years was easily noticed. In the second level, transfer of capital assets and capital assets acquisition was noticed and it was found that the balance is always positive, because the transfer of capital assets, including the sale of petroleum, buildings and other capital investments possessed by the government has been always more than general government investments. The third level also referred to the ownership and transfer of financial assets, which are mainly internal or external corporate bonds and debentures. This level considerably affects balancing public sources with consumptions. Public budget is generally comprised of these three levels.

   The budgeting act states that the budget must be prepared according to the volume and cost of activities and services. The budget allocation should be based on performance and results. The way it was done in previous years, the executive processes were monitored and paid; while in the performance budgeting, payments are only on the results, and the processes are controlled by organizations in order to be able to decrease the final price according to the quality of offered services, and gain its needed budget in this way.

   Another problem with the planning system and budgeting rules is not being flexible enough; since trivial changes must be confirmed by the Assembly through Budget Amendments. However, in other countries, budgeting is based on the performance or medium-term frameworks of public expenditures. In other words, instead of annual budget, the budget planning seeks multi-annual budget, biennial or triennial budget systems. Thus, when budgeting is done, the image of one or two later years can be predicted. Moreover, it can provide the quantitative objectives. It should be noted that fiscal discipline is the most important feature of a good budget system. Although the 11th government insists that the budget approach should be amended to a performance-based funding, starting from the first square is not easy (Gholami, 2013).

THE COURT OF ACCOUNTS

After the Islamic revolution in Iran and ratification of constitutional law, the draft of the Court of Accounts’ regulations was passed by the Islamic Consultative Assembly in 1982 and thus the largest organization of public expenditure auditing and monitoring of the country was formed. This court assesses and audits all accounts of ministries, public institutions and companies, and other organizations which use the public budget. The Court of Accounts submits all documents and accounts to the Islamic Consultative Assembly based on budget law and settlement. With a comprehensive review of existing procedures, it helps in decision making and policy steps needed to audit the accounts. And besides legislative branch, the Court of Accounts can be able to have a comprehensive and operative observation on the government activities. The Islamic Consultative Assembly can be only capable of this observation with the help of other observational authorities which control government activities systematically and consistently, and report the results to the legislative branch due to their significant qualitative and quantitative effect (Rounaghi, 2013).

COMPTROLLER’S DUTIES IN PUBLIC INSTITUTIONS

Financial comptroller is responsible for funding and comparing the payments with the approved laws and
regulations. In fact, the main role of the Financial Comptroller is their observational responsibility to find out whether they violated the rules or not and report them to the authorities. If the issuing authority’s command comply with the rules and regulations of the financial comptroller’s reports, the comptroller will be obliged to pay the expenditures, attaching legal documents and submitting them to the Ministry of economic affairs and finance and the Court of Accounts. In case the Ministry of economic affairs and finance recognizes violations, legal actions will be conducted by the Court of Accounts (Danaei, 2013).

CONCLUSION
Changes in governmental accounting system are inevitable. The current governmental accounting approaches are not efficient enough in financial management. For instance, the existing accounting systems in each ministry or public organization require data to manage economic resources and operations to improve effectiveness and accountability of the public funds and properties. Worse than this, the cash-basis accounting system is being applied in order to fulfill the budgeting group which is designed for spending. The characteristics of traditional governmental accounting and financial constraints are not sufficient to meet the needs of governments at risk. Weaknesses and deficiencies of the governmental accounting system are of great importance to achieve the goals of five-year development plans of the government and improve the standards of people’s lives. Cash reporting is not sufficient for ministries or administrative institutions’ management, since the institutions’ performance cannot be appraised. Thus, reformists paid more attention to the necessity of implementing an accrual basis accounting system in the public sector. Cash-basis account solely records the cash transfer, while accrual accounting investigates all activities and operations which have cash effects. Last but not the least, only proposals and changes which are accompanies with the social, cultural and political regulations of Islamic community should be accepted. Accrual accounting system, which was not given much attention, can meet lots of needs.

