

Study of the Influence of Activists' Action on Human Resource Strategy on the Basis of Homan's Exchange Theory

Mehraban Hadi Peykani and Abbas Nosouhi
Department of Management, Faculty of Management, Esfahan Branch,
Islamic Azad University Isfahan (Khorasgan), Iran

Abstract: According to the new roles of human resource management in recent periods, the significance and necessity of identifying the influential factors on the alignment of the organizational goals with human resource strategies to create competitive advantage will double. Since, human factor has an active role in the administration of organizational strategies the action taken by them is effective in the administration of the organizational strategies. This study is an attempt to analyze the influence of individuals' action on human resource strategy on the basis of Homan's exchange theory with a survey type and employing questionnaire with a research population of 480 people of the experts and professors of Azad University with a very large scale was conducted. Questionnaire validity was superficially done by the experts and Cronbach's alpha was used to estimate the reliability of the test and since it was >0.7 therefore, this questionnaire has acceptable reliability. By implementing Pearson correlation coefficient and Spearman and regression the results showed that success and aggressiveness and confirmation had positive and significant influence on human resource strategy.

Key words: Actions, activist, human resource strategy, homan's exchange theory, cronbach's alpha

INTRODUCTION

The main purpose of the managers of every organization is effective and optimal implementation of various resources and facilities such as labor force, capital, material, energy and data. In this prophecy optimal use of human force is of high importance because human in contrast to other organizational resources possess mind and authority and manager can not easily make use of it and more importantly human resource is not only an organizational resource but the only way of using the rest of the resources, given the extreme competition in today world human resource is considered as the most competitive advantage for every organization therefore, managers need to be aware how to deal with this strategic factor and learn more efficient ways of implementing this competitive advantage.

Human resource management because of the change in political, cultural, economic processes, rise of competition at national and international level, rise of incongruous work force and considerable changes in work force identity is faced with new challenges. Strategic human resource management is more considered in such conditions and every day a new role is expected from it. Rise of the work force efficiency, rise of the work force

innovation and creativity, creating and increasing the personnel commitment, rise of better services from customer perspective, rise of the role of the work force in codifying and administration of organizational strategies, are among some of the changing roles of the human resource management. Strategic human resource management is a general and expansive perspective to manage personnel affairs and coordinating human resource strategies with company's commercial strategy (Armstrong and Baron, 2002). The combination of strategic management concept with human resource management leads to a strategic look at human resources and therefore, makes the necessity of dealing with other product factors more essential and makes including human affairs related decision making in major strategic formation of the organization unavoidable (Mirsepasi, 2002).

In recent years, the human resource management focus has changed. Traditional human resource management focuses on operational skills to perform activities, employment, selection, performance estimation, service compensation, education and development. Today human resource management requires strategic skills such as programming, change management which engage more parts of the organization. Over the last

decades human resource scholars have focused their attention on more important issues. Such as what causes organizations to hold strategic views to human resource management and how does human resource strategy is formed? Bamberger and Mashulem consider strategic human resource as look at human resource management which is based on meritocracy and emphasizes on the stability of training human resources that are less decreased and can not be replaced. Several studies show that methods of strategic human resource management end up in performance. The range of the strategy of human resource and the strategy of business is based on over active and reactionary continuum and link of business strategy and classified on the basis of strategy of human resource.

In over active vantage point human resource experts actively codify strategies. On the other end of the continuum which is the reactionary orientation the role of human resource is totally a subordinate of company strategy and business strategy and the organizational strategy is the final determiner of policies and methods of human resource. A considerable part of the human resource strategy is focused on the unity and congruity of business strategy with human resource strategy. The other part of the human resource strategy codification depends on apposite human resource capabilities with human resource strategy. It should not be forgotten that planning and conducting the selected strategy by the company basically depend on the human factor. In development of the strategic management concept Bamberger and Philips model shows the link between three bridges: human resource capabilities, human resource strategy and business strategy (Mousakhani and Nahid, 2013).

