

The effect of hard and soft corporate identity & corporate performance on sustainability with an emphasis on the mediating role of innovation strategies (The National Company for distribution of petroleum products in Zanjan Province)

Babak Abazarnezhad, Yadollah Khodaverdi

Master's Students of business management, Department of Business Management, Zanjan Branch, Islamic Azad University, Zanjan, Iran.

Faculty member, Department of Business Management, Zanjan Branch, Islamic Azad University, Zanjan, Iran.

Abstract

This study aims to examine the impact of soft and hard corporate identity a company with an emphasis on sustainability performance the mediating role of innovation strategies as a study of the National Oil Products Distribution Company Zanjan province. Pearson correlation coefficient, ANOVA and regression analysis were used to test the research hypotheses. The relationship between the main test variables can be seen between strict corporate identity and its components with innovation strategies; therefore, special attention should be paid to improve on them. The innovation strategies has the least impact on organizational performance and despite significant relationship between soft corporate identity and innovation strategies; virtually no significant correlation was not observed between the key variables and the dependent variable sustainability of corporate performance. As a result, the executive's proposals are as follows: Strengthening of corporate culture and philosophy oil can Zanjan value and growth pattern common beliefs among individuals to better understanding of the company's performance and as a result, innovation and initiative. Certainly regard the senior directors of the National Oil Products Distribution in the province throughout the country on topics such as innovative services such as faster uploads and cheaper products by strengthening the context of the Internet and Reference distance or process innovation, for example, the removal procedure is redundant and reducing bureaucracy and administrative bureaucracy and also innovation in market through outsourcing services to contractors, yield skilled and competent innovation in the production of superior service and more advanced such as the design and construction of pump-and sites equipped and tanks safer to store products In accordance with the needs of society sustainable performance.

Keywords: corporate identity, company performance, sustainability, innovation strategies

Introduction

The employees with higher organizational identification are more productive, more motivated and satisfied and are less inclined to leave the organization than employees with lower organizational identity. Organizational identity, which refers to the psychological bond between a person and the odd thing, primarily has achieved its increasing attention to the relationship between behavior and increased efficiency, it is assumed that the person who acquires the organizational identity, normally, works along with the benefit of the organization (Ouchi, 2000; 135). Of course, managers need to know how key stakeholders perceive their organization's performance and said it would by definition, encourage organizations to assess stakeholder perceptions. The peace for the brain is one of the conditions for the emergence of new thoughts. That is why it is necessary that people try in the circumstances arise to think in the context of the brain and evolve causing new thoughts and conditions to be met for builders in the community. All organizations need to survive new ideas and original and fresh comments. Creativity and innovation are so mingled that it is difficult to provide an independent definition of each. Creativity is the emergence and development of a new thought while the innovation is making thought practical (Templer, 2007).

National distribution of petroleum products are among the organizational issues concerning the credit, service and superior image for an organization that it requires the right attitude to the issue of organizational identity and communication and better understanding between the components of the personnel working in it. Given that the hard and soft corporate identity and corporate performance sustainability are of utmost importance, but in previous research has not addressed this issue. Therefore, this study sought to answer the question to what extent is the impact of hard and soft corporate identity the sustainability of corporate performance with an emphasis on the mediating role of innovation strategies National Company for distribution of petroleum products in the province.

Literature review

One of the most important and current topics in recent years in management, is the corporate identification and more importantly, it is an identity forming that research in this field is very rare. Today, in many public companies, a tendency can be seen to increase the turnover rates, reduced job satisfaction, increased absence from work, expanding the alienation of labor, lack of sense of responsibility, staff and in general, lack of identity with their corporate members. The need to increase the awareness of managers and heads of the companies about the corporate identity and potential benefits of a strong corporate identity, more and more is revealed. Knowledge on corporate identity and efforts to its development and strengthening is important, for managers the identity of the company is to decrease staff turnover, favorable behavior with corporate objectives to increase and finally, the realization of the goals of the company. (Gholipour et al., 2011: 10).

