

FACTORS INFLUENCING THE DEVELOPMENT OF STRATEGIC LEADERSHIP IN IRAN'S CULTURAL ORGANIZATIONS WITH AN EMPHASIS ON NATIONAL MEDIA

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Abstract. Problem statement. Along with the advent of strategic developments owing to the acceptance of the new communication and information technologies, changes in regulations of media field, formulation and implementation of policies of strategic leadership, merger of media organizations, change of organizational structure and variety in financial and human resources in media organizations have brought new concepts in the field of media leadership and also acceptance of major strategic changes in the media organizations of countries. **Research Method:** To this end, this research, with the aim of identifying the most effective factors in development of strategic leadership in Iran's media organizations, was conducted; which in terms of applied purpose and from the perspective of manner of implementation is a descriptive survey. The statistical population of the research is all experts (200 people) in the country's culture and media realm and the sample size, due to the limit of the population, based on Morgan's table is 132 people. In addition to library research, in order to collect data, a researcher-made questionnaire was developed and for the purpose of validity measurement tool Lawshe coefficient method was used; thus, content validity was confirmed. Questionnaire reliability too was acceptable by Cronbach's alpha 88%. In order to test the research hypotheses Structural Equation Modeling method was used for path analysis. **Findings:** The results of confirmatory factor analysis and model fitness test showed that indices of measurement models and general structural model are acceptable. Findings of the research, too, showed that governmental policies on the infrastructures and technology in the media organizations of the country (W3) with coefficient 72% has the most effect and strategic management in the media organizations of the country (W2) with the coefficient 45% has the least effect on strategic leadership in the country's media organizations. **Conclusion:** According to the results, it seems that in order to achieve maximum productivity, media organizations and in particular national media should employ appropriate mechanisms to take advantage of strategic leadership in terms of triple factors; Government policies on infrastructure and technology, strategic management, and the development or enhancement of cultural management to overcome the existing challenges and barriers. To be able to keep pace with environmental changes move forward and fit any situation must put on the agenda.

Keywords: strategic leadership, media organizations, governmental policies, strategic management, cultural management.

Problem statement. Developing and fast economic, social and cultural changes which affecting all aspects of organizations, have created new expectations and requirements for organizations. These expectations and requirements have changed the roles and responsibilities of managers and leaders in an increasing way. This change and transformation is so rapid, extensive and profound that the use of past styles in the management of organizations no longer perform well. Knowledge-based, competitiveness, customer orientation, entrepreneurship, transformation-oriented are new spaces that modern leaders and organizations need it seriously and without attention and implantation of these mechanisms and methods, it is not possible to continue the life of organizations (Farhangi, 2013). On one hand, along with the advent of mentioned changes in management, the fundamental changes in media convergence, which is created in Europe from the late 1980s gradually, became the source of creating strategic changes in media organizations, as a result, it have brought new concepts in media leadership field and also acceptance of major and strategic changes in media organization of developing countries. These changes in the structure of the media are the adoption of modern communication and information technologies changes in media regulations, formulation and implementation of strategic management policies, the integration of media organizations, change of organizational structure and variety in financial and human resources (kung 2012).

Regarding the above, the strategic media leadership approach is one of the new branches of cultural field, which is the product of the strategic look at the media and its vital functions for the cultural development and excellence of the community, which is formed by meeting three approaches of media management, strategic thinking, message and communication management and systematic mixing with other disciplines and scientific approaches to implement and evaluate and design the comprehensive and effective a media organization for achieving success and obtaining goals in the field of intense and environmental competition. The attention of top managers in media organization to this issue causes the decision made have a special importance and priority and it strengthens the organization and maintains its life. On one hand, strategic leadership, rarely on a dynamic, forward-looking, comprehensive, economic and cultural mentality, is the solution for many issues of the modern organizations. The necessity of paying attention to strategic leadership is that by using special methods, it can identify probable risks and threats and changes them into desirable opportunities by using the necessary measures (ILbam and stamp, 2000). In

addition to the above, strategic leadership method in media organizations enables them to act in an innovative way and not to act traditionally to shape their future. This leadership method causes organizations have a practical initiative and by their activities, they can influence rather than response only to it, thus they can make their destiny and control the future. Accordingly, due to environmental changes that currently gain more speed and the complexity of decisions in media organizations, the need to use strategic leadership method to face such issues is tangible more than the past. Therefore, the results of this research in practical terms can lead to develop media convergence in the country and can provide the essential infrastructures for managing media challenges in normal and critical situations, so it is important from this perspective. Another dimension for doing this research is the disagreement between the officials and media, which if achieved in establishment of strategic leadership in the organizations and media institutions of the country, this demand will also be realized and certainly one of the society's needs will be resolved. In addition, the fact of soft war against the identity foundations of Islamic Iranian community doubles the necessity of paying attention to the strategic leadership in Iran media organizations, so as only by centralized media base against various types of media wars, psychological operations, attacks and so on ..., and by strategic leadership, success can be achieved.

