# Identifying Methods of Informal Learning in order to Development of Human Resource Managers in Large Organizations in Country

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#### **Abstract**

Based on the research findings, managers use of informal learning practices in order to develop competencies and improve their performance. However, these concerns have not been studied so far in the Iranian business environment. The aim of this study is to identify informal learning methods of human resource managers. After a three-stage coding have been identified seven categories and twenty-one learning methods of HR managers in large organizations. To prioritizing Learning methods of human resource managers, 301 questionnaires were distributed and collected. The results of Friedman test show that the method of learning through interaction with consultants, experts, and human resource managers, learning through dialogue with the experienced teacher and learning by reading books, articles and scientific resources and learning from Working failures have higher priority among HR managers.

#### Keywords

Development, Human Resource Managers, Informal learning.

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## The Organizational Creativity Stimulator Factors based on Society Perceptions (Case: Persian Gulf University)

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#### **Abstract**

Today's organizations especially University and other educational institutes face a rapidly changing environment where they must continuously innovate in order to remain competitive. However, this cannot occur unless a plentiful supply of rich ideas and solutions from an organizational creativity's process. This study was conducted with purpose of identifying organizational creativity's stimulator factors in Persian Gulf University. In order to achieving this purpose, investigational subject has been researched under the subject of creativity literature investigation in organization. This study can be classified as an "applied research" while as for data gathering, it can be classified as a "descriptive" study with "correlation" strategy. For data acquisition, scholar made questionnaire was used that filled in by students and teachers at Persian Gulf University. The reliability of it was calculated by using of Cronbach's alpha. Gathering data has been analyzed by using the path and linear regression analysis. The result of this study is achievement to a conceptual model that includes four main organizational creativity dimensions as dependent variable, and individual factors, group factors and organizational factor as independent dimensions. The results also indicate that the individual and organizational factors directly and the group factors both directly and indirectly influence the organizational creativity.

#### Keywords

Group factors, Individual factors, Organizational creativity, Organizational factors.

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## Survey on Strategic Alignment Business and Information Technology due to Managers Vision

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#### **Abstract**

Preset study is conducted to evaluate strategic alignment between business and IT in the view of organizational managers. Present study has used Luftman's model on strategic alignment maturity and Gartlen & Shenks' factors to promote alignment in order to evaluate alignment. Research statistical population consists of managers at High Education Planning and Research Institute. No sampling is conducted due to the limitation of statistical population and method is used. Questionnaire is data collection tool. To analyze data, strategic alignment maturity is used. Strategic alignment average is achieved 2.77 which shows that this institute is in the 2<sup>nd</sup> level of alignment maturity namely commitment level. Among strategic alignment aspects, communications, competency/value measurements, governance, authority, scope & architecture of IT and skills are put in the second level. Partnership is in the third level. Then, the opinions of business and IT managers were compared. Both groups evaluated alignment maturity level in the 2<sup>nd</sup> level.

#### Keywords

Business executive, Business strategy, IT executive, IT strategy, Strategic alignment.

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### **Conceptual Model for Assessing Knowledge Culture**

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#### **Abstract**

The study aimed at presenting an appropriate framework for designing & implementing knowledge management projects within research & knowledge-based organizations while focusing on the knowledge culture. First, the available literature was reviewed & the influential indices & factors regarding the knowledge culture were extracted. Then, a conceptual model for evaluating the knowledge culture was designed. Finally, in order to measure the validity of the test instrument, expert judgment & interview were employed. To measure the validity of the data-gathering instrument, a questionnaire was distributed to the researchers & employees at the central library of the University of Tehran. It was examined through content validity & factorial analysis. To assess the reliability of the instrument, internal consistency & Cronbach alpha were considered. The results of the evaluation revealed a significance relationship between & among all the factors under the study. This confirmed high internal consistency of several dimensions of the questionnaire. Obtaining a Cronbach alpha coefficient of more than 0.7 also pointed to the reliability of the instrument.

#### **Keywords**

Knowledge -based organization, Knowledge culture, Knowledge culture dimensions, Knowledge management.

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# Combined Study of Organizational Intelligence, Organizational Development on Performance of Companies Shahid Salimi Industrial Town of Tabriz

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#### Abstract

This study is paid examined the combined role of organizational intelligence and organizational development on organizational performance. This research is for relationship between variables, correlation, and methodology, survey research. To measure the research, the conceptual model was designed based on the literature. Sample study is 85 companies of Shahid Salimi industrial town of Tabriz that selected classified randomly. Data collection instrument was questionnaire that validity and reliability study and was confirmed. To examine the relationship between variables, structural equation modeling in Amos software application form has been used. The findings showed that the companies studied; there is a strong positive relationship between intelligence and enterprise performance. The relationship between intelligence and organizational development principles is positive and significant, but the principles of development and organizational performance, there is no significant relationship. So determined, although intelligence has a strong and positive impact on organizational performance directly but through the intermediary of institutional development could influence the performance. Accordingly, recommendations are presented for improving organizational performance based on the active participation of organizational intelligence and organizational development principles.

