

Studying of Organizational DNA in Esfahan Province Sport and Youth Offices

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Abstract

The purpose of this study was to investigate organizational DNA in Esfahan Province sport and youth offices based on Honald & Silverman model in components of leadership activities and responsibilities. The present study is of descriptive-survey and of application research type. The statistical universe consists of administrators and experts of Esfahan Province sport and youth offices in 2012 (N = 52), and considering the statistical universe, the number of sample was selected as the same of the statistical universe. The tool for measuring the study was researcher-made questionnaire based on Honald & Silverman model and its validity and reliability was tested (Alpha Cronbach coefficient of 0/87). It was used the software SPSS version of 19 to analyze the data, and the results were achieved by using the statistical tests such as univariate *t* test and Friedman test. The results showed that there is no meaningful difference between the means from the components of leadership activities and responsibilities and the relevant factors (such as organizational structure, organizational mission's, and leadership style). Also, the results showed that the dominant organizational DNAs in the component of leadership activities and responsibilities, in the organizational structure, in the organizational mission's, and in the leadership style are factual, conceptual, individual and individual, respectively.

Keywords: Esfahan province, Honald and Silverman Model, Leadership Activities Factor, Organizational DNA, Sport and Youth offices.

INTRODUCTION

We are living in a world today that is continuously changing. In such a space, organizations need transformations and changes. Organizational development that involves a comprehensive standpoint in transformation management is an appropriate tool for today's managers; the managers that want to be compatible with environmental changes and benefit

from initiations and innovations in reaching their goals.(Kaipa,2005).

Management is as one of human social activity with old history . in present age by assistant of this activity has considered missions and organization goals , exploited from current resources and facilities. Ability and talent of human change from potential to actual .manager follow process in order to doing self-duties included component such as programming , organizing ,supervision and control, motivation, communication , conduction and decision making .collection of these activity has formed management and make coordination and reach to goals . (Alvani, 2008)

Organizations is a complex entity and is formed of numerous and diverse aspects and like social systems, it is placed among the most complicated known systems. Building, in analyzing the causes of social systems complexities, identifies human beings as their establishing agents and considers the establishing parts to be the roles, which human beings undertake in confrontation with different situations. Hence organizations or almost all the social systems could be defined as the set of roles connected to each other by relating channels.(Boulding,1975). On the other hand, human beings naturally tend to simplify the phenomena to be studied, and likes to section the levels of these phenomena as regards with the main and fundamental patterns. This is what can be done by metaphor; i.e. by abstractive sectioning of the situations of any complex phenomenon, one of its main elements could be defined.(Boulding,1997)

In this regard, on organization is like a prism that we should view all its sides thoroughly to completely identify it and we should look at it with different looks. The examples and metaphors are not only used for understanding an organization, but they are also useful in managing the organizations. By identifying the type of organization done by the aid of metaphors, managers tend to manage with realistic views and follow the management styles that are compatible with the conditions and types of their organizations. Ideology is also effective in organizing and managers or the organization planners could imagine the organizations in various shapes in the world of imaginations and by the help of metaphors to achieve different and prominent organizational structures.(Alvani,2008).

One of the metaphors that has been recently considered in organization and management subjects is organizational DNA that describes organizations with a genetic approach. It is hereby essential to say that genetics is one of the branches of biology that by the existing concepts and notions in it, the similarities or dissimilarities of two existing features, as compared to each other. Analysis, discovery, classification and description of inheritance facts and variations are considered as the important targets in genetics.

Similarity among living creatures (from mono cell organisms to animals and plants), and their relatives and ancestors refers to inheritance. But variations are regarded as the difference between any living creature and other creatures. Hence, the initiative paradigm of organizational DNA is based on the principle that each organization has exclusive genetic characteristics like any living organisms and the characteristics are shown by the constructing, main and natural elements (DNA). Therefore, by combining the reality of biology and genetics with the management science, effective steps could be made in improving and developing the organizations.

