Explaining the effect of context and organizational architecture on the development of individual ambidexterity in knowledge-based companies

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Extended abstract

1- INTRODUCTION

The organizations of the present century are complex and are integrated systems consisting of processes, organizational units, people, information, and supporting technologies, as well as dependencies and connections between different elements. recognizing, engineering, and managing these social, technical, and infrastructural dimensions is critical to achieving and maintaining the efficiency of organizations. in recent years, the rapid and continuous course of events has gradually transformed the boundaries and dynamics of the business environment, and all institutions are increasingly confronted with new, unexpected, and far-reaching challenges. in dynamic markets, companies need to constantly explore new opportunities in addition to exploiting existing resources. therefore, the aim of this study was to investigate the effect of organizational ambivalence

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stimuli and drivers on individual ambivalent behaviors in order to fully benefit from the benefits and advantages of ambivalent for an organization. the present study has been conducted to address this research gap.

2-THEORETICAL FRAMEWORK

Previous research in the field of organizational ambiguity has emphasized the importance of organizational architecture, including 1 establishing separate task units focused on exploration or utilization, 2) integrating mechanisms that facilitate knowledge flows and coordination between units. this spatial and physical separation in different organizational units seeks to avoid friction between conflicting demands and interests between exploration and exploitation activities. the orientation of business units is towards exploration (for example, research and development unit) or exploitation and profitability (for example, production unit). the orientation of units should be aligned to reach organizational synergy. in addition to work ethic and discipline, individuals need access to sufficient resources to engage in exploration and exploitation activities. employees should have enough freedom to acquire the resources they want to advance their innovative actions across the organizational hierarchy. if such resources are provided, more exploration and for-profit activities will be possible. trust is another prerequisite for knowledge sharing and, as a result, knowledge flows are highly dependent on trust among all participants in the knowledge transfer debate. knowledge renewal and overflows from other people are of the main antecedents of exploration and exploitation activities.

3- METHODOLOGY

This study is a descriptive cross-sectional survey. and in regard to the application of the results, it is among the applied research. the statistical population of the study includes all 303 senior managers and experts of active knowledge-based companies located in sanandaj science and technology park. given the population size, the sample size was calculated and applied according to cochran's formula equal to 170. after distributing 181 questionnaires by simple random sampling method, 170 questionnaires were returned with a response rate of 94%.

4- RESULTS & DISCUSSION

In accordance with hypothesis 1, research results indicated that organizational architecture reinforces the use of individual dual power in knowledge-based organizations. therefore, it can be said that organizational architecture is capable of stimulating exploratory and for-profit behaviors. by integrating exploration and for-profit units, organizations perform both activities simultaneously and balance them within their borders through the active integration of senior management teams. the results of testing the second hypothesis indicated that the organizational context accelerates the use of individual duality in knowledge-based organizations. accordingly, it can be said that the organizational context can create a culture that everyone is trying to grow the other and help the development of the organization by influencing each other. these companies encourage employees to take creative action and cultivate a variety of perspectives that ultimately lead to larger perceptual mindsets and the achievement of original ideas.

5- CONCLUSIONS & SUGGESTIONS

Selecting the appropriate architectural framework has a significant impact on organizational productivity. a number of researchers have argued that sustainable organizational performance is dependent on exploiting existing capabilities and discovering new opportunities (i.e., dual power) in environmental dynamics and change. dualism is a concept that has been studied for years from the perspective of various fields including strategic management, organizational behavior, marketing, etc. however, overcoming ambiguity is not easy, as the explorative and for-profit behaviors often compete with each other. to cope with this situation, several organizational solutions have been proposed such as innovative culture. when managers create an innovative culture in their organizations, they must analyze the current state of exploitation and exploration activities, create a strategic profile of both, and identify their innovation goals. in fact, they have to consider their organization's future approach choose the right profile for exploitation and exploration to achieve their innovation goals.

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Human Resource Development based on Enterprise Entrepreneurship in Industrial Firms

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Extended abstract

1- INTRODUCTION

Regarding market globalization and its increasing pressures, the organizations should develop a constant ability to meet the customers' needs and wants to survive. Different market needs arouse endless changes in the life-cycle, shape, quality, and price of products and services. This issue is especially important for industrial organizations that are generally established to generate revenue. In this situation and given such challenges as rapid obsolescence of goods and products, reduced life-cycle, and increased potential fluctuations, the question is what solutions the organizations need to achieve competitive advantage to survive.

2- THEORETICAL FRAMEWORK

According to research evidence, entrepreneurship s one of the most important tools that can ensure the organizations' survival and help them solve their problems. organizational entrepreneurship is a process through which all the employees perform the role of an entrepreneur and perform

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individual and group activities continuously, quickly, and easily. many studies are conducted to examine the various factors affecting organizational entrepreneurship such as managerial support, organizational structure, culture, and communication, control and evaluation, human resource development, knowledge management, human resource subsystems, and so forth. meanwhile, human resource development is considered as one of the most important affecting factors of organizational entrepreneurship. human resource development is closely related to organizational entrepreneurship, meaning that organizational entrepreneurship includes organizational learning, performance enhancement through collaboration, creativity, and individual commitment. this study aims to propose a model for human resource development, at the individual and organizational level, based on organizational entrepreneurship in industrial organizations.

3- METHODOLOGY

This research is a case study based on a qualitative design. the required data were collected through in-depth interviews with several academic experts and senior and middle managers in the field of human resource development and organizational entrepreneurship of industrial companies located in khorasan razavi province. twenty-three persons were selected and interviewed to reach theoretical saturation.