Factors influencing the formation of soft corporate identity

Companies have revealed and transmitted their identity for both domestic and foreign audiences. Symptoms, signs and messages that are received from the internal and external environment by members, are effective on their perception of the company in its membership. Since the signals transmitted by the internal and external environment have a fundamental role in shaping the perception of company members, companies can apply through proper attention to both factors within the company and outside the company, the creation of a strong corporate identity and strong action. (Labianca, 2010: 314) In the following, the most important factors affecting the formation of corporate identity programs are listed:

Media attention

Reputation can be considered among the most important intangible assets of the company to achieve competitive advantage. Studies have shown that the media plays a significant role in shaping public opinions and improved corporate image in the community and this is justified on the basis of the agenda-setting theory. The assumption that the media affect the public opinion and their knowledge, is possible through its impact on corporate reputation. Today, the media is used as a tool for scrutiny and evaluation of strategies, decision-making processes of managers and corporate social responsibility are of interest to stakeholders. (Gholipour et al., 2011: 152) Positive and favorable media attention to the company, leads to create a strong image and perfect and attractive image and will follow the right now the perception of a strong corporate identity as members of attractive and appropriate identity. Activities that serve to strengthen the company's identity, lead to negative media attention. Studies have shown that increasing the company's reputation through the media, caused the increase of staff's performance. (Empson, 2004: 763)

The company's external image

Undoubtedly, to obtain and earn prestige and positive external image, is one of the objectives of all the companies. Today, many companies would spend time, resources and effort to gain this goal. Because whenever the company has a positive image, audiences will have positive generally behaviors and decisions of the company and their experience with it. (Bagheri and Erfanifar, 2011: 33) External image acquisition through to obtain external rewards, reflects the strength of the company compared to other competitors, the company will be in a proper position and public attention. Companies use also bonuses and their external image, as the symptoms to develop and nuclear extend their identity in terms of domestic and foreign audiences. Company image is important because the members analyze their states by putting their companies at low levels compared with rival companies and success is important to them. In fact, the good reputation of the company strengthens its success message about the characteristics and properties of the core transmission and reinforce corporate identity. Companies that want to shape their corporate identity and strengthen it, will try to achieve a higher status in comparison with other companies. (Gholipour et al., 2011: 153)

The senior management team

Senior management team perception of corporate image perception affects the perception of the space it now and identity formation. Researchers believe that corporate image is a featured image of the features that the elite or top managers have attributed to their company. (Brickson, 2000: 90) Elsbach and Kramer also found that senior managers are trying to offer a desirable and appropriate image of the main characteristics of their company. Senior managers affect the corporate identity and perceived domestic and foreign audiences are affected to deploy the company through leadership skills, management measures and strategic decision making. In general, it can be said that the consensus and agreement between the reputation and expertise of managers with original features and core, leads the companies to have a stronger identity. (Bagheri, 2011: 26)

Human Resource Management

Focus on educational programs and innovation in the realm of human resource management is expressing strong message about featuring the company's identity and the importance of these qualities directors put the lead and stay strong corporate identity. Planning and compensation and reward systems in order to provide rewards to performance measures Members will also cause the members to identify the identity through participation in its membership strongly. Companies should be sure that the reward and compensation systems, are compatible and consistent with a corporate identity. The action lead to strengthen the main and significant characteristics and will be followed by strengthening the company's corporate identity. (Bagheri, 2011: 27)

Company operations

Factors influencing the formation of corporate identity and business settings can be divided in the form of three corporate tasks, structure or operations and reward structure. Some companies through the use of

mechanisms such as temporary coalition of business, share ideas, encourage information sharing and strengthen the identity of their company. Company ratings in such a way increases interaction and cooperation between the various departments and units and thereby reinforces the corporate identity. Company procedures can be combined in such a way that will guide the members of the company's activities and provide responses that are congruent with corporate identity. Since the company's policies and procedures in the company expresse a way of doing things, the establishment of appropriate policies will play a role in the formation of a strong corporate identity. (Bagheri, 2011: 28).

