

# Organizational Culture Management



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## Organizational Talent Management: Identify Indicators and Features of Key Employees

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### Abstract

Nowadays, it is believed that human resource is competitive advantage so it's a kind of organization capital, and therefore focusing the valuable role of individuals in organization and their desirable management is very important and sensitive. talent management represents a paradigm shift in traditional human resource management to new human resource management that includes attention to organization elites. One of the initial steps in talent management, is identify key personnel (A player) and organizational talent. The purpose of this paper is to identify the major components and features of key staff and organizational talents. Research has been done by qualitative method, based on theme analysis and using interview in university of Tehran. Using theoretical sampling, 16 interview was done with managers and experts in university of Tehran. The results of this research identified a series of general and specialized components of key employees.

### Keywords:

Key employees, Talent, Talent management, Theme analysis.

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## Organizational Culture of the Missing Link between Organizational Transparency and Organizational Performance

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### Abstract

Organizational transparency has been considered by many experts in the past two decades. In the previous studies more attention has been taken to disclosure of the information; and the relations between the concepts of organizational transparency, organizational culture and performance has not been considered in this article as set forth. Therefore, current research has been studied the effect of organizational transparency on the organization's performance via organization's culture at the level of senior executives and managers of 32 active companies in the field of food industry especially in the dairy. The Sampling used is clustering and stratified. This research is a descriptive research of correlation type-structural equation modeling. In this research, Hughes and Morgan, Denison and Rawlins standard questionnaires are used for gathering data. The results show that the effect of organizational transparency on the organization's performance is positive and significant and organization's culture affects this relation as an intermediate variable. The point that should be noted is that the effect of organizational transparency on the performance via organizational culture is stronger than the direct effect of organizational transparency on the organization's performance.

### Keywords:

Organizational culture, Organizational transparency, Performance of organization.

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## The Glass Cliff Phenomenon: Women Experiences and Challenges in Leadership Position

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(Received: 5 March 2014; Accepted: 24 May 2014)

### Abstract

Recent studies indicated that women face extra and invisible barriers beyond glass ceiling which is called glass cliff. This study researches the glass cliff phenomenon in Iran whereby women are more likely than men to be placed in precarious leadership positions. Qualitative grounded theory has been conducted to identify and categorized the antecedents and consequence of glass cliff. Data has been collected through 20 in-depth semi-structured interviews with male and female managers in Bandar-Abbas city. Sample is chosen based on the purpose of the study and with snowballing method until saturation. Data were analyzed and coded based on the coding system of Struss and Corbin (1998). Findings show that Iranian women similar to foreign counterparts face the glass cliff. Women characteristics in leadership, in-group favourism, lack of women tendency to enter male networks, lack of social support, organizational and cultural factors are found as causes of glass cliff. Moreover result of study indicates that glass cliff lead to lack of women competency in managerial positions, and some negative individual and organizational consequences. Through the aggregation of the findings, the research introduced a research framework as a contribution of the study.

### Keywords:

Glass ceiling, Glass cliff, Leadership, Women executives.

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## Prioritizing Human Resource Accounting Criteria Based on Valuation Approach in Industrial Equipment and Machinery Industry

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(Received: 28 January 2014; Accepted: 26 April 2014)

### Abstract

With the increasing competition among companies and Basic revise is essential staffing as a strategic factor and management needs and stakeholders organization to decision-making accountants noted the importance of measuring human value. The information was expressed as human resource accounting. The main discussion as to whether humans fit the traditional definition of assets, and how to measure and report them. The aim of this study is to identify the indices concerning the assets of human resources and its prioritization based on human resource accounting approaches as well as Flamholtz model. The statistical sample included 152 industrial and machinery executives of Golestan province. The findings of the study indicate that there are for main indices including criteria for the organization managers to determine the value of the human assets: the capability indices such as dimensions of creativity, innovation and the ability to apt teamwork; performance indices including duteness, participation, obedience, conscientiousness, potential indices such as: age, health, talent, experience and attitude indices of ambition to succeed, optimism, honesty, altruism and sacrifice. The dimensions of skill, duteness, talent and ambition to succeed are at the top priority of four indices.

### Key words:

Industrial equipment and machinery industry, Human resource accounting, Valuation approach.

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## The Study of Effective Individual and Organizational Factors of Administrative Corruption in the Bank Sepah of Qom Province

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(Received: 30 November 2013; Accepted: 5 March 2014)

### Abstract

The current study carried out in order that identify the effective causes and effects led to outbreak of administrative corruption in The Bank Sepah of Qom Province on the subject of “The study of effective individual and organizational factors of administrative corruption in The Bank Sepah of Qom Province”. The area of study encircles the employees which work in The Bank Sepah. This study has a “practical” purpose and also “correlation” type, considering the Method of data gathering. In the interim, among the correlation researches we use “correlation Matrix analyses or covariance”, considering that “structural equation sample” will be used in reply to research ‘Questions and theories testing. The statistical universe was 230 people with the sample size of 150 people that for maximum certainty 180 questionnaire distributed and 153 papers aggregated in which only 148 one was practical. In this research, 5 individual factors and 3 organizational factors were identified influential to administrative corruption. The result of factor analysis and structural equation shows that there is a significant relation between administrative corruption and the 8 examined factors. Let’s say that each one of 8 theory of research was supported by tests, in other words, there are a significant relation between having faith, personal trait, relation style, leading style and job content qualities as individual factors with administrative corruption. On the other hand, this relation also exists between supervisory control systems, wage system, purview of an occupation as organizational factors with administrative corruption.

