



The relationship among strategic thinking and modern marketing in Parsian bank

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ABSTRACT

Most of the countries in the world tend to increase modern marketing to improve economic status by focusing on strategic thinking in today world. In parallel with this tendency to innovation and following to paying attention to stimulant factors for innovation in the organization, the organization could achieve a lot of competitive advantages for their own. With respect to requisite for taking distinctive measures by human resources management (HRM) in the course of facilitation for the innovation, the present research has been conducted in order to analyze the relationship among strategic thinking by interpretation of the role of modern marketing. The methodology of this study is descriptive of correlational type. The statistical population covers the employed personnel in Parsian bank Shiraz branches and the statistical sample was selected by simple randomized technique as 100 respondents based on Morgan sample size formula for which the standard questionnaire has been used as the main measurement tool and data analysis was executed using SPSS software. The results of a study indicate that the formation of modern marketing may prepare the ground for organizational entrepreneurship. Similarly, there is a positive and significant relationship among conceptual thinking, smart opportunism, and strategic thinking with modern marketing. Therefore, some recommendations are suggested in the course of improvement of organizational entrepreneurship from HRM perspective.

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Introduction

The manpower is deemed as the main capital in organizations at the modern age. In fact, efficiency and productivity in any organization depend on behavior and performance of the workforce in that organization and the employed personnel including parameters of measurement of the rate of the superiority of organizations to each other.

The concept of innovation is known as a vital tool for empowerment to create value and sustainability of competitive advantage of organizations in a very volatile environment with ever-increasing complexities.

The organizations with higher innovation power are more successful in response to volatile environments and the creation of new potentials that allow them to achieve better innovation. Also, the start point of innovation seriously depends on knowledge, thinking, expertise, and commitment of human resources as the main inputs in process of value creation and innovation. The strategic operation of human resources is deemed as the major tool in organizations to form and affect the skills, tendencies, and behavior of personnel in doing of their personal occupational tasks and thus achieving

of organizational goals and innovation and modern marketing. In order to updating of innovation in marketing, organizations may employ their human capital to develop organizational expertise toward marketing and creation of services and goods although expertise includes much-complicated concept and mainly caused by inquiry in specific objectives and tasks in a certain environment.

This purposive inquiry leads to improve efficiency in performance of responsible personnel for doing of the given tasks. The organization may not improve inclination and motive of personnel to execute such a sensitive operation by determination and implementation of a group of strategic operations of human resources in order to increase and develop organizational expertise toward achieving of modern organizational marketing. As a result, strategic thinking can guide innovative activities toward marketing since it creates the potential for discovery and utilization of knowledge and expertise in the organization.

After improvement of managerial processes, the organizations need to motive and potential of human capital to gener-

ate creative ideas, development of innovative marketing techniques, and creation of new situations for their advancement. The strategic operation of human resources may affect choices, potentials, and behaviors of personnel to achieve organizational goals and change them and play a vital role in the realization of the needed conditions for acceleration and grouping and guidance of personnel toward the development of innovative marketing activities. Using of some strategic operations of human resources e.g. employment, training, participation, assessment of performance and reward as a motivational device for commitment in personnel, an organization can compel personnel for creative thinking and innovation in marketing.

If an organization looks for advancement, it should be coordinated with new requirements and environmental changes and change its structure simultaneously with environmental changes so that (at least) to be able to fulfill the new marketing requirements (proportional to the aforesaid changes). Innovation is one of the ways for increasing of competitive advantage that is seen as one of the foremost strategic attitudes of enterprises to achieve long-term successes in marketing field on most of the occasions and it has a noticeable effect on risky activities [1].

Similarly, due to the relationship among innovation with flexibility and production, it is assumed as a very important subject for personnel, institutions, and totally for all communities [2]. One of the thinkers in the field of modern marketing in the organization believes that the presence of appropriate strategic thought may play permanent stimulant role and guide behavior of personnel toward innovation.

Therefore it can be implied that if an organization with appropriate climate for innovation encounter a crisis it can easily overcome that crisis by the motivation of attention of the personnel to a solution for that problem but in an organization with inappropriate climate, such attention may last for a very long time [3].

