



Assessing the Impact of Organizational Strategies on the Performance of Mellat Bank Branches in Tehran

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ABSTRACT

The goal of this research is Assessing the impact of organizational strategies on the performance of Bank Mellat in Tehran. To achieve the goal a descriptive survey model was applied. The research is based on practical objectives. To collect information from the library - field and a questionnaire was used. Strategy tools used in this research are Kaplan and Norton strategy standard questionnaire, job satisfaction by Barry Field and Ruth performance by Liu and Sin. The statistical community in this research include all Mellat bank employees in Tehran branches which count up to 3000 people. In order to identify the 379 people for the sample group the questionnaires were distributed though cluster sampling method, based on the Cochran formula. In order to determine the validity of the questionnaire a content validity method was applied and for and to determine the reliability of the questionnaire Cronbach's alpha coefficients was applied. Descriptive statistics and inferential statistics were applied for data analysis. The first main research hypothesis on the effect of Mellat bank strategy on the successful performance of the Tehran branches, was approved. The second main research hypothesis on the effect of Mellat bank strategy on quantified successful performance of the branches, was approved, The third main research hypothesis on the effect of Mellat bank strategy on qualified successful performance of the branches, was approved.

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Introduction

The contingency approach which is a dominant thinking in the organizational theory, emphasizes the fact that Validity, effectiveness, efficiency and productivity of the organizational structure depends on contingency factors, strategy, technology, environment and organizational design. It is to be noted that the item that is considered as the contingency important factor for the organization, might be replaced by another item in the future and an effective and efficient organizational structure must be able to balance among internal consistency (Formalization, centralization, complexity) and external consistency (Size, technology, strategy, environment) of the organization. Contingency factors is crucial in today's turbulent environment and in some cases it determines the organization's survival. Therefore, the structure should be designed based on these factors in order to meet with organization's goals and strategies. (Erabi & colleagues, 2008). Today, the competition in the market, has forced companies to implement strategies for facing the competition. Applying such strategies not only has a considerable effect on packing, but also it affects the companies' performance. Banks as one of the key elements of the financial chain, have an important economic position, in all countries. (Valmahdi & Firuzeh, 1388). In this research we are going to study the role and importance of the mentioned bank's strategies based on its employees' point of view. From the global perspective these researches become more complex, day by day, because many researches have been done on strategy in different fields, yet the credibility of this research is its essence as a platform to increase the performance of Mellat bank branches.

Literature Review

All organizations, in different formats, follow a particular purpose. Strategies are paths to achieve goals. But no matter how good strategies, they have expiry dates because the environment changes and when environmental changes occur, good strategies of the past are no longer useful. Strategies always require revisions in order to transfer the organizations to desired status from the existing status. Strategies determine the path directions in an organization. Therefore if the wrong strategy is selected for the organization, the organization and its resources will collapse and this is the story of yesterday's successful companies who are nothing more than a name, today. Strategies are the mother and platform for all operations of the organization and all actions in the organization should be taken based on its strategy. Quality of the strategies used to be evaluated based on the resulting financial outcomes. This is necessary, but unfortunately not enough. Two researchers named Norton and Kaplan offered a framework for solving this problem and they proposed a new dimension for strategy's performance measurement. These dimensions include: the customer, the business internal processes, growth and innovation and organizational learning, and finally Financial. This framework is the conceptual model of this study. These four aspects are known as the scorecard. Later Norton and Kaplan added the environment & society, and employee satisfaction to the mentioned dimensions. Till two decades ago, strategic planning was limited to the following:

- Environmental opportunities and threats

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- Assessment of internal capabilities and limitations
- Vision Statement