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The role of information technology in accounting

Elmira Emsia, Ghazleh Taheri, Hossein Asadi

Abstract—Information is one of the general principles of shareholders and managers decisions in economic units. Increasing the accuracy and speed in decision-making is possible to have accurate and timely information. With quick and easy access to computers and information technology, no society can run its economy without an electronic infrastructure. Accounting as the language of business, ought to coordinate with the new technologies in order to serve the financial needs of consumers. This study was designed to examine the role of information technology in accounting. To achieve this goal, at first we look at the importance of information and informational systems in accounting and then in detail we study the topics on information technology and its impact on accounting features. The method used in this study is the kind of study in a survey and case study and given the existing constraints; previous research in this area has been used. Research findings suggest that in the present era information technology is improving the quality of accounting information.

Key words—Management decisions, Accounting Information Systems, IT, The quality of accounting information.

I. Introduction

Accounting is the system where the process of collecting, classifying, recording, analyzing and preparation of financial reports and financial statements shall be made on forms and specific models. Users of accounting reports may be internal or external. Accounting as an information processing system, receives basic and raw data in order to organize them. The final output of the system is Accounting, reporting and financial statement that will be used in the decision taking of managers, investors, shareholders and other consumers. Currently, information is one of the largest functional sources of Economic unit. Developing Information is necessary to improve condition with the support of management's decision-making strategy for an economic unit. In our country, in order to develop IT infrastructure, generated substantial investments have been made. Also the number of applicants to the use of IT products is increasing day by day. Therefore, to evaluate the effects of information technology on economic growth on a country seems important. Developments in information technology have had so many impacts on social and private lives of individuals and business units. These developments have had a significant impact on the accounting information systems. At first, accounting was an internal system and accounting information was used by managers and shareholders of the economic unit. But since it became an information system, it met information needs of all groups within the organization and outside the organization. Advances in information technology have potential impact on accounting information systems; it also has caused new uses in accounting.

Problem statement

Accounting information is represented in the form of financial reports and accounting forms for users within and outside the organization. Users have no role in preparing this reports. Therefore, reporter unites are required to observe the principles and standards till users for taking decision use information with the full confidence. Also, for helpfulness of this Information in decision making, it must meet qualities features that are as follows:

1. Relevancy: One of the important characteristics of accounting information is its relevancy. Relevancy can be the impact of accounting Information on stakeholders' decisions about forecasting the current or expected future events, results, modifying expectations or evaluating the results of the previous fiscal events.
2. Timeliness: Timeliness means that accounting information be at user’s hand at the right time because the value of financial information will be lost over time. This feature is especially important because often is used for the assessing and monitoring of daily activities.
3. Importance: Accounting information should be summarized and helpful. If a large amount of information be available to users of financial statements, the main contents of the other materials will be lost and users cannot take the correct decision.
4. Comparability: To be comparable means that the information prepared in an economic unit must be represented based on the methods, procedures, and accounting principles.
5. Accuracy: Being correct means realities presented in terms of measurable quantities with sufficient accuracy. To do this,
E-commerce fundamentally will change the way business entities work and will not be restricted only to remove the paper in transactions. Due to the importance of providing e-commerce on our country as well as actions taken in different intervals and as the financial and accounting system units are part of an economic unit and also some new developments are affected by this, this paper evaluates the impact of information technology on accounting. To achieve this aim, we first discuss the importance of information and accounting information systems and then in detail, issues related to information technology and information technology features that influence the accounting are provided.

Use of information technology in economic units has many advantages that can save time, reduce costs, increase speed, etc. Also accounting is one of the jobs that by having financial information of the related organization that can be obtained at home without taking the time to commute to work and spend money to buy equipment, just by buying a computing device can perform the duties.

