

## Investigating the Effective Role of Strategic Islamic Coordination on the Success of Organizations in the Resistance Economy

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### Abstract

The resistance economy is a smart move to identify the areas of pressure and subsequently try to control and neutralize the effects, which requires the coordination, stability of action, and facilitation of movement toward the desired situation by turning such pressure into opportunities. In this study the statistical population entails of 500 senior and mid-ranked managers and senior experts of the Central Headquarters of Sepah Bank. The sample population was identified 218 using the Cochran's formula. Field measurement was performed using a questionnaire and its validity was confirmed using formal validity and reliability with Cronbach's alpha (0.73). Structural equations were used to analyze the hypotheses. Based on the research model, the two main hypotheses and ten sub-hypothesis were examined, which indicates the effect of Islamic and strategic coordination on the success of organizations in the resistance economy. In the end, suggestions were made based on the hypotheses.

**Keywords:** Islamic Coordination, Strategic Coordination, Organization Success, Resistance Economy.

## ۱- Introduction

The fundamental changes that have taken place in the markets in recent decades as a result of the advancement and evolution of communications that have led companies and institutions to look for ways to increase their competitiveness. One of the vital elements of success in the world of competition and survival companies are strategic and coordinated organizational capabilities. Strategic ability and organizational coordination can be useful in guiding the goals, strategies, and programs of the company and provide the possibility of achieving superior performance; Businesses have no choice but to upgrade their capabilities to gain superiority over their competitors and attract and retain customers; In other words, intensified competitive environment in any market is the explanation of correct strategies and coordination between them and its prerequisite is the acceptance of the principle of competition that has led to the importance of market orientation instead of product-oriented. So with the pace of globalization, companies are using a variety of strategic management techniques to achieve a competitive advantage. Today, intangible assets (including knowledge, experience, personal skills, good relationships, and technology capability) are an important source of competitive advantage and a key factor in improving a company's performance. Webster believes that any marketing decision that is not based on competitors' behavior is like a blind move in a dark direction. Receiving information from the external business environment will affect the competitive position of the organization and will have a significant impact on future decisions of managers to make the organization more successful. Since many organizations in today's world are affected by multiple environmental forces, it is crucial to determine their strategic priorities in all sectors and then perform their future activities based on these priorities. In this regard, over the past two decades, debates related to market trends have become the main focus of research to achieve organizational success. Since many organizations in today's world are affected by multiple environmental forces, therefore it is necessary to determine their strategic priorities in all sectors and then perform their future activities based on these priorities. In this regard, over the past two decades, issues related to market trends have become the main focus of researches to achieve organizational success. Resistance economics, which is a form of Islamic economics, was first proposed by the Supreme Leader in September 2010 to reform the country's economic system, and on February 20, 2014, it was imparted to the government in 24 clauses in the form of resistance economy policies. Resistance economics, as the name implies, is an economy that seeks to decontaminate and repair existing economic structures by creating economic institutions with a revolutionary and global approach. Today, the Islamic Republic is facing problems or concepts in its economic system that have never been as real neither in the theoretical field nor in practice and human experience. One of these concepts is the "resistance economy". With the announcement of the general policies of the resistance economy on 2014 January, 31 by the Supreme Leader and his emphasis on the reform of the economic system and the participation of various segments of society and government officials to achieve this goal, the Scientific Association of Urban Economics of Iran used these policies criteria for the country's economic system to achieve a resilient economy. In the real world of business, organizations are trying to make a difference in their products and services in a variety of ways, making them more valuable, but it's not easy to make a profit. Naturally, different factors are involved in the success of any company. The first factor in the company's success is the use of an operational strategy with external and internal coordination in the organization in a coherent, all-round, and practical way, which has been developed with the participation of the organization's personnel and all the company's programs around it. Other causes that impact the company's forward movement include the centralized quality of specialized and efficient human resources, organizing and paying attention to organizational culture, and paying special attention to internal and external

