

## Identification of Learning Resources and Methods of HR Experts and Managers: A Narrative Approach

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### Abstract

HR experts and managers as performers and planners have an important role in business processes. Learning is tool in order to develop HR experts and managers competencies and on the other hand is a facilitator for adapting with rapid changes in business environment. Concerning to importance of learning for improving HR department's performance and rising HR professional competencies is one question: which sources and methods are used by HR experts and HR managers for learning? In this research that is based on narrative approach, we document experiences and stories of 7 HR experts and 9 HR managers in Iranian automobile industry. Then we coded their narrations to identify their learning resources and methods. Findings show that they use four resources for learning: "learning via doing job duties resource", "learning via education and publication resource", "learning via social and human interactions resource" and "learning via organizational polices and challenges resource". Identifying learning methods, we find that "learning through doing job" and "learning through special feedback" were predominant in HR experts and HR manager's narrations.

### Keywords

Informal Learning, Manager Learning, Narrative Approach.

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## The Determination of Measures of Balanced Scorecard Model in University; Case: Alzahra University (With Emphasis on Growth and Learning Perspective)

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### Abstract

In the recent years, the universities have been worried about performance management more than ever. In the present complex and competitive universe, the success of universities is impossible without presence of proper strategy and methods for evaluating their level of achievements. The balanced scorecard model with an emphasis on strategies of the organization and define the objectives and key measures and balance between them, trying to manage and evaluate complex organizations. The main objective of present study is to determine the key measures of evaluating performance in association with learning and growth at the university. The statistical population of this study was managers, employees and faculty members of Al-Zahra University, that was selected a sample based on Cochran formula and simple random method. This study terms of purpose is applied and the method of data collection is questionnaire. In addition, to evaluate the strategies with Balanced scorecard used one sample test and the ranking of measures is done through Friedman test. Finally, the proper measures of learning and growth are extracted for the university. In addition, the strategy map and balanced scorecard are developed.

### Keywords

Balanced Scorecard Model, Growth and learning perspective, Measure, Strategy.

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## Antecedents and Consequents of Organizational Downsizing: Human Capital Perspective

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### Abstract

The main purpose of this study is to exploring the antecedents and consequences of downsizing. The type of research is mixed method and was done with questionnaire and interview. Population of study was all employees of merged organizations that in the qualitative part 54 people selected and in the quantitative part 161 people was selected. Sampling methods were Judgment and simple random methods. To analyzing in qualitative part them analyzing has used and in the quantitative part paired sample t-test has used. The result showed that employee is unsatisfied to this action and have negative attitude about it. From human capital perspective the most important factor in successful implementation of this strategy is the infrastructures and education and the important consequences are disappointment and pessimism in organization that damage the effective relationships and trust in organization.

### Keywords

Antecedents, Downsizing, Merge, Survivors.

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## Investigating the Effect of Aspects of Communication Quality on the Iran Insurance Company's Customer Behavioral and Attitudinal Loyalty

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### Abstract

Today, companies with superior performance in various industries are moving towards customer retention and loyalty. Because they have found that it is very expensive to attract a new customer and to maintain its position in the highly competitive environment they need loyal customers. Therefore, identifying the factors that affect on customer loyalty is very important. Hence, this study examines the impact of dimensions of communication quality (trust, satisfaction and commitment) on behavioral and attitudinal loyalty. This study is an applied research with descriptive analytical methodology. A structural equation modeling approach is employed to examine the relationship posited in this study. The Statistical population was representatives of the Iran insurance company's customers in the city of Tehran. Through random sampling 106 individuals sample was determined. To collect data, 150 questionnaires were distributed. A total of 150 questionnaires were distributed to collect data. Data were analyzed through the SPSS22 and Lisrell8.8 softwares. The results showed that satisfaction and commitment have a positive and significant impact on attitudinal and behavioral loyalty. Also, trust has a positive and significant impact on behavioral loyalty, but has no significant effect on attitudinal loyalty.

### Keywords

Attitudinal loyalty, Behavioral loyalty, Commitment, Satisfaction, Trust.