Moreover the metaphor of organizational DNA that has an effective role in identification of

organizations and its leadership and management functions such as decisions, organizational structure, group work and communications, could clarify important dimensions from the dominating conditions on organizations. Since most of the organizations suffer from lack of coordinations and reducing effectiveness, recognizing and using the notions of this metaphor will have an important role in creating unidirectional aspects in organizations.(Naderi,2009.) Since physical exercise and sports organizations have the important cultural, social and economical roles today, their effectiveness could be useful in the growth and dynamism of the community. Thus, the models and researches that could help increasing the effectiveness of organizations seem to be essential and vital. Therefore, identifying organizational DNA could provide great aids in improving these organizations. Hence, the researchers of this research dealt with identifying organizational DNA of most of the sport and youth offices of Esfahan province.

Organizational DNA

Organizational DNA expresses a method of analysis, ideology, elaboration and thinking about organizations, in which their models, management functions, leadership and other notions of organizations are considered. Organizational DNA uses quite diverse approaches for identification of organizations instead of organizations forms and models, by considering the affairs like team works, decision-making and development of human workforce, as separate or at least independent variables (Honold and Silverman,2002).

Organizational DNA is a metaphor or a theory, involving elements that together describe the identity of the organization and helps in expressing the organizational activities. As the DNA in nature describes required aspects for creation of a unique living creature, organizational DNA could also express the performance of organizations according to 4 definitions of structure, the right to make decisions, motives and information of organizational DNA(Booz,2005).

Organizational DNA is a metaphor or a theory, involving elements that together describe the identity of the organization and helps in expressing the organizational activities. Booz (2004) expressed about his organizational DNA by considering 4 forming nuclides of human DNA. These 4 main blocks constructing organizational DNA are as follows: 1- Regulations and manners of decisions, 2- Information, 3- stimulants (motives), and 4- structure (Booz,2004). Constructing organizational blocks and their combinations determine the behavior of an organization and success or failure in achieving organizational goals it is believed by this approach that competent people in an organization who are the main and principle forces of successful organizations are merited by proper values, equipped by correct information and motivated by appropriate rewards. It is the main challenge to provide unique rows and proper relations of the organizational constructive blocks that causes the personal interests of people to conform with the organization's operating programs. The only appropriate condition is that the 4 constructive blocks in the organization to operate with each other and solve the organization problems as regards with the organizational goals (Booz,2005).

Types of organizational DNA

According to the activities, duties and daily performance of organizations, Honold and

Silverman (2010) identified 4 types of organizational DNA that include: 1) Factual DNA that is based on linear models and quantitative forecasting calculations, 2) conceptual DNA that is based on theories, paradigms and theoretical concepts, 3) Contextual DNA that is based on the relations both inside and outside the organizations, 4) individual DNA that is based on individuals, as an exclusive person or as a member of a society.(Moch,1976)

Factual DNA is related to the group of organizations that use the data based on internal and external actualities for identifying and evaluating themselves and their environment. They continually evaluate their performances according to the obtained data and information and use the results for developing and improving all the policies, methods, and growth of the organization.

Conceptual DNA is about the group of organizations that provide perspectives, and formation of comprehensive statements and other valued elements via a combination of stimulating, exciting and attractive ideas.

The ideas and statements play the role of ideological systems in the organization. They are instructing the employees, decision-makers and all the authorities in the organization, during their careers in that organization contextual DNA is related to the group of organizations that emphasize on the contexts in which the tasks are done. It is tried in such organizations to involve the individuals in problems and cases that they face with, and the strategies and policies that establish the type and activities of the organization.

Individual DNA is about the organizations- that emphasize on individuals, either as a member or an exclusive person having exclusive interests, ideas, aims and wishes. In their human relations, individuals look for extending positive relations based on sincerity and appreciations. The individual DNA type of organizations help in satisfying such deep and internal requirements (Moch, 1976).

Predominant organizational DNA

By adapting from dominant or recessive gene in human genetic structure that provide the emergence of characteristics and apparent or internal features of people, including the skin color, eye color, intelligence quotient, etc., different types of organizational DNA in organizations could be either dominate or recessive.(Naderi,2009)

According to Honold and Silverman (2010), any organizations could realize that it is placed in one of the DNA groups, while other type of dominant DNA, there are different definitions of them in each individual organization.

