

# Study of the Barriers against Research in Social Security Organization

(Case Study: Central Headquarters Staff)

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**ABSTRACT:** The main purpose of this study is assessing barriers against research in view of experts of central headquarters of Social Security Organization. For this purpose, descriptive-survey method has been applied. Statistical population consists of 242 experts of central headquarters of Social Security Organization (SSO). The population individuals have been selected from holders of post-diploma degree and higher degrees and using simple random sampling method and using Morgan table. For data collection purpose, structured questionnaire has been applied. At this study, barriers have been classified in 4 classes of managerial, structural, research process and human barriers. Data analysis based on binomial nonparametric test and t-test indicates that from 4 research hypotheses for assessing effect of managerial, structural, research process and human barriers; just managerial barriers have significant effect on development of research in central headquarter of SSO. The most important reason for this issue has been continuous changes in management levels in the organization and also using unprofessional managers in some managerial positions. Other barriers include structural barriers, research process and human barriers because of Vice Counselor for research in at the organization, reestablishment of higher institute of research, access to information and also education level of experts of central headquarters and providing conditions for implementation of research projects have had no significant effect on research development in the organization.

**Keywords:** Research Barriers, Social Security Organization (SSO).

## INTRODUCTION

Academic, technical, economic and cultural development of every organization would not result in success without taking measures in regard with research and studying. In fact, research can be considered as driving engine of growth and development. Even if some signs of development are appeared regardless of considering research basis, the development would not be sustainable and can't pass a certain path. Therefore, research can be basis for development and a guarantee to continue development.

Due to the role and importance of research in the organizations, the important issue for the pioneer organizations currently is careful identification of bottlenecks of research and taking practical actions to remove them.

In its new and systematic concept, social security is faced lack of economic security, uncertainty and uncertainty of sufficient resources to meet commitments. Social, economic, political and technical complexities dominated on organizational activities authorized for supplying social services, along with rapid and continuous

changes of domestic and international environments of the organizations, have made research as inseparable element in policy making of the mentioned organizations. Consequently, SSO is not also an exception as the largest insurance organization and the second treatment custodian in Iran with large collection of covered economic firms and as a service, economic, social and political organization. For purpose of prediction and management of its business environment and to supply interests of its beneficiaries and social partners and realization of the principle of sustainable development, the organization should necessarily make special policies in field of research and development. On the other hand, the uniqueness of knowledge and current processes in regard with insurance of the organization has made the organization being responsible for producing knowledge in field of social security in Iran. Hence, for purpose of meeting such important duty that can affect wide part of the society in future, the organization needs investment and development of research in different fields, especially its insurance scope. Clearly, policy making, planning and research management would be impossible in the organization without recognition of barriers of research. In this regard, Higher Institute of Research of SSO has been established to organize and institutionalize research activities in development and applied fields in Social Security sector. The institute has implemented more than 166 research projects in relevant fields of organization. The institute has been closed and its responsibilities have been assigned to the Directorate General of Education and Research based on managerial policies of the organization and several causes such as non-applied nature of studies, lack of explanation of cost-benefit of activity of the institute, lack of adaptation of studies with organizational needs and inability to realize predetermined goals. Currently, the directorate takes action to perform research missions of the organization based on policies notified by the board of directors and CEO of the organization. By 2014, following decision of Board of Trustees of the Organization, the order of reestablishment of the mentioned institute was issues again. Hence, due to the created opportunity, it is important for the organization to identify and analyze barriers of research in SSO, especially in level of Central Headquarters as main decision makers of the organization, who have key role in development of research in the organization.

Obviously, continuing the process without identification of research barriers in the organization can result in repeating previous problems and shortcomings in field of research in the organization and also can foreclose support of decision makers for necessity and importance of this issue. According to the mentioned, the present study is aimed in investigating main barriers of study and research in Social Security Organization.

