



Study the Effect of Human Resource Management on Organizational Performance with Emphasis on the Role of Employee Empowerment (Case Study of Bank Mellat Branches in Tehran)

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Key words: Human resources, performance evaluation, empowering, knowledge sharing, organizational performance

Abstract: This study aimed to investigate the effect of human resource management on the performance with emphasize on the role of employee empowerment in Mellat Bank. The population of this study consists of all directors, employees and experts of Mellat Bank branches in Tehran. According to Krejcie and Morgan table, sample size was determined 226 people and sampling was done using simple random method. This study was conducted in a descriptive and correlational way and data collection was done by questionnaire. For assessing the human resource management, a questionnaire designed by Chen etc. was used and also for measuring organizational commitment, a questionnaire in accordance with Spears questionnaire (2000) and based on Likert scale was used. Validity of research tools was approved using experts and professionals consensus and the human resource management's questionnaire reliability, employee empowerment and organizational performance using Cronbach's alpha were confirmed as 0.812, 0.835 and 0.799, respectively. Data were analyzed with the use of structural equation models. The results show that the aspects of human resource management (training and development, compensation of services and performance evaluation of employees) have a significant effect on the organizational performance. However, sharing knowledge has no significant effect on organizational performance. Also, the result of moderator hypothesis shows that the variable of employee empowerment with impact factor of 0.209 significantly (and increasingly) adjusts the relationship between human resource management and organizational performance. As a result, mentioned hypothesis is confirmed.

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INTRODUCTION

Now, as for importance of human resources in the maintenance and survival of organization, new and effective strategies to achieve organizational goals and increase human productivity is used for top managers of the enterprise^[1]. One of these mechanisms is create favorable organizational culture in order to create a suitable atmosphere for the conduct of human resources in the organization. Human Resource Development with changes in skills, knowledge, attitudes and behavior of employees is detected as the most important organizational element. Successful organizations realize that if improve in development of human resources and develop organization and training systems, efficiency, effectiveness and organizational efficiency in the field to share, compensation and evaluation of relevant staff will give good results^[2]. So, profound attitude change in personnel mission led to the introduction of strategic human resource management. HRM is richer both in terms of content and in terms of structural and have a place beyond similar operational tasks. Identify potential talents and capabilities of human resources and providing opportunities to nurture and empowerment them it is not possible by following the management traditional principles. Therefore, first of all its realization requires to research, analysis and understanding of the role of leadership in HRM to recognized the gap between the injured and the mission and objectives of the supreme organization^[3]. The strategic importance of HRM is due from significant changes in system of produce goods and services. In early industrial systems, human resources in connection with the production is considered of important tactical dimension. However, in advanced industrial societies that organize the production of goods and services is more advanced than previous modes, human resources has become strategic half dimension from operational dimension and as a result, organizations get the new arrangements. in these communities, variables such as human resource management systems and related strategies are considered to important issues of human resources from different fields of organizations^[4].

For competitive in businesses must be managed successfully people, products, progress and benefits and among them, people management or HRM is more important than other aspects of Enterprise. Strategic HRM is critical for organizational effectiveness^[1]. Theorists know effective management of human resources is considered organizational success key. Despite the rapid movement of organizations toward technology, role of human as a vital and strategic of agency is taken increasingly. Therefore, satisfaction of employees and

their interested to tenure job and therefore meeting organizational goals is important^[5]. In between, organizational commitment and overall values, environmental conditions and management behavior that stems from its commitment impact on achieve to excellence organization's performance. Management commitment is needed, this means that they must make continuous efforts to create acceptance and spent.

On the other hand, in most organizations don't efficient use of ability of staff and managers can not operate their potential, the reason is they aren't able to recognize the ability of staff or don't provide the necessary background for creativity, initiative and more activity of staff. To fix the problems and challenges facing human resources such as Globalization, committed and skilled staff, Pyramid decision, lack of understanding of staff needs, lack of appropriate programs, lack of Meritocracy, discrimination, insufficient productivity of human resources, lack of motivation, non-participation of staff and leaveing the old staff of organization and provide a situation in order to maximum efficiency of knowledge, skills, experience and talents of people, empowerment was introduced as a new subject that Quickly became to the most important and most promising field of HRM. According to experts, change management and organization development, empowerment is an affecting strategy on improvement of human resources importance of the empowerment, so that, it knows the key to organizational effectiveness. Also, identify of empowerment situation dimension can present a clear picture for plan and prevent the loss of human resources at the level of senior managers and decision-makers^[4]. Thus, it can be stated simply that without the effective people, implementation of human resource management and achieving to organizational goals are impossible. Management professionals raised the concept of empowerment to work more employees. Since, empowerment is an important variable as mediator in the analysis of organizational life, to identify factors associated with these variables offers a broader view of the importance and necessity of employee empowerment in important outlet behaviors, following this importance, this study was to investigating of the influence of HRM on organizational performance is due to the moderating role of empowerment in Mellat bank.