**Information Technologies (IT)**

IT returns to the invention of the first electronic telegraph in the 1830s and also invention of telephone in 1870. Mechanical movement of Gramophone was invented in this period that has had an important position in the history of information technology and initiate new forms of mechanical memory. The period between 1870 and 1900 is known as the electromechanical period in which an electronically change with mechanical motion information processing tools developed. For the most important of these tools can indicate to Typing machines, duplicating and table calculator, that developed around 1900 that in the information technology history were identified as the beginning of modern computers. At last the appearance of the commercial machines Inventor in 1924 that was called electronics industry around 1900, impact on the development of IT developments. Electronic evolutions in the field of IT development goals after World War II began in 1947 with the invention of the transistor, 1, then, in 1957, combining circuits was developed. After that the computer was known as the second generation came in the late 1950s and then small computer released in the mid-1960. The invention of the microprocessor in 1971 has the greatest current impact on IT that by the first commercial microprocessor was developed in 1975. Computer use began about 35 years ago in Iran that was most of the IBM kind, and banks were the primary user. After 1350 AHS, gradually the number of computers increased and the term informatics that was applied in Europe with the creation of Department of Informatics at the Plan and Budget Organization of Iran entered the culture, commissioning the field of making educational institutions the term spread. Department of data mining in the years 1352 to 1356 had the responsibility of planning and making data and within the sixth program of economic studies several studies about creating a good organization, planning and policy guidance and making of data were done. High Council or the Commission has proposed making mining data including the results of these studies. Also to monitor the development program and promotion of data mining with the implementation of various projects such as project Cass that was made with government support, the performance of ministries in the setup and installation of software and hardware was monitored. For various reasons, including corruption of the governmental agencies before 1357, these matters was limited more to buy and lease hardware, and its fundamental application had less focus. After the change of Iran government in 1357, High Council of Informatics was established with the passage of legislation in the Council. Among the main tasks of the Council, was the edition of country data mining. Since the time, numerous efforts to develop the informatics system were done that in these efforts, attentions to administration in management for data mining has special importance, and terms of system and informatics have been discussed in several meanings. The effects of the Iran-Iraq war led to a temporary loss due to information technology and investment in this sector is reduced to a level lower than average. Computer and Information Technology market in the country has enjoyed significant growth over the past decade. Iran, like other countries, has been affected by developments in technology. With the advent of personal computers in the mid-70s, use of the DOS based applications and these kinds of computers became a common phenomenon and convention. In the 80's and early 90's, Automation wave from one way included Industrial corporations, banks, universities, state and from the other way included private organizations. Also presentation and identification of computation workplaces and computer use expansion among non-specialists raise the need to localization and use the Persian language for communication between users. That's why at this point, localization of external applications particularly
operating systems in the software industry began. Titles such as the use of new industrial technologies, focus on the electronics industry and hardware, have been as one of the world’s top technology and devise strategic ways to develop the IT industry attention in the industry in this country. IT deals with research, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware (Information Technology Association of America). In order to convert, store, protect and secure way of processing and marketing information, IT should deal with software and computer. IT consists of four basic elements of the value chain. Many people know IT as informatics or Computer that this thinking is wrong because the informatics and computing are as IT tools.

**Accounting systems**

As you can see in Figure 1, common areas of accounting science and information systems have created accounting system. With respect to this, in most cases computerized accounting systems takes into consideration. If we want to have a definition of accounting information systems, the system consists of a set of data and processing methods that provide useful information for users.

![Figure 1](Accounting Information Systems at the intersection of accounting science and Information Systems)

**Importance of issue**

IT has changed the information flow between information providing companies and users of the information. Of 1997, the rapid development of information technology (The emergence of the Internet, its use in reporting, etc.) has created on time financial reporting. In the on time Financial reporting, financial systems are all directly connected to the Internet and users by the use of accounting information in any place where they can visit the company’s Web site can see the latest changes in the financial basis. Therefore, the information will be available at any time. Some of the technologies affecting decision-making include:

1. Data base (for the analysis of the data).
2. Expert systems (help analysis of deviations, loans and risks).
3. Neural networks (as predicted).
4. Data warehouses (provide specific information for users).
5. Intelligent agents (information analysis and help to decide)
6. Decision support software (to help decision makers to analyze data and made decisions to support impact. before choose a decision).

There are a lot of topics in relation to the reliability. In the event that the information is reliable, valid and unbiased, we call them reliable. Reliability most of all is related on the information producers. Users through accounting will find awareness about verification capabilities and impartiality of information. This point should be noted that in on time reporting there is not the possibility of on time auditing and now because of the restrictions, there is no allowing more than twice annual audit. Despite the great advantages that IT has, it reduces reliability. The main reason for reducing the reliability in the present age is lack of continuous auditing and the other reason would be lack of information security in information technology.