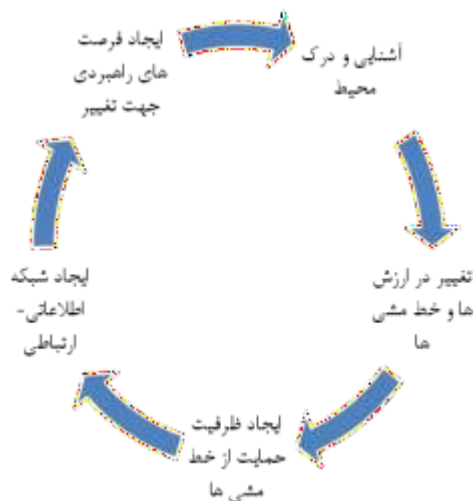
Now, given the need for doing this research, the main question of the research is that what the effective factors are on strategic leadership development in media organizations? And how do they influence the strategic leadership development in media organization? Which one has highest impact and which one has lowest impact on the strategic leadership development?

Theoretical catechism. Each person's leadership way, his behavioral pattern when influencing others' activities is based on their perception. This pattern, when perceived by subordinates, is called a leadership method or style which explains the skills, techniques, knowledge, attitudes of leaders in action.

Strategic leadership includes planning, management, organizing and controlling the strategic leadership and business. In other words, strategic management consists of a set of existing decisions and activities of forming and implementing strategy designed to achieve the organizations' goals and its counties control. We can find the response for some questions in the process of their strategic leadership - such as how do organization behave? Why are they different? What dose determine their success and failures in a global compact format? (weitzner 2006). Strategic leadership means the ability to sequential decision making on goals (finals), methods (approaches) and tools (activities) in a complex and ambiguous environment (Yasin, 2006). In the process of their strategic leadership is risky and innovative, and organization 's leadership in a way that they can dominate on their current rivals in the existing environment. This kind of leadership includes a strategic decision making that is realized by considering all desires, individual differences, programs, stakeholders and different cultures (Goff , 2010).

Some researches, including pispia, believed that strategic leadership has been defined in five main processes that can be persisted in a rotating process, as shown in figure 1.

Figure 1. Strategic leadership process



According to the above mentioned, strategic leaders need to understand it before occurs any changes and they should have ability to predict the future to shape it. This is done by reacting to what is considered an essential priority for the organization (dumais 2010). Therefore, strategic leadership causes to increase competitive resources and to success the organization. As one of the main features of strategic leadership is decision making based on permanent changes in the external and internal environment and how they impact on the optimal allocation of resources and organizational human resources (Robertson, 2005). Generally, strategic leaders' feature is as follows (dumais, 2010):

1. Lack of linear thinking in order to respond to complex and ambiguous situation and accept changes.
2. Ability to meeting with an environment filled with ambiguous and contradictory roles.
3. Creating a relationship between the organization and other organization and the environment.

4. Ability to create belief and acceptance in individuals and groups of organizations about goals in order to realize them.

Strategic leaders must have three types of skills to fulfill their organizational mission and to success the organization.

1. Conceptual skill: creating a reference framework for knowledge, managing problems and crises and illustrating the future.
2. Technical skills: system perception, ability to establish multinational relations in the global arena, social and political components.
3. Interpersonal skills: ability to create consensus on controversial topics, ability to negotiate and the ability to establish appropriate communications (Goff, 2010).

The most important aspects of strategic leadership are:

1. Strategy in action: the most important point in developing a strategy is the feasibility of the strategy. The main source of competitiveness in organizations is the ability to design an accurate analytical program. In fact, the main purpose of strategic leadership is to reach how to analyze and think strategically, rather than simply expressing a part of concepts, without having any application in action (Tompson& Dass 2009). One of the effective ways to implement strategy is using strategic areas. A strategic context is a separate set of strategic objectives that create a sub-structure within the overall strategic structure of organization and thus providing the possibility for being practical for strategies (Gibbs & Spinger 2009).
2. Strategy as a mental activity: based on this aspect, we cannot eliminate the subjectivity (values and attitudes) from planning and implanting the strategy.
3. Strategy as a process for drawing the future: the leaders must understand how an organization defines its strategy (nonaka & Toyama 2007). Environmental uncertainty can have significant effects on organizations. Organizations use strategic planning to overcome the uncertain environment challenges (Newkirk & Ledever 2006).