### **Literature review**

Today, knowledge can drive economic cycles of countries and organizations use knowledge to enhance their competitive ability and effectiveness (Rabiei & Ma'ali, 2012). This is because; knowledge is a vital organizational resource, which can provide considerable competitive advantage in competitive environment and dynamic economy (Wang & Moe, 2010). The most common method for moving toward knowledge society is paying attention to research activities and advanced technology (Khodadad, Hosseini and Riahi, 2012). Researches have been considered as the axis for academic development and play key role in achieving goals (Kariminia et al., 2012). The main gap between developed and underdeveloped countries is rooted in difference between their research contexts (Bardi Zadeh et al., 2009). Analysts believe that as Iran takes benefit of capabilities, talents and valuable intellectual assets, required conditions are provided in Iran for a scientific leap (Kariminia et al., 2011). However, now the question is created more than every time that why Department of Research sometimes lacks sufficient prosperity and development? The first step for organizing researches is achieving proper perception of abilities, available facilities and also finding strengths and weaknesses of research plans. Hence, barriers in their way should be removed and conditions should be provided to realize prosperity of scientific talents and human resources. Certainly, through identifying bottlenecks and barriers in way of science and technology, an effective step can be taken in order to present solutions for development of endogenous technology. Being aware of barriers against researches and meeting them for purpose of qualitative and quantitative improvement of research in research centers seems to be an essential issue based on their key role in development of country. Through careful study of factors and interview with managers of the research centers and academic professors, 4 main scopes of barriers have been identified (Safi, 2001).

#### ***Individual barriers***

According to Davis Atkinson (Atkinson, 2004), lack of existence of team and group work spirits, adopting study for improvement, lack of interest in research works and attitude factors can be considered as barriers of researches. Kotrlík et al (2002) have referred to divergence of pattern and methodology as attitude tendencies of decision makers as barriers of researches (Kariminia, 2011).

#### ***Organizational barriers***

In view of Mayer (2009), main motivational factors considered as barriers against researches can be organizational incentives. Tofghi and Ferasatkah (2002) have also studied lack of desirable supervision and

control and lack of sufficient belief in authorities. In general, organizational factors include organization and research management weakness, lack of valuation, lack of adequate organizational relations, administrative problems and irresponsible interferences as organizational barriers against researches (Kariminia, 2011)..

***Environmental barriers (economic, social and political)***

In study adopted by Zohur and Fekri (2003), Alamdari and Afshun (2003) and Badrizadeh et al (2009), in addition to individual and organizational barriers, methodological, communicative and social barriers have been also investigated. Hosseini and Jahed (2012) have also studied sociocultural, economic, organizational and educational barriers. From perspective of Davis Atkinson (2004), components such as bureaucracy, lack of credit, lack of empowerment of environment, weak rewarding programs, superiority of teaching to research and inadequate environmental facilities can be considered as environmental barriers. Stang (2006) has referred to weakness in communicating decision makers while implementing study as barriers of research activities ( Fazlolah, 2012).

***Technical barriers***

Obtained results from study of Sax (Sax, 2002), Adamson (Adamson, 2003), Tien (Tien, 2007) and other scholars have indicated that level of knowledge and research abilities can be the most effective factors in research productivity and application of research results. Kocaman et al (2010) has studied time shortage in order to use novel ideas and difficulty of reading English proeses as technical barriers of researches. Moreover, macro policies and strategies of country in regard with manner of using research results can be another issue in this field. Moreover, within in the studies in field of administrative and financial bottlenecks of researches in Iran (Fazlolah, 2012), barriers have been divided to 6 groups as follows:

***Research culture, human force and education:*** The barrier includes following items:

- Lack of familiarity with comprehensive definitions about research and unclear social position of the researcher and lack of awareness of people of importance of team work and lack of support of executive officials for researchers.
- Negligence of underdevelopment of country in field of study and negligence of lack of development without researches.
- Insufficient research foundation in terms of number of scholars and quality of studies.
- Limited capacity of higher education institutes to respond training researcher in needed fields of research centers.