Literature reviews

Human resources management: In this decade, managers did not have a keen interest in the origin of this suspect phenomenon and focused more attention to the quality, flexibility and unique competencies. In fact, in the early 1980's strategic human resource management and

project of strong corporate culture were focuses on a number of influential management consultants and methods applied researchers. The researcher found that effectively manage of human resources can guarantee quality and is also effective in terms of competitive advantage for example, Piterz waterman explained “Eight Properties” for “productivity of the people” this means that employees must know the source and root cause of quality and productivity and should be know the main source of efficiency processis human resources).

According to Wright and McMahon how two important aspects can differentiate strategic in human resource management from traditional methods of personnel management. “The first step requires that HRM practices associated with organizational strategic process”. First, human resource issues must be considered as part of the instruction strategy. Second, different methods of human resources should be achieved a synergy (or at least, the degree of adjustment) and ensure that these measures are consistent with the needs of the organization. for this reason, Evaluation of strategic human resource management and its impact on the performance of companies and organizations is necessary^[6]. Human resource strategic includes general approach to long-term issues related to the organization’s staff. All organizations have a strategy, or at least the idea in order to achieve their goals. Although, it is always possible that the written form or has deliberately not formulated but it is a vision of the future. This strategy determined organizational behavior and cope with organizations in domestic and international changes. There are many definitions of strategic human resource management, most, human resource management are defined as activities that influence the behavior of individuals in their efforts to meet the strategic needs of the business or as a pattern of planned human resource deployments and activities intended to achieve the organization’s goals^[7]. Most of these definitions are referred to align and emphasize the relationship between human resource management and organizational performance as the main issue the strategic management of human resources^[8]. Vision of HRM considers The staff as a strategic resource. However, human resources approach in this study is based on the following topics.

Training and development: The process of strategic HRM is seeking to develop qualified staff and improve their performance which identify areas that need to be changed in the educational system of organizations and determine limitations and options for changes^[9].

Knowledge sharing: Knowledge sharing is the set of behaviors including exchange knowledge and help others

in this regard and it’s a behavior beyond the role of Employee in the work placeand similar to organizational citizenship behaviors who have done voluntary in organizations. In the present study, this variable is measured based on what the employee best practices or through the experience of learning to do things that are found to colleagues to share.

Management compensation: Management compensation is a broad concept that covers payroll systems, reward systems classifications and evaluation of jobs,also setting tables of salaries and bonuses. The purpose of compensation management is designing of effectiveness payment structure which would attract competent staff, maintain and understood fair from staff.

Evaluation of staff performance: A process which manageravaluate work behaviors of HR by this through measuring and comparing them with preset criteria and to track results and inform them to HR^[10].

Empowering employees: Empowerment refers to a collection of motivational techniques that Following the increase in the level of employee participation in order to improve their performance. The main feature of empowerment, aligning individual and organizational goals^[1]. Empowerment is learning how to work with others that are relied less to managers. In empowerment, employees not only need whatsoever but they must have adequate training and credit and basic information so, that they can be held accountable in their decision^[11]. In the past, researchers were focused on aspects of the empowerment situation and were focused on strengthening the management practices including delegation of authority, decisions from upper levels to lower levels and increasing access to information and resources, recently pursue alternative approaches that makes a difference between the characteristics of the situation such as management practices and perceptions about their employment. So, management practices are only one set of conditions that are involved in empowerment. The first pillar of empowerment is information sharing and one of the leaders role is taking effective information to staff timely and adequately^[2]. Those leaders who do not want people to share their information, never would not partner their staff in successful managing and never have the ability. On the other hand, sharing of information is necessary for empowerment and on the other hand trust is essential for a strong organization. Employee participation in information is the establishment of trust and intimacy and accountability. If you do not have the necessary information, created distrust and we can not expect

them to behave responsibly. Distrust disturbance in the decision-making. People are unable to manage own without information or take appropriate decisions^[12].

