



EVALUATION THE METHODS OF EDUCATING ORGANIZATIONAL STRATEGIC CAPABILITY IN KERMAN EXECUTIVE ORGANIZATIONS

EVALUAR LOS MÉTODOS PARA EDUCAR LA CAPACIDAD ESTRATÉGICA DE LA ORGANIZACIÓN EN LAS ORGANIZACIONES EJECUTIVAS DE KERMAN

AVALIAÇÃO DOS MÉTODOS DE EDUCAÇÃO DA CAPACIDADE ESTRATÉGICA ORGANIZACIONAL EM ORGANIZAÇÕES EXECUTIVAS KERMAN

Mitra Khezri ¹
Masoud Pourkiani ^{2*}
Saeed Sayadi ³
Sanjar Salajegheh ⁴

Abstract: Modernity and recent innovations and advances in information technology, human resources, marketing, and innovation have played a key role in accelerating the emergence of organizational strategic capabilities. Teaching the ways of It has become an essential issue for organizational success. Considering the importance of the subject, the objective of this article is to evaluate the available methods of teaching the organizational strategic capability in Kerman executive organizations. The present study is an applied research in terms of objective and descriptive in terms of nature and survey in terms of method. The statistical population of the study consisted of two groups. The first group consisted of experts including management professors who had knowledge on this subject and their number was unknown, and 30 of them were selected purposefully. The second group consisted of all employees of Kerman executive organizations. The sample size of employees was estimated to be 380 people based on Morgan table. They were selected by stratified random sampling. The researcher-made questionnaire consisted of 39 questions scored on Likert scale ranging from very low to very high. The content validity of the questions was examined, modified and verified by experts' opinions. Cronbach's alpha coefficient of the variables was higher than 0.7, indicating the internal consistency of the items and confirming the reliability of the questions. Data were analyzed using exploratory factor analysis, univariate t-test, and Friedman test through SPSS software. According to the results, the status of organizational strategic capabilities was high in Kerman

¹ Islamic Azad University. Kerman, Iran.

² Islamic Azad University. Kerman, Iran.

³ Islamic Azad University. Kerman, Iran.

⁴ Islamic Azad University. Kerman, Iran.



executive organizations. Also, IT and organizational structure had the highest priority among the dimensions of organizational strategic capabilities.

Keywords: *Organizational Strategic Capabilities, Information Technology Capability, Organizational Structure, Kerman City Executive Organizations.*

Resumen: La modernidad y las innovaciones y avances recientes en tecnología de la información, recursos humanos, marketing e innovación han desempeñado un papel clave en la aceleración del surgimiento de capacidades estratégicas organizacionales. Enseñar las formas de hacerlo se ha convertido en un tema esencial para el éxito organizacional. Teniendo en cuenta la importancia del tema, el objetivo de este artículo es evaluar los métodos disponibles para enseñar la capacidad estratégica de la organización en las organizaciones ejecutivas de Kerman. El presente estudio es una investigación aplicada en términos objetivos y descriptivos en términos de naturaleza y encuesta en términos de método. La población estadística del estudio consistió en dos grupos. El primer grupo estaba formado por expertos, incluidos profesores de administración que tenían conocimiento sobre este tema y su número era desconocido, y 30 de ellos fueron seleccionados a propósito. El segundo grupo estaba formado por todos los empleados de las organizaciones ejecutivas de Kerman. El tamaño de la muestra de los empleados se estimó en 380 personas según la tabla de Morgan. Fueron seleccionados por muestreo aleatorio estratificado. El cuestionario realizado por el investigador consistió en 39 preguntas calificadas en la escala Likert que van desde muy bajo a muy alto. La validez de contenido de las preguntas fue examinada, modificada y verificada por las opiniones de los expertos. El coeficiente alfa de Cronbach de las variables fue superior a 0,7, lo que indica la consistencia interna de los ítems y confirma la fiabilidad de las preguntas. Los datos se analizaron mediante análisis factorial exploratorio, prueba t univariada y prueba de Friedman a través del software SPSS. Según los resultados, el estado de las capacidades estratégicas organizacionales era alto en las organizaciones ejecutivas de Kerman. Además, la estructura organizativa y de TI tenía la máxima prioridad entre las dimensiones de las capacidades estratégicas de la organización.

Palabras clave: capacidades estratégicas organizacionales, capacidad de tecnología de la información, estructura organizacional, organizaciones ejecutivas de la ciudad de Kerman.

