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Identifying the Factors Influencing the Success of the Centers for Distance Knowledge Sharing in Iran

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Abstract: This study aims to examine the impact of five effective factors on the success of the managers of distance knowledge sharing centers in Iran. To conduct it, 3 centers including the National Library and Archives of Iran (NLAI), Scientific Information Database Center (SID), and Islamic World Science Citation Center (ISC) were selected to study the effect of five factors “infrastructure of information technology”, “experienced staff”, “specialized staff”, “employee public relations” and “the geographical location of the establishment” on the success of the centers. ANOVA test, Scheffe test, and Pearson's correlation test were used to analyze the data. The findings confirmed the effect of all 5 factors on the success of these centers. However, their effects are not the same on each factor. The results show each of these factors is not only individually, but also along with other factors affect the success of centers for distance knowledge sharing. Moreover, it was demonstrated that there is a correlation between these factors. The results of this research present that the success of the centers and the efficiency of distance knowledge sharing in Iran depend on which factors.

Keywords: Distance Knowledge Sharing Centers, Iran's knowledge centers, knowledge sharing centers, staff success

1. INTRODUCTION

In today's competitive world, it is of great importance to identify the effective factors on the success of the managers of centers for distance knowledge sharing. Identifying these factors not only provides necessary grounds to make decisions but also facilitates the application of suitable procedures. Moreover, these factors can help organizations and institutes compare their situation with other organizations at national or international levels and improve it accordingly. So far, various studies have been carried out to identify the effective factors on the success of managers which have each presented different results. Some criteria and indicators have been presented to identify the extent of the success of managers in some of these researches. A study of the above-mentioned results confirms the effect of each of the following factors: “Experienced Staff”, “Geographical Location of the Establishment”, “Employee Public Relations”, “Specialized Staff” and “Infrastructure of Information Technology”. In the current study, these criteria are considered as the effective factors on the success of managers rather than the indicators for the evaluation of the extent of their success.

2. RESEARCH OBJECTIVE

The main objective of this research is to study the effect of the 5 following factors on the success of managers of Iran's centers for distance knowledge sharing. These factors include:

1. Experienced Staff,
2. Geographical Location of the Establishment,
3. Employee Public Relations,
4. Specialized Staff, and
5. Infrastructure of Information Technology.

Additionally, studying the relation or difference among the opinions of managers and employees of the centers is another objective of the present research.

3. METHODOLOGY

All the employees who had at least a bachelor's degree in the 3 following national centers for distance knowledge sharing were surveyed in order to evaluate the effect of these five factors on the success of organizations. At the time of this study, the number of respondents in the 3 centers was:

1. Islamic World Science Citation Center (ISC) (<https://isc.ac/en>), 33 respondents.
2. National Library and Archives of Iran (NLAI) (<http://www.nlai.ir/en/web/eng>), 29 respondents.
3. Scientific Information Database Center (SID) (<https://www.sid.ir/En/Journal>), 24 respondents.

To collect the desirable data, the Questionnaire of “Evaluation of extent of influence of effective factors on the success of centers for distance knowledge sharing” was used to gather the opinion of respondents in the three national centers under the study. The questionnaire in this survey was totally designed to evaluate the extent of influence of

"Experienced Staff", "Geographical Location of the Establishment", "Employee Public Relations", "Specialized Staff", and "Infrastructure of Information Technology" on the success of centers for distance knowledge sharing, that it was prepared based on the variables in the "Theoretical background" section.

The content and structural validity method were used to assess the validity of the questionnaire. Thus, the questionnaire was distributed among 20 masters of Library and Information Science that they were the head of academic libraries to determine the rate of the relation between the questions with the five factors. Also, the questionnaire's reliability was confirmed because the responses' Cronbach's alpha was 0.81. At last, the questionnaire was distributed among all the employees who had at least a bachelor's degree in the national centers for distance knowledge sharing in order to evaluate the effect of these five factors on the success of centers. The sum of scores for each factor determined its importance in comparison with other factors. Finally, the factors that got at least %50 scores from total scores, can affect the success of the centers together. It is notable that for analyzing the collected data, SPSS version 16 was used and ANOVA, Scheffe and Pearson's Correlation Tests were applied.