With respect to the key role of innovation and further importance of innovation in pioneering and competitiveness of organizations (especially Parsian bank) this study looks for an answer to this question: Is there any relationship among strategic thinking and modern marketing in Parsian bank .

Review of research literature and hypotheses

Strategic thinking

If there were not modern approaches in strategy today the strategy had been left in the history of managerial literature. It is because of non-adjustment of nature of classic strategy approaches with the business environment today. Prediction of the environment (opportunities and threats) is the basis for strategic planning and where there is a high difference among prediction (in planning) and reality (at time of execution) its effectiveness will lose.

According to the framework of theories of Mintzberg, an effective strategy is a creative phenomenon that is created by humans (strategists) and not by planning processes so that one should deal with critical thinking instead of planning. Many thinkers have argued that strategic management is perfectly focused on pragmatic processes. Some other groups go beyond it and express this movement may not be a profitable choice regardless of definition and measurement of performance since this field is the performance of the main core. This high and deep focus in corporate performance

denotes this fact that the nature of strategy is to study on relations between strategic alternatives of enterprise and its totality (performance) [4].

In order to recognize the main factors of strategic thinking, it is necessary for review of previous investigations in this regard among them one of the first and foremost studies is a survey done by Handford. In this survey, Handford identifies the characteristics which distinguish strategic thinking from operational thinking.

In this study, he separates strategic thinking from operational thinking by eight following properties:

- 1- long-term versus short-term and immediate;
- 2- conceptual versus objective;
- 3- learner versus reflective against acting/ practicality (thought versus practice);
- 4- recognition of opportunities and main problems versus finding of a solution to the existing problems;
- 5- moving toward new fields versus current and iterative fields;
- 6- effectiveness versus efficiency;
- 7- non-manual versus manual approach (present versus past); and comprehensive outlook (bird's eye view) versus detailed outlook.

In another study, Mintzberg introduces strategic thinking as a type of thinking for which other types of thinking assumed as prerequisite especially lateral and inductive thinking, intuition, and creativity [5].

In his survey, Litedka (1998) considered five elements that denote strategic thinking. These factors include systemic attitude, purposefulness, smart opportunism, timely thinking, production and test of the hypothesis. In his study titled 'expert strategic thinker', Goldman deals with the way of developing of strategic thinking professionally in CEOs of hospital centers. By considering studies of Mintzberg, Litedka, and Handford recognizes strategic thinking as a combination of four factors i.e. conceptual thinking, systemic thinking, prospection, and opportunism [6].

If we assume recent study as a summarized form of previous studies, four factors including conceptual thinking, systemic attitude, opportunism, and prospection may serve as constituent elements of strategic thinking up to this phase.

Conceptual thinking

The conceptual thinking is the first element in strategic thinking factors. The conceptual thinking denotes the potential for perceiving of a position by recognition of patterns and problem-oriented presentation. This thinking style covers using of experience, creativity, and inductive reasoning, and intuitive processes with the knowledge management particularly tacit knowledge that leads to a finding of potential solutions and stability choices which not be clearly relevant to each other and or not easily recognized [7].

Creativity is to use experience, induction-based thinking, and other features and functions of conceptual thinking that is directly related to using of assets, efficiency, and effectiveness of the organization.

Systemic thinking

The systemic thinking is the second element of strategic thinking factors. The system is a totality with at least two properties [7] so that each of elements can affect

performance or features of the total system and none of them can independently influence in the entire system [8].

The performance of an organization is a function of bilateral effects of organizational elements on each other. According to the literature of strategic thinking, the strategists should think on a system whereby they can enhance the performance by creating synergy as the foremost feature of systemic thinking.

Opportunism

The opportunism is the third component of strategic thinking. Opportunism means to search for personal benefits hypocritically and hypocrisy is defined as a type of lie-telling, theft, deception and speculative attempt for disobedience, manipulation, and pretension as plausible etc. Maurice takes a step beyond it and expresses that opportunism is enhanced when a party behaves beyond the mutual contracts unlike another faction and this is led to transferring property from one party to another. However, the important point is that such an action may not be necessarily opposed to the clear amendments to the contract [9].