Resumo: A modernidade e as recentes inovações e avanços em tecnologia da informação, recursos humanos, marketing e inovação têm desempenhado um papel fundamental na aceleração do surgimento de capacidades estratégicas organizacionais. Ensinar as maneiras de se tornar uma questão essencial para o sucesso organizacional. Considerando a importância do assunto, o objetivo deste artigo é avaliar os métodos disponíveis para ensinar a capacidade estratégica organizacional nas organizações executivas da Kerman. O presente estudo é uma pesquisa aplicada em termos de objetivo e descritiva em termos de natureza e pesquisa em termos de método. A população estatística do estudo foi composta por dois grupos. O primeiro grupo consistiu de especialistas, incluindo professores de administração que tinham conhecimento sobre o assunto e seu número era desconhecido, e 30 deles foram selecionados propositalmente. O segundo grupo consistia em todos os funcionários das organizações executivas da Kerman. O tamanho da amostra dos funcionários foi estimado em 380 pessoas, com base na tabela de Morgan. Eles foram selecionados por amostragem aleatória estratificada. O questionário elaborado pelo pesquisador consistiu em 39 questões pontuadas na escala Likert, variando de muito baixa a muito alta. A validade do conteúdo das perguntas foi examinada, modificada e verificada pela opinião de especialistas. O coeficiente alfa de Cronbach das variáveis foi superior a 0,7, indicando a consistência interna dos itens e confirmando a confiabilidade das questões. Os dados foram analisados por meio de análise fatorial exploratória, teste t univariado e teste de Friedman através do software SPSS. De acordo com os resultados, o status das capacidades estratégicas organizacionais era alto nas organizações executivas da Kerman. Além disso, a TI e a estrutura organizacional tiveram a maior prioridade entre as dimensões das capacidades estratégicas organizacionais.



Palavras-chave: Capacidades estratégicas organizacionais, Capacidade de tecnologia da informação, Estrutura organizacional, Organizações executivas da cidade de Kerm.

1 INTRODUCTION

Nowadays, the subject of strategic management is used extensively and it is considered as a kind of general plan. The management area has paid special attention to this planning. This type of planning is applied in industry and organizations. Strategic management is a management style and is not much different from other management models, but they may have differences in terms of breadth and comprehensiveness and methods. Implementation of this management does not depend on the size of the organization and can be applied everywhere. Strategic management involves environmental examining of strategy formulation, evaluation and control. Hence, strategic management focuses on monitoring and evaluating external opportunities and threats in the light of paying attention to strengths and weaknesses of a company. Therefore, strategic management involves the activities related to examining, evaluating and selecting strategies, adopting any internal and external organizational measures to implement these strategies and finally controlling the performed activities (Arabi, 2017). Recent studies have considered strategic management of human resources as a factor involved in increasing competitive advantage, and employees are testing their approach, process, and views through strategic planning of the organization. Strategic management is a way for making decision on the goals and plans of the organization relating to the following issues: employment relationships, recruitment, training, rewards and policies and methods related to employees' relationship. Strategic human resource management also deals with the relationship between human resource management and strategic management in the company. It focuses both on human capital needs and on development of process capabilities (that is, the ability to do things efficiently). In general, strategic human resource management is concerned with any major human issue that either influences the strategic plan of the organization or is influenced by it (Javidzadeh & Dadfar, 2016).

Strategic capability is a concept that relates to the ability of employees to design and execute strategies that create a sustainable competitive advantage for the company. The strategic capabilities model emphasizes on the strategic and unique value of the employees as the main criteria influencing the adoption of human resource management styles. Strategic value is the ratio of the strategic advantages resulting from individual expertise created to customers to all the costs the organization incurs. The strategic value of employees depends on their potential ability to