The outcome of strategic planning was limited to a few items or strategic orientations considering above options. These items and orientations were too general, for example, penetrate new markets or reduce the cost price that could be applied to any organization. In some cases, an operational program was recommended which was often not related to project outputs. Solutions to solve these problems depended on the selection of a strategy to link the daily operations to the strategy selection results. Kaplan and Norton in 1996, a more developed form of the Balanced Scorecard as a Strategic Management System in an article entitled "Using the Balanced Scorecard as a Strategic Management System" and then in a book called "Balanced Scorecard : translating strategy into action," presented (Kramer, 2010). that were developed in strategic planning, were to be translated into operational and measurable terms. Balanced Scorecard was developed based on this goal. The role of Balanced Scorecard strategic planning is to create a link between the organization's strategy and performance measures in a chain of causal relationships. Thus, the results of the strategic planning will not be suspended and will be clearly connected to action. Balanced Scorecard is not a tool to identify strategic issues or development strategies, yet it formulates strategic issues and it clarifies measurements for goal achievements and practical actions, and thus it translates strategy into action and operational terms.

Implementation of new strategies requires the development in a large-scale. While describing transformation "John Cutter" carefully distinguishes between the word management and leader. The process of establishing management system using Balanced Scorecard, begins with leadership to create the need for change in the organization. Leaders who are looking for a major change in their organization, find Balanced Scorecard an effective management tool to motivate and achieve the desired transformation. Effective leaders can provide a good picture of the future, in order to motivate for the change (Martinson, 1999). For decades, companies are trying to implement change. It is recommended for the development programs to be combined with the assessment system of Balanced Scorecard. The senior management who creates Balanced Scorecard achieves a kind of coalition to drive change in the organization. The process of setting up this system, creates both working groups and their commitment to the strategy and balanced assessment criteria, provides a means for the organization's vision and strategy to be implemented. Balanced Scorecard should be considered as an interactive system, a system to encourage questions, discussion, stimulate debates and dialogues between all members of the organization, this system is successful when it stimulates learning and guides questions towards the future. The most common reasons for failure in implementation of the Balanced Scorecard is the lack of organizational processes (Kramer, 2010). The concept of strategy can be broken down into one or more scorecard. Each scorecard includes a set of objects that can be used to estimate the performance scorecard. In other words, any goal can be supported by a number of KPI (Mac Natvn, 2010). To understand the concept of PE one must first understand the concept of function. Functioning is an employee's degree of job performance on the items which complete his/her job and shows how an employee executes the requirements of a job. Usually performance is usually taken the same as "efforts" which points to energy consuming, but performance is measured based on the results of operations. For

example, a student may apply a lot of effort in preparing for the test, but achieve a low score. In this case a lot of effort has been taken but the performance is low. According to Vero Byers (2008) performance in a given situation can be a result of interaction between: a) efforts, b) abilities and c) perceptions of the role to be considered. Effort, which comes from the excitement points out to the amount of energy (physical or mental) that a person puts in accomplishing a duty. Abilities are personal characteristics used to carry out a job and perceptuals points out to role of the routes that people believe should guide their efforts in order to do their jobs. Neo, et al, (2008) defines performance as personal characteristics, skills and such as seen in below figure, these characteristics transfer into concrete results through employees' behavior. In fact, the employees can only demonstrate their behavior, in case they have the required knowledge, skills, abilities and other characteristics necessary to perform a job.

Alson and Caremon working at their research concluded that ,Personalized strategies to new ideas and innovation implies While the coding strategy based on existing knowledge and Based economy. The results of this research study, Wu & Lin in 2009, which indicates that both the private and (Encoding a positive impact on innovation, the direction(Wu & Lin,2009).Also Vaccaro in his study in 2010 found that Knowledge management has a direct impact on financial performance and results Improve the performance of new products (Vaccaro, 2010). Young findings In 2010 also shows that the relationship between strategies Knowledge management and the direct correlation function in this situation(Yang, 2010).The following are researches directly or indirectly connected with the present research's subject:

Levan and Svadra (2009) used the balanced scorecard (BSC) in a research in order to evaluate the performance of the organization. In this study, a model for measuring the performance of an industrial company is proposed. The basis for this model is balanced scorecard (BSC). According to this model, the organization's goals in each of the four proposed balanced scorecard perspectives (financial, customer, internal processes, learning and growth) are defined after identification and clarification of the organization's mission and vision and then success criteria, indicators and measures for each of the objectives have been determined using the decision making techniques. Finally, the results of the measurements of these measures as a means of implementing the strategy of the Company and provides appropriate opportunities to improve (levan, 2009).