But researchers express that for example, the activities done in an organization based on facts and for improvements and developing matters, are not successful in an organization based on individuals. Also the structure of management in an organization based on subjectivities is different to the structure of an organization based on individual relations, and the groups that are established in an organization based on contexts differ from what can be seen in factual oriented organizations. Hence, each types of organizational DNA indicate different definitions of similar functions and various methods in strategies and thoughts.(Moch,1976)

According to Booz (2005), the two genes of regulations and manners of decision making and information, among the four genes of organizational DNA; i.e. structure, information, regulations and manners of decision making and stimulants, are called dominant genes due to

their effective roles in operating organizations' strategies. But most of the managers consider renovation of structures for increasing executing potentials and promoting the performance of their organizations. Hence the two elements of decision making regulations and information with mutual relations have an effective role in capabilities and motivating the organizations and are considered as dominant genes.

Researchers have done great efforts in dynamic understanding of different elements of organizations. They have identified many organizational approaches regarding structure, systems and processes that lead to renovations in organizations. Many research and investigations have defined the element of renovation.(Booz 1982; Cooper1992) They have also defined the organizations structural characteristics as an approach for creating an initiative and creative organization .(Burns and Stalker 1961; Child,1972 ;Covin and Slevin,1988 ; Hage and Aiken,1969; Moch1976) Kaipa and Milua (2005) in an article about designing organizational DNA stated that the views of systems in the fields of leadership, strategy, structure and culture, dynamism of the relations between these fields and the state of these relations on the consequences resulted from he efforts involve in changing the organizational behaviors (Kaipa and Milua 2005).

In his research for organizational creativity and its theory and integrate, Muthusamy (2009) stated that by similar methods, organizational researchers have proved that recognizing, understanding and realizing organizational DNA require the culture and conditions needed for renovation and creativity (Muthsamy 2009).

Materials and Methods

Since the authors of this research wanted to studying of organizational DNA in Esfahan Province sport and youth offices according to Honold and Silverman model, within the component of leadership activities and responsibilities, this research would be considered as an applied research with regards to the aims and it is descriptive with regards to the nature, and was done in surveying method.

The statistical population of this research includes the managers, authorities and specialists of Esfahan province sport and youth offices in 2012, with the total of 52 persons according to the employment dept. of Esfahan province sport and youth general office (29 people in central domains and 23 people in the regional sections). Regarding the no. in the statistical population, the no. of samples were considered similar to the no. in the community and 48 out of 52 questionnaires were completed and returned for investigations.

A researcher made questionnaire was used in this research that was established according to Honold and Silverman (2010) model, and its validity and reliability were tested by the authors, who then analyzed the data by using descriptive and inference approaches. To determine the credibility of the questionnaire, first the confirmed questionnaires, by some-of the experts of physical education group, sports managers and state managers, were distributed among the participates consisting of 20 people and then they were collected. After that the reliability coefficient (internal stability of the questionnaire) was calculated, according to the obtained data and using alpha-Cronbach coefficient, by SPSS software, to be 0.87.

The applied statistical analysis in this research included descriptive and inference statistical approaches. In the first stage, the descriptive indices such as frequency, percentage, average

and standard deviation were used and for the 2nd stage and for analyzing the obtained data from the questionnaires, statistical inference tests such as single –variable t-test and Freidman test were applied. In the meantime, analyzing the data was fulfilled by using SPSS ver.19 software.

Results and Discussion

According to table 1 , the maximum frequency of respondents on base of sexuality variable is related to men 66.67 percent (equal to 32 person) and then women with 33.33 percent (equal 16 percent).

Table1. Frequency distribution of the sampled group according to sex

Sex index	statistical	Frequency	Percentage
Male		32	66.67
Female		16	33.33
Total		48	100

According to table (2), and according to the variable regarding education, the most frequency distribution was related to managers, authorities and specialists having BA with 47.96% and the least rate of frequency was related to the people in the sample population with high school certificate that was 10.48%.