#### Keywords

Companies of Shahid Salimi industrial town of Tabriz, Organizational development, Organizational intelligence, Organizational performance.

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# The Typology of IT Users at Valiasr University: Research based on Q Methodology

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#### **Abstract**

Present study focuses on the perceptions of information technology users at Vali Asr university of Rafsanjan. Accordingly, after reading the concourse (different views on the subject) appropriate Q sample including 42 items that are representative of the concourse was selected. The sample population for the study consisted of 58 professors, students and staff was selected and a questionnaire was given to them. After data gathering, they analyzed by SPSS software and three patterns revealed: Assorted, Wanderings, Science watching. Results revealed that Science Watching is important patterns of attitudes.

#### **Keywords**

IT acceptance, IT user, Patterns of attitudes, Typology, Q methodology.

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## Investigating the Effect of Organizational Culture on Organizational Performance: Emphasizing the Role of Knowledge Sharing and Organizational Agility with Balanced Score Card Approach

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#### **Abstract**

Features within the organization are vital part of its success; therefore, more and more to identify these features and how they impact on the output of the rapidly changing environment of today, it seems imperative. Guided by the knowledge of the organization is the function of a human and organizational culture. Knowledge management is the practice of corporate culture and how to build a cultural change, in need of innovation in knowledge management. The surveying in agility, with emphasis on the core knowledge can make a huge leap in agility and high performance organizations. The purpose of this study is to design a model to examine the impact of organizational culture, knowledge sharing and organizational agility on governor of Chahar Mahal Bakhtiari performance. This study according to purpose is applied and according to method is descriptive - survey. Data from a sample of 274 persons of employees the Governor of Chahar Mahal Bakhtiari collected and relationship between construct research models was tested using structural equation modeling. The results show that organizational culture has an impact on knowledge sharing. As well as knowledge sharing impact on organizational agility and factors such as organizational agility and knowledge sharing influence on organizational performance. So according to the organizational culture and factors influencing the development of knowledge sharing and organizational agility can help increase organizational performance.

#### Keywords

Knowledge sharing, Organizational agility, Organizational culture, Organizational performance.

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# Assessing Relationship between the Implementation of the Electronic System and the Level of Customer Satisfaction in Branches of Bank Saderat of Mazandaran

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#### **Abstract**

One of the biggest opportunities and challenges facing organizations today is the use of web Technology. The Internet as a tool for economic exchanges create new sources of income for most of organizations put. The present study investigated the relationship between customer satisfaction and implementation of electronic systems has been. This research used a descriptive, correlational survey. The population of this study is those that export customers in the bank accounts and electronic banking services have. Model study with a sample of 384 clients was assessed using random sampling. The reliability of the questionnaire .92 was obtained. The results showed that the performance of services, response time and reduce costs, the main indicators BSI implementation of a province and among the three indicators of customer satisfaction, customer self-image is the most significant.

#### **Keywords**

Bank, Customer satisfaction, Consumers, Electronic banking.

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## Verification of the Role of Transformational Leadership Style on Organizational Culture

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#### **Abstract**

Transformational leadership refers to a process by which people are transformed and it's related to values, ethical features, and long-rang goals. Some functions of this leadership style include evaluation of affective motives on followers, their needs satisfaction, and contact methods with them as perfect persons. Also leadership styles of managers are affective factor on organizational culture process. In fact, the main purpose of present research is investigation of relationship between transformational leadership style and organizational culture. Statistical population of present study includes 113 persons of Mazandaran province education and training administrations' employees and its equal sample includes 102 employees and is collected data by using questionnaire, we analyzed data by SPSS and Lisrel software. Results show that there is a significant, positive and relatively strong relationship between transformational leadership style and organizational culture. So, all dimensions of transformational leadership style have a significant and positive relationship with organizational culture.

#### Keywords

Education and training, Organizational culture, Structural equation model, Transformational leadership.

