

## Investigating Factors of Organization Indifference and Proper Strategies in Iran Infrastructural Communications Company

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**Abstract:** The purpose of this study is on the causes of organizational indifference and provides appropriate solutions in the enterprise communications infrastructure. Organizations with different degrees of indifference to the working face which in the services provided by them to their customers to view and cause huge losses were. For this reason, the study of how the performance of this phenomenon has always been one of the important issues. It also serious effects on the general environment which leads to carelessness and superficiality to the facilities and machine tools and basically all the social facilities and the community was taking and oblivious to the responsibilities and duties. Generally, it can be argued that any organizational can not become successful organizational and wide spread in difference without insight into the reasons for their employees to work. This study was conducted to investigate this matter and method of use, grounded theory is the data gathered by in-depth interviews with managers and employees' use of this method allows the researcher to examine issues that their knowledge is limited. And to develop their own theories.

**Key words:** Organizational indifference, management of organizational indifference, organizational purposes, grounded theory, issues

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### INTRODUCTION

Always expected that employees have the right attitude in the workplace, tasks and customers inside and outside of their workplace. Positive attitude to work can have a significant impact on the development of an organization. For this reason, indifference working towards a source of concern for administrators, legislators and customers and even employees of an organization. As a result, in a professional setting indifferent to work can affect all aspects of the organization. And creating tension in the workplace.

Indifference to work may include items such as laziness, disrespect, fatigue, rumors or any other activity that is detrimental to organizational goals Guerrero and Sire (2001) states that if an employee in the workplace has a negative attitude to work, the consequences could lead to a crisis in design considerations to determine the scope of the organization. Which can cause failure of the organization to fulfill its goals. On the other hand, by increasing job satisfaction and improved employee attitude towards their work could lead to improved efficiency and organizational goals to be successful.

They can view jobs based on their experiences, including learning how they form or as a result of the impact of the views of your colleagues at work,

friends and managers. The impact of the environment and co-workers can act as a double-edged sword. This means that if in a positive and constructive comments about the organization and its goals, the individual may be more motivated and positive approach to their duties. But if you're working in an environment with negative thought sand perspectives to be present, this negative view, the affected person and his motives are weak to perform their duties.

Negative view of the work, according to Aremu and Soka (2003) to form a profile of poor performance and lower than expected, managers, owners and even customers among employees of the organization. Negative view of the phenomenon among government employees and the employees of private institutions has been observed that making it into a source of concern among the impact area or in general society makes. The phenomenon of investors and owners of non-profit organizations complain appropriate and inappropriate operation and the other customers of the indifferent employees and quality of services provided both inside the organization and in encounters and in result product complaints.

Armeru in 2010 believes that the complaints made by the indifference, the work does not affect only the owners and customers but also influence the deeper layers of

society on politics and the economy will and therefore, the reluctance to do so has significance beyond the damage to the interests of a particular group calls.

In general, we can say that the different views on the definition and set of beliefs and thoughts actions and behaviors that each person is responsible for a particular topic. Positive attitude to work can be the basis for a higher level of work tasks and high productivity as employees think. Positive outlook and a source of capital that can be in the proper utilization leads to higher profits, more reliability and overall success of the organization. Create a positive vision of what can be considered one of the tasks in this task if your organization is like pouring a solid foundation for the development and improvement effort have been employees will avoid problems later. Although, organizations are responsible for their indifference to work on the shoulders of their employees and that employees mainly due to lack of success in the job hierarchy, personality and communicate with other employees' apathy towards work are converted.

But, this difference in the origin of a negative attitude to work not only among organizations and many scholars have different views on this issue, for example, Desimone and Harris (1998) believe that the issues that affect performance and views of employees and internal factors mainly as motivation, ability, knowledge and skills while another group of researchers including Morakinyo (2003) believe that the negative attitude to work because managers lack the proper use of its policy tool in the organization. Some researchers even know the origin of this phenomenon on the owners of these people may be without being aware of the impact of their actions on employees to take their negative influence. Actions including low attendance at work, delays in hearings and visits, laziness and boredom at work, lack of full knowledge of the activities and details of the organizational, comments and sarcastic comment about how the employees can all spread dismay and negative attitude to their work.

Organizations that work among their employees face the problem of apathy leads to poor customer service and they are all people who have a relationship with the problem of the problem, long-term, generally in the organization of structural turns a lot of credibility and public confidence in these organizations reduces deep and sometimes irreparable effects on public opinion will be. In an attempt to understand the meaning and causes of this phenomenon, it is necessary to determine the exact causes of this phenomenon be addressed and targeted. That's why, the rest of this study explores various perspectives of researchers in this field and then together

these comments and the results are summarized and comprehensive definition of the causes of reach organizational different.