The effects of human resources on desired innovation

In the category of human resources, we find that the innovative companies actively encourage the training and development of their members timely. Job security for its employees is provided in a high level to reduce the fear of being fired for a mistake and who dares to be variable. When a new idea develops, vanguard of change actively and with enthusiasm and give support to it thought to excellence and ensure that problems are overcome and the innovation will be implemented. (Taj al-dini, 2011: 87-88). Today, the need for change and innovation is recognized and no manager cannot neglect to show long-term commitment to innovation. Rapid change in societies of knowledge and technology, changing perceptions and needs, changes in human relationships, and changes in all aspects of life and civilization has led to the emergence of a significant change in the company. Due to this rapid change, Bennis calls the companies as temporary systems. They are not today as they were yesterday, and tomorrow will not be the same as what they are today. The progress and change requires adequate knowledge and readiness on the part of managers to coordinate the system is changing. They should be able to view personnel, technology, structure, production, and, in general, their entire company, if necessary, to coordinate with the relevant system, particularly the system beyond the community changed. During the study, change, change of corporate, social change, resistance to change or opt-out, etc. would be useful for managers as agents of change. (Mirkamali, 2013: 57).

Process innovation and its different levels

Process innovation is a concept that there are a lot of misunderstandings about it and its value often is neglected. Many business people think that innovation is a matter of chance that is an inspiration. Others think that innovation requires a specific set of skills and is provided for the small number of individuals. Here, we will explain that the innovation is a process that everyone in a company can understand it. Innovation can (and should) occur in each level of the company. Some examples of the process innovation are provided in various companies, ideas and incentives for the use of the innovations. Howard Smith (who is an expert in this field) notes that "Innovation needs to be able to meet the needs and demands of stakeholders should be clear and has a specific algorithm that is repeatable. Achieving effective progress requires much more than innovation." (Ranjbar & Boroumand, 2011: 66). Innovation process can (and should) occur at different levels. A company cannot only rely on the innovation on one level. Successful companies have an innovation process that are passing their route at all levels. Hamel (Harvard professor) states that "innovation has become a necessity. Or be innovative or Die! A company can only have more growth than their competitors that they are innovative. Everyone knows that corporate growth (of course, sustainable growth, not sectional) arises only from innovation nothing else. " (Ranjbar & Boroumand, 2011: 68)

The model used to evaluate the performance of the company

In the research, model balanced performance measurement (BSC) is used. This model's dimensions of the 4 vital financial, internal processes, customer and learning and growth, seek to control short-term operations with its long-term vision and strategy. So, now the focus towards key performance targets judgmentally.

Research hypotheses

H1: there is a significant relationship between soft corporate identity and innovation strategies.

H2: there is a significant relationship between hard corporate identity and innovation strategies.

H3: there is a significant relationship between the corporate identity smooth and stable performance of the company.

H4: there is a significant relationship between hard and durable corporate identity and performance.

H5: there is a significant relationship between the strategies of innovation and performance sustainability of the company.

Methodology

The study, from the perspective of division based on objective research, is an applied research, as the purpose of applied research is the development of practical knowledge in specific areas and aspects of descriptive and analytical procedure involves two parts. In the descriptive part through library research and by determining the validity and reliability, the data were collected for the questionnaire, in the analysis using the data and performing the statistical analysis, the research hypotheses were tested and the results were checked.

Population and sample

The population under study includes the managers and employees of the National Oil Products Distribution of Zanzan province. In this study, according to the number of population which is equal to 200, a sample of 127 individuals was obtained with simple random sampling based on Morgan table.