In the third millennium, it is expected that leaders' behavior changes in different ways. The research results – published in the Fortune Magazine- show that during 1989 to 2000, the feasters and talents which CEO must have, have been changed significantly, for example, in the first decade of 2000, leaders will have more leadership insight, will have better relations between the performance and service compensation, will establish more relationship with staff and will esteem people's loyalty, will emphasize corporate ethics, will make all major decisions and will play a major role in formulating the strategies. Generally, strategies are moved towards accepting leadership behaviors. Therefore. The role of strategic leaders in the organization has been very noticeable (David, 2005).

The nature of strategic leadership is such that these leaders don't directly affect people, but through influencing on organizational systems and processes, they achieved desired results. One of these methods is to influence through organizational culture. Culture usually shows employees the right way to doing things, but if this way of doing work has been contrasted with future perspectives of organization, it will become a barrier to change (Hampheris and Insitin 2003). The media describes technologies by which they can produce content and packs it for consumers (such as printing, recording audio and video) and media organizations are those that pack products and materials which produced by these technologies. According to this classification, television distributors, book publishers, radio stations and digital publishers on the internet are among media organizations (kung 2008).structure of media organization is affected by a verity of variables. The formal approaches to media organization structure deal with this issue that how the components of an organization are consistent with command unity. Control area, division of labor and separation of part from each other. The informal approaches to the structure of formal organizations deal with human relations aspect and this assumption that works are done by individuals (picard 2004). Social and organizational theorists believe that sine 1970s, traditional large organizations that have been vertically integrated, are no longer the primary structural model for organizations and more free structures of international organizational alliances have replaced with them. Media organizations such as any other economic or social organization need to achieve goals and programs, in order to gain maximum efficiency with minimal cost. Media organizations, despite having many similarities with other epistemological and educational organizations, have some features that make it distinct and dominant from the rest. Media organizations' characteristics are: diffusion of types of knowledge rather than producing and distributing a special kind of knowledge, activity in a public field that make it accessible to all members of the community and effectiveness on a greater number of people and spending more their time to own. Therefore, an organization with this amplitude and span, needs to apply scientific management principles and rules to produce and distribute process and manage the consumption of content (kung 2012). In addition to common features among media organizations, each media such as radio, television, the press... have special and distinct features that these features, according to specific requirements, demand particular principles and norms of management. For example, media organization like radio and television, in comparison to a magazine or even a newspaper, has its own financial, administrative, human and technical management principles according to the wide range of tasks and scope of activity and effectiveness, which they must be considered (kung 2012).

Research background. Qiyumi and kavousi 92008) in their research entitled culture engineering at the level of Iranian organizations, which conducted in the form of research project at the center of strategic researches of expediency council, according to different models presented about explain and recognizing organizational cultures, investigated current conditions of desire organizational culture components (in statistical society level) and after

determining the components of desire organizational culture (from the perspective of elites) in addition to identifying the distances, they presented a proper pattern with Islamic cultural values governing on the society which has been consistent with the time requirements and in that all affective factors in culture are considered including climatic condition, geographical location, religion, system of governing society, historical factors.

Khasheei (2011) conducted his research entitled providing the optimal pattern for developing media policies. His research statistical community is considered by all media elite and experts of Tehran province. The results show that the pattern of developing the policy at national media level should be based on the leadership, culture and Islamic Iranian identity and masses of people.

Roshandel arobatani and labafi (2012) in their research entitled explaining the effective factors on media policy- making in Iran radio- television organization, concluded that powerful role of the media in modern societies is necessary to from public opinion and elaborating long term policies in order to manage media in macro- level . Therefore, they tried to identify and explain the effective factors on this process by investigating the policy- making process in Iran radio- television organization.

Monavarian et al. (2012) in a research investigated to measure strategic thinking among Tehran municipality managers. The statistical community in this research is experts, strategic management field among Tehran municipality managers. The model from conducting research includes five main indices: systematic attitude, strategic determination, progression based on scientific approach, intellectual opportunities and time thinking. Analyzing the results by helping friedman test and paired t test suggests that despite the important measures such as codifying strategic documents in Tehran municipality, there is significant interval between the importance of the indices and their current status in the organization which paying attention to them is inevitable.