4. THEORETICAL BACKGROUND

The importance of managers' role is permanently increasing in today's diverse environment. In these situations, the organizations attempt to benefit the specialty and competent staff and managers that can play a role as leaders of the organization and handle this organizational diverse environment to achieve success [1]. The study of the theoretical framework shows that the factors affecting the success of the managers of centers for distance knowledge sharing have been very important for researchers and due to the differences between the organizational and cultural structures in the countries, it is necessary to study the factors in different countries.

A researcher needs to refer to a collection of theories in order to determine the research framework and scientific backgrounds that are required to be extended. Therefore, presenting a theoretical framework is considered as an important step for reiterating research results and generalizing it to new issues [2]-[4]. The theoretical framework can also act as an assessor of research method and relevant subjects [2]. Woodward [5] considers the effect of the mentioned 5 factors significant for successful managers and respective organizations. Also, some

other researchers have introduced diverse essential competencies as factors that affect the success of organizations in various countries so far. For example, some of the researchers [6] studied the types of leaders' necessary competencies for organizations' functioning of Poland. The most common one is the basic division of competencies, taking into account hard competencies (technical, professional, vocational, substantive, functional), soft competencies (interpersonal, behavioral, social) and also conceptual (strategic) competencies. Hard competencies refer to skills in using the tools typical for a specific profession. They are needed to solve technical problems, to make decisions in specialized areas and also to train others. In turn, social competencies are based on the ability to cooperate with other people, to understand their needs and aspirations and to motivate them. Personality traits are the basis for developing such competencies. However, there are different organizational issues related to managers' successes in some countries such as Iran that should be studied independently. Although some of these factors may have been previously studied and mentioned by international researchers separately, studying the factors together in Iran can provide beneficial information about the effects of these factors in this country.

A. Infrastructure of Information Technology

Since the influence of *Infrastructure of Information Technology* is so profound today, all other factors can be directly influenced by Infrastructure of Information Technology. For example, the benefits of Infrastructure of Information Technology for management are as following:

1. More participation in decision making;
2. Greater speed in decision making;
3. Greater speed in recognizing issues.

Woodward [5] points out successful organizations use technology and are complementary to each other considering technology and structure (Fig. 1).

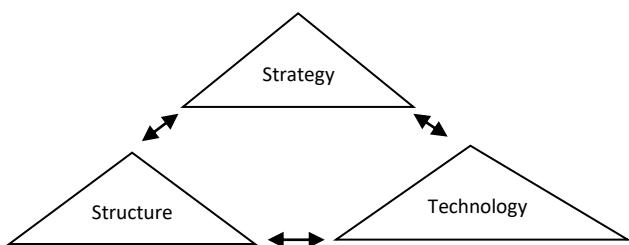


Fig. 1 Relation between Strategy, Technology and Structure according to Woodward, 1965

Crainer [7] emphasized using suitable technology and tools essential for the increase of the educational output. He, in the book "Key Management Ideas: Thinking that Changed the Management World", considers 'not emphasizing on learning' as one of the factors which could lead to halting the success of managers and plans of organizations.

De Cenzo and Robbins [8] also pointed out that Infrastructure of Information Technology helps managers in decision making to a great deal and considered it as one of the effective factors of success in management.

Kaiser and Ross [9] in their article 'Technology management and control over resources: an application of strategic contingencies theory', not only emphasized to apply those who have been trained in using technology, but also showed how informative system able to take hold of power with emphasis on Infrastructure of Information Technology for training employees, controlling resources and trained users. Dayani [10] in her article 'Improvement of quality in information centers' referred to Infrastructure of Information Technology as one of the elements of policymaking, planning, and organizing which can be used for continuous training of employees and managers in exploiting the new tools in solving problems and progressing current affairs. She also mentioned it as one of the most important requirements of improvement of quality and success in information centers.