Organizational performance: Organizational performance issue is one of extensive discussions that a wide range of disciplines and experts have been effective on and have been written new reports and articles about it, in addition, the applications in this field is growth tremendous. But despite the many models and frameworks in this regard, researchers had the greatest impact on shaping this particular field but in order to evaluate the organizational performance evaluation models it is necessary to provide a definition of I^[5]. Organizational performance evaluation is the process of quantifying the efficiency and effectiveness of operations that divided into three main groups based on literature:

Strategic goals: Including strategic management and revision of strategies.

Communication purposes: Including control of the current situation, show the path of the future, providing feedback and benchmarking of other organizations.

Motivational goals: Including development of reward system and encourage the improvement and learning. The performance evaluation has prompted researchers and users to challenge for many years^[13].

Business organizations used from financial indices as the only tool to evaluate the performance in the past, until Johnson and Kaplan in the early 1980's made clear inefficiency of this information to evaluate the performance of organizations after reviewing and evaluating the management accounting systems that this inefficiency was due to the increasing complexity of organizations and market competition^[14]. Shortcomings of traditional performance evaluation system led to the revolution in performance management the researchers and users are moving toward creating a system that consider targets and the current environment and thus multiple processes were created for different organizations, also, many frameworks offered to support this process. The goal of these frameworks is helping organizations to assess properly performs.

The empirical literature: Madhoushi in a study examining as "the impact of strategies, empowerments, capabilities of knowledge management process to empower employees to the conclusion that knowledge management process has significant impact on empowerment (the coefficient of 0.59). The enablers of

knowledge management directly (0/18) and indirectly knowledge management process (0/20) has impact on empowerment but a direct impact on the empowerment of knowledge management strategy (Coefficient of 0.16) isn't meaningful and only through knowledge management process affects the empowerment indirectly (Coefficient of 0.22). The results showed that the strategy and enablers of knowledge management have a positive impact on knowledge management process. Shokrzadeh investigate the impact of training and development of human resources strategy and knowledge creation organizational culture on knowledge sharing. Results showed the significant effect of training and development human resource strategy and knowledge creation organizational culture on knowledge sharing. Also, results showed knowledge creation of organizational culture was moderating effect on the relationship between education and human resource development strategy with knowledge sharing in order to reduce correlation. Rafeie in a study pay to assess organizational performance through strategic coordination between human resource strategies ethical decision making and organizational culture. The results indicate that in 95% coordination between human resource strategy, ethical decision making strategy and cultural strategy to improve the performance. In addition, the average organizational performance in organizations with more coordination is more than the average coordination and also coordination of organizations with average coordination than the little coordination.

Gupta and Haskar in a study of the implementation of the business in India with an emphasis on cross-cultural issues in HRM shows That multinational companies wanting to do business in India Require a long-term perspective Business foreign policy in favorable culture. However, HR efficiently absorb and retain talent have an important role in the challenge to create an attractive brand to win in international war. Tuna is discussed in a study to evaluate culture of innovation and strategic management of human resources in the public and private sectors in the context of employee ownership. The purpose of this study is investigated the mediating effect of culture of innovation in job satisfaction and strategic HRM. The results show strategic HRM directly affects employee behavior. The findings also showed that employee ownership as a vital psychological cause is a strong link between job satisfaction and organizational factors.

Syang in a study has examines the relationship between employee empowerment, occupational standards and innovative behavior. The findings show there is a significant positive relationship between employee empowerment and innovative behavior but the

relationship between occupational standards with innovative behavior was not confirmed also regression analysis showed innovative behavior is a better predictor for variable measure or employee empowerment. Qin *et al.*^[15] in a research discussed to empirical analysis of strategic resource management in Africa. The results show that strategic HRM encompasses all activities and management decisions that it is efficiently in people or HR within the organization that works directly. The isolated actions of organizations in the field of management and human resource development can be scheduled on a regular basis in line with the organization's strategies. Strategic HRM with broad sense in today's world tries to combine the staff training and development, organizational development and career to develop people, groups and organization in effective manner.