Research variables

The research variables are presented in the form of the following conceptual model:

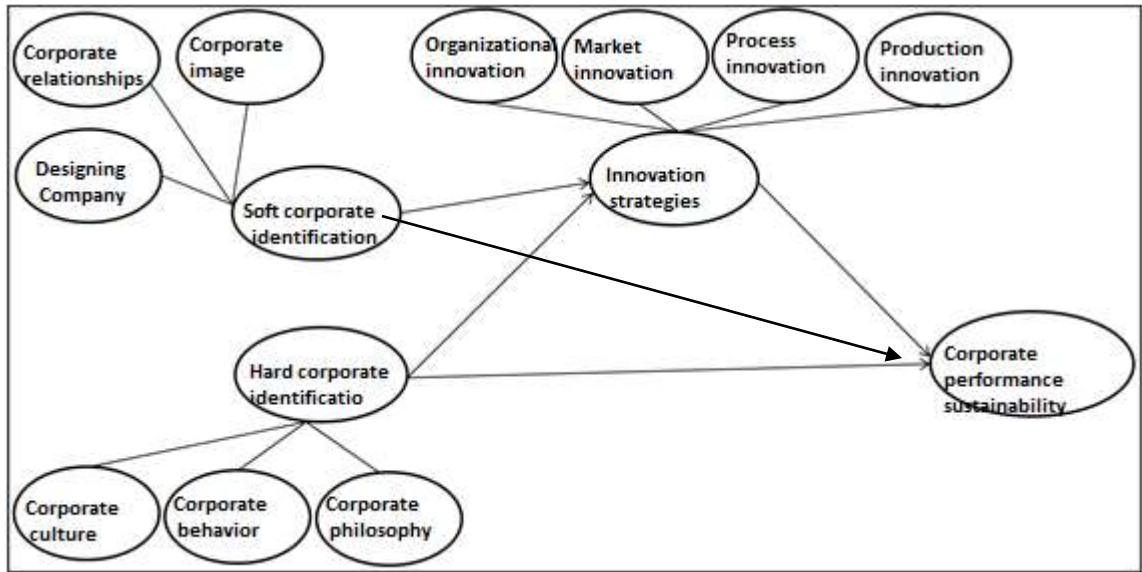


Fig 1. Research conceptual model

The entire questionnaire contained 75 questions (including questions about private characteristics) that the respondents have been asked to consider their answer sheets from strongly agree to strongly disagree has been set on Likert scale. In this study, the opinion of university teachers was used to determine the validity of the research.

Factor analysis (KMO)

Factor analysis using Bartlett and kmo tests is to determine an analysis tool that the test results are provided in Figure (1).

Table 1. factor analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.518
Bartlett's Test of Sphericity	Approx. Chi-Square	123.339
	df	6
	Sig.	.000

According to the table above KMO value obtained is 0/518, thus the correlation is average between the data for the factor analysis and sig. is smaller than 0.05, thus the data are suitable for factor analysis.

Results

Descriptive analysis

In the image (3), descriptive analysis of each of the variables include soft corporate identity, hard corporate identity, strategy and innovation and organizational performance stability.

Testing hypotheses

- H1: there is a significant relationship between soft corporate identity and innovation strategies.

Table 2. Spearman correlation coefficient between soft corporate identity and innovation strategies

Result	Sig	Correlation coefficient r	Number	Variables	
				Dependent	Independent
The relationship is significant.	0/019	0/209	127	Innovation strategies	Soft corporate identification

As it can be seen that the correlation coefficient is 0/209 between these two variables, means the soft corporate identification and innovation strategies that these values represent positivity and the direct relationship between the variables and also based on Sig is less than 5%, and the significant correlation is confirmed in the level of 5 percent. That is a positive relationship between soft corporate identification and innovation strategies that led to confirmation of the first hypothesis. Now, using linear regression, we offer the best regression model for these variables offer. Table ANOVA model that included independent variables have a significant effect on the dependent variable is as follows:

Table 3. analysis of variance (ANOVA) for the first hypothesis regression model

Source of changes	Total degrees	Degree of freedom	Mean square	statistic F	P-value
Regression	465.756	1	465.756	9.513	0.003
Remaining	6120.212	125	48.962		
Total	6585.969	126			

As can be seen, with regard to the P-value, it can be said that F obtained is quite significant, this confirms that the independent variable is effective in predicting the dependent variable.