At present situation competitive superiority, creating value, guarantee of long-term growth has become dependent to a large extent to the role of human capital of organizations as a set of knowledge, perspective, behavior, capabilities and personnel experiences. To reach such a position, organizations have no choice but implement instruments such as attraction, training, stimulation and preserving of such a capital which is referred to as strategy of human resource. Human resource strategy as a process consists of a special collection of human resource actions which is done by the organization to reach its goals (cf.18). Human resource as the most critical organizational resource would only be efficiently and influentially implemented that it is strategically managed. One of the requirements of strategic look is the codification and administration of human resource strategy. Codification, administration and estimation of the human resource strategies in the

organization will only be successful that it is in line with the other strategies of the organization. Aligning the business in today world is considered as the economic resource and is the cause of value creation. Aligning consist of a number of fine and major and various measures in line with the human resource strategies and business and the cause of saving, acquiring competitive advantage, profitability and the elimination of useless activities (cf.4). The alignment within the human resource system has lead to the rise of its efficiency and integrity, adaptation with perspective, business goals and the integrity of the organization. Despite, the deep identity evolutions in terms of philosophy and human resource management perspective In Iran there is no big change and traditional responsibility of the management personnel is emphasized in Iran. The use of human resource management term in Iranian organizations does not have a long history and the strategic affix which became prevalent in mid 80s in the West has been introduced in less than the late decade in Iranian organizations.

This research is an attempt to analyze the persons' action on human resource strategies on the basis of Homan's exchange theory by considering the agency role of human in administering organizational strategies and human interpretation in reaction to actions around him. Since this model had not been implemented in other essays this research enjoys innovation.

Research hypotheses:

- Success proposition has a significant influence on human resource strategy
- Stimulus proposition has a significant influence on human resource strategy
- Value proposition has a significant influence on human resource strategy
- Deprivation and satiation propositions have significant influence on human resource strategy
- Aggressiveness and approval propositions have significant influence on human resource strategy

Literature review

Human resource strategy management: The term strategy is derived from the Greek word *strategia* which was used about 400 years before the Christ and referred to the art and science of guiding military forces. Strategy refers to the plans and programs of the management to obtain results commensurate with the goals and prophecy of the organization. Brus Henderson a famed theorists and the founder of the Boston consultants group defines strategy as follows: creating a unique advantage to differentiate the organization from the rivals and considers

Table 1: Human resource strategy approaches

Approach	Characteristic
Based on resources	Organizations should look for competitive advantage factor inside the organization not outside the organization
Behavioral	Human resource strategy should model required behavioral patterns to administer business strategy of the organization
Cybernetics	Human resource strategy should create two guarantees for the organization: first, organization possess required human resources to conduct business strategy, second, they act in line with this strategy
Broker-exchange cost	By presenting a profit-oriented image of the human resources state that human resource strategy should be s that provide the chance of estimating the performance of every person precisely and present an apposite reward
Power-dependence on resources	Human resource strategy is under the influence of hubs and inside-organizational power relations
Institutional	This approach chooses a strategy in human resource filed that provides its eligibility

Sayyadi (2009)

the base of this job as the management of this differentiation. Strategic management is a set of decisions and actions which lead to planning and administering strategies which are implemented by the organization to reach the goals (Armstrong and Baron, 2002). Human resource management as a critical and united approach refers to the management of the valuable belongings of every organization that is those who individually or in group work to assist the organization to reach its goals. The general goal of the human resource management is to make sure that the organization can reach its goals by relying on people. Human resource management systems can act as the resource access to the organizational capacities that allow institutes and companies to learn about capitalism on new opportunities. The strategic human resource management is defined as the alignment instrument of human resource management with strategic business content (Armstrong and Baron, 2009) (Table 1).

MATERIALS AND METHODS

Human resource strategy: Human resource strategies determine what the organization intends to implement in terms of different aspects of policies and human resource management actions. Human resource strategies prepare the required foundation for critical plans and enable the organization to measure the development and consider the feedback of the goals and estimate them. Human resource strategy is a direction for human resource system where the prophecy, perspective and the priorities of the human resource unit are determined.

By this definition first, all attention should be directed towards the human resource system and not the human resource responsibility, second, there should be a differentiation between codified human resource strategy which claims to plan for the future and human resource strategy without codified directives and on the basis of the last and current norms. Today, human resource strategy is considered as the principle foundation of organizational performance improvement. The key question of the human managers has always been whether they are included in the major organizational decision making or not. Human resource strategy includes principle

philosophy in terms of the type of person management in organization and turning this philosophy as a policy and related policies with human force. This fact causes policies and human force policies to be in line and align with organizational strategies.

At the present situation competitive superiority, value creation and long-term growth guarantee has become to a large extent dependent on the role of human capital of the organization as a complex of knowledge, perspective, behavior, capabilities and the experiences of the personnel. To reach such a position, the organizations have to make use of instruments to attract, train, motivate and preserving capitalism which is referred to as human resource strategy.