In operational form, Shaw, Ching, and Darl recognized four factors as prerequisites for entrepreneurial opportunism. These four factors include uncertainty, special property, information asymmetry and communicative exchange [10]. The strategists with strategic thinking are an opportunist and the foremost use of opportunism is to reduce cost and hunting of opportunities. Also, lower cost and optimal use of opportunities are directly related to organizational performance.

Prosppection

The prosppection is the fourth element of strategic thinking. Many directors assume their own as victims of environmental forces out of their control so they may not control customers, markets, rivals, and rules. Thus, they try to react more than what needed than to act proactively. With respect to the relationship among strategic thinking and performance, prosppection may also play role in enhancing of performance.

The uncertainty and risk management is the main part in prosppection. Reduction of risk and converting of risk to opportunities leads to control of fluctuations without reducing wealth for the investors.

Study on strategic approach in a review of organization provided this opportunity for the researcher to become familiar with the model of the industrial university of American Armed Forces. This model introduces two dimensions of transformational leadership and recognition as elements of strategic thinking.

The dimension of recognition includes several elements which have been implicitly proposed in other studies and they are not out of mind. However, leadership is the next element that has not been implied in each of the previous studies.

Modern marketing

Surely, after hearing this question it may seem this concept is totally evident and primitive and all experts of this knowledge and owners of businesses may know that concept well and they have observed a thousand definitions of that concept in various marketing books while here it is intended

to express real philosophy of marketing that distinguishes it from sale and transaction aspect. The philosophy and existence reason for marketing is to create profitable customers and it mainly aims to create a loyal customer [11].

Therefore if we look at marketing from this perspective we will find all efforts made by the organization to attract loyalty and preservation of customers; of course, this is not only considered as a slogan but it should be placed at the central core of activities in organizations. Now if we look at our surroundings slightly we will see our own with plenty of similar products in terms of quality and services as we are in any industry or business so that if we deal with any innovation we can see quickly the similar case in products of our rival.

We are exposed to quick changes in interests and requests of customers because they become fully empowered and the revolution has been realized in the transferring of power from vendor to customer. At present this question may be raised that how can maintain customers beside the organization in such a market and avoid them from grasping by rivals. <If we look at the developmental trend of enterprises we can observe the following phases (Ibid, 117).

- 1- Tradeoff phase
- 2- Distinction of goods
- 3- Customer services
- 4- Partitioning of customer market
- 5- The phase for information database of individual customer

As you observe in this trend the orientations are gradually led to a single customer and perfect recognition of this customer is put on the top. Perfect recognition of customer familiarizes organization with interests and tastes of customer and helps the enterprise in the trend of the establishment of a more efficient relationship with the customer. It is a relationship for which the emotional aspects should be also addressed in order to survive. For a better perception of this concept, one can refer to this point that no relationship can be continued easily without trust concept (Pierces and Rogers, 2004: 8). Namely, as long as the customer does not trust in the organization, s/he will not continue this relation while the trust is also an emotional, sensual and psychological aspect. Therefore it can be said that there is surely an emotional part in all successful relations with customer s (Ibid).

In his new books titled marketing in Venus (2004), Herman Kartajaya, director of World Marketing Agency (WMA) has discussed this subject in details and drawn marketing from the outlook of future trade based on emotions. He implies that at the age of information and technology the customers whose brain was affected by a lot of information gradually refer to an emotional aspect of their own i.e. feeling for making decisions.

For this reason, exercising of marketing experience is one of the recommendations to marketing experts and it means that one should not only suffice with giving good services to customers but a pleasant experience should be prepared for them when they communicate with the organization and this is totally available via modern technologies. In fact, it should be mentioned that advancements of technology at present time has provided potential to establish more and easier communications and put it at disposal of people to

communicate more as a human through transmission of their emotional messages and the people like using these ever-increasing advancements further due to their role as a human, not an economic animal.

The first marketing principle in Venus also denotes this point that IT shall be followed more with emotional information and lesser logical data.

Today, by possession of such technologies marketers could more easily and better communicate with their customers together with emotions and to attract their trust. Of course, it is totally evident that this step should be taken constantly after giving services and fully favorable goods and an according to request of customer and innovations because if organizations forget this axiom that they should give the goods and services to the customer proportional to his/ her request and to be coordinated with this trend by taking development in continuous innovations dealing with emotional aspect will not be deemed as anything except slogan and deception from customer's perspective.