achieve competitive advantage or the core capabilities for a company. Employees' strategic importance depends largely on the creation of competitive differentiation and uniqueness of employees directly affects their ability to be considered a source of competitive advantage. Uniqueness of employees is defined as the extent to which their expertise is irreplaceable and cannot be mimicked and simulated by potential and actual competitors (Seyed Javadin & Hoseinzadeh, 2007). Also, organizations need a variety of resources to survive. They must be equipped and strengthened to make optimal use of these resources. From the managers' perspective, it is an organization's ability to build capacity and tolerate restrictions and failures to achieve certain goals (Danaei Fard et al, 2014). Organizational capabilities are defined as the capacity of a company to expand its tangible or intangible resources to perform a task or activity to improve performance. Helfat and Peteraf defined organizational capabilities as the ability of an organization to perform a series of organized tasks using organizational resources and to achieve a specific end result. Organizational capabilities are vital to solve the organizational problems effectively. Different researchers have made a distinction among the organizational capabilities. However, review of the literature on organizational capabilities suggests that although focusing on one capability among managers is important to the organization, it is difficult to achieve an appropriate applied tool in this regard, since the overlap of concepts has made it difficult to show a right path to achieve organizational capabilities based on different organizational dimensions and attitudes.

In this regard, the following questions are raised: How an organization can make sure that it optimally utilizes all of its capabilities? What capabilities can make the organizations different in various dimensions? How and using which variables related to the nature and context of the environment can ensure the proper use of capabilities in the organization? How can we ensure that the desired capabilities are in line with the organization's strategy (Valian et al, 2017)? Limited studies have been conducted on the subject of organizational capability in the last two decades and there is no acceptable conceptual and theoretical framework that can well explain the process of organizational capabilities based on different components in consistent with other organizational elements (Rasooli, 2016). There are some differences among the organizations in the types of managers' development plans and actions resulting from the nature and type of organizations and their strategic position. This is due to the context in which these organizations operate, that is, it is due to different and influential dimensions that organizations are facing (Mokabberi et al, 2010). The method of strategic reference points, also referred to as alignment, plays a key in organizational



studies and strategic management, since it is an appropriate method to gain market value and enhance organizational performance, interaction and coordination among the components of the organization and environment.

(Nateq et al, 2016) conducted a study entitled "The importance of strategic and dynamic capabilities from the perspective of business leaders for financial and non-financial business success". Their results revealed that strategic and dynamic capabilities affect the financial and non-financial success of furniture manufacturing companies in Tehran province. Using Friedman's rankings test, it was found that the importance of strategic and dynamic capabilities to financial success differs. In fact, strategic capabilities (1, 61) have more impact on the financial success of furniture companies than the dynamic capabilities (1, 39). Also, the importance of strategic and dynamic capabilities on non-financial success is not the same, and dynamic capabilities (1, 65) have greater impact on financial success than strategic capabilities (1, 35). (Javidzadeh & Dadfar, 2016) conducted a study entitled "The impact of strategic capabilities on self-efficacy of tax experts in Ardabil province". Their results revealed that strategic capabilities had a significant impact on self-efficacy. (Barbosa & Cardoso, 2007) carried out a study entitled "The impact of strategic capabilities of employees on organizational development (Case study: Keshavarzi Bank branches of Ardabil Province)". Their results revealed that employees' strategic capabilities had a positive and significant impact on organizational development. It also affected the employees' strategic capabilities in all three dimensions of organizational development, including conceptual, functional, and structural development. (Daniel, 2016) conducted a research entitled "Strategic fit between innovation strategies and business environments in providing business performance". It revealed that dynamic environments enhance the impact of product innovation on the business performance. Also, competitive environments weaken the impact of product innovation on business performance, but strengthen the impact of process innovation on business performance. In general, the mentioned research revealed the presence of strategic fit between strategies in product innovation and dynamics and between competitiveness and innovation strategies in process. Also, competitiveness indicated a strategic inconsistency with product innovation. Nowadays, the main competitive advantage of organizations depends on their ability in forming and classifying their capabilities with regard to future. Accordingly, the issue of forming organizational strategic capabilities in the business world was discussed. Modernity and recent innovations and advances in information technology, human resources, marketing, and innovation play a vital role in accelerating the emergence of organizational strategic capabilities. It has become an essential issue for



organizational success. Given the importance of this subject, this article aims at evaluating the components of organizational strategic capability in Kerman executive organizations. The following questions are raised in this regard:

What are the strategic organizational capabilities of Kerman executive organizations?

How is the status of organizational strategic capabilities in Kerman executive organizations?

How is the status of dimensions of organizational strategic capabilities in Kerman executive organizations?

Do the components of organizational strategic capabilities have some priorities?