Table 4. regression coefficients corresponding to the first hypothesis

Model coefficients		P-value (regression model)	Determination coefficient R ²	Durbin Watson	Dependent variable	Independent variable	Row
Line slope	Intercept						
P-value	P-value						
0/281 0/003	28.634 0/000	0/000	0/071	2.001	Innovation strategies	Soft corporate identification	1

The regression model selected is as follows:

Innovation strategies = 28.634 + 0.281 * soft corporate identification

- H2: there is a significant relationship between hard corporate identity and innovation strategies.

Table 5. Spearman correlation coefficient between hard corporate identity and innovation strategies

Result	Sig	Correlation	Num	Variables
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		coefficient r	ber	Dependent	Independent
The relationship is significant.	0/000	0/358	127	Innovation strategies	Hard corporate identification

As it can be seen that the correlation coefficient is 0/358 between these two variables, i.e., hard corporate identity and innovation strategies that these values represent a positive direct relationship between variables and also, according to Sig amount that is less than 5% the significant correlation is confirmed in the level of 5 percent. That is, there is a positive relationship between hard corporate identity and innovation strategies that lead to confirmation of the second hypothesis. Now, we offer the best regression model of these variables using linear regression.

Table ANOVA model that included independent variables have a significant effect on the dependent variable is as follows:

Table 6. analysis of variance (ANOVA) for the second hypothesis regression model

Source of changes	Total degree	Degree of freedom	Mean square	statistics F	P-value
Regression	1719.742	1	1719.742	44.175	0.000
Remaining	4866.227	125	38.930		
Total	6585.969	126			

As you can see, it can be said that, with regard to the P-value, F obtained is quite significant. This confirms that the independent variable is effective in predicting the dependent variable.

Table 7. the second hypothesis regression coefficients table

Model coefficients		P-value (regression model)	Deter minati on coeff ient R ²	Durbin Watso n	Dependent variable	Independent variable	Ro w
Line slope P-value	Intercept P-value						
0/485 0/000	11.901 0/016	0/000	0/261	2.059	Innovation strategies	Hard corporate identification	1

The selected regression model is as follows:

innovation strategies=11.901 + 0.485 * hard corporate strategies

H3: there is a significant relationship between soft corporate identification and corporate performance stability.

Table 8. Spearman correlation coefficient between soft corporate identity and corporate performance stability

Result	Sig	Correlation	Num	Variables
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		coefficient r	ber	Dependent	Independent
The relationship is not significant.	0/737	-0/030	127	Corporate performance stability	Soft corporate identification

As it can be seen that the correlation coefficient is -0/030 between these two variables, means the soft corporate identity and performance sustainability; the negative values indicate the inverse relationship between the variables and also, according to Sig amount that is not less than 5%, the significant relationship cannot be confirmed at the level of 5 percent. I.e. there is no significant relationship between soft corporate identity and performance sustainability of companies that do not lead in confirming the third hypothesis.

H4: there is a significant relationship between hard corporate identification and performance sustainability.

Table 9. Spearman correlation coefficient between hard corporate identity and performance sustainability of the company

Result	Sig	Correlation coefficient r	Num ber	Variables	
				Dependent	Independent
The relationship is significant.	0/000	-0/363	127	Corporate performance sustainability	Hard corporate identification

As it can be seen that the correlation coefficient is -0/363 between these two variables, i.e. hard corporate identity and performance sustainability which negative values indicate an inverse relationship between these variables and also, according to Sig amount that is less than 5%, the significant inverse relationship is confirmed in the level of 5 percent. That is, there is a significant relationship between hard corporate identity and performance sustainability that led to confirmation of the fourth hypothesis. Now, we offer the best regression model for these variables using the linear regression. Table ANOVA model that included independent variables have a significant effect on the dependent variable is as follows:

Table 10. analysis of variance (ANOVA) for the fourth hypothesis regression model

Source of changes	Total degree	Degree of freedom	Mean square	statistics F	P-value
Regression	2314.062	1	2314.06	20.668	0.000
Remaining	13995.544	125	111.964		
Total	16309.606	126			

As can be seen, it can be said that, with regard to the P-value, F obtained is quite significant. This confirms that the independent variable is effective in predicting the dependent variable.