4- RESULTS & DISCUSSION

Out of 23 interviews, 389 open codes, 21 concepts, and four components were identified as follows. prerequisites of human resource entrepreneurial behavior, the first component, includes entrepreneurial mindset, entrepreneurial organizational culture, internal and external organizational cognition, individuals' entrepreneurial characteristics, core competencies, entrepreneurial strategic vision, entrepreneurial strategic planning, entrepreneurial mission statement, and matrix organizational structure. the second component represents the activators of human resource entrepreneurial behavior, including organizational entrepreneurship-based rules and regulations, high-level organizational entrepreneurship-based expectations, clarity and transparency of organizational roles, and

entrepreneurship-based performance appraisal. the third component i.e., the enhancers of human resources entrepreneurial behavior is comprised of human resource development strategies, organizational networking, knowledge management, talent management, and technological infrastructures. component four represents providing entrepreneurial behavior enhancers and includes the motivators, human resource subsystem strategies, and top management support. the obtained model of entrepreneurship-based human resource development includes seven steps as the following: 1) assessing the organizational prerequisites of entrepreneurial behavior, 2) defining the activators of entrepreneurial behavior, 3) presenting problem-based projects at the individual and organizational level, 4) determining the developmental requirements of the organization's human resources, 5) activating the developers of entrepreneurial behavior, 6) providing the boosters of entrepreneurial behavior, and 7) evaluating the results and performance at the individual and organizational levels.

5- CONCLUSIONS & SUGGESTIONS

The organization's tendency to be an entrepreneur organization has a positive effect on human resource development. if an organization wants to become an entrepreneur organization, it has to develop its human resource. according to research results, some implications are provided for human resource development as entrepreneurship-based strategies of industrial enterprises. the first is to transform the structure of the organization into a matrix structure because teams and workgroups are emphasized by organizational entrepreneurship. on the other hand, in any project, active employees are required to support each other's learning and to develop team members to achieve the project goal. the second strategy is to design an entrepreneurship-based performance appraisal system. in other words, employees should be evaluated based on entrepreneurial indices. in this regard, it is recommended to benchmark the world-renowned companies. the last strategy is to provide entrepreneur employees with specific opportunities for growth and development instead of providing them with specific content since entrepreneurs are self-developed individuals.

organizations should consider this issue in their organizational training and development strategies.

Keywords: Entrepreneurial Approach, Enterprise Entrepreneurship, Human Resource Development, Industrial Firms.

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Investigating the Impact of Organizational Rumor and Gossip on Employees' Job attitudes and Performance through Organizational Cynicism in the Public Sector

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Extended abstract

1. INTRODUCTION

Over the centuries, spreading gossip and rumors has been a common act among all cultures and some measures have been taken to put an end to these acts. these two important social phenomena have found their way into organizations and workplaces. the researches have shown that most of the employees spread gossip, eavesdrop on others' conversations, or at least, express their assessments about people who are absent. the existing evidence indicates that spreading gossip and rumor affects the employees' behavior. however, the researchers are not interested in investigating spreading gossips and rumors and their impact on employees' behavior and job attitude. human resource managers can monitor the spread of gossips and rumors and take proper measures to reduce their negative influences by having a better understanding of their affecting factors. taking into account that employees behave in different ways and every behavior in the workplace cannot be monitored, this research focuses on employees' cynicism and some outcomes. it seems that in the new millennium the

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employees are more subject to cynicism than before because today's corporate environments are riffed with mistrust, scandals, and opportunistic behaviors. according to previous research, employees' cynicism is accompanied by negative consequences such as reduced level of performance, job satisfaction, and organizational commitment, and increased turnover intention. the current research accordingly aims at investigating the impact of spreading organizational rumors and gossip on employees' job attitudes and performance through cynicism in public organizations of mashhad city.

2. THEORETICAL FRAMEWORK

In general, gossip is described as a conversation between two or more people about absent people stated that gossip is a dynamic process the impact of which gossip depends on the gossip triad i.e., the interaction between the gossiper, listener/respondent, and the target. rumor is also defined as the person-to-person circulation of stories, information, and unfounded news, which is based on common opinions and obtains credit through its repetition and dissemination. the rumor's veracity cannot be confirmed however it is not necessarily untrue. the association between gossip and rumor with cynicism is considered because of the following reasons: a) cynicism provides the best food for the gossipers, bystanders, and people who like making and spreading rumors; b) gossip and making rumors require a social setting as a tool for transmitting the information; c) some people, based on the theory of social information, may receive valuable information through gossips and rumors and act based accordingly. besides, it appears that cynicism has a negative relationship with job satisfaction, organizational commitment, and performance, and a positive relationship with intent to leave the organization. the employees, who have high organizational cynicism, less trust the organization because they believe that the organization does not consider their interests. in addition, a deep emotional bond with the organization is necessary to build commitment and, thus, it can be argued that high levels of organizational cynicism are associated with low levels of organizational commitment.

additionally, these cynical people have negative attitudes toward their job (e.g., lower job satisfaction) and organization (e.g., lower organizational commitment) resulting in organizational turnover. finally, cynical employees who are disappointed with the performance of the organization probably do not find any relationship between their own performance and the reward they receive and, thus, consider themselves as a tool for the organization to fulfill only its goals. this perceived instrumental attitude can lead to decreased efforts and performance.

3. METHODOLOGY

The current study was an applied and analytical survey. the statistical population of this study was comprised of employees working in public organizations of mashhad city 480 of which questionnaires were surveyed by distributing a questionnaire designed based on 5-point likert-type scales. the face and content validity of the questionnaire were examined and approved by evaluating the opinions of management experts. the construct validity of the questionnaire was approved by conducting a confirmatory factor analysis. the questionnaire's reliability was assessed using cronbach's alpha coefficient, all of which were above 0.7. research results indicated the significance of all the factor loadings. to analyze the obtained data, a structural equation modeling was employed in amos software.