***Research system***

- Uncertainty of research policies and position of researches in development plan and imbalance of research budget compared to other costs.
- Uncertainty of position of private researches and policy of encountering free research institutions.
- Lack of supervision and evaluation of research operations and cost consuming nature of research activities
- Lack of adjustment among research centers and lack of awareness of research centers about social and economic needs
- Lack of prediction of using manner of research results in rules and regulations
- Lack of organization of follow up and use of research results in industrial and semi-industrial form

***Administrative regulations***

- Insufficient expertise and scholar organizational positions and service and backup organizational jobs to adequate amount.
- Limitation of employment of expert forces within administrative-financial fields and being restricted to observance of employment prohibition
- Inadequate conditions of employment regulations for attraction of researchers.
- Full-time project problem for encouraging scholars for research and the problem of maximum 16hrs research per week.
- Insufficient authority of research managers in order to implement projects inside the research centers.

### **Welfare and livelihood of researchers**

- Lack of paying attention to value of time of researcher and noneconomic behavior with community of researchers
- Spending main part of time of researchers to solve current problems of their personal life (livelihood).
- Actions of researchers out of their specialized fields to meet problems and unbearable costs of life as a result of shortcoming of wage and salary as a researcher.
- Lack of job security and peace of thinking about the present and future of life for researchers.

### **Financial regulations**

- Attachment of the way of getting budget and spending it to approve unlimited projects by different research committees
- Conflict between the restriction of costing predicted credits in form of support through separating materials with nature of researches and difficulty in getting approved budget
- Inattention of accountants to approvals that control researches because of their unfamiliarity with research affairs and slowing down cost process.
- Wasting time of researches with audit implementation during the year because of unfamiliarity of audits of auditory system with research documents and applying tough by them not on purpose, but out of ignorance

### **Support**

- Lack of adequate research spaces for many free research centers and old public centers
- Limitation of foreign exchange budgets for buying books and academic journals and hence, weakening scientific basis of researchers
- Lack of priority of supplying required equipment for research centers in view of public executive systems, who are mostly unfamiliar with characteristics of research facilities and equipment
- The problem with publications and shortage of instruments for propagating results of studies as books and magazines and lack of interest of private sector and sometimes public sector in useful academic publishes compared to commercial books
- Lack of a foundation for supporting researches and their studies, whether in form of fund od in form of an association

Moreover, in regard with reasons and factors affecting undesirable development of research in the public organizations, different causes have been presented by the researchers. Due to the experiences of authors in research centers of public organizations, the factors can be named as the most important challenges for studies in public organizations.

### ***Weak trust and belief of organizational management in research***

The most important step within the way of emergence and expansion of research and development units in the organizations is belief of senior managers of the organization in research and paying attention to results and suggestions of the studies that is not only necessary and vital for the development and growth of the organization, but also can have considerable effect on formation of mental image of other executive units of the organization about research and development. Majority of managers believe that researchers inside the organization can't present useful suggestions because of insufficient recognition about executive systems of organization and insufficient experience in expertise field (Kaveh, 2004: 3). Hence, until the time that there is no feeling for need to results of researches and trust in their effectiveness in decision making among senior managers of organizations, there would be no considerable hope for promotion of position of research and development units.

### ***Irrelevancy of educational field and professional background of managers of research units***

Educational field and professional background of managers in research units is one of the most effective factors in efficiency of research units. It seems that it would be better for senior managers of research in Iran to be selected from interdisciplinary experts, who have at least experience in two fields. The issue is true for all research posts that there are some fields other than specialized field of research managers in their subset. Employment of senior managers without interdisciplinary professions is also another problem of the researches (Javadi, 2005).

***Weakness of previous studies adopted by researcher out of organizations (problems of outsourcing projects)***

In some cases, management of the organization or management of research unit may conclude that some needs and research projects can be implemented through purchasing services or outsourcing. Outsourcing means using out-organization research facilities such as concluding contract with universities and research centers or using services of individually studying researchers that can create many problems.

***Problems of attraction and maintenance of qualitative forces in research department***

In the public organizations, due to the disturbing administrative regulations, lack of specified employment regulations for researchers and existing limitations on payment and incentives for researchers and also lack of codified system and mechanism for promotion of researchers, attraction and maintenance of qualitative forces would face problems and difficulties.