2 METHODOLOGY

The present study is an applied study in terms of objective. It is also descriptive in terms of nature and survey in terms of method. The statistical population of the study consisted of two groups: The first group consisted of experts including management professors who had knowledge on the subject and their number was unknown, and 30 of them were selected purposefully. The second group consisted of all employees of Kerman executive organizations. The number of subjects was 38000 people and the sample size was estimated to be 380 based on Morgan's table, but it increased to 392 people for more confidence. Using random stratified sampling and based on classification of Kerman executive organizations, they were selected among five classes of service, cultural-educational, headquarter-ministry, public companies, and banks and insurance organizations. A researcher-made questionnaire was used to collect data. It consisted of 39 questions scored on a Likert scale ranging from very low to very high. The content validity of the questions was examined, modified and verified by experts' opinions. Cronbach's alpha coefficient of the variables was higher than 0.7 (Table 1), indicating high internal consistency of the items and confirmation of the reliability of the questions.



Table 1- Reliability of organizational strategic capabilities questionnaire

Component/variable	Type	Cronbach's alpha	Number of questions
Organizational Structure	Component	0.749	5
Strategic intention	Component	0.850	5
Relational capital	Component	0.839	5
Human capital	Component	0.871	5
IT capability	Component	0.829	5
Human Resources Capability	Component	0.871	4
Competitiveness	Component	0.805	5
Performance	Component	0.825	5
Strategic organizational capabilities	Variable	0.966	39

The data were analyzed using exploratory factor analysis, univariate t-test, and Friedman test through SPSS software.

3 RESULTS

Exploratory factor analysis

Based on the results of factor analysis, 39 questions related to organizational strategic capabilities were summarized in 6 components. Based on (Table 2), the value of KMO index is 0.957 that is more than 0.7, so it is acceptable and appropriate. Also, considering the significance of Bartlett's test, p-value is less than 0.001, so conditions for factor analysis are provided.

Table 2- KMO index and Bartlett Test results for organizational strategic capabilities

Index	Statistic	Result
KMO	0.957	.Index is more than 0.7 and sampling is appropriate
Test	statistic	p-value
Bartlett	9579.263	less than 0.001* Results of factor analysis are reliable

Based on (Table 3), six factors with eigenvalues greater than one explain 61.2% of the total variance. It means that 61.2% of the organizational strategic capabilities explained by these 6 factors.



Table 3- Eigenvalues and percentages of cumulative variance after Varimax rotation of organizational strategic capabilities

Factor number	Eigenvalue	percentages of variance	percentages of cumulative variance
1	17.199	44.101	44.101
2	1.868	4.789	48.890
3	1.465	3.750	52.640
4	1.157	2.968	55.608
5	1.132	2.903	58.511
6	1.050	2.692	61.203

Testing Question 1: What are the organizational strategic capabilities of Kerman executive organizations?

Table 4- T-test table on the characteristics of organizational strategic capabilities

characteristics of organizational strategic capabilities	Mean	SD	Test statistic	Df	p-value	Result
organizational structure	93.4	254.0	738.41	29	Less than 0.001	The organizational structure characteristic is confirmed
strategic intention	77.4	430.0	494.22	29	Less than 0.001	The strategic intention characteristic is confirmed.
relational capital	93.4	254.0	738.41	29	Less than 0.001	The relational capital characteristic is confirmed.
human capital	97.4	183.0	59	29	Less than 0.001	The human capital characteristic is confirmed.
competitive capabilities	93.4	254.0	738.41	29	Less than 0.001	The competitive capabilities characteristic is confirmed.
HR capabilities	93.4	254.0	738.41	29	Less than 0.001	The HR capabilities characteristic is approved.
IT capability	87.4	346.0	29.571	29	Less than 0.001	The IT capability characteristic is confirmed.
Performance	97.4	183.0	59	29	Less than 0.001	The performance characteristic is confirmed.



The results of the single-sample mean test are presented in (Table 4). According to 30 experts' opinions, in all cases, the p-value is less than 0.001 and is significant at the 0.05 level, meaning that all eight characteristics defined for strategic organizational capabilities are approved by the experts.

Testing Question 2: What is the status of organizational strategic capabilities in Kerman executive organizations?

According to the results (Table 5), the ratio of strategic capabilities is higher than 0.96 and p-value is less than 0.001, so the null hypothesis is rejected at the level of 0.05. Thus, the status of organizational strategic capabilities is high in Kerman executive organizations.