Furthermore, Lucas [11] studied the various dimensions of Infrastructure of Information Technology for management. He showed the Infrastructure of Information Technology impact on the organizations' various aspects, including management control, organizational transformations, perspectives, and strategic plans, etc. Also, he showed how new organizations are using Infrastructure of Information Technology solve their issues.

In addition, Otoom, Kateb, Hammad, Sweis, and Hijazi [12] identified critical success factors (CSFs) and investigated whether they are the same or not across different organization structures. They introduced the related factors of Infrastructure of Information Technology's effect on the success of the organizations and showed the impact of the factors on the different organizational structures are not the same.

B.Employee Public Relations

In most of the researches which have been carried out on Employee Public Relations have emphasized on the role of Employee Public Relations in organizing plans, defining responsibility and evaluating the extent of progress of organizations. They have also introduced the Employee Public Relations as an important element in having a more organized process of organizational progress.

In this regard, Shein [13] pointed out that on the basis of "psychological contract" which is implicitly concluded between managers and organizations, managers consider achieving success as their most important objective and pursue Employee Public Relations to reach this objective. He also declared the extent of managers' freedom from organizational limitations and restrictions as one of the effective factors for their success. In addition to introducing the characteristics of an independent manager, Thompson [14] has recognized three kinds of dependency between organizations which could influence their structure and success. These three kinds include "pooled interdependency", "mediating interdependency" and "reciprocal interdependency". He has stated that the level of dependency of organizations with mediating interdependency is higher than that of organizations with pooled interdependency; because these organizations exchange resources and their performance is dependent on each other. He, however, considers reciprocal interdependency as the highest level of dependency between organizations and the most difficult situation for achieving success. Van de Ven and Ferry [15] not only have stated that decision making has a great significance in the success of organizations, but have also pointed out that decision making about special affairs in highly specialized organizations is given to specialized managers in that field. But decisions about unspecialized affairs are made in a central unit. Therefore, what facilitates manager's success in highly specialized organizations is their greater extent of authority. Hall [16] knows organizations with managers dependent on the environment more vulnerable. On the other hand, he considers less dependency on the outside environment and Employee Public Relations in decision making as the most essential elements of the success of organizations. Crainer [7] also mentions that prosperity, development, and success of organizations are influenced by Employee Public Relations and recommends the following policy in

“Federal Organization” to achieve this objective. In other research which was carried out in 2004, Stanic and Caron [17] studied the role of Employee Public Relations in decision making in some organizations which were scattered at international level and supervised by a single central unit and concluded that these organizations consider Employee Public Relations in decision making as the most important requirement for their success.

Furthermore, Varajão [18] while pointing out that the Information Systems (IS) are critical for the competitiveness of virtually any human organization, showed the IS need constant attention to fulfill their role and to keep pace with the changes in organizations. At the end, he mentioned that the success of IS projects is crucial for the success of IS and, consequently, for the success of the organizations themselves since they are closely related. He also concluded, given the complex nature of the participating objects and related concepts (e.g., people, information, processes, and technology), the perspectives of success and its influencing factors can be of high complexity.

C. Experienced Staff

Most of the studies which have been carried out on the role of Experienced Staff have dealt with it from different management aspects and in various scientific areas. Some of the studies have investigated the importance of Experienced Staff in relation to stability and instability of organizational environments in progressing the affairs of organizations. Of course, they might have concluded in contradictory results. What is meant by a stable or unstable organization is the extent of transformation or transposition of constituted elements of organizations. Managers of organization which are in a stable environment can standardize their activities and guarantee their success. On the other hand, an unstable environment prevents managers from predicting affairs. Any in-house aspects such as management and regulations and rules or the external aspects such as technology and economic situations can be either stable or unstable. Moreover, it is possible for an environment to be stable for a long time and then face sudden instability and confusion. Burns and Stalker [19] have concluded that there is a direct relationship between the external environment and type of management structure within the organization; in cases where the external environment is secure and stable, the stability of managers would