4. RESULTS & DISCUSSION

Research results revealed a positive significant relationship between organizational cynicism, non-workplace gossip, and rumors. these results are consistent with that of kuo et al. (2015) and hornuvo (2017). besides, research results demonstrated the stronger impact of workplace gossip on organizational cynicism than on non-workplace gossip. in accordance with the obtained results, it can be stated that the employees might show less tendency to notice this type of gossip and may not show earnest response to its sources. also, given the fact that the non-workplace gossip is pertinent to personal life, the employees may not associate the pressure regarding this

gossip with their colleagues or the organization. on the other hand, workplace gossip has more impact on the employees' perception and behavior in the workplace, since it is pertinent to the employees' job, colleagues, and customers. in addition, results indicated a positive and significant impact for the variable of spreading rumors on cynicism. this effect was stronger than the other two variables i.e., the workplace and non-workplace gossip. consistent with the relevant literature, it can be argued that spreading rumors could involve a large number of people and, therefore, might have a greater impact on cynicism. regarding the four final hypotheses, cynicism had negative impacts on job satisfaction, organizational commitment, and performance, and a positive and significant impact on turnover intention. these results are also consistent with that of sungur et al. (2019) and wilkerson et al. (2008).

5. CONCLUSIONS & SUGGESTIONS

In general, it can be stated that cynicism in public organizations may decrease the motivation to render services and subsequently reduce the efficiency of these organizations. considering the fact that the iranian society welcomes gossip and rumors and is prone to cynicism, the same culture is unfortunately transferred into the organizations and may result in decreased job satisfaction, organizational commitment, and performance, and increased turnover intention. therefore, people's satisfaction with the public sector may be reduced. the managers of public organizations should accordingly pay special attention to the understudy variables. taking into account the results, we recommend future researchers examine the proposed model moderated by organizational or national culture and compare the results with that of the current study.

Keywords: Job Gossip, Rumor, Cynicism, Job Attitudes, Public Organizations.

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Investigating the Drivers of Managers' Conspiracy Illusion in public Organizations using the Method of Interpretive Structural

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Extended abstract

1- INTRODUCTION

The illusion of conspiracy in managers makes them think that employees are secretly and maliciously seeking to conspire and achieve selfish goals, which leads to increased pessimism about employees and organizational trauma. Therefore, identifying the factors affecting the delusion of managers in state organizations and eliminating them leads to facilitating the path of organizational development and transformation. Accordingly, the purpose of the present study is to identify and level the drivers of the conspiracy illusion of managers.

2- THEORETICAL FRAMEWORK

The illusion of conspiracy has been described as a conspiracy carried out by a number of powerful agents to achieve destructive goals. conspiracy theories have symptoms such as anomie, distrust of authority, political pessimism, machiavellianism, and disability. conspiracy theories can change the way people think about social events. the illusion of conspiracy occurs in conditions of uncertainty, and due to low access to accurate information people are more likely to have the illusion of conspiracy. factors such as

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openness and intellectual curiosity, inclination to new ideas, and effective communication are among the factors that reduce the illusion of organizational conspiracy. the illusion of organizational conspiracy can be expressed for powerful groups in the workplace (managers) who seek to achieve goals that are done in secret. managers may deliberately hire or fire their preferred candidate. the illusion of conspiracy in organizations leads to the dismissal of employees and key members of the organization. organizations as social institutions are among the most important places for the formation of conspiracy theories, and conspiracy theories, in addition to the destructive effects they will have on the organization, also have harmful effects on society.

3- METHODOLOGY

The present research is a descriptive survey in terms of data collection, and it is an applied study in terms of purpose. it was conducted in two steps. in the first step, using the qualitative content analysis method, the factors affecting the illusion of organizational conspiracy were identified and extracted through semi-structured interviews with 15 professors of management and psychology. the validity and reliability of the interviews were confirmed by the method of relative content validity and the kappa cohen index, respectively. coding of interviews using atlas software led to the identification of 11 drivers in the formation of conspiracy theories. in the second step, in order to level the identified drivers, the opinions of 26 senior managers of public organizations located in the province of west azerbaijan were obtained using a questionnaire distributed based on purposive sampling method and analyzed by structural equation modeling. the validity and reliability of the questionnaire were confirmed by content validity and test-post-test methods, respectively.

4- RESULTS & DISCUSSION

Encryption of interview data led to the identification of 11 drivers, cultural weakness, lack of transparency, norm-breaking, incompetence, political behavior, conscientious leadership style, dysfunctional

communication, poor performance, corruption, power gap, and managerial weakness. in the interpretive structural model, the interrelationships and influence between the criteria of different levels were well shown, which leads to a better understanding of the decision-making space by managers. the modeling performed with an interpretive structural approach has classified the identified propulsions into six levels. the sixth level is related to the most effective drivers and the first level is related to the most effective drivers. according to the micmac matrix, the results indicate that there is no criterion in the autonomous sector, and this indicates that among the factors affecting the conspiracy illusion, there is no factor that does not affect the conspiracy illusion, and all factors are effective. in the field of influence, there is only a conscientious leadership style, which has low dependence and high influence. in the dependency sector, where the dependency rate is high and there is weak influence, the variables of non-transparency, inefficient communication, and managerial weakness are located. in the link section, which is high dependency and influence, there are variables of cultural weakness, norm-breaking, meritocracy, political behaviors, poor performance, power distance, and corruption meaning that they have high influence and power in terms of dependence.

5- CONCLUSIONS & SUGGESTIONS

The illusion of conspiracy in the managers of organizations leads to a kind of contradiction, paranoia, pessimism, and conflicts that cause irreparable damage to the organization. according to the findings of the research at the sixth level, cultural weakness and managerial weakness have had the greatest impact compared to other factors, however, cultural weakness has been the most influential factor. at the fifth level of the model is corruption, which is somehow affected by cultural weakness and managerial weakness. at the fourth level, there is a conscientious leadership style and distance from power and undesirable performance, which is influenced by cultural weakness, poor management, and corruption in organizations. at the third level is norm-breaking, which is influenced by conscientious leadership style, distance from power, and undesirable

performance. in the second level, there is a lack of meritocracy in political behaviors and games, and in the first level, there is a lack of transparency and inefficient communication, which is due to the lack of transparency of information and procedures, as well as inefficient communication between managers and employees. the illusion of conspiracy increases in managers. in this regard, it is suggested that the culture of participation and support be replaced, which paves the way for more space for the presentation of views and self-openness of employees. increasing organizational competencies through the implementation of training courses, holding think tanks, and using the methods of the nominal and delphi groups can lead to an increase in knowledge, experience, and managerial abilities. reducing corruption and the need to comply with organizational norms leads to unity and integrity of members of the organization. transparency in organizational affairs and accountability for performance can reduce the illusion of conspiracy. in this regard, they should pay attention to the factors that create the illusion of conspiracy of managers in organizations and try to weaken these factors in order to achieve a moral organization with a healthy atmosphere.