Nowadays, information technology is viewed in all economic units and organizations. This issue has caused jobs to be done electronically. Today, factors such as the tendency of organizations to take advantage of the new software, multi-user systems, etc. have caused to make computers easily used, and more accounting duties can be done accurately. In order for the accounting data to be helpful for users of financial basis, it should be able to coordinate with new technologies. Nowadays, with the use of information technology, should upgrade the quality of accounting.

Computer is at the head of information technology. Computer has the holding and processor role of information and by studying mutual relations between various variables, provide the possibility of an organized collection system analysis. Expand employing computer accounting information system led to the development of the accounting. With the integration of knowledge of accounting and computer science, a system for collecting and recording the data, data reporting, and finally deciding on a financial basis has come into existence. In a computer accounting, duplicate operation will be minimized and calculations have become easy. Generally computer has two parts of hardware and software. The hardware includes the physical equipment that electronic data processing is done in a system. The physical
palpable part of a computer system is the hardware that contains the central processing unit, input, storage and telecommunications communications devices. Software control hardware activities. Set of the commands that say to computer how to do a task or operation is called program. Writing software programs to run activities is called a computer programming. In General, softwares are consisted of systematic and applied categories. System software interprets functional plan commands and show how the hardware do them and prepares user’s programs to run. There are three types of system software (operating systems, communication software, applications). Applications can be written to in order to perform a specific task and help users. These applications are rare and companies should pay the huge cost of the design. These types of applications are doing with General purpose including, draw diagrams and shapes, word processing and data banks. Applications have also software programs provided more in the accounting purposes. Data is one of the very important resources of organization managers. As have a vital role in the process of manufacturing, human and financial resources and raw materials, also in the present age (age of communication and information) information has a special importance. The information affect on the thinking and behavior of humans. Dissemination of information and the use of it is a measure of social and national growth.

The system information is a system that is totally designed to gather, organize, design, production and marketing information on the economic unit or organization or etc. Electronic instruments and computers led to the explosion of information in the last few decades. Today, not only the top managers, but all segments of society will require the use of the information. By considering the importance of information, must create systems that are capable of production and management of data. The purpose of creating such systems is ensuring of the accuracy and existence of the information. Now the crucial role of information systems is in all the activities of a socio-economic unit. Reviews of successful economic units show that all of them for everyday activities are equipped with information systems. As well as the use of information systems is not only important but also what is important is the effectiveness of these systems. In General, information systems as valuable resource increase the ability of managers and employees and as the result realization of the Organization goals.

History of research
Since 1950, much researches about technological improvements has been done. With the creation of more appropriate opportunities for scientific research, which forms a natural cycle of progress in information technology, along with a series of international and global rules that have created new accounting issues such as e-commerce. Also these achievements by saving costs and time have caused speeding up communications and transactions. This issue causes the transmission from financial transactions and old paper environment to a modern and electronic environment. Ashbakh et al. (1999), found significant changes in the quality of financial reporting on the internet and especially the casting changes in the quality that as a result become a helpful tool for the financial reporting. They were created as the relative balance between two features that the reliability of the information and relevancy of information are the most important point in the emergence of the Internet. It also increases the financial reporting of internet, the scope of information and information relevancy. The risks associated with reliability of data entry will also increase. Also, they said, the financial reporting of internet allows the economic units to boost their financial information disclosures, through disclosure of additional financial information in financial company’s Web site. In the two other research by Ravlice(2000) and Khan (2002) in two different years, that did separately in the context of the use of the Internet for Internet reporting, came to a similar result, and both said that the most important factor that constraints internet usage for financial reporting is lack of reliability. Etemady, Hossein et al, in a study carried out in 2004 found that IT enhances information relevancy and reduces reliability and increases the ability to compare the information to some extents. Steering Committee of America Financial Standards Board in a study done in 2000 represented their findings in this case that Internet, has moved reporting from monthly, three time in mount, and annual reporting to the on time reporting. As the results with financial reporting of companies via Internet, apart from the availability of information for managers, analysts and specialists, they are also in easy access for all users and provides with low cost and high speed.