Marketing in includes 18 principles in Venus we will discuss some other principles of it in the following:

The other principle of marketing in Venus deals with this issue is that most of the competitive advantages caused by emotion. It is recommended principally to the organizations in fact if they wanted to overtake the rivals in a time that led them to the related technology, they should ask for help from the emotion instead of thought.

- Awareness of customer as the best tool for perception and achieving his/ her hidden requirements:

This principle denotes that the emotional requirements may not be directly measured by quantitative and direct studies. The emotional requirements can be only discovered and predicted with studies based on awareness of customer and finally, the quantitative studies are concerned with the event took place for the customers while recognition of customer is for the event which will occur to the customer.

- Participation of your customers in the working process.
 - More participation of customers in working process causes a further sense of ownership in them.

Sharing of the customer means to assume customer as a partner and paying attention to the following factors is necessary for the improvement of participation of customer [12]:

Generosity: Starting of constant participation depends on the intrinsic generosity of both sides because good partners do not focus on deliberation exactly.

Trust: Trust is the basis for great and successful participations since both sides may feel a sense of satisfaction in participation twined with trust.

Wish: The successful participations have been founded on insight and common goals and objectives. In fact, common and positive hope and wishes are led to the development and strengthening of coordination and interaction.

Reality: The partners should mutually respect for honesty and cheerfulness and they should be too brave to accept the consequence and mercy and affection to their peer reflected from such feedbacks under the conditions accumulated with criticism and ventures.

Balance: This means observance of fairness and equality namely each of both sides assumes the same right for the opposite side as for his/ her own.

Sobriety: It means having a relationship with order and peace that strengthens the participation.

If we notice the above-said cases more accurately we will find that all of them highly emphasize in emotional and sensual aspects of the presence of the customer.

- Fulfill your promise.

It has been highly recommended in this principle that the organizations should never try to deceive their customers by false and fascinating slogans but they should promise them only for what they can perfectly fulfill it (Ibid, 64-65).

Methodology:

Given in the current study it has been discussed about the relationship among strategic thinking with modern marketing in Parisian bank, therefore, the current research is an applied study. The statistical population includes personnel of Parsian bank (240 respondents) among of which 100 members of personnel were chosen as statistical sample using random sampling method and by means of Cochran's formula. The standardized questionnaire has been employed for data collection in this study with five- choice spectrum. Moreover, after introducing by the university and receiving permission about the given research for data collection in the organization the researcher referred to this organization and the needed information was given to the sample groups by proposing of research scale and the questionnaires were completed and collected in the same place. It should be noted that some explanations were presented to personnel about the questionnaires and their dimensions in order to achieve integrated and reliable information regarding research objective.

Research findings:

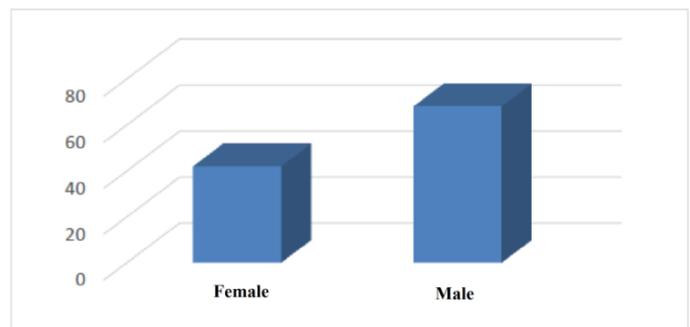
Descriptive findings

The way of distribution of gender is given for the studied sample in Table 1.