Eshnaido, Berlin and James (2010) carried out a study to develop a competitive strategy in ICU T Bank using BSC. In this study, through an innovative procedure using ISM methodology the causal relationships in competitive strategies were examined (Helali, 2014).Sabi and colleagues (2011) have executed a research on the banks' branches ranking at a BSC approach and different FUZZY MADM decision making methods. This study offers a fuzzy multi-criteria decision method for evaluating the performance of banks.The results have highlighted the important aspects of the evaluation criteria and methods to improve the performance of bank branches in order to achieve the desired level (Sabi, 2011). Fatman (2007) in his study entitled "The relationship between organizational environment (the basics of using the regression method," Human governing the organization) and the efficiency of enterprise management areas (human principles governing the organization), in which decision making is concentrated on, and

employees' behavior is supervised through many rules and procedures, productivity, job satisfaction and reduced creativity, negative attitudes about working group increases (Ftmm, 2007). Espector (2013) has mentioned three reasons for the importance of job satisfaction. First, organizations can friendly direct human values, second, job satisfaction can be followed by positive attitude and job dissatisfaction can be followed by negative attitude. Third, job satisfaction can be determined as an organizational operational criteria. Evaluation of job satisfaction may measure various levels of organizational units (Espector, 2013).

In order to determine the conceptual model for this study after study, the hybrid model was used after surveys were executed in the area of external and internal areas to assess the impact of organizational strategies on the performance of the Mellat bank branches.

This combinational model is the result of studies executed by Norton and Caplan (2006) and Lio and Sin (2004). In the beginning of the 1990 decade, Robert Caplan the professor at the school of business at Harward University together with Norton who was the manager of a research company at that time, studied the factors and reasons affecting the success of twelve top companies in the world and also studied the performance evaluation methods in these companies. The results of that research revealed that the successful companies are not only dependent on financial factors as their performance evaluation methods, but they also evaluate their performance based on three other factors, as well, including the customer, internal processes, and learning and development. Therefore Caplan and Norton announced that in order to execute a complete performance evaluation in an organization, the performance should be evaluated through four perspectives.

- The financial perspective
- The Customer perspective
- The internal process perspective
- The learning and development perspective

Kaplan and Norton's findings point to the fact that successful companies set their goals in each of the 4 perspectives, and evaluate the success of these objectives in view of the criteria selected and then set initiatives implementations to achieve these objectives. Kaplan and Norton found that there is a causal relationship between the objectives and measures of these four aspects which connects them together.

Finally, the research conceptual framework is based on the strategy conceptual model of Norton and Kaplan (2006) and Liu and Sin (2004) in the conceptual model of the Bank's strategy is the independent variable and performance is the dependent variables of the study.

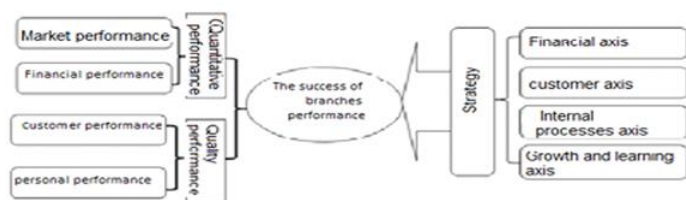


Figure 1. Conceptual model of the source research: Liu and Sin (2004) and Kaplan and Norton (1990)