organizational coordination. In today's highly dynamic business environment, the organization needs to develop new competitive advantages to keep pace with changes in technology, customer demands, and global competition. In this difficult task, the organization can benefit from technological strategies. This helps companies increase their competitiveness by increasing performance and productivity. Different groups are interested in performance evaluation due to their abundance, and there are different approaches to performance evaluation. Because evaluating a company's performance is an important management task, it uses a variety of indicators and ratios for financial and economic analysis that require accounting information, market information, and economic information or a combination of these to calculate. One of these criteria is the rate of return on assets; this ratio is a better measure of profitability compared to sales profit margins, as it reflects the efficiency of management in using the company's assets to generate profit after tax deduction. Performance can have a variety of meanings, but it can be viewed from two perspectives. First is the mental concept associated with companies' performance relative to their competitors, and the second is the objective concept based on the absolute measurement of performance. Looking at the relevant literature and reviewing the opinions of strategic management specialists, it is possible to achieve these goals in creating, maintaining and a sustainable competitive advantage, that is, experts believe that organizations have no choice but to acquire and maintain a sustainable competitive advantage in order to avoid severe environmental waves and to adapt to competitive requirements. Obviously, achieving this goal requires designing a very smart competitive path that is ambiguously causal and socially and managerially complex. In this regard, and according to the above explanations in the present study, the effect of using Islamic culture on the components of Islamic and strategic coordination and their impact on the success of the organization has been studied.

#### A) Components of Islamic Coordination

From the perspective of Nahj al-Balaghah, management has a special place and importance, and every system needs a strong manager. Imam Ali (AS) in this regard says: While the people should be governed by a government and a ruler, no matter if they are a benefactor or a criminal so that in his rule the faithful man can do his job and the infidel can benefit himself until the moment of truth arrives and the duration of each finish. In the shadow of his rule, provide the court with property and fight the enemies, secure the roads, and deprive him of his inalienable right to power, so that the benefactor of the day may easily reach the night and be safe from the bite of the criminal. From Nahj al-Balaghah's point of view, management has been presented as a heavy responsibility along with extensive service. The manager must see management as a tool for service, not a tool for governance. The creator of Islamic work emphasizes highly on cooperation and coordination in work. For instance;

- Consult with them in matters<sup>۱</sup>
- They do their job in consultation with each other<sup>۲</sup>

In addition, a job is considered as the origin of independency and a path to nurture individual improvement, self-esteem, satisfaction, and self-actualization. The ethics of Islamic work considers work as a source of happiness and perfection, and considers effort and hard work as a virtue, and believes that people who work hard will be successful in life and on the contrary, those who are not

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<sup>۲</sup> وَأَمْرُهُمْ شُورَى بَيْنَهُمْ

diligent will not succeed in life. The functions of the Islamic culture management system can be divided into two categories: "main functions of the system or functions in terms of promoting the Islamic culture of the system's audience" and "managerial functions and support of the system". In the following, each of these two categories of functions is explained. The main functions of the system are the functions that are defined by the audience of the system, i.e. the members of society. These functions are the general methods by which the system of Islamic culture management uses them to carry out the process of promoting Islamic culture within society. In addition to the above functions, the Islamic culture management system has functions such as management and support, which are to ensure the proper implementation of the main functions and also to facilitate their implementation.

These functions are categorized as follows:

- Policy Making And Planning
- Coordination And Facilitation
- Monitoring
- Monitoring and Evaluation
- Financial Support
- Content Presentation
- Supply and Nurturing the Human Resource

Principally coordination is the creation of supportive and managerial functions. According to the findings the relationships between the components as well as the detailed features of these relationships can be determined when the actions that each department must take to implement. And based on these measures and the management needs and also support of each of them, the actions of other sectors and consequently the relations between them should be determined.

## **B) Strategic Coordination**

Strategic coordination refers to the effective implementation and adaptation of an organization's strategic capabilities. Strategic coordination is a basic and practical tool for organizing, integrated and standardizing the activities and operations of different parts of the organization in order to create a single and coherent unit. In 1950, after the war, the strategic goals of governments were to create human welfare, comfort, and dignity instead of war. In 1955, trade or strategic management policies were officially announced. In the 1960s and 1970s, with the growth of communication technology, the science of strategic management became significantly more effective. But unfortunately, in 1980, the unpredictability of rising oil prices to \$ 31 a barrel led to a sharp impact on oil policies and transactions in most institutions, resulting in a change in fuel economy and a shift to low-consumption vehicles, leading to the use of strategic management science causing firms a huge loss. We are revived in the 1990s and 2000s of strategic planning, and today it is safe to say that all successful companies and institutions around the world have benefited from this knowledge and are using it. Initially, strategy was viewed as an art in which the CEO formed comprehensive plans for activities that aligned opportunities and environmental threats with the organization's internal weaknesses and strengths, and the organization's managerial values. From this perspective, Chandler defines strategy as "setting long-term and fundamental goals and aspirations for a company, and accepting a set of actions and allocating the resources necessary to achieve those goals and aspirations". Andrews looks at it as a kind of integration, cohesion, and internal stability that determines a company's position in the environment, gives it identity, and enables the company to use its strengths to succeed in market and product.