Farhangi et al. (2012) conducted a research entitled strategic planning in Iran media organizations, (case study: Hamshahri newspaper). Statistical community in this research was all media and management experts and elites in Tehran. They concluded that one of the most powerful tools in this regard is balanced scorecard and balanced score card can play a well role at all level of strategy management.

Kazemi, tahmaseb (2014) in a research entitled “explaining the leadership pattern in strategic management “with emphasis on features presented in Quran for presenting managerial and educative pattern of prophet musa, tries to discover features related to leadership in management. The research results show that contrary to the extreme result-oriented governing on determining the leadership features in these patterns, paradigm dominating on leaders’ pattern in Quran is task-oriented based on valuable Islamic and human criteria.

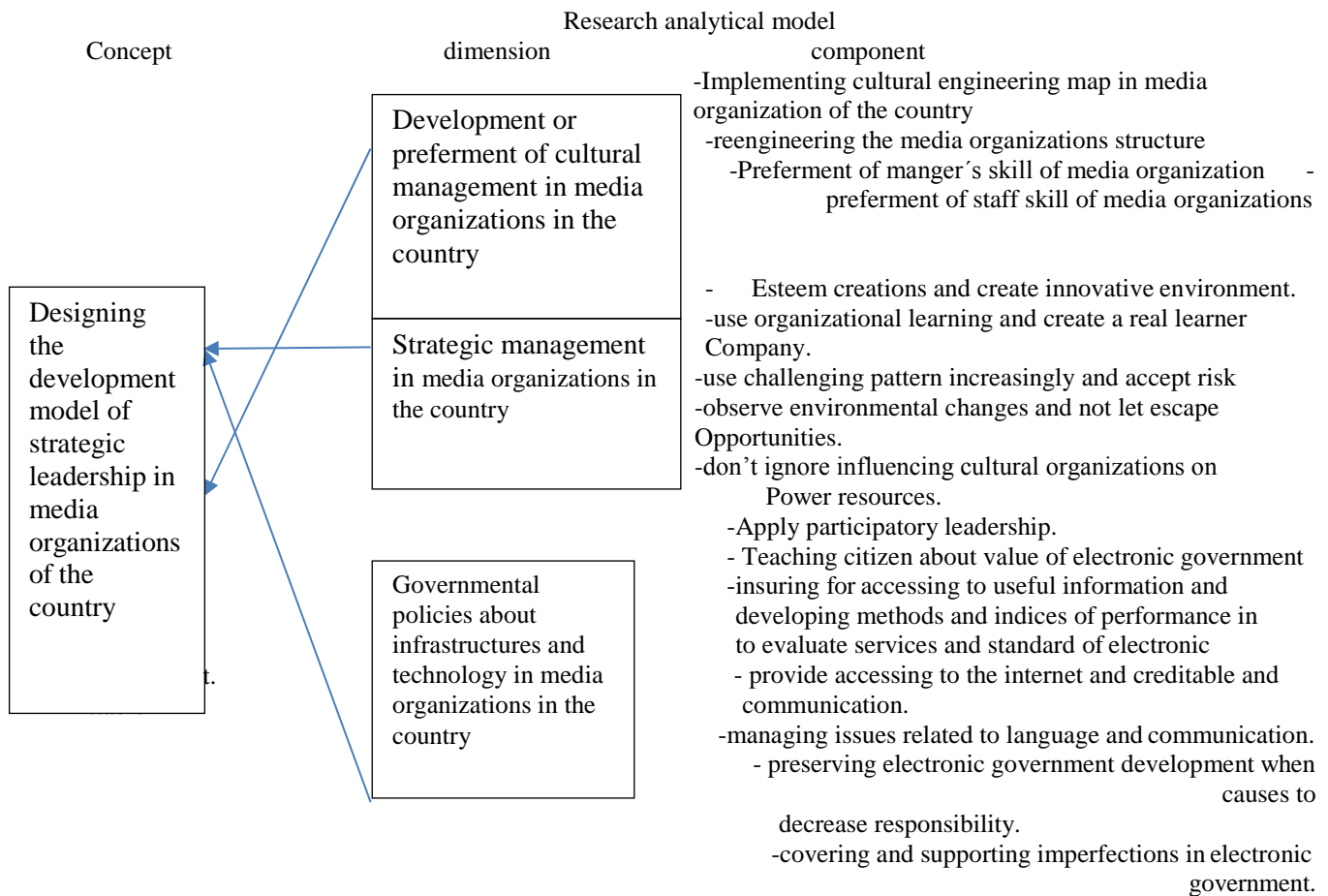
Leap and loo in a research (2013) with aim of studying the impact of strategic human resource management on organizations performance in the Malaysian insurance industry, concluded that productivity level and customers’ satisfaction in this industry was influenced by skill and competence of staff and strategic management of human resource can cause sales growth and increasing creating and innovation in insurance products. The research findings show that performance evaluation, recruitment, selection, internal communication , professional planning for human resources, training and development and at all human resources strategic management has positive impact on performance of the organization.