***Lack of acceptability of research units by other executive units of the organization***

Middle managers and heads of public organizations believe that unfamiliarity of active researchers in the organizations with details of operations and goals of the organization can make the studies inapplicable. Hence, it would have no use in the organization in practice. This issue can result in distrust and lack of acceptability of research unit among other organizational units. Therefore, executive units of the organization pay mainly no attention to presented results and suggestions in research projects and believe that obtained results from the studies are inapplicable and useless.

***Inadequate organizational structure and research units***

In most research units of service organizations, due to the main activities of the organization, organizational structure is formed of several groups that each group includes several experts. Some of them have not sufficient executive experience for the special activity and have no certain duties according to their position. However, using dynamic organizational structures seems essential due to nature of activities of executive organizations. Other important factors in structure of research units include position of research units in the organizations, necessity of adaptation with all organizational units, effectiveness of research results in executive units and attraction of needed financial resources. It would be better for research units to be directly under control of CEO or one of the senior managers of the organization.

***Weakness of information system and access to statistics of obtained results from studies***

According to role and importance of information and statistics in researches, designing powerful and comprehensive information system is necessary. Weakness of data collection system and deficit in classification and maintenance method of information in public organizations and lack of comprehensive, integrated and available database to inform results of studies have made many problems for the researches.

***Data bank of research consultation companies in each expertise scope***

Another barrier against research and development departments in executive organizations is lack of access to data bank of research consultation companies and institutes in each expertise scope that can make problem for outsourcing research projects or using theories and expertise consultations. In this regard, research consultation companies and institutes should submit and rank their backgrounds and information to applicant organizations on behalf of a formal institute through creating information site.

***Long process of determining priorities, assessing and approving proposed projects and finally, evaluating adopted projects***

Another barrier against research units is long process of determining research priorities of the organization. For this purpose, each executive unit should introduce their research priorities one by one to the research department to introduce them to academic institutes and research centers. This action can result in many problems in practice that can finally result in long process. The problem is rooted in this issue that executive units face problems in regard with transferring their problems and shortcomings that need implementation of research projects and has no proper perception of the problem. Meeting the problem and achieving common perspective about problem statement of research appeared in topic of the project need holding common sessions between experts of executive department and research department that can be time consuming.

***Lack of partnership and cooperation of research units with executive units to use results of projects***

Another challenge against research in executive systems of public organizations, especially in financial institutes, is breaking relation and cooperation of research and development units with executive units after presenting results and submitting reports of the project to the executive unit. Lack of definition of the process of making results applicable by the researchers and lack of their cooperation for using results can make many

practical solutions and suggestions useless. Moreover, due to information of researchers about the presented issues in projects, this can be effective in more efficient implementation of results.

Currently, research is facing many problems in Iran, especially in field of human sciences, and the studies are not supported sufficiently, since result of decisions made in human sciences and economic sector would not be appeared usually during a few years. Accordingly, it seems that following items are main shortcomings of research (Seif, 2001).

### ***Weakness of information***

Some topics and challenges of executive institutes and organizations are novel and there is not plenty of information about them. Hence, studies in these fields have not been able to present required suggestions in order to meet the problems.

### ***Using academic research methodologies***

In field of applied studies, the main problem is dominant thought in research centers of country, in which research is considered usually as a specialized issue that needs specific skills. The skills mainly need getting high academic degrees and this has made staff of organizations as research users and not researchers and users of research knowledge. The fruit of the discussion is using academic procedures to adopt such projects. Hence, obtained results from the data are not only useless in most cases, but also they are not perfect to cover problems of branches.

### ***Structural barriers for researches***

The aim of these barriers is existing problems with dominant regulations in research centers. Currently, research centers lack any kind of codified strategy in their plans in order to measure their efficiency through the plans. Accordingly, research centers follow research projects instead of proposed research topics to be a function of plans of the research centers.

### ***Weakness of human resources***

Currently, because of lack of incentives and lack of welcoming researchers, a few qualitative researchers are active in Iran.

### ***Financial problems***

One of the main problems of research centers is financial problem.