From another outlook, strategy is a combination of science and art. Thus, David defines it as the art and science of formulating, implementing, and evaluating the decisions of multiple tasks that enable the organization to achieve its long-term goals. Within a purely resource-based perspective, internal resources are seen as the ultimate source of sustainable competitive advantage. Therefore, a strategy is primarily concerned with achieving coordination or autonomous between the organization's internal resources. Resource-based perspectives are very prominent in strategic management literature and are also used in management information systems literature. Kirnsen and Leder showed how the coordination of the organization's strategy and structure can create advanced organizational strategies that enhance competitive advantages from a resource-based perspective. Questionnaire data from 161 companies show that information is an important factor in strategic and organizational coordination. The organization's strategy must manage many factors to coordinate the business in order to succeed in business management in the long run. Factors influencing organizational coordination are traditionally divided into two main factors. These factors, which determine the structure, goals, and activities of the organization, are grouped into two categories: external and internal factors. External factors are environmental factors which they are not in the control of organization but they have impacts on organizational structures and development that entails; Economic factors determine the economic situation of the market or industry, socio-economic factors that define the functional context of the organization and political-administrative factors that define the legal boundaries. Internal factors are also organizational features that provide a basis for measuring and comparing an organization.

### **C) Organizational Success**

In recent decades, organizations have undergone significant changes in the environment that threatens their success and survival. In this regard, facing the conditions of increasingly stable and uncertain competition has led to major reforms in business priorities, strategic vision and review of traditional models and even relatively modern models in organizations. In other words, it can be stated that past approaches and solutions have lost their ability to deal with organizational challenges and the contemporary external environment, or it is better to replace them with new approaches and perspectives. This fact leads us to new concepts for an effective and useful response to change and to achieve the success of the organization from the above forms, and it is referred to as the success of the organization. On the other hand, the need to achieve success and success in the market for organizational success for more than two decades has attracted the attention of researchers and scholars. So far, the tendency and orientations in order to achieve organizational success has been one of the central concepts in marketing literature. The term organizational success requires the implementation of the concept of marketing, which itself means focusing on the customer and coordinating all marketing activities towards profitability. In today's competitive environment, many companies face the challenge of maintaining competitive advantage to compete with large companies through continuous learning and coordination. Therefore, in the strategic viewpoint, learning and process coordination is considered as a sensitive competitive advantage and an important process in human resource development. Innovation is often described as a kind of asset for an organization and is defined as an idea, product or process, system or device that is generally new to an individual, group, part of an industry or community. On the other hand, by discovering and recognizing technological opportunities, companies can take fundamental steps to create organizational success. In another hand,

marketing as a process that identifies the needs and opportunities of the market and makes that product available after adapting to the company's capabilities, can have a positive impact on identifying technological opportunities and ultimately the successful performance of the organization. In this regard, after recognizing the environment and considering the internal strengths and weaknesses of the company, the core values of the organization and social expectations, the company's competitive advantage over competitors will be discovered. For Porter, strategies allow the company to take advantage of three different competitive advantages. Thus, Porter introduces three general strategies: differentiation, concentration, cost leadership, but basically all of these strategies are somehow related to differentiation. In today's constantly changing world, the priority of any company is to maintain competition in the market in order to survive and grow. If a company pursues a value creation strategy that is not being pursued simultaneously by current or potential competitors, it can be said that they have a competitive advantage. Also, if a company implements a value creation strategy that is not being implemented simultaneously by current or potential competitors, while other companies are unable to take advantage of this strategy, the company has a stable competitive advantage. In a fully competitive environment where any company can enter any business and grow its production to any size, the products will be available to any extent. In this case, companies will either resort to price differentiation, or product differentiation, or target market competition.

#### **D) Resistance Economy**

Resistance economics is a managerial discourse and economic model that, whilst strengthening the national economy against threats and the power of missile sanctions, is a good approach of pushing back the system of domination, progressive, opportunistic, productive, endogenous and extroverted. This is at the level of regional and local planning to the ability of a region, country or neighborhood to anticipate, prepare, response and recover from a disorder. The resistance economy has been defined as the ability to recover by regulating the country's economy against the effects of external shocks. With a quick glance at other economies in the world, we will see that all of them have always tried to strengthen their constructs and structures, and this has always been progressing with the evolution of knowledge, which means that the direction of all new theories are moving towards, consistency and resilience. Therefore, it is necessary to use the experiences of other countries to strengthen the country's economic context.

In the economic literature, resistance and flexibility are summed up in at least three cases.