be established. Erabi [20] has identified a certain relationship between the instability of managers, organizational structure and success of managers. They have introduced ‘intricacy’, ‘stability’ and ‘capacity’ as the most fundamental elements of the success of managers and their respective organizations. Besides comparison of stable and unstable environments and the problems that managers face in each situation, Tung [21] and McCann and Selsky [22] have concluded that there is little insecurity in stable and secure environments and there are only a few external factors that need to be taken care of; these factors generally remain unchanged and stable. Tung [21] mentions that a great deal of insecurity is felt in an unstable environment. McCann and Selsky [22] believe that sudden changes cause managers to face insecurity and more problems on their way to achieving success. “Institutional perspective” as another viewpoint argues that organizations act alike in very insecure situations. In other words, they imitate organizations that are located in similar situations regarding the type of customers, suppliers of materials and legislation institutions. This imitation decreases the extent of insecurity of the environment for managers [16], [23], [24]. Quinn and Rohrbaugh [25] refer to the Experienced Staff and stability of managers as one of the effective factors on the success of organizations and argue that attention to stability indicates that managers pay a lot of attention to “Controlling from the head” which is similar to the mechanical pattern of management. They have also called Experienced Staff and stability as one of the indicators of determining the extent of influence of organization according to the “competing values approach”.

Watson-Boone [26] in her book “Constancy and Change in the Work-Life of Research University Librarians” has discussed in detail the advantages and disadvantages of stability and change in librarians and managers and has considered the stability of managers and university librarians as one of the most important effective factors in their efficiency. Arnold [27] in her article “Leader traits and leadership competencies necessary during organizational change” introduces organizational constancy as one of the significant characteristics of management which underlies organizational change and mentions that in an age where organizations undergo quick changes, stability is considered as an indicator for managers’ creativity.

Also, Shabani & Hasani [28] showed the Experienced Staff is not only in the knowledge organizations management systems as one of the success factors considered but also in other management systems. They in their research mentioning Experienced Staff as one of the success factors of national sports teams and clearly showed that Experienced Staff is one of the main factors affecting the promotion of national teams.

Furthermore, there are diversity researches and approaches about the effect factors on management success in the countries. Nanthagopan, Williams, and Thompson in their article [29] aim to identify the nature of evaluation criteria, levels and associations among levels of project success in development projects by NGOs in Sri Lanka, confirmed that overall project success in NGOs could be assessed in three levels: management success, project success, and NGO success. The results conclude that there are strong associations among the three levels of management success; moreover, they mentioned management success and project success are indispensable for achieving NGO success.

D. Specialized Staff

Researchers have always emphasized on direct relationship of the Specialized Staff with the organization's objectives. Studies show that specialized managers are more successful in advancing the objectives of their organizations. Most of these researchers introduce specialty as one of the most important indicators for determining the efficiency of managers.

Aa and Elfving [30] in their research introduced different types of innovation and mentioned that in addition to technology innovation, organizational innovation is also considered as another type of innovation. They pointed out that having specialized managers and employees is regarded as one of the most trivial requirements for achieving organizational innovation. Sprague [31] has also described the role of specialized managers as one of the effective criteria for manager's performance in progressing the organizational objectives. He has, moreover, mentioned that a specialized manager can provide the requirements for increasing the quality of products and services. Crainer [7] called a Specialized Staff as a distinctive capability and qualification in each organization and considers it as one of the most important factors in achieving success and activating the organization. In his management pattern, Henry

Mintzberg (quoted in [7]) holds manager's general and specialized capabilities as the 4th element of manager's success and points out that 'a successful manager should enjoy both general and specialized capabilities'. According to Hall [16], one of the main characteristics of specialized people is that they are able to make decisions on the basis of their experience and special training; therefore, decisions in organizations which are run by experienced and specialized managers are made according to their needs and benefits. Lincoln and Zeitz (quoted in [7]) knew repetitiveness and monotony of works, the uncertainty of kinds of works and their relationship with focus phenomenon in organizations dependent on specialty of managers and employees. Furthermore, they stated that specialized people are willing to participate in decision makings and will ultimately achieve this objective, thus, they can influence the organization's affairs and success to a great deal. Also, Hoxha [32] studied the staff and manager's specialty and knowledge as the parts of the manager's experience and introduced it as one of the most important factors of managers' success.