Sahoo and Das^[1] in a study as strategy of commitment to work as an empowerment showed staff empowerment starts with strategic fit between people, tasks, technology, information, processes, rewards and organizational structure. In this regard, employees with strong organizational commitment contribute to organizational success significantly. This generally leads to increased competition, responsibility, risk-taking, innovation, very low loss and the desire to improve job performance.

In addition, increasing individual commitment and dedication to working groups or teams to improve team performance, interpersonal interactions and enhance individual performance and satisfaction. According to the theoretical, main hypothesis is:

The main hypothesis: Management of human resources has a positive impact on organizational performance.

Secondary hypothesis are:

- Training and development has a positive impact on organizational performance
- Knowledge sharing has a positive impact on organizational performance
- Management compensation has a positive impact on organizational performance
- Performance evaluation has a positive impact on corporate financial performance
- Employee empowerment moderated the impact of HRM on organizational performance

MATERIALS AND METHODS

Conceptual model research Since, the purpose of research is determining the causal relations between the

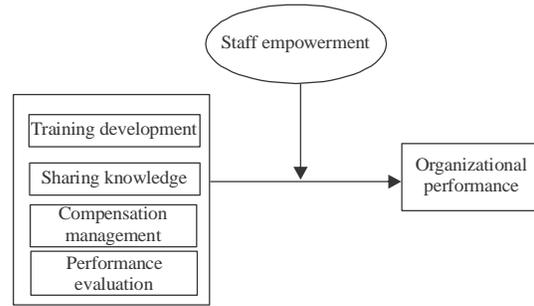


Fig. 1: Model research

Table 1: Cronbach's alpha values

Cronbach's alpha	Number of question	Variables
HRM	19	0/812
Empowerment	15	0/835
Organizational performance	9	0/799

variables of human resources, employee empowerment and organizational performance, thus, research goal is practical and the method of data collection is descriptive and correlation and model-based is specific structural (Fig. 1). Statistical Society were selected directors and managers of Mellat bank in Tehran. This number includes 550. The sample for the study were calculated 226 people on the basis of limited sampling based on Morgan table at the level of 0/05. The questionnaire consisted of three parts. In the first part were measured the statements of strategic human resource variables, staff empowerment variables in the second part and organizational performance variable through Likert Five-point scale (Totally disagree = 1, disagree = 2, No idea = 3, agree = 4, Totally agree = 5).

To test this hypothesis, the validity and reliability of the questionnaire was assessed by Cronbach's alpha coefficient. The coefficient for all variables in the conceptual model was >0/7. Obtained number shows the appropriate internal consistency and reliability of construct research (Table1).

The survey research hypotheses: To examine the hypothesis the data distribution is investigated at first. To decide on the use of parametric or non-parametric tests doing to assess the normality of the data by Kolmogorov Smirnov. Results of Kolmogorov Smirnov are shown in Table 2. According to test results, the null hypothesis is confirmed the normality of variables:

Distribution of variable is normal
 Distribution of variable isn't normal { H0
 H1

Table 2: The results of the study data distribution

Variables	Significant sig.	Probability of error (α)	Kolmogorov statistics	Test results
Training and development	0.96	0.05	1.122	Normal distribution
Sharing knowledge	0.55	0.05	1.695	Normal distribution
Compensation management	0.36	0.05	1.023	Normal distribution
Performance evaluation	0.82	0.05	1.452	Normal distribution
Empowerment	0.74	0.05	1.410	Normal distribution
Organizational performance	0.36	0.05	1.019	Normal distribution

RESULTS AND DISCUSSION

For hypotheses analysis used structural equation modeling technique using LISREL Software Version 8/5 and were tested through path analysis for main hypotheses and sub-hypothesis. Table 3 explains the variables of model.

The main hypothesis testing: Figure 2 shows structural model of study hypothesis in the standard estimate. Figure 3 also shows a significant factor in the structural model of original hypothesis.

Figure 3 shows the significant variable relationships. If the T statistic be in 1/96-1/96 gates, explained variance is meaningless. According to Fig. 3 all the coefficients more than 1/96 was ok. Table 4 has shown Analysis of structural equation modeling to test the main hypothesis. The results of model confirms the impact of HRM on organizational performance.