- I) The ability of an economy to recover from external shocks
- II) Resistance to the effects of a shock
- III) Prevent the effect of a shock

#### **2- Review of previous research**

Asli and Ghasemi (1398) stated in their research that organizational entrepreneurship undoubtedly has a significant share in the success and excellence of organizations. Organizational entrepreneurship is a concept that focuses on the organization, individuals, and organizational cultures and processes. Organizational entrepreneurship involves learning and is nurtured by the cooperation, creativity and commitment of individuals. In this article, first the concepts and history of organizational entrepreneurship and entrepreneurship are presented, then the intersection and connection between human resource management system



and organizational entrepreneurship and also some important strategies of human resource management system such as education, reward, salary and wages were described. In this regard, by reviewing the research, the results showed that human resource management can play an important role in organizational entrepreneurship and consequently organizational success. Khodayari (1398) in his research, examines the role of knowledge management on agility and organizational coordination of human resources, he points out that one of the most effective ways to transform organizations and achieve competitive advantage in the current era, is to have an agile and qualified manpower. What is important in human resource development is that organizations become familiar with knowledge management strategies to nurture knowledgeable employees. The aim of this study is to investigate the effect of knowledge management on agile human resource. Regarding the mentioned goal, one main hypothesis and six sub-hypotheses were proposed. The research method used is descriptive-applied. The statistical population of the present study is 146 employees of manufacturing companies in Kermanshah Province. Using the Cochran's statistical formula, 101 people were examined as a sample. The results show the direct and positive effect of knowledge management on human resource agility and all research hypotheses were confirmed. Arabi et al. (2017) examined the relationship between strategic coordination with human resource strategy and its impact on performance. The statistical population of the research units had a performance report during the last three years. The research methodology was a mixed method that used a content analysis method in the qualitative part to analyze the answers of 107 people and in the quantitative part, the closed information of the questionnaire was analyzed. The findings have showed that nine types of strategy (conservative type, human resource strategy "loyal soldier", communication strategy "persuasion" supplying workforce "traditional" education and development "functional", performance evaluation "replication", compensation for service and reward "operational" employees relationships "commitment", inter-organizational relationships "friendly" and Intra-organizational relationships "technical") are the most common ones among research institutes. Findings from single-factor and multi-factor analysis of variance showed that strategic coordination affects the performance of research institutes. In a study conducted by Gol Alizadeh and Sharifi (1396), they point out that organizations are a system in which all components must coordinate with each other. In that case, the alignment and coordination of strategies, especially between the information technology strategy and the organization's strategy, is an important factor in the effectiveness and performance of the organization. Therefore, the aim of this study is to evaluate the impact of alignment of information technology strategy and business strategy on sales performance of manufacturing companies in Abbasabad Industrial Town of Tehran in 1395. After collection, data analysis was performed using Amos software. The results of the research indicate the effect of the variability of alignment in organizational communication, alignment in organizational management, alignment in participation and alignment in technology on the company's sales performance. However, the variables of alignment in human resources with a significance level of 0.68 and alignment in the competence of the organization with a significance level of 0.17 are not proved due to the higher level of its significance level than the (0.05) and the hypotheses related to these two variables are also considered. They were not placed. In their research, Boyd et al. (2019) addressed the issue of competitive advantage in multiple companies, taking into account the role of strategy; In this study, the relationship between the use of strategic orientations such as: innovation,

technology, entrepreneurship, quality, cost-effectiveness on competitive advantage was examined. The results showed that decision-making components in strategic orientation will play a significant role in competitive advantage and performance. In an article, Malguno et al. (2018) examines how the system of measuring strategic performance affects organizational performance and creates a competitive advantage by creating a strategic agenda and a set of strategic decisions, which was the result of an (open) process formulation of the desired strategies. Using archived and collected data from 267 large or medium-sized Spanish companies, the results indicate evidence of a positive relationship between strategic decision making and organizational performance, as evidenced by the comprehensiveness of the strategic decision set. A study conducted by Chushin and Ghaffari (2017) states that the strategic management process is a process that successful and well-known companies around the world use at the national and international levels. These companies see strategic management as a means to achieve long-term goals, and many of them owe much of their success to using this type of management. In order to provide the management system of the organization in order to keep pace with the current pace of trade and make available the information required by management, in order to make better decisions, a balanced scorecard was created. Valencia et al. (2016) conducted a study entitled “Applications of Perceived Organizational Success” and Accepting Marketing Tactics and Commitment to Sales Performance. The study was conducted in Spain and the research tool was questionnaires. The findings showed that companies that are more committed to foreign markets are more eager to implement the elements of a marketing program. Therefore, the program of these companies is more successful in foreign markets. As a result, it promotes sales performance and has direct and indirect effects on organizational success in order to achieve predetermined goals.