Table 5- Ratio test to investigate the status of organizational strategic capabilities

High ratio of strategic capabilities	0.96
Total number	392
p-value	less than 0.001 *

According to (Table 6) and the results of t-test, the mean of organizational strategic capabilities is 4.26, its standard deviation is 0.54 and test statistic is 45.72 and p-value is less than 0.001. Thus, the null hypothesis is rejected at the level of 0.05. Therefore, the status of organizational strategic capabilities is high in Kerman executive organizations.

Table 6- Single-sample t-test to examine the status of organizational strategic capabilities

Mean	4.26
SD	0.54
Test statistic	45.72
Total number	392
p-value	less than 0.001 *

Testing Question 3: What is the status of the dimensions of organizational strategic capabilities in Kerman executive organizations?



According to the results in (Table 7), the ratio of strategic capability dimensions is above 0.9 and p-value is less than 0.001, so the null hypothesis is rejected at the level of 0.05. Therefore, the status of organizational strategic capabilities is high in Kerman executive organizations.

Table 7- Ratio test to examine the status of dimensions of organizational strategic capabilities

Dimensions of strategic capabilities	Organizational Structure	Strategic Intention	Relational capital	Human capital	IT capability	Human resources capability	Competitive capability	Performance
High ratio of dimensions of strategic capabilities	0.99	0.93	0.94	0.91	0.98	0.94	0.98	0.95
Total number	392	392	392	392	392	392	392	392
p-value	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*

Also, the mean of the dimensions of organizational strategic capabilities, its standard deviation and test statistic are presented in (Table 8). In all cases, the p-value is less than 0.001. Thus, the null hypothesis is rejected at the level of 0.05. Thus, the status of organizational strategic capabilities is high in Kerman executive organizations.

Table 8- Single-sample t-test to examine the status of dimensions of organizational strategic capabilities

dimensions of organizational strategic capabilities	Organizational Structure	Strategic Intention	Relational capital	Human capital	IT capability	Human resources capability	Competitive capability	Performance
Mean	4.4	4.21	4.21	4.17	4.45	4.23	4.28	4.16
SD	0.52	0.7	0.68	0.75	0.54	0.71	0.58	0.64



Test statistic	52.84	34.19	34.84	30.85	52.48	34.07	43.77	35.43
Total number	392	392	392	392	392	392	392	392
p-value	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*	Less than 0.001*

Testing Question 4: Do the components of organizational strategic capabilities have same priorities?

Table 9- Friedman test for comparing dimensions of organizational strategic capabilities

Test statistic	183.503
N	392
p-value	less than 0.001*

According to (Table 9), as test statistics is 183.503 and p-value is less than 0.001, the null hypothesis is rejected at 0.05 level and the dimensions of organizational strategic capabilities do not have the same priorities.

Table 10- Prioritizing of the dimensions of organizational strategic capabilities

dimensions of organizational strategic capabilities	Mean of ranks
IT capability	5.57
Organizational structure	5.24
Competitive capability	4.54
Human resources capability	4.31
Strategic intention	4.24
Relational capital	4.24
Performance	3.83



Since the dimensions of organizational strategic capabilities do not have the same priorities, the dimensions of organizational strategic capabilities were prioritized (Table 10). Accordingly, IT capabilities and organizational structure have the highest priority among the dimensions of organizational strategic capabilities. These priorities are illustrated in the following Box (Chart 1).