The sub-hypothesis testing: Figure 4 show structural model of sub-hypotheses in estimates Standard. Figure 5 shows the structural model of sub-hypotheses in the significant factor. According to Fig. 5, all the coefficients >1/96 was ok.

Table 5 and 6 has shown the result of structural model analysis for sub-hypotheses. The results confirms relationship of impact of HRM on organizational performance. But denies the impact of knowledge sharing on organizational performance.

Intermediate hypothesis 5: Employee empowerment moderated The impact of HRM on organizational performance. To investigate the role of moderator empowerment on the relationship between HRM and O.P is used multiple regression analysis with two-step hierarchical approach (Table 7).

Firstly, the independent variable is HRM. As you can see, determining factor of 144% explained the variance in the dependent variable of organizational performance and adjusted coefficient of determination is equal to 370%. In the second stage, moderator variable is employee empowerment, As you can see, determining factor of 190% explained the variance in the dependent variable of

Table 3: Abbreviations variables Guide

Index	Abbreviations
Training and Development	(TD)
knowledge Share	(KSH)
Compensation Management	(CM)
Staff Performance Evaluation (SPE)	(SPE)
Organizational Performance	(OP)

Table 4: The results of the research hypothesis

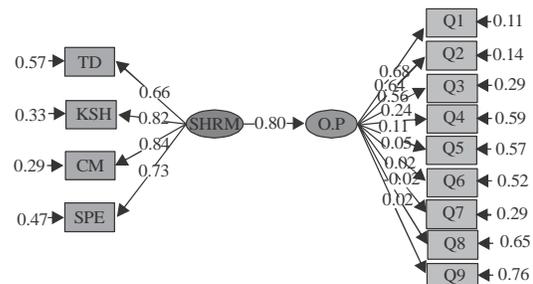
Hypothesis	Standard estimates	Result
The impact of HRM on OP	0/80	Confirmation

Table 5: The results of the sub-hypotheses

Hypothesis	Standard estimates	t-values	Results
The impact of TD on OP	0/47	0/20	✓
The impact of KSH on OP	0/23	0/59	×
The impact of CM on OP	0/81	0/67	✓
The impact of SPE on OP	0/84	0/42	✓

Table 6: Goodness of fit index research model

Fit index	Pattern value	Optimum	Results
χ^2/df	2/4	<3/00	Fit
GFI	0/95	>0/90	Fit
AGFI	0/91	>0/7	Fit
RMR	0/011	<0/5	Fit
NFI	0/91	>0/90	Fit
IFI	0/95	>0/90	Fit
CFI	0/95	>0/90	Fit
RMSEA	0/074	>0/08	Fit



Chi-Square = 44.92, df = 19, p-value = 0.00070, RMSEA = 0.74

Fig. 2: Structural model in standard estimate

organizational performance and adjusted coefficient of determination is equal to 205%. Which is indicated the variance after the addition of moderator variables separately. Since, the Durbin-Watson statistic is in a standard distance of 1.5-2.5. As a result, the assumption of independence errors is established.

Table7: The correlation between variables

Levels	Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	SD	Durbin Watson
1	0.382	0.144	0.370	0.42555	
2	0.398	0.190	0.205	0.50232	1.741

Table 8: Significance of regression coefficients independent and dependent variables

The significance level	t-values	Beta	SE	B	Levels
0.000	6.125		0.414	1.526	Constant 1
0.000	5.920	0.250	0.041	0.745	HRM
0.000	3.012		0.120	1.104	Constant
0.000	6.520	0.263	0.052	0.412	HRM
0.002	3.021	0.174	0.047	0.209	Empowerment