Table 2. Frequency distribution of the sampled group, according to education

Sex index	statistical	Frequency	Percentage
High school diploma		5	10.48
Higher national diploma		11	23
BA		23	47.96
MA and above		9	18.56
Total		48	100

According to table 3 and 3-1, dominant organization DNA is factual duty and leadership components and organizational DNA of individual has minimum score in table , although score of each organizational DNA type is higher than average (3)

Table 3: Descriptive results in leadership activities and responsibilities component

Maximum	Minimum	Deviation standard	average	Number	
5.00	1.67	0.59909	3.5045	48	Duties and Factual leadership activity
5.00	2.33	0.53280	3.4626	48	Duties and Conceptual leadership activity
4.83	2.33	0.57232	3.3810	48	Duties and Contextual leadership activity
4.00	2.50	0.38884	3.3537	48	Duties and Individual leadership activity

Table (3-1) organization DNA score in leadership activities and responsibilities component

average	DNA type
3.50	Factual
3.46	Conceptual
3.38	Contextual
3.35	Individual

In inference analysis , in order to investigate meaningful level from T test with one variable has used in level $p < 0.05$, with attention to this point that that achieved average 3.5 is larger than assumption average 3 .but this difference is not significant .in fact could be say that achieved average has not significant difference with assumption average.

Table (3-2) Results of T test with on variable .comparison average score of organization DNA in duty components and leadership activities with assumption average.

Significant level	Freedom level	T	Deviation standard	Average	Assumption average	Agent
0.080	47	0.84	0.59	3.50	3	Factual leadership activities and duties

According to results of table 4 and 4.1, type of Dominant organization DNA in organization leadership agent is Individual and DNA Factual has the minimum score in table. Although score of each organizational DNA is more than criterion score (3).

Table 4: Descriptive results for missions agent and organizational mission

Maximum	Minimum	Deviation standard	average	Number	
5.00	1.00	0.77877	3.0952	48	Factual organizational commission and mission
5.00	1.50	0.61462	3.1122	48	Conceptual organizational commission and mission
5.00	1.00	0.84779	3.3571	48	Contextual organizational commission and mission
5.00	2.00	0.69222	3.4286	48	Individual organizational commission and mission

Table (4-1) Determination of organization DNA of physical education administration office in organization mission agent

average	DNA type
3.43	Individual
3.36	Contextual
3.11	Conceptual
3.09	Factual

In inference analysis, in order to investigate meaningful level from T test with one variable has used in level $p < 0.05$, with attention to this point that achieved average 3.43 is larger than assumption average 3. but this difference is not significant .in fact could be say that achieved average has not significant difference with assumption average.

Table (4-2) Results of T test with on variable .comparison average score of organization DNA in organization mission agent with assumption average.

Significant level	Freedom level	T	Deviation standard	Average	Assumption average	Agent
0.092	47	0.62	0.69	3.43	3	Individual organizational mission

According to results of table 5, 5-1, type of Dominant organization DNA in organization leadership agent is Conceptual and Individual organizational DNA has the minimum score in table. Although score of each organizational DNA is more than criterion score (3) and organizational DNA is defeated.

Table 5: Descriptive results for organizational structure

Maximum	Minimum	Deviation standard	average	Number	
5.00	1.00	0.88256	3.6327	48	Factual Organizational structure
5.00	1.00	0.97416	3.7347	48	Conceptual Organizational structure
4.50	2.00	0.59565	3.2755	48	Contextual Organizational structure
4.00	1.50	0.53093	2.7755	48	Individual Organizational structure

Table (5-1) Organization DNA score of physical education administration office in organizational structure

average	DNA type
3.73	Conceptual
3.63	Factual
3.27	Contextual
3.77	Individual

In inference analysis, in order to investigate meaningful level from T test with one variable has used in level $p < 0.05$, with attention to this point that achieved average 3.73 is larger than assumption average 3. But this difference is not significant .in fact could be say that achieved average has not significant difference with assumption average .

Table (5-2) Results of T test with on variable .comparison average score of organization DNA in organizational structure with assumption average.

Significant level	Freedom level	T	Deviation standard	Average	Assumption average	Agent
0.0722	47	0.75	0.97	3.73	3	Conceptual organizational structure

According to results of table 6, 6-1, type of Dominant organization DNA in organization leadership agent is Individual and Contextual organizational DNA has the minimum score in table. Although score of each organizational DNA is more than criterion score (3).