Khajeh et al. 92014) conducted a study to investigate the human resource strategic management and effectiveness of Pakistani organization. Their research results show that the human resource strategic management influenced by the human resource system (labor skill, staff competence, employee engagement) is effective on better performance of the organization. This conclusion suggests that organizations will always remain under the influence of political, economic, social, technological and environmental conditions, which highlights the need for the human resource strategic planning.

Conceptual model of the research. The strategic leadership approach of media is one of the new branches of the cultural field that the product of the strategic vision to the media and its vital functions is to develop cultural society and the necessity of attention to strategic leadership is that by using special methods, has recognized the possible risks and threats and it turns into desire opportunists by applying the necessary measures.

But in the present era, there are factors that influence the strategic leadership in media organizations. After explaining the problem and necessity of the research and in order to answer the research questions, during reviewing theoretical foundations and domestic and foreign research background, 3 factors and sub- elements are identified which affect the development of strategic leadership that are presented in the form of a model in figure 2.

Figure 2. research conceptual model



Research methodology. Research executive method. Considering that the aim of this research is to investigate the effective factors on strategic leadership development in media organization on the country, we can state that this study in terms of purpose, is applicable. Also, the current research is considered as survey research due to investigating the distribution of a statistical society characteristics and because it has used the questionnaire to collect data and on the other hand because it sought to investigate the relationship between variables based on the research purpose, to measure valuable impacts and to investigate hypotheses and modeling the relationship between variables by structural equations software of Amos, it is considered as correlation researches.

Community and research statistical sample. Research statistical community is considered all experts in the field of culture and media of the country including CEO, editors, and secretaries of various news services and reports of Fars, Mehr, ISNA, IRNA, Tasnim news agencies, and A and Jahan- news bases with 200 people and sample size is considered 13 persons due to community restriction and based on Morgan's table and then the questionnaire was distributed in the form of a quota between members. Fars news agency has 27 people, Mehr 14, ISNA 14, IRNA 19 people, Tasnim 24 people, A site 12 and Jahan news site has 12 people.

Tools for collecting data and research information

- ✓ In this research, library method (referring to internet databases, documents, internal and external scientific articles) has been used.
- ✓ In this research, field information was collected through a questionnaire. The questionnaire used in this study includes 2 main parts, the first section includes 2 questions related to demographic and general features (gender, education) and second part, in accordance with table 1, contains 26 five-points Likert questions related to the research variables.

Table1. Questionnaire questions distribution

Type of variable	Number of question	component	resource	variables
independent)W1(6	Implementing cultural engineering map in media organization of the country reengineering the media organizations structure Preferment of manger's skill of media organization -preferment of staff skill of media organizations Creating change in existing media systems of the country Creating change in existing media devices of the country	Cultural engineering map of country	Development or preferment of cultural management in media organizations in the country
independent)W2(6	Esteem creations and create innovative environment use organizational learning and create a real learner Company use challenging pattern increasingly and accept risk observe environmental changes and not let escape Opportunities Don't ignore influencing cultural organizations on Power resources. Apply participatory leadership	Piers & Robinson	Strategic management in media organizations in the country
independent)W3(6	Teaching citizen about value of electronic government insuring for accessing to useful information and service developing methods and indices of performance in order to evaluate services and standard of electronic government provide accessing to the internet and creditable and stable communication managing issues related to language and communication preserving electronic government development when causes to decrease responsibility	Bilo	Governmental policies about infrastructures and technology in media organizations in the country
dependent)W4(8	Creating a perspective Culture making Establishing proper organizational relationships Establishing proper meta-organizational relationships Establishing proper multinational relations Organization representative Changing management Changing leadership	Barling, J. and Slater, F. and Kelloway. E. (2000)	Strategic leadership component in media organizations of the country

Validity and stability of the questionnaire

To determine the validity of research measurement tools, content validity was also used by Lawshe coefficient method and exploration factor analysis. So, first, research tool is presented to some experts in the field of culture and media to determine validity, and in measuring the validity, the result were presented in table 2 using Lawshe coefficient method and exploration factor analysis.