### ***Copying***

Emergence of internet has facilitated issue of copying information of other people significantly. This issue can result in problems such as reduction of innovation in country in long-term (Seif, 2005: 5-9).

In general, to meet identified problems with research and innovation in Iran, two plans are codified under titles of long-term perspective and short-term perspective (Committee for Identification of Barriers against Research and Innovation in Iran, 2003).

### **Required infrastructures for realization of goals of long-term perspective include**

- Organizing Iran's Research Management System
- Creating culture of need to research and innovation, belief in research and academic environment
- Modification of educational system in regard with research-orientation
- Growing powerful researcher and qualitative scholars
- Creating motivation for research, innovation and study in scholars
- Manner of using results of studies in national level

### **Short-term perspective for research sector includes**

- Determining custodian of researches and technology and codifying adequate academic management pattern for academic and research centers across the country.
- Providing conditions for temporary centralization of Iranian scientists in abroad
- Codifying specific employment regulations for the mentioned people out of public regulations of Iran
- Issuing financial and exchange credit card for the mentioned people to facilitate money transfer in regard with development of their research

After literature review, here relevant domestic and foreign studies would be discussed. Arab Mazar and Jamshidi (2009) have conducted a study under the title of pathology of research and development in public organizations. The study has investigated research indicators over the years and its perspective in Fourth Development Plan and has also considered challenges for research units in executive organizations, especially banks. Weak trust and belief of management in research, weakness of adopted studies by researchers out of the organization, problems with attraction and maintenance of qualitative forces in research sector, lack of acceptability of research units by other executive units and inadequate organizational structure of these units can be considered as the main challenges for research and studies in public organizations (Kariminia, 2011)..

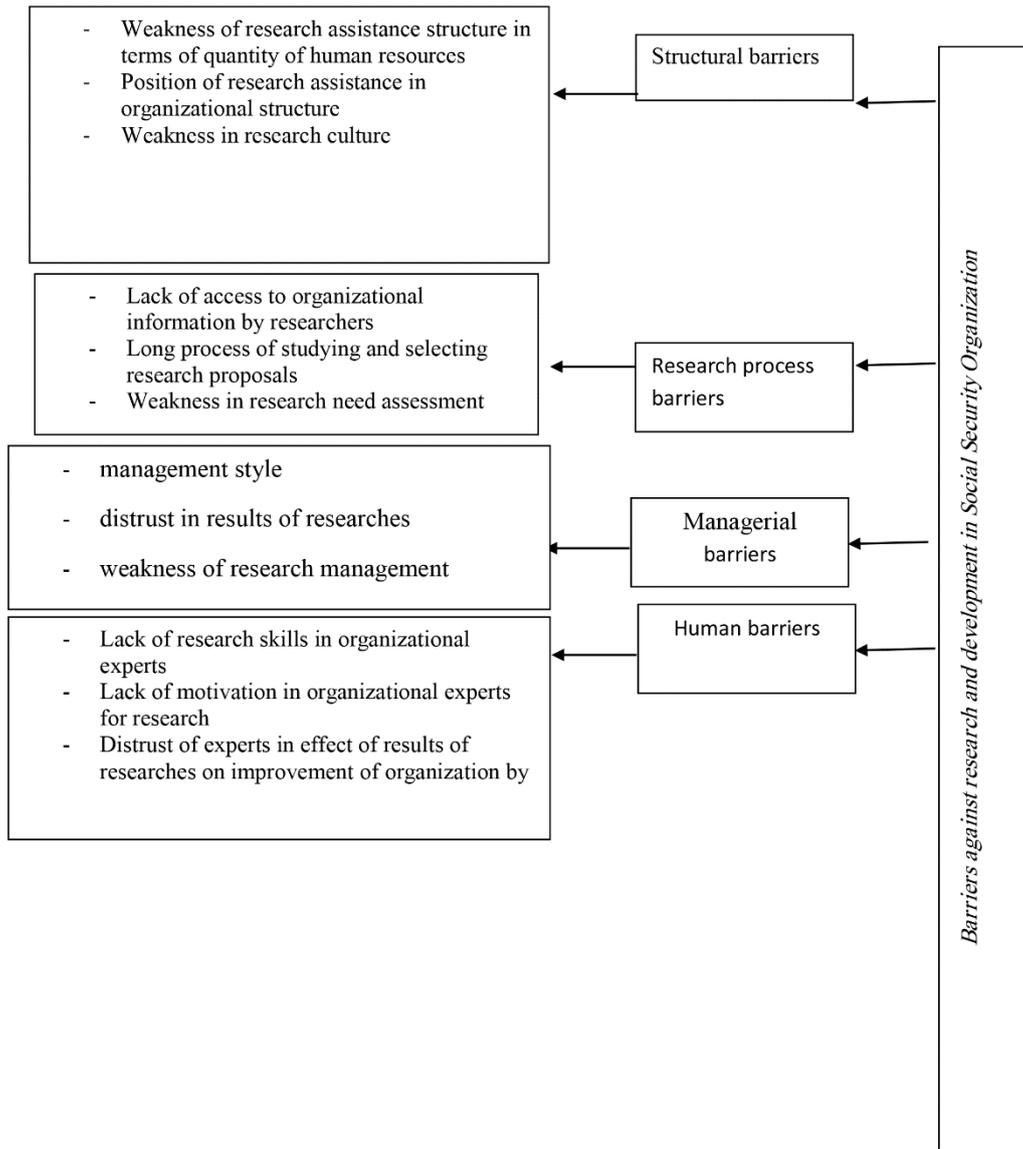
Mansuri (2004) has adopted a study under the title of recognition of effective factors within research development and not its barriers: a rotation. In this study, the most important barriers against researches are considered as research culture, human resource, education, research system, administrative regulations, livelihood and welfare of researchers, financial regulations and support. The factors include also some subsets such as unfamiliarity with comprehensive definitions about researcher and methodology, lack of social position of researcher, lack of support of executive officials for studies, ignoring lack of development without research, insufficient research basis in terms of number of researchers and quality of studies, uncertainty of strategy of researches and uncertainty of research policies (Kariminia, 2011).