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Identifying the Personality Characteristics of Knowledge Workers

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Extended Abstract

1- INTRODUCTION

The last decade has seen many changes in the global business environment. thus, technology-driven businesses have been replaced by knowledge-based businesses. human resources are now the most important asset of organizations. but not all employees are a source of competitive advantage for organizations. rather, knowledgeable employees can create competitive advantage and added value for the organization. therefore, managers of organizations must know how to provide a suitable environment and opportunities for greater participation of knowledgeable employees in the organization, because the processes of identifying, recruiting, training, managing, and retaining are more difficult for knowledgeable staff than for other employees. organizations should know more about the personality and behavior of knowledgeable employees and develop appropriate programs to attract, train and interact with them as well as adopt necessary strategies to make them satisfied and loyal.

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2- THEORETICAL FRAMEWORK

By examining most of the key factors affecting the success of knowledge management, the human factor or knowledge staff is common in most models. the term knowledge worker was first introduced by peter drucker. in his opinion, a person who works with information and develops or applies knowledge in the workplace is a knowledge worker. knowledge employees are employees who have a high level of education and experience and think about life and are mainly engaged in technical and managerial positions. on the other hand, they can have a major impact on the company and its performance. the nature of these employees requires a high level of autonomy and knowledge workers usually need to work with colleagues in similar departments, other departments, or even with employees of different organizations. knowledge workers do not repeat the same task every day, so they do not follow the instructions given to them, but use their technical and intellectual knowledge to perform tasks. personality is one of the most important factors that can be evaluated in the first call, the job seeker. because it seems difficult to pay attention to the applicant's situation in many environments and situations, a person's personality information can be used to predict his or her future behavior. the five-factor model, mbti model, and enneagram typology model are some of the most important personality models used in this study.

3- METHODOLOGY

This research was a mixed study with the interpretive philosophy in its qualitative phase (descriptive phenomenology). in the quantitative phase of the research, the pragmatism philosophy was used. the statistical population of the qualitative phase was comprised of experts such as knowledge management experts in 23 companies in Mashhad city having R&D departments. The sampling method was snowball continued to 21st interview to reach theoretical saturation. The qualitative data collection tool was semi-structured interviews and gathered data were analyzed using MAXQDA software.

4- RESULTS & DISCUSSION

Descriptive phenomenology was conducted based on the colaizzi approach. the following steps were followed: first, the interviews' content was converted from audio to text mode. at this step, a total of 270 open codes were extracted. in the next step, the codes list was referenced and some codes were integrated with each other. also, irrelevant and duplicate ones were removed from the existing list, and categories were determined based on expressions and codes extracted from previous steps. finally, eleven personality categories were extracted including introversion, conscientiousness, judgment, realism, neuroticism, incompatibility, conservatism, narcissism, thinking, self-control, and openness.

5- CONCLUSIONS & SUGGESTIONS

When hiring knowledge staff, routine personality tests should be performed to select and attract people with the closest personality type to knowledge jobs. one of the most important results of this study was identifying the introversion of knowledge staff as a key personality dimension. due to the characteristics of introversion, it is appropriate to try to provide a suitable work environment for introverts such as a place for mental resting, walking, exercising, and even sleeping at work. in regard to knowledge employees' internal locus of control, managers are recommended not to externally monitor and control their work process and, instead, control their work output. in regard to the psychotic characteristics of knowledge workers, it is suggested to avoid imposing stress and work pressure on and setting a short period of time for them. in general, organizational processes should be redefined for knowledgeable employees. even if necessary, two types of processes should be implemented for knowledge and non-knowledge employees. due to the thinking characteristic, it is suggested to provide necessary conditions and situations for knowledge employees to think.

Keywords: Knowledge Workers, Knowledge Management, Knowledge Work, Phenomenology, Personality Characteristics

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Developing a Model for Organizational Health
A study on Isfahan's Mobarakeh Steel Company

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Extended abstract

1- INTRODUCTION

Organizational health, as the ability to operate successfully in complex conditions, is one of the main concerns of organizations. this concept has many components encompassing a wide range of organizational capabilities that affect the survival, growth, and performance of the organization. the main focus of organizational health is on evaluating and identifying strengths and weaknesses from a holistic perspective and improving them appropriately. therefore, it is important to pay attention to different influential perspectives on the organization, especially the views of the organization's key stakeholders. this is also important for isfahan's mobarakeh steel company as a large steelmaker with a wide range of different stakeholders. this study was to answer the key question by examining the organizational health phenomena from the key stakeholders' point of view: "what are the key factors of organizational health for isfahan's mobarakeh steel company?"

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2- THEORETICAL FRAMEWORK

The concept of organizational health first introduced in 1964 is encompassed a wide range of organizational capabilities, depending on the theoretical origin, type of organization, and dominant context. also, a healthy organization is one with all its components working well and capable of doing what is expected of the mission and managing the various affecting factors. one of the most important reasons for studying the concept of organizational health is its potential impacts on performance aspects of the organization. organizational performance encompasses a wide range of tangible and intangible aspects.