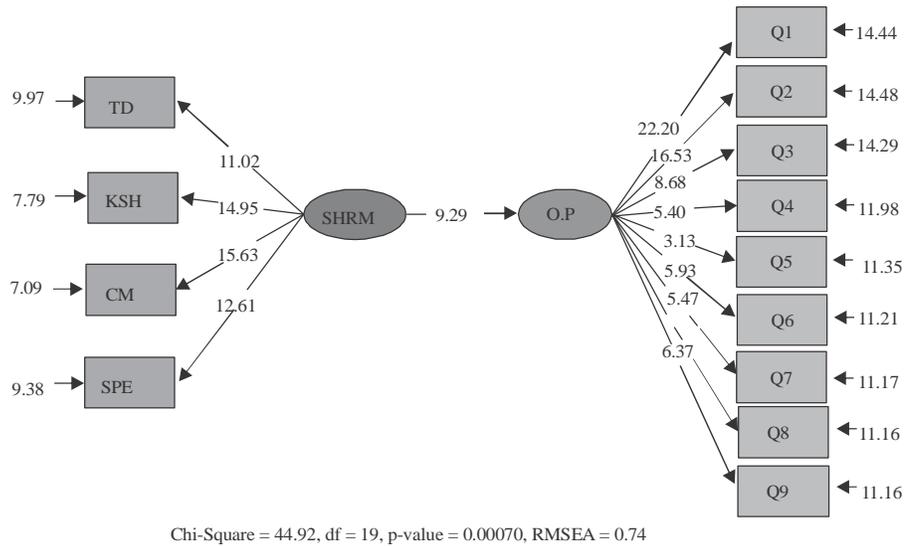


Fig. 3: Structural model of original hypothesis in significant factor

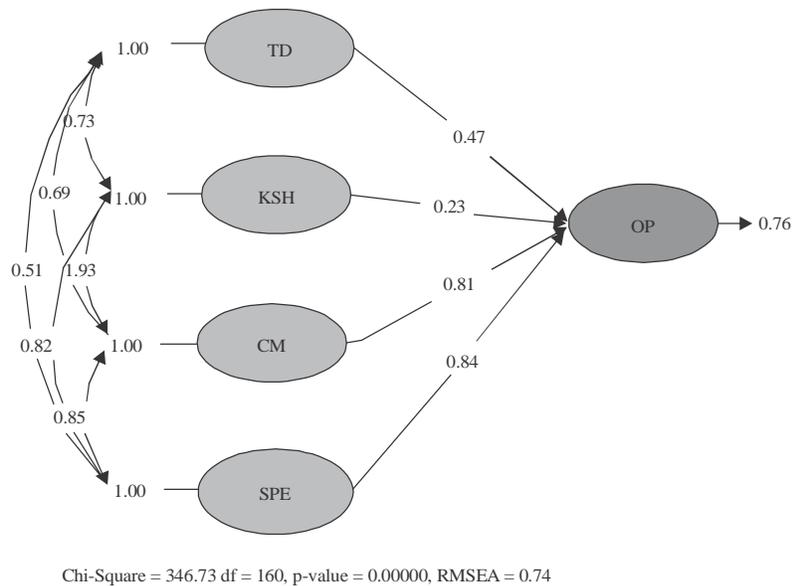


Fig. 4: Structural model of sub-hypotheses in estimates standard

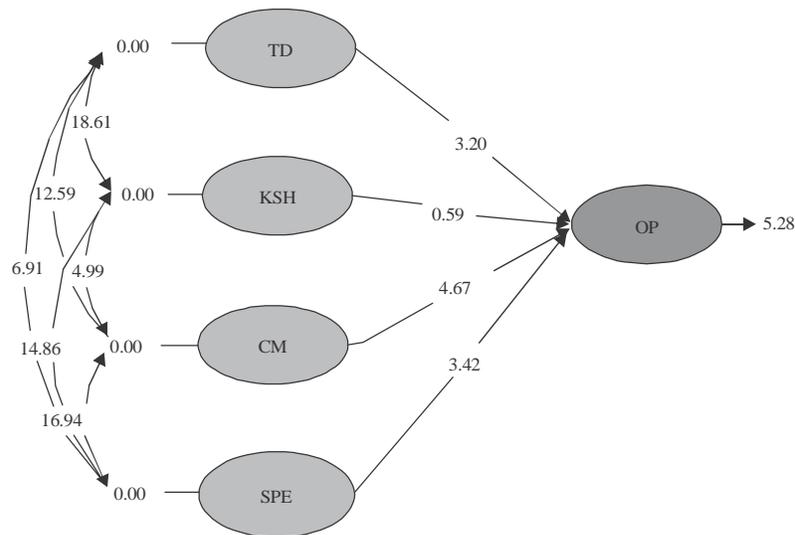


Fig. 5: Shows the structural model of sub-hypotheses in significant factor

According to the indicators, model has the necessary adequacy. According to Table 8 significance level for two-step hierarchical regression model is $>5\%$. Thus, the interaction of HRM and HRM after adding the model is significant. The variable of employees empowerment with impact factor 0.209 modify the relationship between HRM and O.P significantly. As a result, the hypothesis is confirmed.