Fazlolahi Ghomshi et al (2012) have also conducted a study under the title of assessing preventive factors affecting studies of educators. The study has investigated preventive factors effective in studies of educators and solutions for meeting them. Obtained results from the study have indicated that cultural factors, individual factors, manner of supplying educational services, administrative-structural and motivational factors have preventive role in their studies and low spirits of group works for conducting studies, lack of institutionalization of research culture among educators and inattention of officials against studies of educators are the most prior barriers. The difference of intensity of preventive factors has not been significant.

### **Research hypotheses**

- Managerial factors (management style, distrust in results of researches, weakness of research management) can affect research development.
- Structural factors (weakness of research assistance structure, inadequate position of research assistance, weakness of research culture) can affect research development.
- Research process factors (weakness of need assessment, long process of studying proposals and lack of access of researchers to information) can affect research development.
- Human factors (lack of research skills in experts, lack of motivation in experts, distrust of experts in results of research) can affect research development.

According to the mentioned and research hypotheses, conceptual model of the study would be presented as follows:



**Figure 1.** Conceptual model of research (the model has been derived from models of Kariminia et al., 2011).

### METHODOLOGY

The present study is a descriptive-survey study and all variables in the study are qualitative and the relationship between them is functional. Statistical population of the study consists of all experts of Central Headquarters of Social Security Organization (SSO) including 650 people. Out of the 650 experts, 242 people have been selected based on assistance distribution according to following table with educational degree of post-diploma and higher degrees using simple random sampling method and using Morgan table. Data collection method in this study has been field method. Applied instrument has been also author-made questionnaire including 36 items based on research questions and hypotheses.

Table 1. Sampling process.