3- METHODOLOGY

This research is an applied study in terms of purpose, and in terms of method, it is a systematic grounded theory. purposive sampling was used to select and study key stakeholders until reaching theoretical saturation. data were collected through interviews and analyzed using atlas. ti 8 software. during open coding, 1532 citations were identified and summarized in 104 open codes. after axial coding, they were categorized in 37 axial categories: pivotal phenomenon, strategies, causal, contextual, interfering factors, and results. then, through the outcomes of selective coding, it was proposed the paradigmatic model of organizational health from the perspective of key stakeholders. the validity of the model was confirmed by qualitative and quantitative indices of cvi and cvr, using the opinions of an 8-expert panel, and its reliability was confirmed by qualitative and quantitative retest reliability methods.

4- RESULTS & DISCUSSION

According to the findings, the pivotal phenomenon of organizational health from the perspective of key stakeholders of the company includes three main aspects of acting on organizational responsibilities in different areas such as social, environmental, and ethical, creating a balanced and sustainable image and performance, agility, and flexibility in dealing with confronted issues and high productivity of the resources available to the organization. causal factors of organizational health include correct

organizational leadership at different stages with participation of employees, employee competence, structure and processes tailored to the organization's goals, job enrichment, efforts to understand and respond effectively to customer expectations, good communication with suppliers, and proper performance of suppliers. strategies for promoting organizational health include recruitment, development, and promotion of employees on the basis of competence and performance, effective care, support and retention of staff, selection and development of leaders based on competence and performance, leadership participation in staff development, use of knowledge and experiences of stakeholders, innovation and technology advancement, focusing on creating the future, promoting strategic and systematic thinking, making effective use of the ict, improving the culture of the organization and stakeholders, and continually improving supply and purchase practices. contextual factors that influence the success of organizational health promotion strategies include commitment, attitude and independence of leaders, organizational culture and climate, communication, employee retention and development, supplier selection and management, structure, processes, and systems integrity, knowledge, technology, and innovation management, the organization's target setting system, the variety of customer services and enterprise investments. interfering factors, that influence the impact of strategies on organizational health outcomes, include national and global economic and financial issues, government, national and local legal institutions performance, political, cultural, and social issues, and the competitive and technological environment of business. results of maintaining and promoting organizational health for the company include performance and value creation of the company for different stakeholders, promotion of the organization's brand, and improvement of the experience of different stakeholders and safety, health, and professional growth of the employees.

5- CONCLUSIONS & SUGGESTIONS

This research has attempted to have a more comprehensive view of the health of the organization and its causal factors, strategies, intervening

factors, and results for isfahan's mobarakeh steel company. by comparing the findings with the literature, it can be seen that the categories extracted, in addition to those mentioned in previous research, including new ones such as ict, technology, expectations of customers and suppliers, investments of the organization, etc that are also in the domain of management but outside the scope of organizational behavior. also, due to the view type of this study, its results can be used to prepare a roadmap to improve the set of health affecting factors. it is also suggested to other researchers to consider the identified dimensions and components in future research and to use the findings of the current research to develop standardized measurement tools.

Keywords: Organizational Health, Organizational Performance, Healthy Organization, Organizational Capability, Key Stakeholders.

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Exploring social influence and the effect of professional ethics and political skills on it

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Extended Abstract

1- INTRODUCTION

Despite decades of insurance industry growth in iran, this industry suffers from a lack of social influence. the per capita cost of insurance in the country is less than $ 100. iran is one of the undeveloped countries in terms of insurance influence (ranked 42nd), because the insurance influence rate in iran is 1.4 percent, while it is 15 percent in developed countries. this study was conducted to examine how the social influence of the insurance industry can be enhanced.

2- THEORETICAL FRAMEWORK

In the proposed conceptual model, professional ethics and political skills are independent variables and social influence is the dependent variable. in this research, the concept of social influence means the ability to influence or persuade others. in other words, social influence is an intentional collective or individual attempt to change others' beliefs or behavior. in the insurance industry, professional ethics is achieved through following the rules and regulations, justice and fairness, transparency and honesty, keeping human dignity, and respecting social rights. political skill is the manifestation of a person's characteristics and competencies that is able to apply political behaviors. the essence of political skill is the ability to create a shared understanding and includes four dimensions: social astuteness, networking

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ability, interpersonal influence, and apparent sincerity.

3- METHODOLOGY

Insurance sellers in north khorasan were considered as the statistical population. out of 1100 people, 276 were selected as the statistical sample after performing a pre-test and placing the standard deviation of responses in cochran's formula. in this research, the data gathering tool was a standard 38-item questionnaire, the validity of which was confirmed by confirmatory factor analysis and its reliability confirmed by cronbach's alpha coefficients. due to the geographical dispersion of the target population, the sample members were selected by cluster sampling. the collected data was analyzed by conducting structural equation modeling in lisrel software.

4- RESULTS & DISCUSSION

Based on research findings, increasing the social influence of insurance in iranian society is affected by both political skills and professional ethics. these findings reflect the fact that the promotion of social influence in this industry is strongly influenced by the way actors within the industry act. the results of statistical analysis showed that professional ethics can independently increase the social influence of the insurance industry by up to 60%. research findings also showed that political skills and professional ethics together can anticipate up to 74% of the variance in social influence. political skills have also been shown to play a mediating role between professional ethics and social influence. according to the statistical findings, the professional ethics of the insurance industry is mainly affected by the respect to social rights of customers, and this finding implicitly indicates that the respect for social rights of insurance buyers has a greater and higher role than the respect for human rights. this means that what has the greatest effect on reducing the influence of insurance in society, is related to contract content, bid rates, healthy competition, etc., in which structures (external factors) play a more important role and shape society's perception of insurance.

5- CONCLUSIONS & SUGGESTIONS

This research indicated that the insurance industry needs social influence to grow. due to the positive consequences for the industry, social influence can correct negative perceptions of the concept of insurance and the insurance industry in public opinion. this industry will be in a good position and will be in its rightful place if the managers of the insurance industry provide the necessary conditions both for the emergence and rise of professional ethics in the context of contracts and service pricing, and the sellers also have the political skills to create a shared understanding with customers. a review of unethical behaviors shows that these behaviors in the insurance industry are because of the importance of economic outcomes. according to these results, it is suggested that those in charge of the insurance industry take a philosophy other than consequentialism to govern their professional ethics. also, since insurance sellers should have an ethical mindset for selling insurance, it was suggested that people without skills and knowledge should not enter these jobs because the subject of selling insurance has many behavioral, psychological, and social complexities. finally, because a large part of the lack of social influence is due to the perceptual resistance to the purchase of insurance, change in contracts, transparency, advertising, and attracting government support to develop social influence is the last suggestion of this study.