Table 11. the regression coefficients related to the fourth hypothesis

Model coefficients		P-value (regression model)	R ² determi nation coeffi ent	Durbin Watson	Dependent variable	Independent variable	Row
Line slope P-value	Intercept P-value						
-0/562 0/003	117.623 0/000	0/000	0/142	2.212	Corporate performance sustainability	Hard corporate identification	1

So, the regression plan selected is as follows:

corporate performance sustainability = 117.623 – 0.562 hard corporate identification

H5: there is a significant relationship between innovation strategies and corporate performance sustainability.

Table 12. Spearman correlation coefficient between innovation strategies and performance sustainability of the company

Result	Sig	Correlation coefficient r	Num ber	Variables	
				Dependent	Independent
The relationship is significant.	0/000	-0/231	127	Corporate performance sustainability	Innovation strategies

As you can see that the correlation coefficient is -0/231 between these two variables and innovation strategies and performance sustainability which negative values indicate an inverse relationship between these variables and also, according to Sig amount that is less than 5%, the significant inverse relationship is confirmed in the level of 5 percent. This means that there is a significant relationship between innovation strategies and performance sustainability of companies that lead in confirming the fifth hypothesis. Now, we offer the best regression model using linear regression for these variables. Table of ANOVA model that included independent variables have a significant effect on the dependent variable is as follows:

Table 13. analysis of variance (ANOVA) for the fifth hypothesis regression model

Source of changes	Total degree	Degree of freedom	Mean square	F statistics	P-value
Regression	1081.416	1	1081.416	8.877	0.003
Remaining	15228.190	125	121.826		
Total	16309.606	126			

As can be seen, it can be said that, with regard to the P-value, F obtained is quite significant. This confirms that the independent variable is effective in predicting the dependent variable.

Table 14. the regression coefficients of the fifth hypothesis

Model coefficients	P-value	R ²	Durbin	Dependent	Independent variable	Ro
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Line slope P-value	Intercept P-value	(regression model)	determin ation coefficie nt	Watson	variable		w
-0/405 0/003	98.206 0/000	0/000	0/071	Perform ance sustaina bility	Corporate	Innovation strategies	1

So, the regression plan selected is as follows:
corporate performance sustainability = $98.206 - 0.405 * \text{innovation strategies}$

Regression model of the research

Table 15. Summary of regression test

Model	Regression coefficient	Determination coefficient	Standardized regression	SD	Significant index	Durbin-Watson index
1	.500	.250	.232	9.97095	0.000	2.395

As can be seen in the table above, Durbin - Watson is equal to 2.395, therefore, the assumption of independence of data is confirmed for regression tests and the results of the regression are acceptable and valid.

Table 16. Variance analysis

Model	Total squares	Degree of freedom	Mean square	F calculated	Significant index
Regression	4080.957	3	1360.319	13.683	0.000
Remaining	1228.650	123	99.420		
Total	16309.606	126			

As can be seen, according to the significant level, it can be said that F obtained is completely significant. This shows that the independent variables are effective in predicting the dependent variables.

Table 17. Result of regression test to determine the model coefficients

Model			Standardized coefficient	Calculated t-student	confidence level
	Regression coefficient	SD	coefficient		

constant number	105.640	8.622		12.252	.000
Soft corporate identification	.652	.159	.392	4.103	.000
Hard corporate identification	.844	.160	-.566	-5.274	.000
Innovation strategies	-.115	.143	-.073	-.801	.425

Errors are normally distributed with zero mean, so the assumption of normal errors is confirmed and as a result, the regression tests is valid, and its results will be acceptable.