Table 2. Lawshe coefficient

CVR		Index expression	CVR		Index expression
0/6	12	insuring for accessing to useful information and service	1	1 5	Implementing cultural engineering map in media organization of the country
0/73	13	developing methods and indices of performance in order to evaluate services and standard of electronic government	0/86	1 4	reengineering the media organizations structure
0/73	13	provide accessing to the internet and creditable and stable communication	0/86	1 4	Preferment of manger's skill of media organization
1	15	managing issues related to language and communication	1	1 5	-preferment of staff skill of media organizations
0/6	12	preserving electronic government development when causes to decrease responsibility	0/86	1 4	Creating change in existing media devices of the country
1	15	Creating a perspective	0/6	1 2	Creating change in existing media systems of the country
1	15	Culture making	0/86	1 4	Esteem creations and create innovative environment
0/86	14	Establishing proper organizational relationships	0/73	1 3	use organizational learning and create a real learner Company
0/73	13	Establishing proper meta-organizational relationships	0/86	1 4	use challenging pattern increasingly and accept risk
1	15	Establishing proper multinational relations	1	1 5	observe environmental changes and not let escape Opportunities
0/73	13	Organization representative	1	1 5	Don't ignore influencing cultural organizations on Power resources.
0/6	12	Changing management	1	1 5	Apply participatory leadership
1	15	Changing leadership	0/86	1 4	Teaching citizen about value of electronic government

According to table 2, it is clear that the value of Lawshe coefficient is more than 0.49 for all components. So the validity of questionnaire content is confirmed by experts.

Also, in the research, to calculate stability of questionnaire, Cronbach's alpha method was used. In table 3, the stability amount of questionnaire is shown in terms of the variables and the total.

Table3. Variables, No. of questions and Cronbach's alpha coefficient

Cronbach's alpha coefficient	No. of question	Variable
0/729	6	Preferment management or cultural development in media organizations of the country (w1)
0/723	6	strategic management in media organization of the country (w2)
0/712	6	State policies about infrastructures and technologies (w3)
0/708	8	Strategic leadership in media organizations of the country (w4)
0/881	26	Total of questionnaire

As shown in table 3, the results of the investigating the stability of questionnaire showed that total alpha coefficient calculated is 0.881 and given that it is larger than 0.7 and it is significant, we can conclude that the questionnaire used has the necessary research stability.

Statistical methods of data analysis. In this study, Spss, Amos software were used to analyze the data collected through questionnaire. Statistical methods are different according to the type and method of research and goal of researcher. However, the use of statistical methods in scientific research is done in descriptive and inferential ways. In the descriptive statistics section of the study, data related to the demographic characteristics of the studied territory (gender and education) are investigated and statistical analysis such as frequency indices, relative frequency is calculated. In inferential statistics section of the research, first by using Liserel software, the fitting of models is measured and research theoretical model (confirmatory factor analysis) is tested and in third step, to examine research hypotheses based on the purpose of the research which investigates the effective factors on strategic leadership development in media organizations of Iran, regression coefficients are calculated using structural equations methods and path analysis and based on this research results were determined.

Research findings. Descriptive research findings. Of 132 respondents to the questionnaire, 106 person (0.3%) were men and 26 persons (19.7%) were women. 12 (9.1%) of the sampled persons have under high school diploma education, 11 persons (8.3%) have diploma 51 persons (38.6%) undergraduate degree, 47 persons (35.6%) have BA and p persons (6.8%) have MA (master’s degree) and 1 person (0.8%) has PhD degree.