Keywords: Social Influence, Professional Ethics, Political Skill, Insurance.

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The Effect of Perceived Social Support on Emotional Labor Mediated by Psychological Hardiness

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Extended Abstract:

1-INTRODUCTION

Today, researchers are trying to understand the process of emotional labor. emotional labor has three components: emotional requirements, emotional regulation, and emotional performance. emotional requirements include the goal of integration in showing positive emotions and hiding negative emotions. emotional regulation is the effort of employees to adapt to the job's emotional-social demands, which has two strategies of surface action and deep action. surface action involves the artificiality of the emotions requested. deep action, on the other side, is trying to experience and feel the real thrill. emotional performance means the visible expression of emotional management.

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2- THEORETICAL FRAMEWORK

Emotional labor, from the perspective of action theory, includes surface action and deep action. social support is conceptualized as an individual's cognitive assessment of the support environment or workgroup. social protection theorists believe that social protection focuses on the cognitive assessments of individuals in their immediate environment and the degree of confidence in support. therefore, we can assume that social support increases a person's psychological capacity in the face of emotional needs by creating psychological hardiness. thus, perceived social support is related to the personality and cognitive variables of psychological hardiness. hardiness is a set of feedback and skills that build the courage to face stressful life situations. hardiness has a significant impact on how emotional needs are managed and interpreted. based on the above, a model was proposed including the following variables: social support as a predictor, surface and deep action as outcomes, and psychological hardiness as a mediator.

3- METHODOLOGY

The current study is a correlation study that uses structural equation modeling as the analysis strategy. the statistical population of the study includes nurses of public hospitals in khorramabad. a sample size of 224 (125 females and 81 males) was selected by conducting a multi-stage random sampling method. the data gathering tool was a written questionnaire.

4- RESULTS & DISCUSSION

The results of structural equation modeling indicated the direct coefficient of perceived social support on psychological hardiness (B = 0.148, p = 0.001), perceived social support on surface action (B = -0.134, p = 0.001), perceived social support on deep action (B = 0.40, p = 0.001), psychological hardiness on surface action (B = 0.137, p = 0.001), and psychological hardness on deep action (B = 0.143, p = 0.001). All the direct effects were significant and corresponding hypotheses were confirmed. The

mediating role of psychological hardiness in the relationship between social support and emotional labor was evaluated through the bootstrapping method and confirmed.

5-CONCLUSIONS & SUGGESTIONS

The results of the present study showed that the predictor variables explain 22 percent of the variance of deep action. the present study also confirmed the negative impact of perceived social support and psychological hardiness on superficial action. social support includes care and support, which empowers people to adapt to working conditions. considering the fact that emotional labor aims to emotionally adapt to the situation, social support can lead to improved emotional labor. people with psychological hardiness can easily manage emotionally demanding jobs. by flexing their flexibility and receptivity, they coordinate uncoordinated events and evaluate them appropriately. the flexibility of these people can also increase their work mastery by challenging the difficulty of the work. people with high stubbornness feel more empowered to control the events of their lives. therefore, they manage the requirements of job excitement in a more dominant way. finally, according to the emotion regulation model, it can be said that social support is a kind of adaptation that equips people with flexibility and acceptance of working conditions. therefore, by increasing the commitment and flexibility of people in difficult situations, managers can make them more efficient in handling job emotions.

Keywords: Emotional Labor, Perceived Social Support, Psychological Hardiness.

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Investigating the Affecting Factors of Teamwork Effectiveness

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Extended abstract

1- INTRODUCTION

In today's organizations, the various groups perform most of the tasks directly or indirectly. nowadays, managers tend to team working increasingly. essentially, team working resulted in making loyalty, responding to innovation, flexibility, and organizational efficiency. although there is some evidence that shows researching the group-working can have a positive effect on the efficiency of the team working, but there are only a few studies about the level of group or team. therefore, as teamwork and teamwork become more interestingly that has a root in the rapid changes of the organizations' conditions such as organizational restructuring, competition in the world trade, increasing the labor force diversity and the technology development, such studies are necessary. nevertheless, these studies are few and weak in iran and iranian organizations. therefore, since the management theories such as the new management and leadership theories, the quality circles, the techniques of total quality management, the participatory management techniques, the theory of technical-social systems and organization with the likert interlocking rings, the network, organic and

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multi-criteria structures and so on have a special focus on the team working to do the task efficiently, it is more important to do these studies in water and waste water company of south khorasan. this always was one of the most important matters, issues, and priorities in water and waste water company of south khorasan to study the effective factors in doing the efficient team working in the company for providing some approaches to remove the obstacles in this matter and making capacity in this field of research.

2- THEORETICAL FRAMEWORK

Perceiving the concepts of group and team is necessary to perceive the concepts of teamwork and teamwork correctly. There are many definitions for "group" that shows the various attitudes of thinkers about this social phenomenon. Kaminsky (2017) defines a group as a gathering of two or more people that have meaningful and purposeful individual contact with each other continuously. There are many models focusing on the efficiency of teamwork, among which the Gladstein (1984) model was selected for this study. This model encompasses such concepts as group tasks, group processes, group structure, group composition, available resources, and organizational structure. The aspects of evaluating the teamwork efficiency also include achieving the goals, learning and the quality of the work, the quantity of the work, participation, and motivation, and improving the work relationships.