Table 1. Gender distribution in the studied sample

	Frequency	Percentage
Female	32	32
Male	68	68
Total	100	100

Diagram 1. Gender distribution in the studied sample



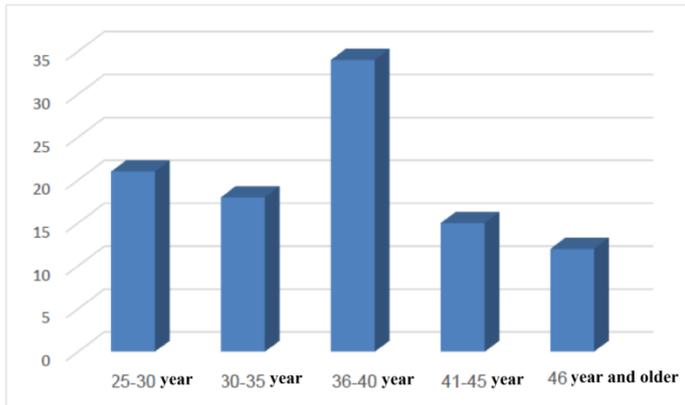
The quality of age distribution is given for the studied sample in Table and Diagram 2. Based on the given results, the highest frequency is seen in age group (36-40 years) and

according to what is seen, 34 subjects (34%) were at this age range.

Table 2. Age distribution in the studied sample

Year	Frequency	Percentage
25-20	21	21
30-35	18	18
36-40	34	34
41-45	15	15
46 and older	12	12
Total	100	100

Diagram 2. Age distribution in the studied sample

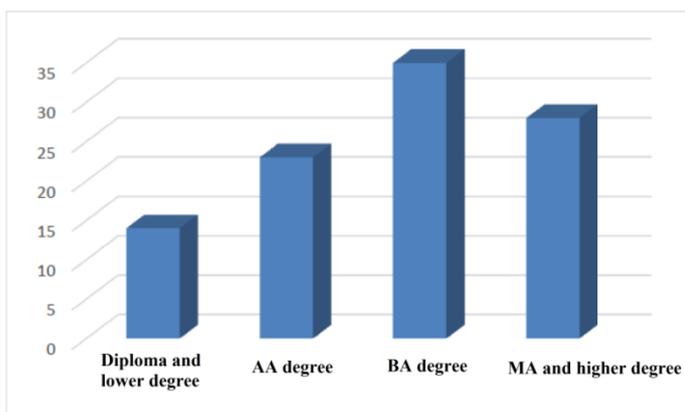


The quality of distribution of educational level is presented for the studied sample in Table and Diagram 3. As it observed, most of the subjects had a BA degree in education (35 respondents).

Table 3. Distribution of educational degree in the studied sample

	Frequency	Percentage
Diploma and under diploma degree	14	14
AA	23	23
BA	35	35
MA and higher	28	28
Total	100	100

Diagram 3. Distribution of educational degree in the studied sample

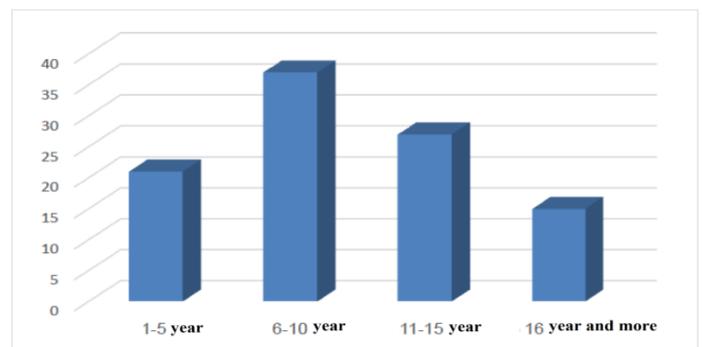


The quality of distribution of servicing background in the organization for the studied sample is presented in Table and Diagram (4). As is seen, most of the sampled subjects had a working background (6-10 years).

Table 4. Distribution of working background in the organization in the studied sample

Year	Frequency	Percentage
1-5	21	21
6-10	37	37
11-15	27	27
16 and more	15	15
Total	100	100

Diagram 4. Distribution of working background in the organization in the studied sample

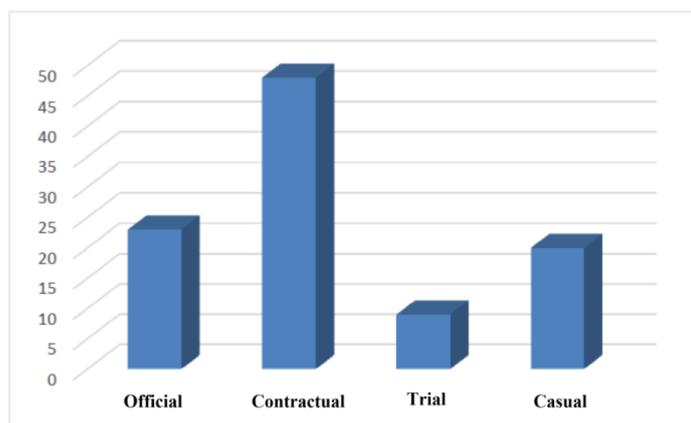


The way of distribution of employment type for the studied sample is presented in Table and Diagram 5. As it is visible, most of the subjects were contractual employees (48 members).