Normality test findings of research variables

Table4. Normality of variables distribution

result	(Sig)	statistics K.S	Most Extreme Differences			variable
			negative	positive	Absolute value	
Normal distribution	0/24	1/029	-0/093	0/078	0/093	Preferment management or cultural development in media organizations of the country (w1)
Normal distribution	0/137	1/158	-0/105	0/068	0/105	strategic management in media organization of the country (w2)
Normal distribution	0/218	1/053	-0/093	0/056	0/093	State policies about infrastructures and technologies (w3)
Normal distribution	0/428	0/875	-0/08	0/063	0/08	Strategic leadership in media organizations of the country (w4)

According to table 4, since the significant level of the test for normal distribution of the development or promotion of cultural management in the media organizations of the country variable (0.24) , strategic management in media organizations of the country (0.137), governmental policies regarding infrastructures and technology in media organizations of the country (0.218) and strategic

Leadership in media organizations of the country (0.428) is more than 0.05 ($\alpha= 0.05$, sig> 0.05) so Null hypothesis is rejected and with 95% confidence level , we can say that research variables distribution is normal.

Estimation findings and test of model (confirmatory factor analysis)

In this research, structural equations model is used and by using Lisrel software, we analyzed the measurement models and whole structural model and also, for evaluating the fitting of the model, the most common model fitting criteria such as the normalized chi-square (/ df χ^2), p- value and root mean squares error estimation (RMSEA) are applied. The results and interpretations of each measurement models and the total structural model are represented in table 5, 6.

Table 5. Results and interpretation of fitting indices for measurement model and structural model

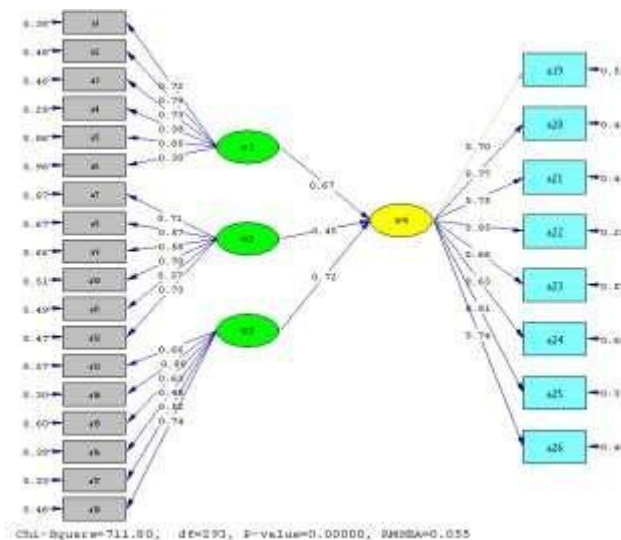
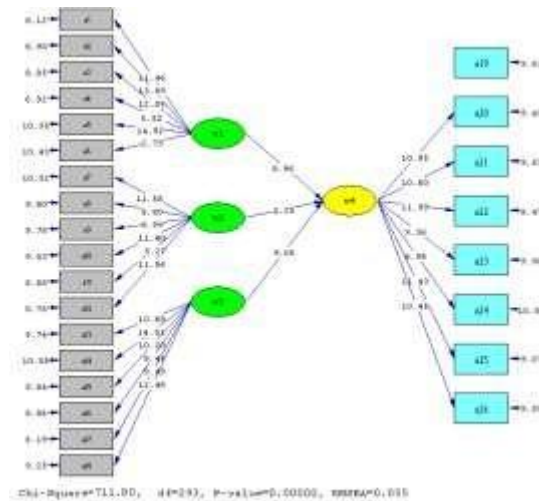
interpretation	W4	W3	W2	W1	Fitting criteria
$\geq 0/05$	0/000	0/000	0/000	0/000	P-vlue
Between 1 ,5	42/31	2/07	2/27	1/94	/df χ^2
Based on data	20	9	9	9	df
Based on data	2/12	18/63	20/44	17/44	χ^2
$\geq 0/08$	0/051	0/069	0/063	0/053	RMSEA

Table 6. Test of final model fitting indices

IFI	NNFI	NFI	AGFI	GFI	RMSEA	SRMR	CMIN/DF	Fitting index
>0.9	>0.9	>0.9	>0.9	>0.9	<0.08	<0.05	<3	Acceptable amounts
0.97	0.95	0.93	0.92	0.94	0.055	0.047	2.429	Calculated amounts

Inferential statistics finding. The results of path analysis by using the structural equation model are presented in figures 2, 3. Figure 2 shows the second-order confirmatory factor analysis of final model in standard estimation mode and figure 3 shows the second-order confirmatory factor analysis of final model in significant mode of parameter.

Figure2. Path analysis of final model in standard estimation mode
 Figure3. Second path analysis of final model in significant mode of the parameter.