3- METHODOLOGY

This research is a practical study in terms of purpose, and in terms of method, it is a descriptive survey. we have used the pls and version 23 of spss software to analyze the information. the statistical population of this study includes the staff of south khorasan urban water and sewerage company in 2019 and the total size of the population is equal to 200 individuals. therefore, we selected 127 individuals by morgan's table and by conducting a simple random sampling. we used a pre-made questionnaire based on previous research ranging on a 5-point likert scale.

4- RESULTS & DISCUSSION

We used the opinions of 20 people including university management professors and experts to evaluate the questionnaire's content validity. the cronbach's alpha coefficient and composite reliability were used to evaluate reliability. to analyze gathered data, we have used pls-sem by conducting hulland's two-step procedure. according to path coefficients and p-values, the effect of available resources on the group processes and the effect of adjusting the role of the group tasks in the relationship between group processes on the group effectiveness were not confirmed, but the other hypotheses were statistically significant. according to the value of the gof index, it can be said that the model is goodly fitted to data.

5- CONCLUSIONS & SUGGESTIONS

According to the research results, it was determined that the situation of the effective aspects in doing the teamwork is at an average level and only the aspect of the available resources is in a weaker situation. based on confirmed hypotheses of the research, we suggest that the group members must have complementary skills so that they can cover each other; according to the type of the work, the number of members to do the job must be enough; the manager of the group must support the collective reason and authorize the members; most of the work decisions must be taken by the group members, not by the manager; all of the group members must participate equally in the work; they must be able to discuss their problems with the group members honestly and finally the tasks and responsibilities must be divided fairly to do the work efficiently.

Keywords: Teamwork Effectiveness, Group Composition, Group Structure, Group processes.

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Developing a Model for Organizational Identity Using Grounded Theory in Iran Tractor Manufacturing Industrial Group

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Extended abstract

1- INTRODUCTION

Organizational identity refers to the common beliefs of an organization's members. despite plenty of research on organizational identity, there is little knowledge about its affecting factors and how it is formed. in line with shaping organizational identity, some researchers emphasize internal and external factors such as organizational communications, top management activities, and human resource management. organizational identity is one of the most important factors that affect organizational performance and productivity. research shows that there exists a theoretical gap in developing systematic models for organizational identity, particularly in iranian organizations. accordingly, this study attempts to provide a comprehensive model of organizational identity in iran tractor manufacturing company.

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2- THEORETICAL FRAMEWORK

Organizational identity involves a strong emotional attachment to the organization, which is referred to as the perception of common characteristics. according to social identity theory, the psychological relationship between employees and an organization is known as organizational identity. the power of organizational identity reflects the degree to which the employees perceive an organization as particularity and unique. the organizational identity has the ability to predict many important organizational attitudes and behaviors. it has been considered as a concept that forms the common understanding of an organization's members of its central characteristics and it shapes a kind of shared thinking among employees.

3- METHODOLOGY

This research is a developmental and applied study in terms of purpose, and in regard to the method, it is a descriptive survey. and in terms of the research design, it is a mixed study. in the qualitative phase, grounded theory is used to create a conceptual model of organizational identity. in this regard, a three-step process of open, axial, and selective coding was performed by nvivo10 software. in the quantitative phase, confirmatory factor analysis was used to confirm qualitative findings.

4- RESULTS & DISCUSSION

The process model developed in this research, as a native model of organizational identity, attempts to consider the issue of organizational identity from a multidimensional viewpoint. this model is capable of directing the employees' intentions and behaviors in line with the organizational goals. the results of this study made causal conclusions on the components of internal identity, employees' empowerment, and job enrichment. leadership style is also proposed as a context for shaping organizational identity. in addition, managerial factors and financial requirements were determined to be the intervening factors. additionally, perceived organizational support and socialization were considered as

effective strategies of organizational identity. finally, the consequences of organizational identity were found to have positive effects on customer performance and satisfaction.

5- CONCLUSIONS & SUGGESTIONS

In order to enhance the causal conditions through internal identity, managers are advised to strengthen the trust among employees with their honest behaviors to make employees more compatible with the organization, which leads to strengthening the employees' internal identity. furthermore, to create a suitable context, it is suggested that managers improve moral and transformational leadership characteristics to increase the sense of solidarity among employees and managers. in order to create a positive role for interveners, it is suggested that managers adopt a management style based on ethical traits and cooperation with employees and show positive managerial competencies. additionally, managers are also advised to support employees in three ways as emotional, managerial, and health support. besides, it is emphasized that according to the consequences of managers' organizational identity, different roles and tasks may be assigned to employees. in the individual dimension, managers should strengthen job satisfaction, psychological security, job performance, job motivation, and organizational citizenship behavior. moreover, in the organizational dimension, it is recommended to take some defective actions to improve organizational decision-making, promote organizational commitment, productivity, and enhance the organizational image.

Keywords: Identity, Organizational Identity, Grounded Theory, Iran Tractor Industrial Group.

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The Effect of Subjective Career Success on Career Adaptability and Management

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Extended abstract

1- INTRODUCTION

Career management is a major challenge for human resource professionals in the 21st century. the results of previous research show that increased adaptability of employees with their career has a positive effect on both the organization and work outcomes. accordingly, the greater the adaptability of employees with their careers, the greater the career satisfaction, sense of responsibility, productivity, and intention to stay will be. conversely, when employees are not compatible with their careers, they will experience feelings of inadequacy, tension, and stress. indeed, if employees feel comfortable with their organization and their efforts to fulfill employees' personal goals their workload decreases and their efficiency increases. career adaptability refers to a set of actions that employees take to make a career suitable. on the other hand, career adaptability refers to employees' psychological status about whether or not they feel comfortable or uncomfortable at work.

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2- THEORETICAL FRAMEWORK

From an organizational perspective, having professional human resources is important in achieving organizational goals, and from an individual perspective, it is critical for achieving personal goals to have a sense of subjective career success. Based on the initial investigations of the authors, one reason for professional and knowledgeable staff to leave Bonyad-e- Mostazafan is the lack of career adaptability and clarity. Therefore, it is obvious that designing a career path for such employees is essential and it happens by accomplishing scientific research. In this regard, it is necessary to study subjective career success and its effect on career adaptability in Bonyad-e-Mostazafan. Targeting at reducing the rate of turnover among professional and knowledgeable employees of this organization, the current research has accordingly investigated the effect of subjective career success on career management and career adaptability.