E. Geographical Location of the Establishment

"Geographical Location of the Establishment" is one of the criteria of external environments of organizations which can be studied through an "environmental approach". This approach was first introduced through the research of Farmer and Richman in 1965 [33]. They believed the performance of managers is dependent on external factors. They also presented a very wide framework for the environment and employed environmental factors in a complicated and vague process. However, experts have presented various opinions about "Geographical Location of the Establishment". Considering the role of communication and Infrastructure of Information Technology, some including Crainer [7] described the negative effect of Geographical Location of the Establishment on the success of managers insignificant and believe that it is not a serious obstacle to the success of organizations. On the other hand, a great number of researchers such as Ettorre [34], Markoff [35] and Hall [16] consider the Geographical Location of the Establishment as a real obstacle to the success of managers and organizations.

Also, based on the findings of Tafti, Mahmoudsalehi and Amiri [36] research on the talent management in Iran, the framework of obstacles and

challenges in the management was classified into four categories that are structural challenges and barriers, environmental challenges and barriers, behavioral challenges and barriers and lastly managerial challenges and barriers. Besides, they categorized the framework of talent management success factors In Iran into three main sections that are structural success factors, environmental success factors and finally managerial success factors. So environmental factors are considered as success factors and also as obstacles factors of managers' success in Iran and it is clear the "Geographical Location of the Establishment" as one of the discussed environmental factors in Iran.

Totally, they describe the role of physical distance of managers effective on the extent of their participation in decision makings. They also mention that although managers should spend more time and energy to communicate with each other, using Infrastructure of Information Technology decreases the amount of time and energy required to spend for communication, increases the contacts of high-level and low-level managers who might be really far from each other and finally increases the speed of decision makings. In addition to identifying the valuable characteristics of Infrastructure of Information Technology, Crainer [7] also described its role significant in the success of organizations and people who are far from each other. He also pointed out that Infrastructure of Information Technology fills the gap between organizations, managers, and customers; Infrastructure of Information Technology acts as a tool to make managers closer to each other and remove the obstacles between them. On the other hand, Ettorre [34], Markoff [35] and Hall [16] are among the scientists who believe that geographical distance of organizations from authorities complicates the coordination of affairs and employees. Therefore, organizations are required to follow much more difficult procedures to achieve success. According to Markoff [35], the presence of organizations far from authorities is necessary for achieving regional objectives. He also mentions that one of the most difficult tasks of their managers, considering the distance, is their permanent coordination with authorities. Markoff [35] introduced 'attention to the special needs of each region' and 'increase of manager's authorities' as the most effective ways of reducing the negative effects of Geographical Location of the Establishment.

5. FINDINGS

Descriptive findings from the opinions of managers and employees in the centers for distance knowledge sharing under the study about the 5 effective factors were presented as a first step (see table I). The results show that they affirmed the effect of all 5 factors on the success of these centers.

TABLE I
OPINIONS OF RESPONDENTS ABOUT "EFFECTIVE FACTORS ON THEIR SUCCESS"