Table 6: Descriptive results for agent of style leadership

Maximum	Minimum	Deviation standard	average	Number		
5.00	2.00	0.63738	.37857	48	Factual	Leadership style
5.00	2.50	0.69849	3.54.8	48	Conceptual	Leadership style
5.00	2.00	0.62491	3.5102	48	Contextual	Leadership style
5.00	1.50	0.69222	3.8571	48	Individual	Leadership style

Table (6-1) Organization DNA score of physical education administration office in leadership style agent

average	DNA type
3.86	Individual
3.78	Factual
3.54	Conceptual
3.51	Contextual

In inference analysis , in order to investigate meaningful level from T test with one variable has used in level $p < 0.05$, with attention to this point that achieved average 3.86 is larger than assumption average 3 .but this difference is not significant .in fact could be say that achieved average has not significant difference with assumption average .

Table (6-2) Results of T test with on variable .comparison average score of organization DNA in leadership style agent with assumption average.

Significant level	Freedom level	T	Deviation standard	Average	Assumption average	Agent
0.060	47	1.24	0.69	3.86	3	Individual Leadership style

Also as see in fig No 1, in mission and commission agents and leadership style, duty component and leadership activities are alongside. But in agent of organizational structure is non-alongside.

Decision – Making	Factual	Conceptual	Contextual	Individual
Organizational mission	Factual	Conceptual	Contextual	Individual
Organizational structure	Factual	Conceptual	Contextual	Individual
Leadership style	Factual	Conceptual	Contextual	Individual

Fig 1- alongside and non- alongside in leadership component

Question: Which one of duties agents and leadership activity of study case, will play significant role in organizational DNA of physical education administration office?

In order to analysis and response to above mentioned question, will be used from Friedman Teat. the finding results from this test present that the average calculated rank for individual organizational commission and mission is equal to 2.14, conceptual organizational structure agent 2.80 and for individual leadership style agent is equal to 2.9.also the score of chi square test is two times with 18.5 and significant level estimated. It means that calculated results significant ranking has analyzed and generalization to statistical society.

In results could be say among triple agent , duty and leadership activities component , individual leadership style , will be play the maximum role in organizational DNA of physical education administration office of Esfahan province. After that, the second rank is

belong to conceptual organizational structure and the minimum effect is related to individual organizational mission and commission agent .

Table 7- Results of Friedman test about priority of duty component agent and leadership activity in organizational DNA

Rank average	Duty agents and leadership activity
2.14	Individual organizational Mission and commission
2.80	Conceptual organizational structure
2.90	Individual leadership style

$$X^2_{=18.507} S=0.000$$

DISCUSSION AND CONCLUSION

The Aim of this research was studying organizational DNA in Esfahan Province sport and youth offices, according to Honold and Silverman model with regards to the component of leadership activities and responsibilities. The statistical sample of the research has been considered equal to the research population that included managers, authorities and specialists of Isfahan province of sport and youths offices in 2012, with the total No. of 52 (and 48 questionnaires were filled and returned to be analyzed). Regarding gender, 66.67% of the participants were men and 33.33% were women. also, regarding education, 10.48% of them had high school diploma, 23% had higher national diploma, 47.96% had B. Sc. (with the highest frequently) and 15.56% had M. Sc .or higher. According to results table (3-1) is achieved duties component and leadership activities respectively as Factual, Conceptual, contextual and individual. So dominant DNA is Factual in this component. In this type of DNA, organizations has evaluate self work on base of data and exploit from its results for improvement and organizational development of organization. .also average difference of leadership component DNA is difference is a bout hindered (Factual 3.50, Conceptual 3.46, Contextual 3.38 and individual 3.35). Also could be say , one of reason that scores are close together , the distinction of all organization DNA in physical education administration office, used from diversity of leadership styles .also , it is possible , this diversity is due to management styles and individual specifications of managers, and managers instead of using suitable leadership style , their leadership style is on base of individual specifications. In addition to physical education administration office due to different work units and also different employee duties in units (financial unit , training units , women training unit and ...) and has observed different leadership styles is consider logical.

In part of leadership duties that include three commission index , is leadership style and structure .according to table results of (4-1) organization DNA in organizational commission agents are respectively as individual, contextual, Conceptual and Factual. According to this point commission agent and mission of dominant organizational DNA is individual in Esfahan Province sport and youth offices. so can be concluded in this administration office in agent of organizational commission, success index is important and its symbol strategic: immunity, employees belonging, satisfaction, customer satisfaction and beneficial groups. In agent of organizational commission, two Index of immunity and belonging / satisfaction of employee are very important, because these two index are sign of

comfort and calm of employees. According to this, everyone is responsible for immunity preservation. Employees are encouraged not only for suggestion offerings in field of work process improvement but also encouragement for its execution , even these work include cost. number of execution suggestion in continues improvement program is consider as value for employees participation evaluation. The most attention is due to preservation of high quality and providing environment permanent. individual DNA in Esfahan Province sport and youth offices, commission and mission organization agents cause that all employees of this administration office will be complete all duties well and provide tendency in employees such as fearing , hoping , eagerness .