**Research questions:** Given the importance of this issue indifference this study tries to find an answer to these questions is:

- What causes and risk factors in the development of in difference?
- Provide appropriate strategies to deal with the phenomenon of organizational indifference?

## **MATERIALS AND METHODS**

**Grounded theory methods and its background:** The definition comes from research. Investigations are planned process, conscious, systematic (systematic) and reliable to find the facts or deep understanding of the issues.

Research methods in terms of the method is divided into two categories: the quantitative and qualitative. The method is said to be little research and figure deals with numerical data and analysis data is too small.

In qualitative research, quantitative and qualitative information that we collect will remain. Like photos and video and audio interviews and the analysis of data may be analyzed by comparison. Do not use this comparison of numbers.

Most scholars think that method is slightly more valuable qualitative approach if there is such a thing. Now, according to qualitative methods to slightly higher priority. Here, grounded theory methodology as one of the qualitative methods to explain.

Grounded theory is a research method that is inductive and exploratory research in various fields allow rather than relying on existing theories to formulate a theory of action. This theory is based on the actual data is developed systematically. This method in situations where our knowledge is limited in that regard.

Glaser and Strauss (1967) qualitative research executive strategy first proposed in his book: "the main theme of our book discovered the theory on the basis of systematically gathering data in social science research. Each chapter of the book focuses on the steps that we have in the production process behind the theory. The main motive of introducing the theory of knowledge on the subject to the point that we've made to enable a theory that is based on the actual data of our strength"

Strauss and Corbin (1994) in a similar definition of grounded theory have described this way: grounded theory (underlying theory) a general method for the production of theory. The underlying theory, theory is

derived from data collected during the research process for systematically collected and analyzed. In this strategy, data collection and analysis and the theory that the data is derived in close contact with each other. Instead of your research study with a preconceived theory begins with a specific field of study began, allowing the theory to emerge from the data. Theories based on the data of the theory that the sum of a series of concepts based on experience or speculation spend more likely to be reflected reality, since the theory underlying data are derived, the can create deeper insight and understanding, certain guidelines for action.

Define Mansurian (2007) of grounded theory is as follows: grounded theory in the simplest way possible, the process of building a comprehensive theory and analysis organized through collecting data to answer the questions of the new inductive those who lack theoretical foundations of qualitative research on the subject are adequate.

**Elements of grounded theory method in this research:**

The method used in this research is qualitative method of grounded theory. Grounded theory of paradigm interpretive research strategies. With respect to the subject matter of this study, organizational indifference, an issue that has so far not been considered and it has not been specific research and theory or hypothesis in the case where there is an appropriate method for the study of grounded theory.

This research has a qualitative approach and the method of grounded theory as a research method used. Grounded theory method or a grounded theory method of qualitative research by using a bunch of data, the theory of evolution. So this theory in a large scale, a process, action or interaction explains. In this way, the study did not start from a theory and then to prove but research began a period of study and will be given to what is appropriate and relevant to show off. The population of this study with respect to the subject domain including managers and employees in Telecommunication Infrastructure Company (public and private) that have been selected by the referral chain. Sampling, snowball (reference chain) is a sampling sample units not only about themselves but also about the other units also provide the community

The process begins after the first interview to determine the next theoretical sampling and for more information about where the data are to be collected centrally.

Detailed notes immediately after the data are collected. This process is done for all follow-up interviews

fresh and vivid. Interviews during the coding process, analyzed as a vital link between data collection and formulating a new theory to describe the data to be defined. After the initial interview should be performed to compare the relationship between the concepts that have been discovered from the interviews. Notes immediately after data collection and to classify them in the primary groups are written. Write notes for fast and accurate analysis of data and code is essential during the research process, it will help researchers to increase the power generation of ideas.

**Data collection, interviews deep:** The study was conducted with thirty eighth interview to the next, repeating the observed data. However, to ensure the thirtieth interview continued, though the thirteenth interview after the data was quite repetitive and saturation. Data collection started in 2015 is the month of November. Interview by asking questions about the existence of differences and its causes has been done. Methods for interview questions have been done and the plan was based on the responses of the interviewees. All interviews were recorded and for the extraction of several key points bar case check, respectively.

**Coding steps in infrastructure data**

**Open coding**

**Analysis and coding:** At this stage, the sample must be large enough to enable researchers to explore concepts is in the open position. The researcher must be encoded in any interesting event, pay attention. It is possible through an interview (text) extracted a lot of code but when the data is reviewed regularly new codes are counted and the final code.