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# The Effect of Cultural and Technical Factors on E-governance

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#### **Abstract**

Over the last decade, coinciding with the growth of information and communication technologies, globalization expansion and consequently increased awareness of citizens, communities' dissatisfactions over the lack of accountability, lack of transparency and centralized government structure is leading to the emergence of the new approach called egovernance. E-governance, against e-government by relying on bilateral cooperation is seeking for increased participation, accountability, transparency and generally provides optimal services. In this applicant project that is written with aim of clarifying the concept of e-governance and effects of cultural and technical factors, the data were firstly collected by library studies and then collected by questionnaires with Random Stratified Sampling, among 110 employees of Tehran municipality. In order to assess its validity, confirmatory factor analysis were used and for testing hypotheses structural equation modeling approach has been applied. The results show that both technical and cultural factors have positive effect on e-governance in municipality.

### Keywords

Cultural factors, E-governance, E-government, Technical factors.

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# Factors Influencing the Adoption of E-Commerce in the Iranian Agricultural Sector

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#### **Abstract**

Nowadays, E-commerce has caused tremendous changes in business relations and customer and a major share to be allocated of business transactions. The problem marketing and selling products and commodities is one of the old problems in the agriculture sector. The other hand much difference between farm gate prices and consumer prices is another problem for agricultural products market in Iran. The development of electronic commerce in agriculture is one of the solutions to fix the problems. This study has been done the aimed to investigate the factors influencing the adoption of e-commerce in the agricultural sector. The research, applied research and in terms of nature and method is survey -correlation. The statistical population is active members of the sales site "large agricultural market". A total of 300 people were working in department of sales. The results show that the variables of perceived usefulness, risks (security, operational, financial, time) are significant predictors of attitudes willing to accept toward e-commerce. Work colleagues also significant predictors to be willing to accept of subjective norms. Based on the findings perceived ease of use and adaptability does not affect attitudes in the use of e-commerce in the agricultural sector.

#### **Keyword**

Agricultural sector, Electronic commerce, Information and Communication Technology, Technology Acceptance Mode.

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# Designing and Testing a Model of the Mediating Role of Learning Goal Orientation at the Individual, Group and Organizational Level in the Relationship of Transformational Leadership with Adaptive Performance of Employees of a Service Organization

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#### **Abstract**

The purpose of this study was to investigate the mediating role of learning goal orientation at the individual, group and organizational level in the relationship of transformational leadership with adaptive performance. The sample consisted of 175 employees of a service organization. Fitness of the proposed model and indirect effects was examined through structural equation modeling and bootstrap procedure. Findings indicated that the proposed model fit the data properly. The results also supported the mediating role of learning goal orientation at the individual and organizational level in the relationship of transformational leadership with adaptive performance. This research suggests that there is strong need to provide conditions to encourage transformational leadership and learning goal orientation at the various levels.

#### **Keywords**

Adaptive performance, Learning goal orientation, Transformational leadership.

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# The Relationship between Developmental Leadership and Organizational Excellence in ACECR

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#### **Abstract**

The purpose of this study, to investigate the relationship between leadership styles and organizational elevation (EFQM) in ACECR (Academic Center of Education, Culture and Research) that the sample consisted of 117 middle and top managers of ACECR were selected in census. According to the purpose of research and research tools, the questionnaires were multifactorial leadership questionnaire (MLQ) and EFQM excellence model. The reliability of the questionnaire survey about the leadership style of the managers of ACECR was calculated .66 and also the reliability levels of questionnaire on organizational excellence was .87. Description and statistical inference in line with the hypothesis of research – the relationship between the developmental leadership style and organizational elevation (EFQM) in ACECR, the correlation the Spearman correlation is used. The results have shown that the developmental leadership style with excellence in ACECR there is a significant relationship.

#### Keywords

ACECR, Developmental Leadership style, Leadership, Organizational Excellence.

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# The Relationship between Political Appraisal, Subjective, and the Leniency Effect in Appraisers' Performance Appraisal in Refah Bank

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#### **Abstract**

Performance management is an ongoing process of recognizing, measuring, and individual and team performance development and aligning them with the organizational strategic goals (objectives). Therefore the employee performance appraisal plays an important part in recognizing the strengths and weaknesses of the employees. On the other hand this task is done by individuals who are likely to make cognitive error including the leniency effect. With this error the appraiser evaluates all the employees with high scores regardless of their real performance. Therefore in this paper the relation between political appraisal, subjective, and the leniency effect in appraisers' in Refah Bank is studied. To do so, 136 individuals among 278 appraisers (the principals and the vice principals) in Refah Bank in Tehran have been selected randomly to participate in this study. The results show that the political appraisal with a partial correlation of 0.613 and the subjective indicator with a partial correlation of 0.668 have a direct relation with leniency effect in performance appraisal in Refah bank.

#### **Keywords**

Leniency effect, Subjective indicator for performance appraisal, Performance appraisal, Political appraisal.

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