According to results in table (5-1) organizational DNA in structure agent is respectively as Conceptual, Factual, contextual and individual, so dominant organizational DNA in structure agent, is Conceptual DNA. In this organizational DNA, jurisdiction in administration office is as centralized round shape with centralized leadership team include managers and office experts. leadership team is specify way and transfer it r system that is responsible to transfer to other teams such as function and persons exalted. for work sample of team the budget for improvement responsibility of employees in order to achieve financial results and payment system is encouragement for accept responsibility. Every person in organization operate as manager, because everyone is responsible for its act. If person not performed their work as standard, other team members' remember him problem. Also Factual DNA (3.63) is assume dominant due to close score of it to Conceptual DNA (3.73) as dominant DNA. In this type of DNA, organizational structure has hierarchy, and leadership on determine goals and agreement achievement on them is supervision and attention.

In weekly meeting framework, responsibility policy and responding is figured as clear .in this administration office is combination of all type of DNA. Maybe its due to diversity of affairs in physical education administration office, because in this administration offices, in addition to hierarchy structures (especial official affair) team structures has observed (in technical groups, skillful, sports boards and sport associations and ..) and it also refer to difference of different unit of administration office and also different between duties and activities of employees in administration office .

According to results in table (6-1) organizational DNA, in leadership agent respectively as individual, Factual, Conceptual and Contextual so, dominant organizational DNA, in this DNA agent is individual. also other DNA according to table is (individual 3.86, Factual 3.78, Conceptual 3.54 and Contextual 3.51 and are close to dominant DNA) .leadership style in individual DNA are as interactive and its symbol are as general participation, guardianship are on base of big sighting by administration office managers, forward conduction of mangers, improvement and development by employees .in office administration any beneficial groups, has play specific role. These roles are clear so any person can recognize deviate from determined way. according to this in this administration office, leadership believe , employees do everything that its correct and leadership style performed as intercourse, changed, reframe work of subjects in order to present organizational ideas or act as conformity .

Also, according to finding data can be conclude that all leadership styles are significant in this administration office , because due to table type (1-6) all achieved averages are higher than 3 , and actiivties and leadership styles of any unit is different in administration office. It

seems logical that used from different styles. Also, as present in fig no 1, there are alongside duty component and leadership activities in commission and missions organizational, but in this organizational structure there isn't non alongside that by mentioned shape, it's better that organizational structure is moved toward individualist that make in alongside in three factor of duty and leadership activities and leadership and conduction will be perform in suitable way in this administration office.

In references statistical analysis by using t test with one variable, the finding results present that 3 agent of duty and leadership activities (organizational structure, organizational commission and leadership style) and duties component and leadership activities by exist of larger achieved averages from assumption average (3). But this achieved difference is not significant, or in other words, this difference is not more bigger that present significant different. This cause is due to reasons -1 diversity of organization structure in different part of administration office and expansion of physical education administration office 2-, in cause of commission and organizational missions this reasons is due to employees satisfaction, success index of administration office immunity preservation and employees belonging, participation and high reservation of operation in administration office 3) in final in leadership style agent is due to diversity and expansion of leadership styles and employees and also different groups.

Also in order to ranking and determine effective role of duties and leadership activities, organizational DNA having the maximum role in individual leadership style agent in administration office of Esfahan province (average rank =2.90) after that organizational structure (average rank= 2.80) then organizational commission and mission agents (average rank=2.14) that present the maximum effect of individual leadership style in this organization that know this reason as importance of success index and effectiveness of work affair.

In final according to finding results from present research has suggested that managers and responsible of physical education administration office is more attention to organizational agents especially organizational structure, organization commission and missions and leadership style of organization that formed main component of organizational DNA means duties and leadership activities, this cause to alongside of agents and in final effectiveness and more success in leadership of physical education administration office.

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