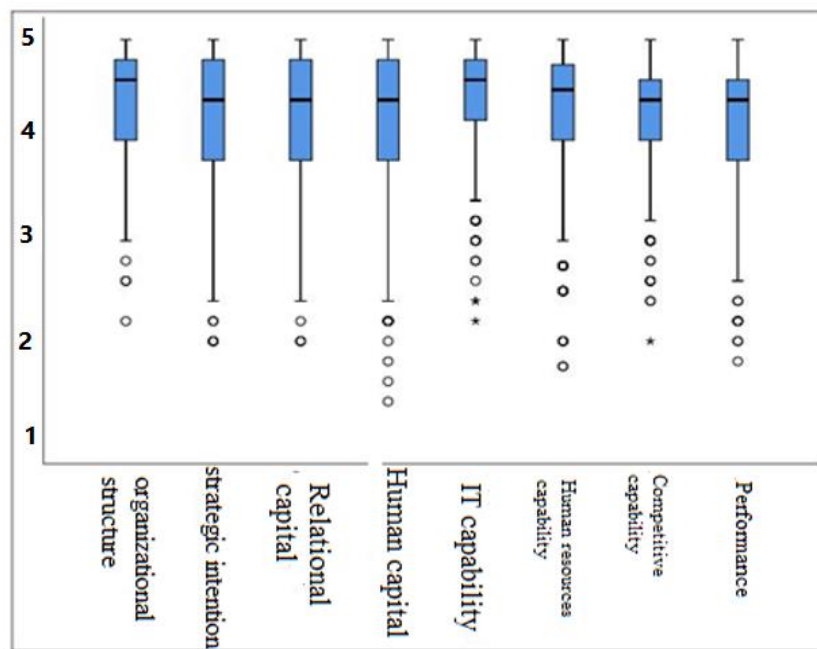


Chart 1. Box chart of the dimensions of organizational strategic capabilities

4 DISCUSSION

Strategic capability is a concept that refers to the ability of employees in designing and implementing the strategies that create sustainable competitive advantage for an organization. The strategic capabilities model emphasizes on the unique and strategic value of employees as the main influencing criteria in adopting human resource management styles. The goal of strategic capability is to create a sense of purpose and direction in often turbulent environments, so that meets the business and individual and group needs of employees through designing and implementing of well-organized and practical human resources plans and policies. Based on the results obtained with regard to the variable of organizational strategic capabilities, all 8 dimensions of organizational structure, strategic intention, relational capital, human capital, information technology capability, competitive capability, human resources capability, and performance were approved by experts.



According to the opinions of 30 experts, the p-value was less than 0.001 in all cases and it was significant at the 0.05 level, meaning that all 8 characteristics defined for organizational strategic capabilities are approved. (Vesalainenj, 2015), these capabilities are the same routines (patterns of interactions) and activities of the organization and organizational actions that make any organization successful in difficult situations, and it is difficult to mimic and transfer them. Although resources needed for any organization can be purchased, the capabilities are acquired over time and through experience. These capabilities require a variety of resources and they make optimal use of resources possible. These capabilities become important when integrated into a unique mix and create core competencies that have a strategic value. (Davami, 2012) argues that capabilities are mixed with vital and success factors in the environment and turn into competence.

According to the results, the ratio of strategic capabilities was above 0.96, and p-value was less than 0.001. Thus, according to the results of the singles-sample ratio and t tests, at the 0.05 level, the status of organizational strategic capabilities was high in Kerman executive organizations. It was also found that information technology and organizational structure had the highest priority among the organizational strategic capabilities (Peterka & Salihovic, 2012). The present study results show that the organizational processes and jobs in Kerman executive organizations are in line with the strategic goals of the organization. There are several strategic intentions in the departments. The results of investigating this component indicate that organizations are using strategic planning to achieve their goals. Employees are trying to achieve the strategic goals by performing their job tasks. The results of strategic intention components indicate that organizations use strategic planning to achieve their goals. Organizations have a clear mission statement and information is properly shared across all executive organizations. The results of relational capital show that customers are satisfied with the executive departments and organizations and these organizations are constantly in contact with their clients and receive feedback from them frequently. With regard to human capital, the results show that teamwork of employees is supported and they recruit the best forces (Salamzadeh et al, 2011).

5 CONCLUSION

With regard to the IT capability, the results show that IT systems are used to plan for future needs and employees are used to collect information. Also, this information is constantly updated. The collected information helps management in making decisions. With regard to human resources



capabilities, the results show that employees of executive organizations tend to have a strategic planning and pay attention to the capabilities and competencies in the organization. These organizations try to serve their clients in the best possible way. The results of performance component show that the authorities make the right decisions and they are striving to improve the performance and provide high-quality service. Also, in the executive organizations, all physical principles of the workplace, including safety and health are observed.

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ABOUT THE AUTHORS

Mitra Khezri

Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran. E-mail: mitrakhezri666@gmail.com

ORCID: <https://orcid.org/0000-0002-4931-8330>

Masoud Pourkiani

Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran. E-mail: pourkiani@iauk.ac.ir

ORCID: <https://orcid.org/0000-0002-5370-3768>

Saeed Sayadi

Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran. E-mail: sayadi@iauk.ac.ir

ORCID: <https://orcid.org/0000-0003-2917-9043>

Sanjar Salajegheh

Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran. E-mail: s.salajeghe@iauk.ac.ir

ORCID: <https://orcid.org/0000-0002-3412-6731>

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