3- METHODOLOGY

This research is an applied study in terms of purpose and, in regard to data gathering, it is a descriptive-correlational survey. the statistical population of the study is comprised of 430 managers and employees in the headquarters of bonyad-e-mostazafan. according to morgan's table and by conducting random sampling, 220 persons were selected as the statistical sample, 206 of which participated in the study.

4- RESULTS & DISCUSSION

The results indicated the direct and significant effect of subjective career success on career management. given that subjective career success is greatly influenced by career and organizational satisfaction; human resource managers should place special emphasis on these variables, thereby increasing the volunteer efforts of their professional and knowledgeable staff. in addition, subjective career success positively affected career adaptability. accordingly, the managers, especially human resource managers, should increase career compatibility and pay special attention to aligning and integrating the corporate strategies and the human resource management strategies. the third hypothesis

corresponding to the positive and significant effect of career path management on career adaptability was confirmed. therefore, the managers are recommended to identify the affecting factors of managing and developing the career path for professional and knowledgeable employees. the mediating role of career management in the relationship between subjective career success and career adaptability was also confirmed. accordingly, it is suggested that proper career management increases career satisfaction and organizational commitment, which in turn enhances career adaptation.

5- CONCLUSIONS & SUGGESTIONS

The present study focuses on managing the career path of employees as one of the most important elements of human resource management. in general, human resource management is a key and strategic resource for achieving organizational goals. this study expanded the literature on human resource management and organizational behavior by examining the effects of subjective career success on career management and career adaptability. there exist many practical benefits in integrating the concept of career adaptability and subjective career success. first, employees can simultaneously increase their sources of subjective success and career adaptability. this is beneficial for both individuals and organizations because organizations need qualified staff to reach a competitive advantage. in addition, employees can change and adapt quickly in a world of work that is constantly evolving. therefore, with career adaptability and career success, employee career management can be facilitated and organizational performance can be enhanced. second, adaptability and subjective career not only improve the quality of employees' work-life but also encourages empowered and professional employees to stay in the organization.

Keywords: Career Success, Subjective Career Success, Human Resource Management, Career Management, Career Adaptability.

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Investigating the Impact of Person-organization Fit on Organizational Commitment Mediated by Psychological Empowerment

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Extended abstract

1- INTRODUCTION

Today, due to the increasing speed of change in organizations, managers are looking for ways to increase employee organizational commitment to gain a competitive advantage. since organizations face dynamic environments, they need employees who are able to quickly change their tasks and move easily between teams. this is where the person-organization fit is considered. the fit between employees' values and organizational culture can be a predictor of organizational commitment. on the other hand, one of the important factors for the survival of organizations is their manpower capability. when employees have a high level of psychological empowerment, they consider their work important, consider themselves an effective person in the organization, and consequently increase their commitments to the organization.

2- THEORETICAL FRAMEWORK

Considering that performance improvement is the most important goal for organizations, desired affecting factors must be identified and be strengthened. one of these factors is the organizational commitment which

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in turn may affect job satisfaction, absenteeism, turnover, and performance. on the other hand, the issue of compatibility between employees and organizations has been raised as an important factor to answer the question of why individuals are attracted to a particular organization or why employees remain in a particular organization. also, today, employees' empowerment is one of the most important indicators of an organizations' success. organizational commitment can be increased through empowering employees by means of more freedom, job independence, decision-making responsibility, and authority in performing tasks. empowerment cause employees to be internally motivated and, thus, has a positive relationship with human resource productivity. previous research emphasized these three variables as important antecedents of organizational performance.

3- METHODOLOGY

This research is an applied study in terms of purpose, and in terms of nature and method of research, it is a descriptive survey. The statistical population of the study was comprised of 150 employees working in the Isfahan Customs Department, 108 of which were selected as the statistical sample using Cochran's formula and random sampling. Needed data was collected distributing a written questionnaire.

4- RESULTS & DISCUSSION

The research results demonstrated that person-organization fit had a positive and significant impact on organizational commitment. In addition, the indirect impact of person-organization fit on organizational commitment through psychological empowerment was statistically significant. The direct effect of the predictor variable was greater than the indirect effect. Overall, person-organization fit and psychological empowerment can be considered as affecting factors of organizational commitment.

5- CONCLUSIONS & SUGGESTIONS

The result of the first hypothesis is consistent with that of Poorrostami et al. (2016) and Margarta and Vikaksana (2020). Therefore, it

is suggested to managers that create more effective employment mechanisms to maximize person-organizational fit and increase the organizational commitment. The result of the second hypothesis is consistent with the results of Eshaghiyan et al. (2016), Ameri and Ismaili (2010), Ratanasari and Soderma (2019), Afsar and Badir (2016), and Gregory (2010). To increase the employees' psychological empowerment, it is suggested that managers focus on improving the person-organization fit. Additionally, managers are recommended to hire employees who are adaptable to the organization's value system. The effect of psychological empowerment on organizational commitment was also confirmed, which is consistent with the results of Kafashpour and Shakoori (2015), Abbasi et al. (2013), Ravaghi et al. (2013), Zahedi et al. (2009), Yakubaki (2003), Janssen (2004), Ambad (2010), and Yasin Hamed (2020). Therefore, it is recommended that managers inform employees about direct and indirect costs imposed on the organization by employees' turnover and, thus, create a sense of duty in employees to stay in the organization. The results confirmed the indirect effect of person-organizational fit through psychological empowerment. This was consistent with the results of Farzaneh et al. (2014) and Karimi et al. (2018). Accordingly, attention to the measures of employee empowerment should be on the agenda of organizational management.

Keywords: Person-organization Fit, Organizational Commitment, Psychological Empowerment, Structural Equation Modeling.

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