**Axial coding:** Ranks discovering at this stage, the concepts related to the same topic are classified according to the working class the theme of said, assign titles to class, the more abstract concepts that make up the collection class. Have a high conceptual level, the implications on its axis or can collect. As chosen mainly by the researchers have been selected and have tried to be consistent with the most relevant and that it is not represented. Another important source of (a), the words and phrases that residents participate in the research (of the interview) apply and can be used for research.

**Selective coding:** Describe the class according to their properties in order to lighten the classes, their properties can be expressed in the next step.

Table 1: Respondents to gender and work experience and education and the job number

Sex	No. of quantity	Organizational level	Years of service	Degree of education
Female	5	Unit	17, 27 and 18-24-23	MA/McS
Male	1	Deputy director	28	BA/BS
Male	3	Unit	27	BA/BS
Male	3	Office boss	30-30-29	BA/BS or MA/McS
Female	4	Expert	4-22-17-18	MA/McSandBA/BS
Male	3	Office (private sector)	14-6-8	BA/BS
Female	2	Accounting (private sector) c cc	4 and 3	BA/BS or MA/McS
Male	3	Expert	27	Diploma
Male	3	Office (private sector)	18-12-14	Diploma
Female	2	office boss	23-22	BA/BS
Female	1	Deputy director	24	MA/McS

No. of female: 17; Male 13; Total: 30

Table 2: Initial investment code

Key points interviews	Primary coding (over 15 first interview)
Not respecting the hard work of employees	The need to appreciate and encourage the efforts of employees
Unfamiliarity above duties	Managers need to become familiar with the duties
Beyond disrespect and temper tantrums	Having proper treatment of employees
Lack of participation of workers in decision-making	The need for employees participation
Not appreciating the efforts of employees	Encourage employees working
Unfamiliarity to work	Skills and necessary training of employees
Lack of merit in appointments and promotion	Meritocracy in appointment and promotion of employees
Discrimination in the granting of facilities	Management necessary to allow the editors
Lack of confidence in their superiors and employees	Create cynicism and lack of cooperation
Dual-magnification behavior by employees	Granting benefits only to cause visible, supervision leisure over work
Unfair division of labor	Of distraction and slow to correct the division of labor -necessity
Personal and financial concerns	Absence from work and leave the workplace
Unfair appraisal system	Motivational the employees
Changes in insurance law and abuse the rights of employees at retirement	Intellectual concerns of employees with
Inappropriate workplace behavior of colleagues (competition, slander, disrespect, lack of cooperation)	Attempting to leave organization
Reduction of accessories such as tools and hardware in the presence and absence	Provide tools and the need to devote time for personal purposes and necessary employees
The difference between leaders and managers, administration and communication with	Slow down and obstruct the implementation of the tasks barrier

Table 3: Secondary coding

Subclass	Conceptual code	Secondary codes	Frequencies
Workplace	Cultural development environment	Dual magnification behavior and inappropriate behavior by employees in the workplace colleagues (competition, disrespect, lack of cooperation)	5
		Lack of confidence in their superiors and employees	2
		The difference between leaders and managers, administration and communication with employees duties	6
Management issues	The need to provide appropriate tools Justice and morality participatory management and delegation of authority	Reduction of accessories such as tools and hardware in the presence and absence	2
		Beyond disrespect and temper tantrums	5
		Lack of participation of workers in decision-making	7
		Lack of merit in appointments and promotion	10
Training issues	Reform and evaluation work	Unfair division of labor	3
		Unfair appraisal system	8
		Not familiar to the employees	9
Incentive and welfare	Providing appropriate incentives	Unfamiliarity above duties	5
		Not appreciating the efforts and not respecting the workers	8
		Discrimination in the granting of facilities	8
		Personal and financial concerns	7
Laws and regulations	Cancellation insurance is not deducted from employees overtime law	Changes in insurance law and abuse the rights of employees at retirement	8

Forming the main categories

**Open coding steps:** Table 1, opens coding which consists of two parts: the initial code open interviews and extracted the class of concepts with their secondary codes.

The initial encryption, in this stage, all the key points interviews, then all of these titles as given in Table 2 put. The secondary coding and shaping categories: in the next step, the initial code due to the large number of secondary

code is used (code first be put in the same class). A secondary code is a conceptual code in Table 3, the results of open coding on secondary code, conceptual codes and categories are presented.

After determining the categories, the shape and the main factors in difference observed in organizations with proposals stated in the interview is that the concepts presented in Table 4.