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## The Relationship between Personality Extraversion-Introversion with Job Satisfaction in Disabled Employees

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### Abstract

The aim of this study was to assess the Relationship between personality extraversion-introversion and job satisfaction in disabled employees. This was a descriptive-correlational study. The target population included all of the disabled employed in the offices of Aligudarz County who were 100 people, which were selected by census method, and all of them completed the questionnaire. The research tools included Eysenck personality and job satisfaction questionnaire. Validity of questionnaires was approved by content analysis and their reliability was confirmed by Cronbach's alpha. Data were analyzed by SPSS version 20. Mean and standard deviation were used to analyze descriptive data; correlation test and stepwise regression was applied for analysis of analytical data. The results indicated that a positive and meaningful relationship between personality extraversion with job satisfaction ( $r=0.20$ ) were obtained and also a positive and meaningful relationship between personality introversion with job satisfaction ( $r=0.25$ ) were obtained ( $P\leq 0.05$ ). On the basis of the findings of the study it can be concluded that the disabled that have personality extraversion have more job satisfaction than those with introversion personality in their work environment.

### Keywords

Disabled, Extraversion, Introversion, Job satisfaction.

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## Training Needs Assessment of Managers/ Administrators of Hajj Caravans

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### Abstract

Hajj and Pilgrimage is the most important source of providing human resource for pilgrimage caravans. Without a doubt, the heads of this organization need to be trained. Based on this need, this study seeks to identify and rank the training needs of Hajj caravan actors. The population of this study includes all the managers/administrators of Hajj caravans in 2013. A sample of 222 managers/administrators was selected based on the two-stage sampling method and 25 training experts in Hajj and pilgrimage organization were selected as the sample through judgmental method. The research instrument was questionnaires and documents. The results demonstrate that the training classes have been useful and effective in action for the trainees. Result show that Arabic conversation is the first priority in all courses. Beside, Delphi results suggest that first; the following are the required courses of elementary level: Arabic conversation<sup>1</sup>and<sup>2</sup>, computer operator, hajj travel preparation, geography, map reading, and Saudi Arabia regulation system. Second; regarding re-training, Arabic conversation<sup>4</sup>, commandments and rituals of Hajj, exchange of successful experiences, regulation system of Saudi Arabia, safety during travel, communication skills, English learning, job description, executive instructions, health, safety, first aid, and introduction to Islamic fields were believed to be essential. Other suggested classes were removed out of the headlines.

### Keywords

Haj executives, Haj managers/administrators, Training, Training need assessment.

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## The Investigation of the Relationship between Organizational Culture and Applying Managerial Accounting Methods in Companies Listed in Tehran Stock Exchange

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### Abstract

The goal of the present research is to investigate relationship between organizational culture and management accounting methods in firms in Tehran Stock Exchange. Data collection tools were a standard organizational culture questionnaire by Hofstede and a researcher made questionnaire about management accounting. The statistical society for this research involves financial managers and accounting technicians of all manufacturing companies in Tehran Stock Exchange and 121 firms were chosen as research sample. Two questionnaires were appropriated for every company, one presented for financial manager and another one was for accountants. From 242 distributed questionnaires, 87 questionnaires were filled by managers and 104 questionnaires were collected from. Studying and comparing correlation coefficients between the two groups of managers and technicians showed that the elements such as individual-oriented, power distance, manliness, short-term horizon, and avoiding lack of confidence among managers' group have had a significant and positive relationship with applying management accounting methods in sample firms, the variable of avoiding lack of confidence has had the highest amount of relationship with management accounting methods. Meanwhile, this relationship has been reported to be negative in technician's group. Thus, we can conclude that the application and usage of managerial accounting methods which are from modern tools for management decision making relate to organizational culture especially to avoiding lack of confidence. That is different from the approaches of two groups who apply these methods.

### Keywords

Avoiding lack of confidence, Individual-oriented, Management accounting methods, Organizational culture, Power distance.

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## Management according to Culture to the Iranian Organization based on Hofstede's Cultural Index (Case: the Main Headquarters of Telecommunication in the Main Provinces of Iran)

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### Abstract

The aim of this study was to evaluate management according to culture to the Iranian organization based on Hofstede's cultural indices into the telecommunications company of main provinces of Iran. This research is applied and the research method is descriptive and correlational. The research Statistical Society of research personnel's Telecommunication Center of main provinces of Iran in 1392, the number of 4000 patients were reported. According to Table of Morgan, Sample size obtained 351 people. Inventory Questionnaire consolidated Questionnaire's Moghimi and developed by the researchers based on Hofstede's theory. The validity was confirmed by factor analysis and the factor of 6 is about 51.945% of the total variance explained. The reliability calculated by Cronbach's for the questionnaire culture obtained 0.795 that showed acceptable reliability of the questionnaire culture. The results of this study showed that there are subcultures based on geographic and cultural differences between the organizations of provinces country and finally, practical suggestions for managers and supervisors were expressed with regard to cultural differences.

### Keywords

Cultural differences, Culture, Hofstede, Management.