Table 5. Distribution of employment type in the studied sample

Year	Frequency	Percentage
Official	23	23
Contractual	48	48
Trial	9	9
Casual	20	20
Total	100	100

Diagram 5. Distribution of employment type in the studied sample



Inferential findings

The mean and standard deviation are given for the studied parameters in Table 6.

Table 6. Mean and standard deviation for the studied variables

	Minimum	Maximum	Mean	Standard deviation
Conceptual thinking	26	48	36.48	4.54
Systemic thinking	23	38	31.27	3.35
Smart opportunism	21	31	26.98	3.48
Strategic thinking	71	121	94.45	12.54
Prospection	98	208	159.15	29.21

Kolmogorov-Smirnov test: In order to determine the normality of data distribution, Kolmogorov-Smirnov test was utilized where the results of this test are given in Table 7.

Table 7. The results of Kolmogorov-Smirnov and Leven tests

	Kolmogorov-Smirnov test	
	Statistic	Significance level
Conceptual thinking	1.297	0.089
Systemic thinking	0.48	0.84
Smart opportunism	0.32	0.98
Strategic thinking	0.716	0.481
Prospection	0.88	0.58

With respect to the insignificance of the test for all of the studied variables ($p\text{-value} < 0.05$), the normality assumption is confirmed for the data distribution.

Major hypothesis: There is a significant relationship among strategic thinking and modern marketing in Parsian bank.

The related results to analysis on the relationship among strategic thinking and modern marketing are given in Table 8.

Table 8. Correlation between strategic thinking and modern marketing

Variable	Modern marketing
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Strategic thinking	Correlation rate	Significance level (0.05)
	0.745	0.000

Based on the given results, the value of Pearson's correlation coefficient is 0.745 and significance level amounts to 0.000 were with respect to significance level which is smaller than 0.05, therefore, it is confirmed that there is a significant relationship among strategic thinking and modern marketing.

Minor hypotheses

There is a significant relationship among conceptual thinking and modern marketing in Parsian bank.

The results relating to the analysis of the relationship among conceptual thinking and modern marketing are given in Table 9.

Table 9. Correlation between conceptual thinking and modern marketing

Variable	Modern marketing	
	Correlation rate	Significance level (0.05)
Conceptual thinking	0.489	0.000

According to the given results, the value of Pearson's correlation coefficient is 0.489 and significance level amounts to 0.000 were with respect to significance level that is lesser than 0.05, therefore, it is verified that there is a significant relationship among conceptual thinking and modern marketing.

There is a significant relationship among systemic thinking and modern marketing in Parsian bank.

The relevant results for an analysis of the relationship among systemic thinking and modern marketing are presented in Table 10.

Table 10. Correlation between systemic thinking and modern marketing

Variable	Modern marketing	
	Correlation rate	Significance level (0.05)
Systemic thinking	0.635	0.000

Based on the given results, the value of Pearson's correlation coefficient is 0.635 and significance level amounts to 0.000 were with respect to significance level that is lesser than 0.05, as a result, it is confirmed that there is a significant relationship among systemic thinking and modern marketing.

There is a significant relationship among smart opportunism and modern marketing in Parsian bank.

The relevant results to analysis on the relationship among smart opportunism with modern marketing are given in Table 11.

Table 11. Correlation among smart opportunism and modern marketing

Variable	Modern marketing	
Smart opportunism	Correlation rate	Significance level (0.05)
	0.654	0.000

Based on the given results, the value of Pearson's correlation coefficient is 0.645 and significance level amounts to 0.000 therefore given the significance level is smaller than 0.05, as a result, it is verified that there is a significant relationship among smart opportunism and modern marketing

Regression analysis

In order to determine whether the variables of strategic thinking can predict modern marketing or not, regression analysis was utilized. The relevant findings to regression analysis are given in the following.