Factors	Centers	No.	Mean	Standard Deviation (SD)	95% Confidence Interval of the Difference		Minimum (Lowest Point)	Maximum (Highest Point)
					Lower Bound	Upper Bound		
Experienced Staff	NLAI	29	3.67	0.29	3.58	4.75	3.2	4.2
	SID	24	4.30	0.36	4.20	4.41	3.8	5.0
	ISC	33	4.68	0.32	4.60	4.76	4.0	5.0
	Total	141	4.25	0.53	4.16	4.33	3.2	5.0
Geographical Location of the	NLAI	29	4.05	0.42	3.92	4.17	3.3	5.0
	SID	24	4.14	0.57	3.97	4.31	3.0	5.0
	ISC	33	4.52	0.39	4.42	4.62	3.5	5.0
	Total	141	4.26	0.50	4.18	4.34	3.0	5.0
Employee Public Relations	NLAI	29	3.18	0.59	3.01	3.35	1.8	4.2
	SID	24	3.41	0.46	3.27	3.55	2.6	4.6
	ISC	33	4.27	0.38	4.17	4.37	3.4	5.0
	Total	141	3.67	0.68	3.56	3.78	1.8	5.0
Specialized staff	NLAI	29	4.07	0.33	3.98	4.17	3.3	4.8
	SID	24	4.28	0.28	4.19	4.37	3.7	4.7
	ISC	33	4.22	0.20	4.16	4.27	3.7	4.6
	Total	141	4.19	0.28	4.14	4.23	3.3	4.8
Infrastructure of Information Technology	NLAI	29	4.02	0.48	3.88	4.16	2.5	4.8
	SID	24	4.34	0.33	4.25	4.45	3.9	5.0
	ISC	33	4.35	0.24	4.29	4.41	3.6	4.9
	Total	141	4.24	0.39	4.18	4.31	2.5	5.0

The results of the variance analysis of opinions of managers and employees in the 3 centers about the effect of the above-mentioned factors on their success to achieve their main objectives were analyzed. As shown, P is smaller than 0.05 (see Table II). Therefore, there is a difference between the opinions of the respondents in these 3 centers. Although the results show that all of the respondents point out the effect of all 5 factors on the success of the centers for distance knowledge sharing, they did not have same ideas about the effect of each factor. Scheffe test was used to show the difference between their opinions (Tables III-VII).

TABLE II

ANOVA TEST FOR "EFFECTIVE FACTORS ON SUCCESS"

Factors		Sum of Square	df	Mean Square	F.	Sig.
Experienced Staff	Amon g Group s	27.97	2	13.98	137.3	0.00
	Withi n Group s	15.38	13	0.10		
	Sum	43.34	14			
Geographic al Location of the Establishme nt	Amon g Group s	6.99	2	3.49	16.65	0.00
	Withi n Group s	31.69	13	0.21		
	Sum	38.68	14			
Employee Public Relations	Amon g Group s	36.26	2	18.13	79.28	0.00
	Withi n Group s	34.53	13	0.23		
	Sum	70.79	14			
Specialized Staff	Amon g Group s	1.07	2	0.53	7.13	0.00
	Withi n Group s	11.30	13	0.08		
	Sum	12.37	14			
Infrastructur e of Information Technology	Amon g Group s	3.60	2	1.80	14.06	0.00
	Withi n Group s	19.35	13	0.13		
	Sum	22.95	14			

The findings show that there is a significant difference between the opinions of managers and employees in the 3 centers about "Experienced Staff". It also reveals that managers and employees in the "Islamic World Science Citation Center (ISC)" and managers and employees in the "National Library and Archives of Iran (NLAI)", gave respectively the highest and lowest scores to this factor. In other words, managers and employees in NLAI do not believe much in the effect of Experienced Staff while managers and employees in ISC pay a great deal of attention to this factor (see Table III).

TABLE III

RESULTS OF SCHEFFE TEST FOR "EXPERIENCED STAFF"

Organizations	Number	Subset for alpha = 0.05		
		1	2	3
NLAI	29	3.67		
SID	24		4.30	
ISC	33			4.68
Sig.		1.000	1.000	1.000

In addition, the next section of findings demonstrates the opinions of managers and employees of the three centers about "Geographical Location of the Establishment". The results of NLAI and the Scientific Information Database Center (SID) show that there is no significant difference between the opinions of managers and employees of these two centers. However, opinions of managers and employees in ISC differ from these two groups to a great deal. The highest score of ISC indicates that among these three centers, managers and employees in ISC know "Geographical Location of the Establishment" more effectively (see Table IV).

