



## **The investigation of the management strategic thinking impact on the social responsibility (a case study: KALEH Company of Ardebil City)**

**Sirous Fakhimi Azar, Saleheh Abdi Maasoumabad, Fatemeh Valian**

Department of Management, College of Management, Economic and Accounting, Tabriz branch, Islamic Azad university, Tabriz, Iran  
Email: [Sirous\\_fakhimi@yahoo.com](mailto:Sirous_fakhimi@yahoo.com)

### **ABSTRACT**

*The main purpose of the study was to investigate the impact of the strategic thinking on the social responsibility in KALEH Company. For the reason, due to the questionnaire of Mr. Iraj Soltani regarding to the strategic thinking and questionnaire of Karol (1999) about the organizational social responsibility, a reliable questionnaire made by the researcher was adjusted and given to the managers and staffs of KALEH Company. This research is a descriptive-analysis study purposefully. The statistical population of the study includes the whole staffs of KALEH Company consisting of about 60 staffs, 22 females and the rest male. Due to the limitation of the statistical population, the whole population was considered as the statistical population; the multiple regressions were applied in order to analyze the related data. The results showed that the management strategic thinking has a positive impact on the whole dimensions of the social responsibility potentially.*

**Keywords:** *management strategic thinking and its dimensions, organizational social responsibility*

### **INTRODUCTION**

Today not only the world and external environment are changing potentially but also the economy and countries marketplace have been changing frequently in this regard. In this condition, many various past opportunities would be eliminated and new chances are substituted as well. The lack of strategic thinking in the superior managers of the governmental organizations will make us to lose any new chances efficiently. Hence, having strategically superior managers is an imperative case in this viewpoint (Poursadegh and Yazdani, 2011). The occupational environment is today changing potentially towards the most complex and non-linear affairs and many other frequent changes can be defined along with the thinking affairs and these features can potentially weaken any prediction for the future environment threatening the whole opportunities and chances and the efficacy will be eliminated during the supplementation of the execution time of the whole plans in this pavement (Pahlavanian and Beighinezhad, 2008, p: 49). Strategic planning requires some factors such as frequent changes, acts and reactions to be understandable and this makes the process to reach to a sustainable setting in this regard. Today the condition of the occupational affairs is not enough to supplement the strategic planning but it should be suggested to be applicable along with the highest efficacy in this field. The issue of the present study is subjected to the lack of transparency of the managers' strategic thinking ability and its impact on the social responsibility regarding to a case study. In fact, the present study is important in three terms. First many studies have been devoted to determine the strategic thinking factors while the main aim of the present study is to investigate the impact of the management strategic thinking ability on the social responsibility as the main target of a one agency or institution. Second, the organizational social responsibility and its relationship with the ability of the superior manager strategic thinking make them to optimize this kind of thinking in the success of the related KALEH Company. Third, this research is to success along with the application the thinking approach in versus the strategic planning.

Joliam Nicolas in a research titling the investigation of the strategic thinking (the blue ocean strategy) in 2011 concluded that the organizations' managers play key role in applying the strategic thinking into the whole organizations. Dr. Ghaffarian and Mr. Ahmadi in the study of the strategic thinking (2009) claimed that no any perception is important except the understanding of the occupational affair for a manager. This attitude is not only confined to the understanding of the effective factors and its relations but also the discovery of the unknown angles of this space and innovation of various ideas is important for appearing

this attitude. The strategic thinking is an approach that can provide the foundation and development of the related attitude in this pavement. The managers' strategic thinking calls for the occupational setting to apply the most sophisticated and innovative ideas in this regard. This style of thinking can come along with the distinct perspectives than the whole competitors and these can bring innovative strategies efficiently. SeydJavadin and Husseinzadeh (2007) carried out the relationship between the staffs' strategic abilities and the human resources managerial styles in Tehran industrial companies; they also carried out the investigation of the various viewpoints to determine the style of the human resources management. Alvani et al (2011) in a research titling the evolution investigation of the organization's social responding issue and giving a model for expanding its concepts into the governmental organizations found out that the responsibilities and social commitments are mainly modern but they are prosecutable traditionally in most communities. The social responsibility carries out approaches that the organizations can apply it in their occupational setting and they have to be respondent for the social, commercial, legal and moral expectations. Tabarsa et al (2011) in a research titling the representation and designing of the organization social responsibility claimed that in the management and organization science the social responsibility is the main part of the occupational process and it should be called as the hyper-organizational morality. Many believed that the organization social responsibility is very effective process in the failure and success of the whole organizations.