Definitions and theories about mutual social action:

Action refers to all human behaviors where the doer assigns mental meaning to the behavior. Action in this definition may be visible or merely internal and mental or might include the positive interference in a situation, or intentional avoidance of such an interference or passive acceptance of the situation. The purpose of Max Weber¹ of action is meaningful and purposeful behavior. The meaning action in Parsons² view is all human behavior (or any other activist) whose intention is the meaning that attracts its attention. Parsons first estimates the meaning of action in social system and then expands it to economic system.

Difference between behavior and action: Parsons by confirming the mental nature of the human activity tried to show the difference between action and behavior. In Parsons⁷ view action refers to an active and innovative process while behavior apparently refers to a mechanical response to a stimulant. Parsons tried to separate the action theory from behaviorism. Parsons has emphasized that for a theory to be an action theory the mental aspect of human activity needs to be considered. In other words, action is a definite behavior during which the set of responses by the doer in a definite situation have stimulant origin while the action is guided by the conscience of the doer. Weber believes that behavior is what we do without assigning any meaning to it. If I

cough or sneeze or wink my movements can be interpreted as the result of physical process in my body that is the result is physical cause and not meaningful action sociology is about the second one that is meaningful action. But not all of the meaningful actions are the subject matter of sociology, only those meaningful actions which are focused to other humans or consider others (cf.57).

Social action: Social action is considered as the fundamental cell and principle unit of social studies. The advantage of human over other creatures is that the type and identity of his behaviors seem different from other creatures. In other words humans act in a way that other creatures do not have the ability to act the same. Social life is the scene of various types of communications and social interactions among people. People who hold different views in order to fulfill social position it is necessary to exchange the roots of their thoughts and views with others and understand their perspectives and hold a meaningful relationship with each other. Human behavior is always accompanied with thinking and pondering and reasoning and for the same reason it can be stated that action is an intentional and mindful behavior. But on the other hand the attempts made by human to establish communication and relationship with other members of the society originate from the natural inclination for social life. In other words, action as the first element of common human life includes a set of behaviors that humans do to reach definite goals in relation with each other. Therefore the oriented action towards someone is technically called social action. Social action refers to any type of action which is organized as a result of mental tendencies and is directed towards a goal.

Therefore, social action is the simplest element of common human life and includes a chain of objective movements that a human does to reach a goal in proportion to another human. When people do social interaction innumerable non-verbal signs are exchanged. All of these non-verbal behaviors such as look, transfer strong message and from emotional vantage point longing sense, confidence and inclination to continue communication transfer along with feeling of hatred and indifference (Segal and Jaffe, 2008).

Action is understandable and to know them we need to refer to the activist. In his view the social action doers are persons. If a behavior is referred to a person we call it social action that might be active or inactive (passive). For example, imagine a worker who tries to warn a passerby by whistling but that person does not pay any attention to him. In this way he shows an inactive action. Social action can be the past, present or future behavior. Action

can be non-social when it refers to inanimate things (for example a person who collects the left over garbage by the beach) but the active social action is the one which leads to an action while inactive social action does not lead to an action. And deals with the identification of four meaningful social actions whose differences lie in the degree of meaningfulness and consequently the degree of mentality (Dorkim, 2008):

- Traditional action: is directed by customary mental habits and in Weber's words < the eternal past >. For example for a family the attendance at university is customary or a large extent of the daily actions which the people have become accustomed with is close to this action
- Emotional action: is based on the sensual states of the person. Not mental weighing of the issues and the ways to reach them. For example someone merely because of the attendance of his friend at a school chooses that school to continue which can be an instance of emotional action
- Action based on value: is an action that the attempt to reach a goal may not be rational by itself but the ways to follow it are rational. For example, a person hoping to reach eternal guidance follows the teachings of a prophet or a special way of living
- Mental action based on goal: which can be considered as the technique-oriented thinking and include the ways to reach a definite goal in an intellectual way such as the student who goes for the university document for job security reasons (cf.30)

Exchange theory: Exchange theory is basically an attempt to choose behavioral principles mixing them with other ideas and implementing them in subjects attended by the sociologists subjects. This theory originates from the works of George Homans in 1950s. A considerable part of the Homans exchange theory can be considered as a reaction against the views of Parsons, Dorkim and generally structural functionalism.