Methodology
The method have been used in this research is a case study of the survey type that we have carried out it by the use of the research results and information about information technology and accounting in past years to investigate the impact of information technology on accounting. Also theoretical issues and gathering information in edition of this survey are from library resources including journals, books, etc.

The findings of the research
Expansion of information technology has affected human life and activities of the Organization, but it seems the most influence in the organization is on accountants and accounting information systems. All the activities of accountants are related to data and information. So we cannot ignore the effect
of information technology on the activities of Accountants. In 1999, the information technology Committees of AICPA, expressed the superior technology on the accounting as follows:

- Communication Technology & Band Width
- Remote communication tools.
- Portable and mobile computers.
- The possibility of electronic licensing – digital signature.
- Electronic authentication – digital certificate.
- Image processing.
- Data mining and analytic processing at the same time.
- Means of communication.
- Use of agents within the software.
- Database technology

According to a study by the Etedy et al (1383), the Information technology in accounting can promote quality Characteristics of accounting. (see figure 2).

Figure 2-model the impact of information technology on accounting information quality feature based on Etemady et al (1383)

Information technology in the accounting, increases sales and income, investment, trade, growth and continuous improvement services and products at the global level, it also increases strong relationships with customers, prevents waste of time, reduces overhead costs, reduces the wage level and creates the international competition. Some of the strengths of information technology on accounting can be the following items:

1. Increase of the speed: Fast calculating and data processing and its immediate transmission, reduces work time and therefore increases the efficiency. IT provides fast search and easy access to data.
2. Increase the precision: On the human-based jobs, accuracy in doing the work is variable, while information technology ensures high precision and constant support. In a variety of processing and computational activities, the accuracy of computer is far more than humans.
3. Reduce the physical size of data repositories: With the development of information technology and its deployment, there will no need to carry and maintain large volumes of financial files, and can on any CD store a lot of information or receive any information from a computer network easily.
4. Fix some of the Office corruptions: The use of information technology, increases transparency in doing jobs and eliminates a lot of intermediaries. These two key advantages, lead to the Elimination of some of the Office concerned particularly at the low levels.
5. Create the possibility of full-time work: With the help of information technology, most of the inquiries and the references of individuals are done through the computer network automatically. So it can be used day and night.

In spite of some above mentioned benefits of information technology and their impact on accounting, we cannot ignore the disadvantages:

1. It's unknown influence on the human social relationships.
2. Internet is a network with no owner and with no particular policy.
3. The dominance of the English language and culture in the long run rains language, culture and identity of the countries in favor of internet.
4. The fast devote of a major part of domestic demand to foreign rivals.
5. Transfer the bulk of the export markets to foreign rivals.
6. Exposure the domestic factories stock in the capital of foreign investors management with the minimum possible interest.
7. Reduction of working resources (increasing unemployment rates).

Conclusion

Information technology has caused the transformation of the organizations, government and even the way of thinking of society members. Education, medical, trade, banking, industry and even entertainment and games have been influenced by technology changes. Information technology creates the basic changes in the model of life. Therefore, the impact of information technology on accounting system enhancements in the followings is quite obvious:
1. Updating the production technology, such as on time production and auto production, has had a specific impact on the industrial accounting system which itself is a branch of accounting information system.
2. The development of information tools and the development of Internet have led to on time financial reporting and by this way the information at all times will be at hand of users.
3. The members of the accounting profession as those who use information technology should be aware of computer science.
4. The progress of the technology provides the possibility that as soon as data is entered, it can be registered and reports can be papered.
5. By use of IT, some problems can be solved that it increases speed in the works and problems such as lack of time, variety of data, high-volume data can be solved too.
6. Information technology advances saves manpower and time.
7. Follow-up measures of the units through the Central Branch is possible and accounting transactions will be done in units uniformly.
8. Increase the deployment of information technology in the units makes affected the qualitative features of the information provided in the form of financial reports. users of the financial, havea tendency to rely on reliable information. And it increases relevancy and comparability of information. (Etemady et al 1383).

References