Row	Area	Number of collected questionnaires
1	Economic assistance	30
2	Treatment assistance	20
3	Education	20
4	Administrative	20
5	Financial	10
6	Budget and formations	15

7	Affairs of provinces	20
8	System leadership	30
9	Public relations	12
10	Technical and income affairs	20
11	Board of directors	10
12	Legal	15
13	Services	20
14	Sociocultural assistance	20
Total number of questionnaires		262
Total needed questionnaires		242

For data analysis purpose, descriptive and inferential statistics have been applied in frame of SPSS (22.0) software. As variables in this study are qualitative and the relationship between variables is in kind of functional relation, applied statistical methods have been nonparametric tests. In this study, content validity of the questionnaire has been measured using literature review and judgment of scholars and guidance of these people. Moreover, the study has applied Cronbach Alpha to evaluate reliability of the questionnaire.

### RESULTS

In this section, obtained results from the study have been analyzed using SPSS (22.0) software and the research report has been presented in form of descriptive and inferential analyses.

#### Descriptive statistics

104 people (43%) of respondents have been woman and 138 people (57%) have been men. Moreover, in terms of educational level, 12 people (5%) have had diploma; 6 people (2.5%) have had post-diploma; 117 people (48.3%) have had BA and 107 people of respondents (44.2%) have had MA and higher degrees. In terms of organizational position among respondents, 68 people (28.1%) have been expert; 46 people (19%) have been masters; 57 people (23.6%) have been specialized master; 41 people (16.9%) have been head; 29 people (11.6%) have been deputy manager and 1 person of respondents (0.4%) has been in post of general manager. Moreover, in terms of research background, out of respondents, 154 people (63.6%) have had research background and 88 people (36.4%) have had no research activity.

#### Inferential statistics

**Hypothesis 1:** "Managerial factors (management style, distrust in results of researches, weakness of research management) can affect research development."

Table 2. Results of binomial test of hypothesis 1.

		Groups	Sample size	Observed ratio	Test ratio	Sig (2-tailed)
Managerial factors	Group 1	<=3	37	0.15	0.50	0.000
	Group 2	>3	205	0.85		
	Total		242	1.00		

According to significance level ( $\text{sig}=0.000<0.05$ ),  $H_0$  is rejected; meaning that it could be mentioned in confidence level of 95% that managerial factors (management style, distrust in results of researches, weakness of research management) can have significant effect on research development.

**Hypothesis 2:** "Structural factors (weakness of research assistance structure, inadequate position of research assistance, weakness of research culture) can affect research development."

Table 3. Results of binomial test of hypothesis 2.

		Groups	Sample size	Observed ratio	Test ratio	Sig (2-tailed)
Structural factors	Group 1	<=3	116	0.48	0.50	0.563
	Group 2	>3	126	0.52		
	Total		242	1.00		

According to significance level ( $\text{sig}=0.563>0.05$ ),  $H_0$  is not rejected; meaning that it could be mentioned in confidence level of 95% that Structural factors (weakness of research assistance structure, inadequate position of research assistance, weakness of research culture) can have no significant effect on research development.

**Hypothesis 3:** "Research process factors (weakness of need assessment, long process of studying proposals and lack of access of researchers to information) can affect research development."

Table 4. Results of binomial test of hypothesis 3.

		Groups	Sample size	Observed ratio	Test ratio	Sig (2-tailed)
Research process factors	Group 1	$\leq 3$	114	0.47	0.50	0.403
	Group 2	$> 3$	128	0.53		
	Total		242	1.00		

According to significance level ( $\text{sig}=0.403>0.05$ ),  $H_0$  is not rejected; meaning that it could be mentioned in confidence level of 95% that Research process factors (weakness of need assessment, long process of studying proposals and lack of access of researchers to information) can have no significant effect on research development.

**Hypothesis 4:** "Human factors (lack of research skills in experts, lack of motivation in experts, distrust of experts in results of research) can affect research development."

Table 5. Results of one-sample t-student test of hypothesis 4.

Indicator	Sample size	Mean	Sd	Mean Error sd	t-value	Sig
Effect of human factors	242	3.0110	0.74942	0.04817	0.229	0.819

According to significance level ( $\text{sig}=0.819>0.05$ ),  $H_0$  is not rejected; meaning that it could be mentioned in confidence level of 95% that human factors (lack of research skills in experts, lack of motivation in experts, distrust of experts in results of research) can have no significant effect on research development.