This theory should be considered as positivist because it is based on this fact that human behavior can be explained by the use of natural laws the basic view of Homans is that the sociology should define the individual behavior and the mutual interaction of human.

In exchange theory the analysis unit and the subject which should be attended while observing and the main subject of defining order is individual. This theory emphasizes on a social action which is called voluntarism. This theory considers the daily behavior as the response to the individual estimation and believes that the action doers have large freedom of action in their actions. The

advantage of the exchange theory is that it can juxtapose sociology to economy although the concept of exchange is classic in economy but the new theory of exchange consider material and non-material aspect simultaneously.

The most principle assumption of exchange theory is that people repeat those behaviors that are rewarded and avoid behaviors which have cost them a lot in the past. In this theory social behavior is the exchange or any action palpable or not with some degrees of reward or cost which happens between at least two people.

Homans proposition: Homans by presenting five propositions tried to explain all behaviors of human. Homans by resorting to two basic variables states his general propositions these two variables are value and quantity that is value the unit of action inflicted on the person and the number of the units that happen over the time (Tavassoli, 2001). Homans propositions are as follows:

Success proposition in terms of all the actions people do generally the fact is that if an action is rewarded there is a possibility of repetition by the same person (Ritzer, 2002). Behavior against the success proposition has three steps: first, a person's action, second, the result along with reward and finally, the repetition of the first action or the action that is to some extent the same as the first action.

Stimulus proposition: if in the past a special stimulus or a set of stimulus were an opportunity and the action had ended up in reward the more the new situation is similar to the last one the more the chance of doing the same action or similar actions (Tavassoli, 2001). The main variable in stimulus proposition is the degree of similarity between the present stimulus and the past stimulus which were rewarded in the past.

Value proposition: The more the result of an action is valuable for a person the more the interest of the person to make preparations to the action, change of the value may be positive or negative the results of action which are positive are called reward and the results of the actions which are negative are called punishment (cf.394). This proposition shows that rise of the value or the reward increases the chance of doing an action by a person. Then, the rise of negative value decreases the chances of doing the action.

Deprivation and satiation: As much as the person in near past has received a particular type of reward more the same amount the next reward units would be less attractive and less valuable (cf.397). Here, Homans introduces two other principle concepts which are damage and profit. Damage in each action is determined by the rewards that an activist over a certain interval of an action loses. Profit in social exchange is determined by bigger number of rewards in comparison with damage rate (Ritzer, 2002). These two concepts made Homans to state that the more a person receives a reward because of an action there is more possibility of doing that action again.

Aggression and approval proposition: When someone does not receive the reward he expects or receives a punishment that does not expect it will get angry and there is more possibility of showing aggressive behavior and when someone receives the expected reward and especially when the reward is far more than the expectation or does not face the expected punishment will feel complacent and there is more chance of showing approving behavior and the results of his behavior become more valuable for him (cf.492).

Materials and methods

This study is an attempt to analyze the influence of individuals' action on human resource strategy on the basis of Homan's exchange theory with a survey type and employing questionnaire with a research population of 480 people of the experts and professors of Azad University with a very large scale with sample size of 40 people was conducted. Questionnaire validity was estimated by the experts and Cronbach's alpha was used to estimate the reliability of the test and since it was higher than 0.7 therefore, this questionnaire has acceptable reliability.

RESULTS AND DISCUSSION

Table 2 is the data about sex, job experience, education and educational position of respondents. As, it was clarified in table 1 among the respondents 33 people that is 82.5 % are men and 17.5 % women. Therefore, men had the biggest share among the respondents. And, the results show that the experience between 6-15 years is the most frequent one so that 18 people had work experience of 6-17 years, 14 people had the work experience between 16-25 5 people the work experience <5 year and 3 people the work experience >25 year. The results also show that 45% of the respondents had M.A. degree and the rest had PhD degree. The results also showed that from among the respondents two were professor, 4 associate professors, 14 assistant professors and 20 educators.

Table 2: Descriptive statistics of the respondents

Criteria	Gender	Frequency	Frequency (%)	Total
years	Male	33	5.82	40
	Female	7	5.17	
Work experience	<5 year	5	5.12	
	6-15 year	18	45.0	
	16-25 year	14	35.0	
	25Plus	3	5.70	
Education	M.A.	18	45.0	
	Phd	22	55.0	
Scientific rank	Educator	20	50.0	
	Assistant professor	14	40.0	
	Associate professor	4	5.70	
	Professor	2	5.20	

Table 3: Results of correlation between success and human resource strategy variables

Tests	Values
Pearson correlation coefficient	r = 342.0
Probability level	p = 031.0
Spearman correlation coefficient	r = 347.0
Probability level	p = 028.0
Research findings	

At this part by the use of deductive statistics it is intended to analyze the influence of stimulus, value, deprivation and aggressiveness on human resource strategy. In continuation, these hypotheses will be tested.