### Methodology

The present study is a descriptive-analysis research purposefully. The statistical population of the research is consisted of the whole staffs of KALEH Company about 60 staffs that 22 females and the rest are male in this study. Due to the statistical population limitations the total population has been considered as the statistical sample of the study. Data gathering method is considered as the field based issue using a questionnaire. In this research the multiple regressions method has been applied in order to analyze the related data. The obtained results showed that the management strategic thinking has a potential impact on the whole dimensions of the social responsibility.

### Data analysis

**Table 1: ability of the management strategic thinking on the social responsibility of KALEH Company**

Name of variable	Sig level	Coefficient regression	T statistics
Organizational social responsibility	0.001	-	10.735
Ability of strategic thinking	0.000	0.271	4.532
R: 0.271 F-stat: 21.311 sig F-Stat: 0.001 R square: 0.074 adjusted R Square: 0.073			

The study of the first hypothesis shows that the significance level (0.000) is lower than the standard level (0.05) and the statistics F is 21.311. it should be stated that the ability of the superior managers strategic thinking is significant in 99% level; due to the fact that the statistics T and the superior managers strategic ability coefficient is positive, it can be stated that the related ability has an impact on the social responsibility of KALEH Company. Hence the hypothesis is accepted in this case.

**Table 2: ability of the management strategic thinking on the economical performance of KALEH Company**

Name of variable	Sig level	Coefficient regression	T statistics
Economical performance	0.031	-	10.425
Ability of strategic thinking	0.002	0.194	4.314
R: 0.153 F-stat: 24.987 sig F-Stat: 0.031 R square: 0.023 adjusted R Square: 0.024			

According to the obtained statistical results it can be stated that the regression model (0.031) with the degree of F (24.987) is significant representing the applicable case of the regression coefficient. It should be stated that the superior managers strategic thinking in the obtained significance level (0.002) lower than 0.05 is also significant and due to the sign of the strategic thinking ability coefficient and statistics T is positive and hence along with 95% confidence level it can be stated that the superior managers strategic

thinking has an impact on the economical performance of KALEH Company and the hypothesis is accepted in this case.

**Table 3: ability of the management strategic thinking on the legal performance of KALEH Company**

Name of variable	Sig level	Coefficient regression	T statistics
Legal performance	0.000	-	8.654
Ability of strategic thinking	0.000	0.115	3.475
R: 0.197 F-stat: 11.654 sig F-Stat: 0.000 R square: 0.039 adjusted R Square: 0.038			

The obtained test in the above mentioned table shows that the obtained significance level (0.000) is lower than the standard level (0.05) and the statistics F is 11.654. It should be mentioned that the obtained significance level for the strategic thinking ability (0.000) is lower than standard level (0.05) representing its significance and due to the positivity of the strategic thinking ability, it can be stated in 99% confidence level that the related ability has a positive impact on KALEH Company. Hence the related hypothesis is accepted.

**Table 4: ability of the superior managers' strategic thinking on the moral performance of KALEH Company**

Name of variable	Sig level	Coefficient regression	T statistics
Moral performance	0.000	-	5.365
Ability of strategic thinking	0.003	0.201	3.992
R: 0.222 F-stat: 27.656 sig F-Stat: 0.000 R square: 0.048 adjusted R Square: 0.049			

According to the obtained statistical results in table 4, it can be stated that the regression model (0.000) with the degree of F (27.656) is significant representing the applicable case of the regression coefficient. It should be stated that the superior managers' strategic thinking in the obtained significance level (0.003) lower than 0.05 is also significant and due to the sign of the strategic thinking ability coefficient and statistics T is positive and hence along with 95% confidence level it can be stated that the superior managers' strategic thinking has an impact on the moral performance of KALEH Company and the hypothesis is accepted in this case.

**Table 5: ability of the superior managers' strategic thinking on the humanity performance of KALEH Company**

Name of variable	Sig level	Coefficient regression	T statistics
Humanity performance	0.001	-	4.356
Ability of strategic thinking	0.001	0.243	3.968
R: 0.199 F-stat: 10.798 sig F-Stat: 0.001 R square: 0.039 adjusted R Square: 0.040			

The obtained test for the fifth hypothesis is mentioned in table 6 representing that the obtained significance level (0.001) is lower than the standard level (0.05) and the statistics F is 10.798 representing the significance of the regression model. Also the obtained significance level for the superior managers' strategic thinking ability (0.001) is lower than the standard level (0.05); due to the positivity of the statistics T and the superior managers' strategic thinking ability, hence it can be stated that in 99% confidence level that the related ability has a positive impact on the humanity performance of KALEH Company. Thus the hypothesis is accepted in this case.