### Key words:

Administrative corruption, Corruption Individual Factors, Organizational Factors.

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## Identifying Competitive Advantages Need for Scientific Goals of 20-year Vision of Islamic Republic of Iran

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(Received: 9 January 2014; Accepted: 26 April 2014)*

### Abstract

Science and technology have a vital role in the success and prosperity of human beings and is also called the most important instrument in the economical development. Nowadays, no powerful country can get power without science and technology, in other words, No social and economical promotion will be attainable without these two keys. Here in this research, in addition to analysis and the introductory studies, the information regarding the factors and criteria of perspective program have been found out through base studies and internet exploring. Also in an interview with the experts, the experts in choosing supreme leader their opinions and suggestions have been gathered together. Then by using AHP survey; the factors influencing the competition superiority of the country in scientific field have been ranked.

### Key words:

Vision, Competitive Advantage, Iran in 2025, Science, Technology.

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## Development of Social Entrepreneurship; Problems, Effective Factors, and Solutions

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(Received: 15 March 2013 ; Accepted: 9 May 2013)

### Abstract

Today, development of social entrepreneurship has been regarded as a social and altruistic mission and a solution to some social problems and damages. Entrepreneurship has exerted positive and direct impact on the activities of many different countries. On one hand, it leads to economic development and creation of vocational opportunities; and on the other hand, it causes to improve social and cultural situation of the society. The present paper is resulted from a research conducted in one of the urban areas of Tehran with the goal of investigating social entrepreneurship situation based on a mixed methodology research approach. Questionnaire and interview with a group of experts and specialists have been utilized in order to access data and information. With regard to the fact that many social problems and damages root in unemployment of the individuals in the society, paying attention to social entrepreneurship can influence social damages to a large extent and can reduce them. Thus, this paper aims to review the issue of social damages and social entrepreneurship as well and then to present solutions for facilitating social entrepreneurship.

### Keywords:

Social entrepreneurship, Social mission, Social problems, Urban issues.

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## The Factors Affecting the Success of the Social Security Organization in Paying Retirement Pension to Those Insured by Qom'First Branch of Social Security Organization

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### Abstract

Payment of retirement pension is one of the most important responsibilities and services of the Social Security Organization, which provides support and comfort to the elderly. This research aims to examine the factors that affect this important service with the hope of expanding it. This research was conducted between October 2012, and August 2013 using descriptive and survey techniques and gathered data through documentary research, conducting interviews and using questionnaires. 191 random samples were selected from the research's target population which included 8123 insured persons who started paying their premiums in Qom's First Branch of the Social Security Organization and at November 2012 even though they had achieved the retirement age -which is 60 years for men and 55 years for women- they had not achieved the minimum contribution period of 20 years and therefore could not yet retire. The research findings show that 85.7% of the samples studied had more than 40 years work history and 67% did not enjoy a suitable level of education or literacy. The research also shows that the most important factors in receiving retirement benefits, in order of importance, are as follows: programs that support workers, insurance policies of the employer, providing information and education on the regulations of the Social Security Organization, the regulations of the Social Security Organization, the financial strength of the insured and employer.

### Keywords:

Contribution Period, Employer, Insured, Retirement Pension, Social Security.

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## Evaluating Faculty Member's Attitudes Regarding to Entrepreneurship Obstacles in Agricultural Faculties of Iran

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(Received: 26 November 2013; Accepted: 6 April 2014)

### Abstract

The purpose of this study was to investigate Faculty member's attitudes regarding to Entrepreneurship Obstacles in Agricultural Faculties of Iran. Statistical population was faculty members of Agricultural Faculties of Iran that by using stratified random sampling method, 344 of them were selected as sample. The instrument of data gathering was questionnaire and analyzing gathered data were done by SPSS software. Factor Analysis technique were used as the main technique to recognize the challenges of entrepreneurship in agricultural faculties of Iran. On the basis of factor analysis results, 5 infrastructural factors were recognized as the most important Obstacles of Entrepreneurship in Agricultural Faculties that were: "Educational Obstacles", "Individual – Characteristic Obstacles", "Law – Support Obstacles", "Facilities Obstacles" and "Communication Obstacles", which totally defined 70.395 percent of total variance that among the recognized obstacles, "Educational Obstacles" had the highest percent of variance definition.

### Keywords:

Agricultural Faculties, Entrepreneurship, Faculty members, Iran, Obstacles.

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## Study of Condition of Policy Making in Iranian Nonformal Skills Training System

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*(Received: 25 April 2014; Accepted: 9 July 2014)*

### Abstract

Despite the fact that under article 55 (a) of Fourth Development Plan and the article 21 of Fifth Development Plan of the Constitution, the government is required to establish a skill training policy-making institution, efforts has so far been fruitless and the problems due to lack of such national institution still remain to be seen. This paper aims to study the current Condition of policy making in nonformal skills training system. It is looking to identify challenges and suggestions to improve the system. It follows an applied objective and the method for data collection is descriptive survey. Data are collected through library research; thus, questionnaires, interviews and documents were used. Data analysis was performed using T-test. The results suggest that there is the problem of multiplicity and lack of coordination among the policy-making agencies in developing policies for the nonformal skills training. Currently in views of experts, the most effective policy-making institution in the nonformal skills training is the Iranian Technical and Vocational Training Organization. Finally, based on the results some recommendations were suggested.

### Keywords:

Skills training, Nonformal skills training system, Policy making, Policy making institution.

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دوره دوازدهم، شماره دوم  
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