Table 4: The formation of classes

General classes in relation to the causes of indifference	Solution some employees matter
Management mechanism	According to employee welfare issues. According to the needs of employees and their recognition. Meritocracy and disallow discrimination between employees
Financial mechanisms and incentives	Free choice of employment in accordance with the spirit. Salary increases, especially in the private sector. Equitable distribution of facilities
Educational mechanism	The need for the training class. Raising the level of management skills. Raising the skill level of employees
Structural mechanisms	Improving the evaluation system. Employee feedback system and notification of the results of the operation. Appropriate incentive system. Modified structure and delegation of authority
Cultural mechanism	Rule values. Underrate the unethical behaviors
Legal mechanisms	Amending the law relating to pensions

**RESULTS AND DISCUSSION**

Items discussed in this study, are the result of factors results indifference and provide solutions and management organizational indifference is. And briefly include the following:

- Lack of attention to issues and events beyond the organization
- Lack of meritocracy
- Selective and non-organizational expertise to deal with what many people who have knowledge and expertise to deal choice but placed in the lower position and vice versa
- Absence of or inadequacy of monitoring employees’ performance and valuation on their performance
- Lack of understanding employees’ needs and respond to them as needed to prosperity
- The concentration of power in the hands and discrimination
- Lack of employee participation in decision making process
- Lack of attention to economic issues and employees
- Failure to inform employees of their influence in the process and lack of information on the results of its performance

But one of the important reasons that were considered is the role of governance. It is important that the employees were happy to sweat it out from its environment and organizational zeal and be able to work in the shadows who do not have feeling managers simply. Is job security that needs low levels of Maslow’s pyramid exists in the organization. Whether employees can easily express their ideas and opinions and are not concerned about environmental threats.

In general, these factors can be divided into five categories: organization negligence to employees; weak performance measurement system, lack of perspective and limited client information including rumors spreading in the organization.

Organization climate poisoning; external appointments, nepotism, organizational injustice, little attention to employees development and lack of union organization, the displacement values of organizational trust, obedience and subservience organizational separation of personnel management and organizational separation of mindless organizational structure inefficient governing, governing financial inequality and low pay attention to employees welfare as a central phenomenon caused, “ignoring the employees” rights. In this theory, as stabilizing agents or “internal elements” and “non-health occupations” occur. The “lack of management attention” because of “institutional indifference” poisoning the atmosphere of the organization was identified. Finally, the organizational climate as a result of major toxicity occurs.

Organization internelements: political e employees, including uncontrolled, mismatch between jobs and workers, bureaucracy, incomplete and incorrect interpretation and application of health last job is to “poison atmosphere”. By comparing the causes and factors affecting indifference in two similar cases study include.

Low intention to employees (ignoring the problems of employees), nepotism (without merit), injustice organization (selectivity and discrimination-violence), poor performance evaluation system (lack of supervision and lack of information on the performance of the personnel employees performance).

Separation of management sector from employees (a lack of attention to the views of employees and the pyramid above decision), injustice and inequality prevailing financial (low and lack of timely payment of salaries) and inefficient governing structure (lack of incentives and the lack of authority and freedom).

The consequences of indifference and hatred organization (lack of a sense of belonging to the organization), neglect of work (value not to work and not enjoying work), lack of acceptance of responsibility (not responsible), laziness and inability to work (down motivation and efficiency) and finally ready to leave the

organization (loss positions) of the cases in this study is referred to it. It can confirm the accuracy of the results obtained in this study and also show the importance of these factors in relation to other factors.

Sometimes, the lack of transparency and lack of organizational processes result from their implementation leads to indifference to the employee. In general, in addition to the recommendations outlined in Table 4, it seems that personal issues and personal qualities also can be effective and should have tried to improve it so innovative and so, we think creatively and to know a blind imitation of what other people are did not already informed solutions. For the time of your life and learn and teach special value and we believe these things even if you do not set a small issue. Write down your ideas and send to your manager. It does not matter what he thinks, he will think, it is important that you enter the room. In the feedback forum. No matter what your line of work organization "I'd suggest, therefore I am" Do not be afraid of telling the truth. There are problems not intended in any way, we manage them. It is you who will manage them to believe in yourself. You are an important person and are effective.

### **CONCLUSION**

In this study, we introduce qualitative research methods grounded theory, the indifference organizational were studied. The findings of this study show that indifference in an organization can have various symptoms and causes and many factors are involved in its creation which for lack of attention can have consequences for the organization. However, each of the issues raised in this study, the signs indifference to its causes and consequences, intensity and impact of each

as well as their relationships, their dimensions are large which requires further study and research. But, what seems certain is that there is indifference and the consequences that certainly would not be in the interest of the organization, so, it should always be considered as an injury. The findings could help poor, however, is for this purpose.

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