Research Methodology

The methodology applied in the present research is descriptive in method and regarding the goal it is applicational and regarding data collection it is a survey (cross). And it is an

applied research. The statistical community in this research include all Mellat bank employees in Tehran branches which count up to 3000 people. In this research there was no accessibility to all employees related to the community under survey, therefore Cochran method was applied to determine the sample size, as following:

$$n = \frac{N \left(Z_{\alpha/2}^2 \right) p \cdot q}{(N - 1) \varepsilon^2 + \left(Z_{\alpha/2}^2 \right) p \cdot q}$$

Based on above formula volume of the sample was 379 people. In order to ensure the returned results 400 questionnaires shall be distributed. And among the returned questionnaires, 379 of them which have been carefully and completely filled out, shall be studied. Since the statistical community includes all Tehran Mellat bank employees, therefore we shall first classify Mellat Tehran branches in clusters and to select the employees, a random sampling method was applied in the classified clusters. The research subject domain is in the strategy area and the present research is among strategic researches. The time of data collection and questionnaire distribution to the samples was Aban 2014. The review of research is based on library method. To test the organizational strategies for Mellat bank, the Caplan and Norton (2001) standard questionnaire, for market & financial performance, the Lio and Sin (2004) standard questionnaire, and to test the customer and job satisfaction Khodayari and colleagues (2010) and Beri Fild and Rooth (1951), were applied.

Main Hypothesis

1. Mellat bank strategy has a positive and significant correlation with the Tehran branches' successful performance.
2. Mellat bank strategy has a positive and significant correlation with the Tehran branches' successful quantitative performance.
3. Mellat bank strategy has a positive and significant correlation with the Tehran branches' successful qualitative performance.

Sub- Hypothesis

1. The financial sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful performance.
2. The customer sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful performance.
3. The Internal processes sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful performance.
4. The development and educational sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful performance.
5. The financial sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful quantitative performance.
6. The customer sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful quantitative performance.
7. The internal processes sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful quantitative performance.
8. The development and educational sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful quantitative performance.
9. The financial sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful qualitative performance.

10. The customer sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful qualitative performance.
11. The internal process sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful qualitative performance.
12. The development and educational sector among other strategy sectors in Mellat bank has a positive and significant correlation with the Tehran branches 'successful qualitative performance.

Content validity was used to assess the validity of research tools:

Validity of the questionnaires is based on expert opinion in the field of strategic Banking and university professors. In order to determine the validity of questionnaires, we talked to 10 experts. They were asked to reply to each of the 50 item tools, in three options, essential items, useful but not necessary items, and unnecessary items. The answers were calculated by CVR formula.

In this study, Cronbach's alpha was used to measure the reliability of the method.

$$r_{\alpha} = \frac{j}{\left\{ (j-1) * \left[\sum \left(\frac{S_j}{S_i} \right) \right] \right\}}$$

Based on the study of the results, it can be concluded that the applied questionnaire has the necessary research reliability.

In this research descriptive statistics have been used to display demographic information and statistical inference for data analysis and hypothesis testing are applied. At the inferential level, Cronbach'd alpha has been used to study the reliability of the questionnaire, and a T-test has been applied to study the research variable status and conformity factor analysis and Path analysis and logistic regression analysis was used to test the research hypotheses.

Findings

Most of the participants in this research were between 40 to 50 years old. Regarding education 49 percent of them had BA/BS certificate and 89 percent of the respondents were men. Most of the participants had less than 10 years of job experience. Based on the mean, the strategy level is at a relatively low level and the successful performance is at relatively high place based on the population mean.

The confirmatory factor analysis of the strategy variable first order

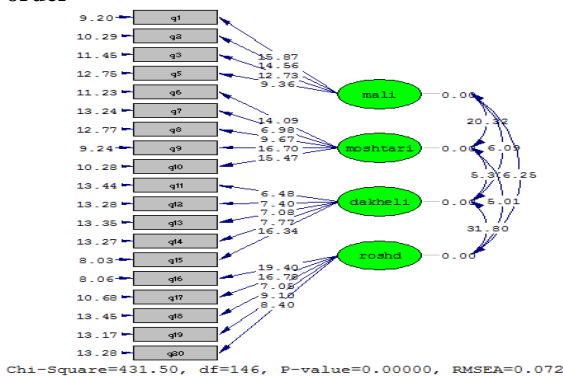


Figure 2. The Correlation Correction Model Between The Size And The Strategy Indices At Significant Mode

The results of factor analysis reveal that all strategic indices have acceptable T values (greater than 1.96) and factor loads. Also, model scale indices reveal that the model is at a good

status regarding scale and are considered appropriate indices for strategy measurement.