## DISCUSSION AND CONCLUSION

The purpose of this study has been assessing the barriers against research from perspective of experts of central headquarters of Social Security Organization (SSO). This study is an applied research and in kind of descriptive-survey study.

In this study, 4 hypotheses have been tested and obtained results are presented as follows:

**Hypothesis 1:** Managerial factors (management style, distrust in results of researches, weakness of research management) can affect research development.

In order to test the hypothesis, due to abnormality of data, nonparametric binomial test has been applied. According to significance level,  $H_0$  (managerial factors can't affect research development) is rejected. In other words, it could be mentioned in confidence level of 95% that managerial factors have had significant effect on research development. Obtained result has resulted in lack of paying attention to importance of research and results of previous studies due to constant change in managerial levels in central headquarter of SSO and change in research policies in organization, using non-specialized managers and applying different management styles.

**Hypothesis 2:** Structural factors (weakness of research assistance structure, inadequate position of research assistance, weakness of research culture) can affect research development.

In order to test the hypothesis, due to abnormality of data, nonparametric binomial test has been applied. According to significance level,  $H_0$  (structural factors can't affect research development) is not rejected. In other words, it could be mentioned in confidence level of 95% that structural factors have had no significant effect on research development. Obtained result is in consistence with previous studies due to role of research assistance that is the mediator factor between central headquarter and Higher Institute of Research and no executive activity is adopted in it in practice. All research activities of the organization have been assigned to the institute due to the Articles of Association of SSO higher institute for research. Reestablishment of the institute and supplying considerable research credit for it and also accepting it by organizational researchers indicate that current structure of research assistance is in consistence with defined role for it and research culture in organization is currently in good situation.

**Hypothesis 3:** Research process factors (weakness of need assessment, long process of studying proposals and lack of access of researchers to information) can affect research development.

In order to test the hypothesis, due to abnormality of data, nonparametric binomial test has been applied. According to significance level,  $H_0$  (research process factors can't affect research development) is not rejected. It

means that it could be mentioned in confidence level of 95% that research process factors have had no significant effect on research development. Obtained results have been in consistence with current conditions due to existence of bank of theses and organizational papers in library and Center for Official Documents of organization and online access of all staffs in all geographic regions to this bank through integrated management system of education. On the other hand, due to approval of regulations of organizational research that has assigned duty of need assessment of research to executive committee formed of top researchers, it has good scientific backup. However, despite to the mentioned good features similar to other organizations, research processes follow a bureaucracy dominated on the organization and this can cause long processes and dissatisfaction in researchers.

**Hypothesis 4:** Human factors (lack of research skills in experts, lack of motivation in experts, distrust of experts in results of research) can affect research development.

In order to test the hypothesis, due to normal nature of data, one-sample t-student test has been applied. Due to significance level, H<sub>0</sub> (human factors can't affect research development) is not rejected. It could be mentioned in confidence level of 95% that human factors can't affect research development. The result has been in consistence with previous studies and indicates maturity of staffs in Central Headquarter due to regulations of supporting research projects in organization and prediction of different motivational mechanisms in it and also education level of staff (44.2% MA and higher; 48.2% MA); dominance of management field and research background (63.6%).

Due to significance of research hypotheses, the suggestions are as follows:

1- According to research findings, it seems that stability of management and using professional managers in different organizational scopes can have key role in research development in the organization. Hence, one of the indicators for appointment and promotion of managers can be considered their research activities.

2- As the structural factors have no effect on research development, it is suggested to prevent structural development of research assistance of Central Headquarters and be mostly focused on content development of activities of this center. For example, most focus should be on development of out-organization communications of the assistance with research centers across the country.

3- As the research process factors have no significant effect on research development, it is better to decline only dominant bureaucracy of research processes in order to provide satisfaction of organizational researchers.

4- As the human factors have no significant effect on research development, it is better to continue education of organizational researchers and to have emphasis on specialization of the educations.

#### **Conflict of interest**

The authors declare no conflict of interest

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