## CONCLUSION

The obtained results of the research hypotheses show that the whole represented hypotheses have been confirmed so that the management strategic thinking has a positive impact on the social responsibility of KALEH Company. In the study of the second hypothesis it can be stated that due to the obtained significance level (0.000) with 99% confidence level, it can be also claimed that the management strategic thinking has a positive impact on the small and moderate agencies' economical performance of the province. The results of the third hypothesis show that the management strategic thinking has a positive impact on the legal performance of the small and moderate companies of the province. In relation to the fourth and fifth hypothesis, it can be stated that due to the significance of the strategic thinking in the obtained level (0.000), the management strategic thinking has a positive impact on the moral performance of KALEH Company.

Since the present study has accepted the impact of the management strategic thinking on the social responsibility of KALEH Company, it is suggested the whole superior managers to make themselves equipped to the strategic thinking process in order to optimize their social responsibility in this pavement. By the way, there is a relationship between the management strategic thinking and the organizational social responsibility. Hence, it can be figured out the fact that a company with the highest degree of the strategic thinking will make the highest social responsibility in this regard. For the reason, if any decrease happens in the degree of the social responsibility will make the same reduction in the same Company bringing the inefficiency in this case. The following approaches have been recommended for increasing and optimizing the strategic thinking on the management:

1. Determination and optimization the managers: the strategic thinking should be established based on the collection of the personal abilities. Everyone has his own ability to be equipped with the strategic thinking. The same person can nurture his own talents and skills to reach to the high potential affairs in this regard.
2. Induction and motivation of the competence temperament among managers: raising or optimizing the strategic thinking among managers can make the whole managers to reach to the competitiveness affairs.
3. Planning and designing strategic affair into organizations: planning is one of the processes that conduct the human thinking optimizing their strategic thinking in this field. In order to supplement a strategic planning, the whole managers and staffs have to be equipped with the same strategic thinking; naturally the nature of the strategic planning is going towards the thinking process. Strategic planning can assist the following cases for the managers and staffs:
  - a. Thinking in different viewpoints
  - b. Determining the future orientation
  - c. Establishing up-to-date decisions along with results and future decisions
  - d. Representing and developing foundation for decision-making process

In relation to the progression of the social responsibility, the following suggestions have been given:

1. The whole managers and staffs should be aware of the benefits of the social responsibility and their commitment for the community
2. The legislative organizations should establish some regulations making the whole organizations to consider the dimensions of the organizational social responsibility. By this method the whole organizations will go towards the progression.
3. Encourage the company for devoting the decisions about considering the others benefits along the whole activities and operations

## REFERENCES

1. AlvaniSeyd Mehdi, Ahmadi, Kioumars, Memarzadeh, Gholamreza (2011): the evolution of the organizational social responding and giving a model for developing its concepts into the governmental organizations; seasonal magazine of the industrial management of the humanity faculty of Azad University of Sanandaj City, 6<sup>th</sup> year, no: 18, pp: 12-15
2. Ichi Omi Ken (1992): thinking of a strategist; translated by DavoudMesgharianHaghighi, organization of industrial management, p: 29
3. PoursadeghNaser, YazdaniBehrangh (2011): impact of the superior managers strategic thinking on the success of small and moderate companies; management studies, no: 7, pp: 143-159
4. Pahlavanian Hussein, MaghsoudBeighinezhad, Gholamali (2008): navigation management in small and moderate companies, Tehran, Nikoo Publication, pp: 48-75
5. TabarsaGholamali, Rezaieeian Ali, Azar, Adel and Alikhani, Hamid (2011): representation and designing the organizational social responsibility, management studies, no: 8, pp: 83-102
6. GhaffarianVafa and Alireza Ali Ahmadi (2002): new strategy approaches, Tdabir Monthly Magazine, no: 130, p: 28.

7. GhanbariNouranBahram (2013): strategic management and impacts of the strategic thinking into organizations, p: 3.
8. MoshabakkiAsghar, KhaliliShojaieeVahab (2010): study of the relationship between the organizational culture and organizations' social responsibility, 21th year, no: 4, pp: 56-136.