First hypothesis: Success proposition has a significant influence on human resource strategy. To test this hypothesis the correlation relationship between success variable and human resource strategy on the basis of Pearson correlation coefficient and Spearman were implemented to determine the rate of correlation between these variables and by the use of regression the success proposition influence on human resource strategy was analyzed. Table 3 shows the results of the correlation coefficient test between success and human resource strategy and shows the human resource strategy on the basis of Pearson correlation coefficient and Spearman.

As can be seen in Table 3 both on the basis of Spearman correlation coefficient and Pearson correlation coefficient there is a positive and significant relationship between success and human resource strategy so that on the basis of the obtained results Spearman correlation coefficient is 0.644 and Pearson correlation coefficient 0.569 which are both positive and are significant at 95% level of probability. On the other hand, Table 4 shows the regression analysis of success influence on human resource strategy. As can be seen the related coefficient of success variable is 0.398 and the probability level of the coefficient is obtained at 0.031 since this probability level is <0.05 therefore, it can be stated that success had a positive and significant influence on human resource strategy. On the basis of correlation coefficient analysis and regression analysis it can be stated that the first hypothesis of the research is approved.

Table 4: Regression analysis of success influence on human resource strategy

Variables	Coefficient	t-statistic	Probability level
Intercept	2.17	7.5	0.000
Success proposition	398.00	243.2	31.000

Table 5: results of correlation between stimulus and human resource strategy variables

Tests	Values
Pearson correlation coefficient	r = 295.0
Probability level	p = 064.0
Spearman correlation coefficient	r = 245.0
Probability level	p = 128.0

Table 6: Regression analysis of the influence of stimulus on human resource strategy

Variables	Coefficient	t-statistics	Probability level
Intercept	27.13	255.2	30
Stimulus proposition	3760	904.0	64

Table 7: Results of correlation between value and human resource strategy variables

Tests	Values
Pearson correlation coefficient	r = 193.0
Probability level	p = 232.0
Spearman correlation coefficient	r = 162.0
Probability level	p = 319.0

Table 8: Regression analysis of the influence of value on human resource strategy

Variable	Coefficient	t-statistics	Probability level
Intercept	90.17	32.3	002.0
Stimulus proposition	233.0	215.1	232.0

Second hypothesis: Stimulus proposition has a significant influence on human resource strategy. Table 5 shows the results of the correlation coefficient test between stimulus and human resource strategy and shows the human resource strategy on the basis of Pearson correlation coefficient and Spearman. As, it is evident at Table 5 on the basis of two correlation coefficients of Pearson and Spearman at 5 % level there isn't a significant relationship between stimulus and human resource strategy.

Table 6 shows the regression analysis of the influence of stimulus on human resource strategy as the probability level about stimulus proposition show at 5% level stimulus does not have a significant influence human resource strategy therefore, the correlation analysis results are approved and it can be stated that the second hypothesis of this research is not approved.

Third hypothesis: Value proposition has a significant influence on human resource strategy. Table 7 shows the results of the correlation coefficient test between value and human resource strategy and shows the human resource strategy on the basis of Pearson correlation coefficient and Spearman.

As can be seen in Table 7 both on the basis of Spearman correlation coefficient and Pearson correlation coefficient there isn't a positive and significant relationship between value and human resource strategy and also Table 8 shows the regression analysis results on

Table 9: Results of correlation between deprivation and satiation and human resource strategy variables

Tests	Values
Pearson correlation coefficient	r = -016.0
Probability level	p = 924.0
Spearman correlation coefficient	r = -041.0
Probability level	p = 800.0

Table 10: Regression analysis of the influence of deprivation and satiation on human resource strategy

Variables	Coefficient	t-statistics	Probability level
Intercept	59.24	31.11	000.0
Stimulus proposition	-014.0	-096.00	924.0

value proposition on human resource strategy. Therefore, it can be stated that the third hypothesis of the research is not approved.