CONCLUSION

Little attention has been given in investigating the role of employees empowerment as a moderator factor in relationship between human resource management and organizational performance by researchers. The results were analyzed using path analysis method. The existence of empirical evidences about the relationship between human resource management and organizational performance suggests that employee's empowerment can be defined as a moderating mechanism in relationship between human resource management and organizational performance.

The results showed that the aspects of human resource management (training and development, compensation of services and performance evaluation of employees) have a significant impact on organizational performance. Meanwhile, knowledge sharing has an improper state the managers are considered successful when they can achieve employee's empowerment development in this regard with respect to human resource management. Our findings show that the managers of Mellat Bank should recognize the key role of employee's empowerment in current employees and in this regard, they should consider training and development, compensation of services, knowledge sharing and

performance evaluation of employees to perform what is promised. Thus, according to research results, it is suggested that. Managers of management and planning organization by holding courses provide training in the field of promoting organizational learning. Selection and employment of people tailored to their expertise, experience and mental ideals, so that the job fits with their beliefs, values and behaviors. Having a model of successful people of the organization and real experiences of dominance in the affairs, as well as identifying and admiring people who are competent in their jobs. Creating situations that lead to using individual sense of judgment and initiative in employees which this could be very effective in raising employee's level of empowerment.

Training the general procedures of affairs beforehand of all employees, so during the practice, employee be able to assess the accuracy of affairs and by getting feedback from the job his self-efficacy perception can strengthen and affect the affairs more than ever. Create trust by sharing information and knowledge across the organization. People who share information and knowledge have more sense of responsibility and effectively utilize relations and communications. Training and learning plans should be based on employee's empowerment as much as possible, and have a continuous improvement aspect in training and these plans should be prepared with the participation of different levels of organization and should represent goals, programs and various parts of the organization.

Proper management of knowledge and appropriate learning development provide an opportunity for the organization members and engage employees in learning, therefore, adopting comprehensive policies by managers in order to focus on training and development has great impact in improving organizational culture. Create a team

to identify those active in the transfer of knowledge and appreciate them, these people have to be honored not only for sharing their knowledge but also should for using the knowledge of others. This can be achieved through the annual promotion plans, in a formal ceremony or with the help of financial incentives. Having a clear vision of how to transfer and exchange knowledge between people can also further develop the effective leadership and management of knowledge in organization. Mission of the organization and optimal use of information technologies should be seriously considered in order to develop, transfer and exchange knowledge in the work processes of management and planning organization. Establish a logical link between compensation of services and performance rewards and there should be proportion between the amount paid and the amount of activity and the amount of salary should fit the effort, ability and experience of people and it is the responsibility of organizations managers. To evaluate the performance improvement of employees, benefit from the organization position in performance evaluation festivals. To facilitate performance improvement, search for new solutions (BSC, EFQM, etc.) which do not previously exist in the program.

With supporting group activities, having optimism spirit and confidence to employees, participating them in decision-making, flexibility in dealing with new ideas and devote time and cost for new ideas, strengthen the employee commitment to the organization and promote it. Senior managers of Mellat Bank should demonstrate their continued support and commitment for beginning and maintaining efforts to promote the empowerment of employees.

LIMITATIONS

Like other research, this study has its limitations. Some of the limitations of the present study stems from of statistical population including the carelessness of participants in answering questions and monopoly of the study on a certain bank. Other part of these limitations is from scientific research limitations which include the expansion of theoretical concepts, the small number of studies that have investigated these variables, abstraction of some of the concepts and questions of questionnaire and limited information collection tools for questionnaire.

RECOMMENDATION

Also according to the results of this study and its limitations, the following recommendations are suggested for future research:

It is recommended that given the special importance and place of employee empowerment in various tasks, such researches should expand and perform at different

levels. Study the obstacles and difficulties in the way of implementing the human resource management in accordance with the characteristics of employees can be the basis for future research. Other researchers are recommended to build on the power of generalization of this study results by performing researches in other organizations, other statistical societies and different educational levels and comparing their results with each other. Most importantly, researchers can identify strategies to strengthen most important aspects of human resource management to prepare the ground for employee empowerment.

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