The confirmatory factor analysis of the strategy variable second order

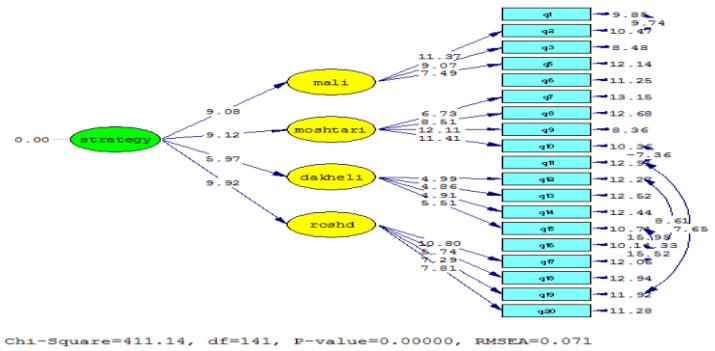


Figure 3. The correlation model between the size and the strategy variable at significant mode

The scale indices reveal that the model is at a good status regarding the scale indices, according to conformity factor analysis results the strategic structure can be relied on and can be considered as the base.

Conformity factor analysis of the quantitative performance variable, first order

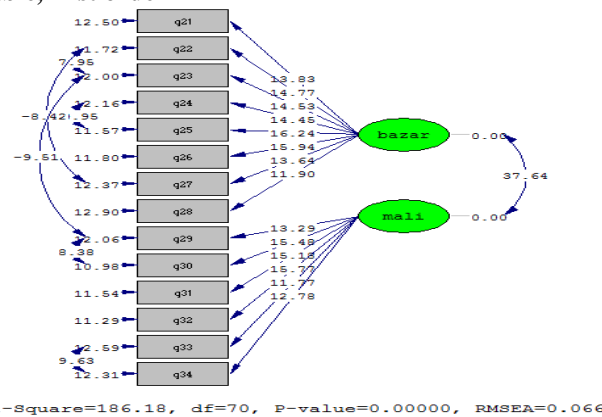


Figure 4. The correlation model between size and the quantitative performance indecis at significant mode

The results of factor analysis reveal that the quantitative performance indices have acceptable T values (greater than 1.96) and factor loads. Also, model scale indices reveal that the model is at a good status regarding scale and are considered appropriate indices for quantitative performance measurement.

Conformity factor analysis of the quantitative performance variable, second order

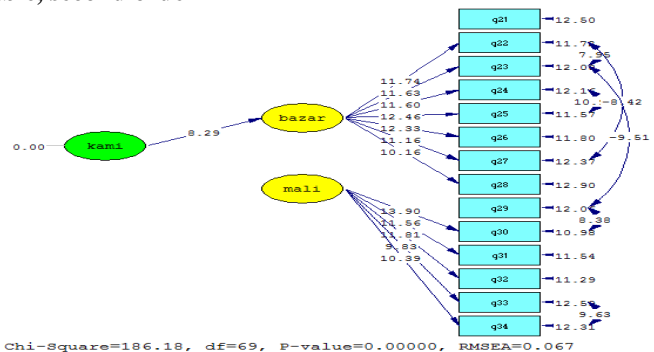


Figure 5. The correlation model between the size and the quantitative performance indecis at significant mode

Model balance indices indicate that the model is in good condition regarding the balance indices and based on the results of confirmatory factor analysis we can rely on quantitative performance and consider the discussed structure as the base.