Fourth hypothesis: Deprivation proposition has a significant influence on human resource strategy. As can be seen in Table 9 both on the basis of Spearman correlation coefficient and Pearson correlation coefficient there isn't a positive and significant relationship between deprivation and satiation proposition and human resource strategy and also Table 10 shows the regression analysis results on deprivation and satiation proposition on human resource strategy and that there is no significant relationship between them in the sample under the study.

Fifth hypothesis: Aggression and approval proposition has a significant influence on human resource strategy. To test this hypothesis the correlation relationship between aggression and approval variable and human resource strategy on the basis of Pearson correlation coefficient and Spearman were implemented to determine the rate of correlation between these variables and by the use of regression the aggression and approval proposition influence on human resource strategy was analyzed. Table 11 shows the results of the correlation coefficient test between aggression and approval and human resource strategy and shows the human resource strategy on the basis of Pearson correlation coefficient and Spearman. As can be seen in Table 11 both on the basis of Spearman correlation coefficient and Pearson correlation coefficient there is a positive and significant relationship between aggression and approval and human resource strategy so that on the basis of the obtained results Spearman correlation coefficient is 0.358 and Pearson correlation coefficient 0.399 which are both positive and are significant at 95% level of probability. On the other hand table 12 shows the regression analysis of aggression and approval influence on human resource strategy. As can be seen the related coefficient of aggression and approval variable is 0.44 and the probability level of the coefficient is obtained at 0.011 it can be stated that aggression and approval had a positive and significant influence on human resource strategy. On

Table 11: Results of correlation between aggression and approval and human resource strategy variables

Tests	Values
Pearson correlation coefficient	r = 0.399
Probability level	p = 0.011
Spearman correlation coefficient	r = 0.358
Probability level	p = 0.023

Table 12: Regression analysis of the influence of aggression and approval on human resource strategy

Variable	Coefficient	t-statistics	Probability level
Intercept	119.0	594.1	000.0
Stimulus proposition	011.0	683.2	924.0

the basis of correlation coefficient analysis and regression analysis it can be stated that the fifth hypothesis of the research is approved.

CONCLUSION

Social life is the scene of the reflection of social interactions and communications between people. People who hold different views in order to fulfill social position it is necessary to exchange the roots of their thoughts and views with others and understand their perspectives and hold a meaningful relationship with each other. Since, the relationship between view and behavior is a mutual issue we can change one by creating changes in the other. Because trade organizations have reached this conclusion that by creating changes in views and perspectives of people change their habits and behaviors.

On the other hand since the prophecy and purpose of the managers of every organization is efficient and optimal use of resources, various facilities, capital, material, energy and data the efficient use of human resource in this respect is of high significance because human in contrast to other organizational resources possess mind and will power and the manager can not use them easily and the other point is that human resource is not only an organizational resource but also the only resource of using the rest of the organizational resources, given the extreme competition in today world human resource is considered as the most competitive advantage for every organization therefore, managers need to be aware how to deal with this strategic factor and learn more efficient ways of implementing this competitive advantage.

In this respect, the present study showed that the action of the people in administering the organizational strategies in confronting university strategies by the help of Homans exchange theory success proposition and aggression and approval propositions has positive and significant influence on human resource strategies. Therefore, managers can create stimulus in personnel by offering rewards and direct their action towards the goals of organization.

REFERENCES

- Armstrong, M. and A. Baron, 2002. Strategic HRM: The Key to Improved Business Performance. CIPD Publishing, Wimbledon, London, England, ISBN: 0-85292-923-4, Pages: 253.
- Armstrong, M. and S. Taylor, 2009. Human Resource Strategic Management Practice. 13th Edn., Koganpage Company, London, England, Pages: 823.
- Dorkim, E., 2008. Sociological Rules. Tehran University Publications, Tehran, Iran.
- Mirsepasi, A., 2002. Human Resource Strategic Management and the World Relationships. Mir Publishers, Moscow, Russia.
- Mousakhani, M. and M. Nahid, 2013. Identification of human resource strategic management QIAY by SRP. View Manage. Devel. Seasonal, 12: 1-12.
- Ritzer, J., 2002. Contemporary Sociological Views. Elmi, Tehran, Iran, Pages: 427.
- Segal, J. and J. Jaffe, 2008. The Language of Emotional Intelligence. McGraw-Hill Contemporary Learning, Austin, Texas, Pages: 217.
- Tavassoli, G., 2001. Sociological Views. 8th Edn., SAMT Publications, Tehran, Iran, Pages: 387.