TABLE IV
RESULTS OF SCHEFFE TEST FOR "GEOGRAPHICAL LOCATION OF THE ESTABLISHMENT"

Organizations	Number	Subset for alpha = 0.05	
		1	2
NLAI	29	4.05	
SID	24	4.14	
ISC	33		4.54
Sig.		0.31	1.000

Besides, the opinions of managers and employees of the three centers about "Employee Public Relations" were also studied (see Table V). According to the results, there is a significant difference between the opinions of managers and employees in all three centers about this factor. Managers and employees in ISC have again considered the highest score for Employee Public Relations. On the other hand, managers and employees in NLAI have considered the lowest score for this factor. Therefore, it can be concluded that managers and employees in ISC pay more attention to Employee Public Relations as one of the effective factors on the knowledge sharing and distributing center's success while managers and employees in NLAI do not believe Employee Public Relations to be so effective (Table V).

TABLE V
RESULTS OF SCHEFFE TEST FOR "EMPLOYEE PUBLIC RELATIONS"

Organizations	Number	Subset for alpha = 0.05		
		1	2	3
NLAI	29	3.18		
SID	24		3.41	
ISC	33			4.27
Sig.		1.000	1.000	1.000

Furthermore, the opinions of managers and employees of the three centers for distance knowledge sharing about "Specialized Staff" were analyzed (Table VI). The opinions of managers and employees of ISC and SID about the effect of this factor on the organization's success indicate that there is no significant difference between their opinions. However, there is a major difference between the opinions of managers and employees of these two centers and those of managers and employees of NLAI. The results show that managers and employees in ISC and SID consider the role of "Specialized Staff" very effective on their organizations' success while managers and employees of NLAI do not emphasize on the role of this factor very much (Table VI).

TABLE VI
RESULTS OF SCHEFFE TEST FOR "SPECIALIZED STAFF"

Organizations	Number	Subset for alpha = 0.05	
		1	2
NLAI	29	4.07	
SID	24		†, ††
ISC	33		†, ††

Also, the opinions of managers and employees of the three centers about the impact of "Infrastructure of Information Technology" on the success of the managers were studied (Table VII). As observed in this table, there is no significant difference between the opinions of managers and employees of ISC and SID either. However, opinions of managers and employees in NLAI differ from these two groups significantly. The result indicates that managers and employees in ISC and SID consider the role of "Infrastructure of Information Technology" very effective on their organizations' success while managers and employees of NLAI do not emphasize on the role of this factor very much (Table VII).

TABLE VII
RESULTS OF SCHEFFE TEST FOR "INFRASTRUCTURE OF INFORMATION TECHNOLOGY"

Organizations	Number	Subset for alpha = 0.05	
		1	2
NLAI	29	4.02	
SID	24		†, ††
ISC	33		†, ††
Sig.		1.000	.99

Pearson's correlation test was used to see whether there is any relationship between the above-mentioned five factors or not. For analysis, each of the factors was compared with all other factors and those which had a significant relationship according

to alpha 0.05 were distinguished with a star. (Table VIII).

TABLE VIII
THE RESULTS OF PEARSON'S CORRELATION TEST FOR "EFFECTIVE FACTORS ON SUCCESS OF ORGANIZATIONS"

Factors		Experienced Staff	Geographical Location of the	Employee Public Relations	Specialized Staff	Infrastructure of Information
Experienced Staff	Pearson's Correlation on Sig. (2-tailed)	1	(*) 0.46	(*) 0.56	(*) 0.20	(*) 0.42
	Number	0	0.000	0.000	0.011	0.000
		141	141	141	141	141
Geographical Location of the Establishment	Pearson's Correlation on Sig. (2-tailed)	(*) 0.46	1	(*) 0.31	0.02	0.07
	Number	0.00	0	0.000	0.77	0.39
		141	141	141	141	141
Employee Public Relations	Pearson's Correlation on Sig. (2-tailed)	(*) 0.56	(*) 0.31	1	0.10	0.02
	Number	0.00	0.000	0	0.18	0.85
		141	141	141	141	141
Specialized Staff	Pearson's Correlation on Sig. (2-tailed)	(*) 0.20	0.02	0.10	1	(*) 0.17
	Number	0.01	0.77	0.18	0	0.04
		141	141	141	141	141
Infrastructure of Information Technology	Pearson's Correlation on Sig. (2-tailed)	0.02	0.07	0.02	(*) 0.17	1
	Number	0.85	0.39	0.85	0.04	0
		141	141	141	141	141

* Significant level in 0.05

So, the findings show that all of these factors have been both individually and in combination with other factors effective in the success of organizations (see VIII).