Based on the above tables, it can be concluded that 99% of soft corporate identity, hard corporate identity and innovation strategies are suitable variables for sustainable organizational performance.

Corporate performance sustainability = $105.640 + 0/652 * (\text{soft corporate identification}) + 0/844 * (\text{hard corporate identification}) - 0/115 * (\text{innovation strategies})$

Ranking the effective variables

Friedman test is a nonparametric test which is used to compare the average rating, in Friedman test H0 is based on the same average rank among the groups. Rejection of the null hypothesis means that there is a significant difference between the groups with at least two groups (H1). In Figure (21), Friedman test is shown the original test result.

Table 18. Friedman test statistic

N	127
Chi-Square	127.000
df	1
Asymp. Sig.	.000

it can be concluded that there is a significant difference between variables and has a significant relationship with each other and the Figure (22) shows that ranking variables are based on average provided that these variables include hard corporate identity and innovation strategies.

Table 19. Ranking based on the mean

Rank	
	Rank mean
Hard corporate identification	2.00
Innovation strategies	1.00

The mean scores of each of the variables are shown. And the Figure (22) is containing the original test result. As can be seen in the table, the statistic value is 127, the degree of freedom is 1 and the significance level of P-Value Test is zero which implies rejection of the hypothesis H0. Due to the above output, the final result is that there is a significant difference between the variables. So, hard corporate identification has top score and innovation strategies are with the lowest score, that is the hard corporate

identity is the most effective on the performance sustainability and organizational innovation has less impact on the performance sustainability of organizations.

Conclusion

Innovation is not a phenomenon that occurs only once, but is an ongoing process and consists of organizational decision-making process at all stages, from the development of new ideas as it is functional. The new ideas refer to understand the new methods of production and new customer needs and develop by collecting information with an entrepreneurial view. In the process of applying new ideas, as a product, process or service, reduce costs and increase productivity should be considered. According to the survey, there should be a positive relationship between innovation strategy and corporate culture. One of the reasons for the weakening the creativity is in big organizations including state-owned oil company personnel to establish long wanting creativity that the main reason is that there are laws and regulations and strict administrative bureaucracy and fear of penalties and fines and as a result of that change to the obstruction charge can even lead to the expulsion of the organization and has a high risk. The highest and strongest relationship between variables of the test can be between hard corporate identity and its components with innovation strategies; therefore, it is necessary to perform a special interest in strengthening them. Strengthening of corporate culture and philosophy in oil company in Zanjan can cause the growth of pattern of shared values and beliefs among individuals to better understand the company's performance and as a result the innovation and initiative; for example, "If employees know that one of the main objectives of the oil company is to supply and distribute the petroleum products, this mentality leads to a better understanding of the cultural and philosophical model of the company along with the introduction of appropriate corporate behavior and was to create a suitable atmosphere for the operational and administrative routines consider and expected behavior of systems, support and appropriate incentives such as bonuses, productivity and organizational innovation and personnel-the chords desire. We can consider the identified and powerful rules and regulations of the Ministry of Petroleum and subsidiaries which creating a corporate identity of the company is big and important in business as one of the salient points that together, along with strong organizational structure and clear vision of the company which is the optimum fuel is all over our beloved country and create a good impression among staff and is appropriate corporate behavior and the subsequent title. It is obviously a major cause of the existence of a significant relationship between corporate culture and organizational performance of the large companies can be stated as a long past and a strong organizational culture Support the continuous development thanks to the founders of the organization. National distribution of petroleum products certainly regard the province and throughout the country on topics such as innovation In providing services such as faster uploads and Cheaper products preparation by strengthening the Internet and indirect reference or process innovation For example, eliminating waste and reducing bureaucratic procedures and However, waste and bureaucracy innovation in the market through outsourcing services to contractors and qualified experts and product innovation and superior service More advanced such as the design and manufacture of pumps and equipped tanks and safer place for Storage products are yield stability in accordance with the needs of society.

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