Factor analysis showed that all the indices of quality have acceptable T values (more than 1.96) and load factors. The model balance indices indicated that the model is in good condition regarding the balance indices, and they are considered suitable indices for the qualitative performance measurement.

Model balance indices indicate that the model is in good condition regarding the balance indices and based on the results of confirmatory factor analysis we can rely on qualitative performance and consider the discussed structure as the base.

Since the correlation coefficient value does not reveal the causal relationship cannot be realized, regression analysis is used to estimate this relationship.

The main hypothesis test

The results of above table show that the Mellat bank strategy has a positive, significant and predictable correlation with successful performance of Tehran branches. Also according to the Beta value it can be inferred that as per one unit increase in strategy creation in Mellat bank, successful performance in Tehran branches shall be increased by 0.397 units. Therefore the main hypothesis is approved.

Also, Mellat bank strategy has a positive, significant and predictable correlation with the quantitative successful performance of the Tehran branches. The second main hypothesis is approved. Mellat bank strategy has a positive, significant and predictable correlation with the qualitative successful performance of Tehran branches. The third main hypothesis is approved. According to the path coefficient it can be inferred that: the internal process factor of the Mellat bank strategies has a significant correlation with successful performance of the branches. Therefore the third sub-hypothesis is rejected. The development and education factor of the Mellat bank strategies has a significant correlation with the successful performance of the banks. The fourth sub-hypothesis is rejected.

According to the path coefficient it can be inferred that: financial factor of the Mellat bank strategies has a positive significant correlation with the quantitative successful performance at the 95 percent level of confidence. Therefore the fifth sub-hypothesis has significance and it is approved. The customer factor of Mellat bank strategies has a positive significant correlation with the quantitative successful performance of the branches at 95 percent level of confidence. Therefore the sixth sub-hypothesis has significance and is approved. The internal process factors of the Mellat bank strategies has no significant correlation with the quantitative successful performance of the branches. Therefore the seventh sub-hypothesis is rejected. The development and educational factors of the Mellat bank strategies has no significant correlation with the quantitative successful performance of the branches. Therefore the eighth sub-hypothesis is rejected. Financial factor of the Mellat bank strategies has a positive significant correlation with the qualitative successful performance at the 95 percent level of confidence. Therefore the ninth sub-hypothesis has significance and it is approved. The customer factor of the Mellat bank strategies has a positive significant correlation with the qualitative successful performance at the 95 percent level of confidence. Therefore the tenth sub-hypothesis has significance and it is approved. The internal process factor of the Mellat bank strategies has no significant correlation with the qualitative successful performance of the branches. Therefore the eleventh sub-hypothesis is rejected. The development and educational factor of the Mellat bank strategies has no significant correlation with

the qualitative successful performance of the branches. Therefore the twelfth sub-hypothesis is rejected.

Discussions and Conclusion

As seen above, the first main hypothesis was approved. The results of this hypothesis is consonant and lined with the studies of Rezvan and Fotuhi (2010) "Simultaneous communication between an organization's competitive strategy, organizational design and management accounting system with performance of the organization", Fathi and colleagues (2010) "Evaluation of the impact of market orientation and marketing strategy on bank performance", Daneshfard and colleagues (2011), "The role of implementation of the Balanced Scorecard on improvement of the organization performance". The second hypothesis is approved and is consonant with the results of following studies: Stewart and Brador (2004) "A model for integrating the Balanced Scorecard (BSC) and the Business Excellence Model (EFQM) and analyze its impact on the implementation and evaluation strategies and performance", Soheili and colleagues (2014) "The effect of marketing strategy on bank's performance based on the balanced scorecard (BSC)", Sepahian and Colleagues (2014). The third main hypothesis was approved and was in line with the results of following studies: Fathi and colleagues

(2010) "Evaluate the impact market orientation and marketing strategy on performance", Daneshfard and colleagues (2011), "The role of implementation of the Balanced Scorecard on improvement of the organization performance". The first sub-hypothesis is approved. The second sub-hypothesis is approved. The fifth sub-hypothesis is approved. The sixth sub-hypothesis is approved. The ninth sub-hypothesis is approved. The tenth sub-hypothesis is approved. The third, fourth, seventh eighth, eleventh and twelfth sub-hypothesis are rejected.