6. CONCLUSION

According to the results of the research, all five factors of “Infrastructure of Information Technology”, “Experienced Staff”, “Specialized Staff”, “Employee Public Relations” and “Geographical Location of the Establishment” have played an effective role in the success of the Iranian centers for distance knowledge sharing. Moreover, the effect of these 5 factors on the success of managers of three Iranian national centers for distance knowledge sharing was also confirmed according to the quantitative results of the study which was carried out on managers and employees of these centers. Some of the most important results of the quantitative analysis of this research are as follows:

- ✓ There is a positive relationship between “Experienced Staff” and all other factors;
- ✓ There is a positive relationship between “Geographical Location of the Establishment” and the two factors of “Experienced Staff” and “Employee Public Relations”;
- ✓ There is a positive relationship between “Employee Public Relations” and the two factors of “Experienced Staff” and “Geographical Location of the Establishment”;
- ✓ There is a positive relationship between “Specialized Staff” and the two factors of “Experienced Staff” and “Infrastructure of Information Technology”;
- ✓ There is a positive relationship between “Infrastructure of Information Technology” and the two factors of “Experienced Staff” and “Specialized Staff”.

Therefore, each of the five factors under the study is both individually and together with other factors effective on the success of managers of Iran's national centers for distance knowledge sharing.

Thus, considering the findings, it can be stated that:

- “Experienced Staff” is considered as a factor which makes it possible to perform long-term plans;
- “Employee Public Relations” is considered as a factor which keeps the balance between responsibilities and authorities;
- “Specialized Staff” is considered as a factor which sets plans and performances in a specific and professional way;
- “Infrastructure of Information Technology” is considered as a factor which reduces the expenses and makes it possible to present services much faster and more precise;

- “Geographical Location of the Establishment” is considered as a factor which influences the speed of reporting and providing facilities.

The employees of the 3 centers under the study believe that although all factors are important, none of them can be individually considered as the element of the success of centers, rather a combination of them must be regarded the effective on their success. Therefore, some of the differences available on the success of Iran's centers for distance knowledge sharing, especially the main ones, can be attributed to the presence or absence of a suitable combination between these factors, not the presence or absence of only one of these factors. However, “Experienced Staff” seems to be more important than other factors because its presence requires the presence of all other factors.

The employees of ISC, which enjoys more stable management than the other two centers, believe “Experienced Staff” to be more effective than other factors in the success of their organization. This factor can provide necessary requirements for making influential decisions and growth of the organizations. “Employee Public Relations” as another effective factor can help managers to make decisions within their authorities and avoid any bureaucratic obstacles to achieve their organizational objectives. “Geographical Location of the Establishment” can be considered as being close to authorities for Iranian centers; despite accessibility to communication and Infrastructure of Information Technology, this factor has an effective role in communicating with managers of superior centers. This study shows that it is much more difficult for Iran national centers for distance knowledge sharing, which are located at a further physical distance to the center, to achieve success than those organizations which are located closer to the authorities. “Specialized Staff” is one of the five effective factors on the success of Iran national centers for distance knowledge sharing. This factor can have a direct influence on the success of organizations especially when they are going to make specialized or operational decisions. Although there is a slight difference between the opinions of experts about the role of “Infrastructure of Information Technology”, in general, it must be regarded as another effective factor on the success of Iran national centers for distance knowledge sharing. It also facilitates the grounds to achieve success for those managers who emphasize more on “Infrastructure of Information Technology”.

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