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## An Exploration of the Organizational Inertia Impact on Performance of Small and Medium-sized Enterprises, Focusing on the Role of Business Model Innovation and Open Innovation

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### Abstract

This study aims to examine how open innovation can be effective in changing organizational inertia to create business model innovation and improve firm performance. It also seeks to explore whether the existence of open innovation has a mediating effect and influence. This study constructs a theoretical model to explore the relationship between latent variables and uses a questionnaire to collect research data. To clarify the relationship between these variables, SEM is used to test the goodness of fit of the theoretical model and research hypotheses. This research is applied and the research method is descriptive and correlational. The population of this study is managers of SMEs and technology units in science and technology parks in Tehran that according to Morgan table, 119 individuals were randomly chosen. The results revealed that open innovation has a significant mediating effect on the relationships between organizational inertia and business model innovation, also organizational inertia and firm performance; business model innovation also has a positive influence on firm performance.

### Keywords

Business model innovation, Firm performance, Inbound open innovation, Organizational inertia, Outbound open innovation.

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## The Effect of Cultural and Emotional Intelligence on Performance of Counties Employees Working in Tehran with Emphasis on Cross-Cultural Adaptation

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### Abstract

Present study aimed to investigate the effect of cultural and emotional intelligence on performance of county employees working in Tehran considering the mediator role of cross cultural adaptation. This study is a descriptive research. The study sample consists of managers (120) and county employees (700) working in private companies in the computer industry and mobile, given the limited number of first community simple sampling method was used and in the second community due to calculated sample size of 240, according to Morgan table, stratified random sampling method was used. Data collection tools include two researcher made questionnaires of 36 and 10 questions, their validity was confirmed by both convergent and discriminant methods and reliability was confirmed using Cronbach's alpha. Data analysis was done using software Amos 21 and structural equation modeling method was performed. The results showed that the Cultural and emotional intelligence of county employees working in Tehran have a significant positive impact on cross-cultural adaptation and their performance. Other results indicate the positive mediator role of cross-cultural adaptation in the relation between employees' cultural and emotional intelligence with their performance in these companies.

### Keywords

Cross-cultural adaptation, Cultural intelligence, Emotional intelligence, Employees performance.

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## The Relationship between Personality Traits with Job Satisfaction and Happiness among Employees Vali-e-Asr University of Rafsanjan

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### Abstract

Employee's happiness is related to engagement, growth of task security, job and family consent that can be resulted from characteristic and environmental factors. The purpose of this research was to study the relationship between personality characteristics with happiness and job satisfaction among employees of Vali-e-Asr university of Rafsanjan. Therefore 150 employees were selected randomly, and were studied by using the questionnaires of five factors inventory, Oxford happiness and Dant job satisfaction results showed there were significant relationship between extroversion and job satisfaction as well as the relationship between emotional stability, extroversion and compatibility. The results of Regression analysis showed that personality characteristics predict 7% job satisfaction variance and 18% happiness variance Stepwise Regression analyses also revealed that predictor of job satisfaction is extroversion personality characteristic and characteristics of extroversion, compatibility and emotional stability in order are the most important predictors of happiness.

### Keywords

Happiness, Job satisfaction, Personality characteristics.

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## Explain the Role of Resilience on Subjective Well-being and Their Relationship with Self-efficacy at Nursing Care Assistants of the Kahrizak Elderly Home

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### Abstract

The aim of study was to explain the role of resilience on subjective well-being and their relationship with self-efficacy at nursing care assistants of the Kahrizak Elderly Home. The research method was descriptive-correlative and analysis method of structural equation modeling. Statistical population consisted of all care assistants of Kahrizak nursing home has formed to number of 175 of which among them via random sampling were selected 120 individual as a sample. Three standardized questionnaire: 1. resiliency questionnaire, with reliability (0.95), 2. Self-efficacy questionnaire with reliability (0.91), and 3. Subjective well-being with reliability (0.91) were used to collect the data. t test results showed that the average resilience care assistant was below average and average self-efficacy and subjective well-being is above average. Structural equation modeling was verified by the fit indices and Results showed resilience on influencing subjective well-being. Correlation results showed acceptance positive emotions / safe relationships as components of resilience and positive emotion is associated with security efficacy as a component of subjective well-being. Finally, stepwise regression showed that self-efficacy predicted by positive emotions component reception / security relationships, as well as subjective well-being components of spirituality and acceptance positive emotions / security relationships were resilience variables.

### Keywords

Resiliency, Self- efficacy beliefs, Subjective well-beings.

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