According to figure 2, it is observed that governmental policies regarding infrastructures and technology in media organizations of the country(w3) with coefficient of 0.72 has highest impact and strategic management in media organizations of the country(w2) with coefficient of 0.45 has the lowest impact on strategic leadership in media organizations of the country.

According to figure 3, significance section of coefficients and the parameters of the mode show if obtained t value is out of the rang (1.96, -1.96), we can say that the relation are significant. Being significant of these numbers indicates the suitability of the model. In other words, each items are significant in terms of factors and or variables related to itself.

Discussion and conclusion. Based on the research findings, in order to develop or promote cultural management in media organizations of the country (w1), the question five (0.93) about creation of changes in media organizations could distribute development or promotion of culture management in media organizations of the country more than other questions. In the other words, this item or component with mentioned factor has more impact than

other components. In comparison with done researches, zareyekta has conducted his master 's thesis dissertation titled" the role of the media in the cultural management of 1404 view point at the faculty of radio and television organization. The main points in this study are that timing in this document (Iran 1404) is expressed generally and this time frames is not divided for obtaining to goals and different stages of the program. The other thing is that, a first it seems that with regard to the ideality of perspective document, it should be very motivating, but precisely because of being idealistic, after some years, due to the failure to achieved the goals, the people and authorities motivation is decreased and finally it's became detrital and here media especially national media to impulse the society plays a critical role. Also Kenneth Blanchard Company believed that improvement of the performance of organization in the first place required changing and creating appropriate organizational culture, based on change and process, it tried to provide a road map for changing its organizational culture. This map had been confirmed according to the principle of value and it had been codified based on 4 main levels including investigating weaknesses and strengthens, concentration on min effective factors, identification of organizational behaviors and refinement and correction. Therefore, the research results are consistent with mentioned researches.

According to the research findings, for strategic management in media organizations of the country (w2) the question twelve (0.76) has used participatory leadership and it can distribute strategic management in media organizations of the country more than other questions. In the other words, this item with mentioned factor has more impact towards other items in contrast to the research conducted, Farhangi etal. had expressed in his research entitled strategic planning in media organizations of Iran (case study: Hamshahry newspaper) that strategic management is an approach that is birth of the rapid change era and we can consider it as a type of insight and a type of technology for planning and flexibility against rapid changes which today it is considered as one of the most powerful tools in this area of balanced score card and balanced score card can plays a good role in all stages of strategic management and efficiency of this model has been considered in assessing the management performance in different organizations. But due to the long dominance of political approaches in the management of Iran media organizations, rarely a powerful tool as well as balanced card has been used. In this research, the authors depict the executive process of strategic planning using balanced score card to map out the strategy and to determine the functional indicators in a written organizations (Hamshahry newspaper) in Iran so the research results are consistent with mentioned research.

According to the research findings, for governmental policies on infrastructures and technology in media organizations of the country (w3) the question 15 (0.88) about developing methods and performance indices on order to evaluate services and electronic government standards can distribute governmental policies on infrastructure and technology in media organizations of the country more than other questions. In other words, this component with mentioned factor has more impact towards other components.in comparison with the researchers conducted, Farhangi, etal. (2013) in a research by using strategic map can design a balanced system to evaluate the performance in line with goals of hamshahry newspaper. The results show that outputs of the system designed for staff were more tangible and the results confirmed the newspaper mangers. The result of this research will help the organization to better prioritize the investment options and to better choose implementation programs and to prevent the imposition of additional cost. Khashei also (2011) concluded that supporting any soft action is a soft power. So that soft power and soft war are necessary for each other. Islamic republic of Iran has soft power which its bases are leadership, culture, Iranian and Islamic identity, masses of people who are highly integrated and mobilized. So the research results are consistent with mentioned researches.

Based on the research findings, it is observed that governmental policies on infrastructures and technology in media organizations of the country (w3) with coefficient of 0.72 has more impact on strategic leadership in media organizations of the country and variable of strategic management in media organizations of the country(w2) with coefficient of 0.45 has the lowest impact. Compared to the research conducted, the super council of the cultural revolution, based on the guidelines of supreme leader of Islamic revolution and the supreme leader of country and the constitution and according to prediction of necessary mechanisms to update an create an ability to explain the scientific field of the Islamic- Iranian model, had conducted a comprehensive scientific map of the country. The mentioned map is designed in line with the scientific perspective development of horizon 1404 of the country and shows the fundamental values and theoretical pattern, main features, desire situation, macro and sectorial goals, priorities of the science and technology system. So, the research results are consistent with mentioned researches.

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