To confirm the hypothesis, the following proposal is offered:

- The Bank's strategy to be the growth in service sales
- The Bank's strategy be developed to address the needs and demands of customers
- The Bank's strategy to develop, maintain and improve customer relations.
- Bank strategy be developed to improve the working and organizational conditions for the employees
- The Bank's strategy to be based on the increase of market share on financial services

Due to the rejection of the hypothesis it can be seen that the bank's strategy effects quantitative and qualitative performance and overall performance of Tehran branches.

One can also say that the financial, customer-centric strategy effects success of Tehran branches' success and financial and customer-centric strategy of Tehran branches effects quantitative successful performance and financial and customer-centric strategy of Tehran branches affects qualitative successful performance.

Finally, suggestions for future research are as follows:

1. A study on the research model to investigate the potential use in other private and public banks with a different statistical community.
2. Identification and reinforcement of factors affecting the relation between financial factors of Mellat bank's strategies and successful implementation.
3. All of these variables (performance indicators and strategy) to be studied more professionally and in a qualitative methods in other private banks and public banks.

Table 1. Variables, no. of questions and reliability coefficient

Cronbach's alpha coefficient	variables
0.89	Financial factor
0.90	Customer factor
0.92	Internal process factor
0.91	Development and educational factor
0.87	Market performance
0.91	Financial performance
0.90	Customer satisfaction
0.90	Employee satisfaction
0.90	Cronbach's alpha coefficient of questions

Table 2. One sample Test: Test of normality

	Qty.	Kolmogorov-Smirnov Z	mean	Standard deviation	Mean deviation Error	T	Mean difference	95% confidence degree	
								Low rank	Top rank
Strategy	379	0.706	2.888	0.558	0.02877	-3.894	-0.112	-0.168	-0.055
Successful performance	379	1.174	3.212	0.686	0.035	6.009	0.212	0.143	0.281

Table 4. The regression determination coefficient related to the relationship between strategy and successful performance

model	Multiple correlation coefficient	Determination coefficient	Adjustment coefficient	Deviation of the estimation error
1	.484	.234	.226	.604

Table 5. The Regression Equation

Regression model	Non-standard beta		Standard beta	T	Significant level	
	B	SEM	beta			
Width of origin Mellat bank strategy	1.804 .488	.171 .058	.397	10.549 8.388	.000 .000	The relationship between Mellat bank strategy and successful performance Dependent variable: successful performance
Width of origin Mellat bank strategy	1.783 .494	.180 .061	.383	9.878 8.047	.000 .000	Regression linear equation The relationship between Mellat bank strategy and quantitative successful performance Dependent variable: quantitative successful performance
Width of origin Mellat bank strategy	1.825 0.481	.171 .058	.393	1.688 8.295	.000 .000	Regression linear equation The relationship between Mellat bank strategy and qualitative successful performance Dependent variable: qualitative successful performance
Width from origin	1.643	.061		9.325	.000	
Financial factor	.124	.053	.137	2.335	.020	The relationship between strategy size and successful performance
Customer factor	.323	.055	.343	5.904	.000	
Internal process factor	.087	.059	.090	1.465	.144	
Development and educational factor	-.029	.061	-.029	-.468	.640	
Width from origin	1.679	.165		10.157	.000	The relationship between strategy size and qualitative successful performance Dependent variable: qualitative successful performance
Financial factor	.151	.050	.176	3.031	.003	
Customer factor	.303	.051	.338	5.890	.000	
Internal process factor	.106	.056	.116	1.913	.057	
Development and educational factor	-.069	.057	-.074	-1.202	.230	

Resources

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