Table 12. The abstract of the regressive model to determine the predictability of dimensions of strategic thinking for modern marketing

R	R2	Adjusted R2	Estimated error deviation
0.480	0.2304	0.1981	4.317

Table 13. The results of the ANOVA test to determine the predictability of dimensions of strategic thinking for modern marketing

Model	Sum of squares	Degree of freedom	Mean square	F	Probability
Regression	609.220	3	203.073	9.677	0.009
Residual	18293.769	61	299.898		
Total	18903.015	64			

Table 14. The results of estimated coefficients to determine the predictability of dimensions of strategic thinking for modern marketing

	Non-standard coefficients		Standardized coefficients	t	Probability
	B	Std. error	Beta		
Constant coefficient	9.541	1.741		5.198	0.0001
Conceptual thinking	1.145	0.412	0.329	2.779	0.015
Systemic thinking	4.045	0.567	0.532	7.134	0.0001
Smart opportunism	1.140	0.245	0.176	4.653	0.0001

Based on the given findings from abstract of model Table 12 the independent variables (dimensions of strategic thinking) interpret about 19% of the variance for modern marketing. According to the findings in Table 13 about ANOVA test the estimated model is statistically significant at confidence level 95% (F=9.667; p-value = 0.009). It is inferred from the results of Table (4-13) for the estimated coefficients that all of the estimated coefficients are significant in the given model (p-value <0.05). In this regard, the coefficient of conceptual thinking was 1.145 in the estimated model where with respect to the value of t-statistic which is 2.799 and significance level is 0.015 that is smaller than 0.05. The coefficient of systemic thinking is 4.045 in estimated model and this coefficient is significant (t=7.134; p-value = 0.0001). The coefficient of smart opportunism is 1.140 in the estimated model and this coefficient is significant in the estimated model (t= 4.653; p-value = 0.0001).

Conclusion:

With respect to the effect of innovations of strategic thinking on attitude and behavior of personnel, the present study has analyzed upgrading of strategic thinking and thus modern organizational marketing in terms of innovative human resources management HRM. Given the research findings, it can be concluded that there is a positive and significant relationship among strategic thinking and modern marketing in the organization. In parallel with this finding, McDuffie (1995) examined the effect of four parameters (employment, payment, promotion, and training) as the activities of human resources for innovative marketing in productivity in analysis of modern marketing of human resources on productive performance of organization and the presence of such relations was confirmed.

At the same time, a study done by Ichniowski et al. (1997) shows the effect of modern working activities e.g. rewarding payments, employment, and selection. Teamwork in flexible occupational procedures, guarantee for employment, communications, and training in productivity. Furthermore, the results of a study done by Laursen and Foss (2003) indicated the effect of strategic thinking by modern marketing in HVRMU activities.

The first hypothesis of study denotes the effect of strategic thinking by modern marketing in the organization. In other words, the presence of effective modern marketing in an organization requires for existing appropriate independence, conceptual thinking, systemic thinking, prospection and smart opportunism each of which is necessary as one of the prerequisites for strategic thinking. Likewise, the presence of supportive culture and drive for creativity and innovation and a stimulant for the motivation of personnel and utilization from their maximum ability and productivity is necessary for activities of modern marketing.

The studies imply the effect of strategic thinking of innovative HRM on modern organizational marketing. The research findings show that except strategic thinking, other types of thinking such as conceptual thinking, systemic thinking, prospection, and smart opportunism affect modern marketing. The totality of these findings is consistent with the theoretical literature. In fact, extensive, continuous, team-centered and long-term training, dynamic services compensation systems, performance-based payment, team-

building and empowerment of human resources may prepare the ground for organizational entrepreneurship because they provide the platform for knowledge exchange and distribution. With respect to findings of research, it is suggested to act cautiously regarding strategic thinking in their policymaking and measures and to involve in execution of venture innovations e.g. merit-based attraction, compensation for modern marketing services and reward, result-centered performance management and empowerment of human capitals as their model for implementation so that to prepare the ground for creativity, innovation and organizational entrepreneurship.

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