### 3) The conceptual model of research

Due to the economic conditions of the country and the need to pay attention to indicators and strategic requirements in the resistance economy in organizations, the above research has been done at the level of organizations active in the use of the resistance economy; For this purpose, the present research model was designed in two independent and dependent sections in which independent variables include two dimensions. The first dimension of Islamic coordination consists of five components: justice-oriented, Islamic culture, Islamic ethics, work conscience and rule of law. The second dimension, strategic coordination includes five components of technology, culture, skills and knowledge, communication and cooperation and motivation that affect the success of the organization. Based on this definition, the conceptual research model is as follows:

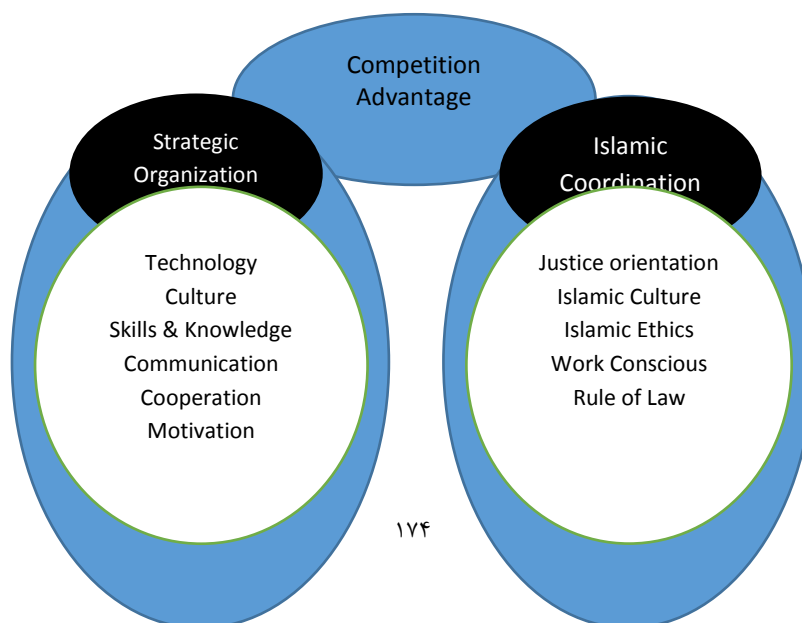




Figure 1. Conceptual Model of Research

According to which, the following hypotheses are proposed that will be examined in statistical tests:

Two main hypotheses:

۱. Islamic coordination affects the promotion of competitive advantage.
۲. Organizational and strategic coordination affect the promotion of competitive advantage.

Four sub-hypotheses:

۱. Justice orientation, Islamic culture, and Islamic ethics influence the promotion of competitive advantage.
۲. Conscientiousness, rule of law, and culture influence the promotion of competitive advantage.
۳. Technology, skills and knowledge affect the promotion of competitive advantage.
۴. Communication and cooperation, motivation have a huge effect on promoting competitive advantage.

#### 4) Research Methods

This research is applied in terms of purpose. The statistical population studied in this study includes senior and mid-ranked managers and senior experts of Sepah Bank Central Headquarters, which includes about 500 people. The method used for sampling is a simple random method that used Cochran's method to determine the total number of samples. Therefore, the formula for the sample size is 218. In this research, library resources and scientific documents have been used to collect library data and also a researcher-made questionnaire to collect field research data. The research questionnaire consists of two sections: descriptive data, demographic (including 4 questions and inferential section), closed questions (including 28 questions). The validity of the questionnaire was confirmed using the formal validation method. In order to do so, a number of professors and technicians were asked about the validity of the questionnaire, which they confirmed. Its reliability was also confirmed by Cronbach's alpha test (0.73). The Colomgrov-Smirnov test, was used to check the normality of the variables, and to analyze the model using the structural equation method and also using Lisrel software to check the validity of the model. In this section, a confirmatory factor analysis was used to measure the fit of structures and a structural model was used to measure the fit of the model.

#### 5) Research finding

The descriptive statistics of the collected field data showed that most of the respondents to the research questionnaire are in the age range of 41 to 50 years. Also, 72% of the respondents were men and 28% were women. Also, about 45% of them had a bachelor's degree, which was the most common in this regard. In the inferential statistics section, after examining the normality of the research data and confirming it, it was determined that the researcher is

allowed to perform the test using Lisrel software. The results of confirmatory factor analysis, considering that the t-statistic for all the variables studied is higher than 96.1, showing that the measurement models used in the present study are appropriate and the indicators that were used to measure the latent traits studied with factor structure and infrastructure, also pointing out that they have an acceptable theoretical agreement. In the structural model, the relationships between hidden traits are noteworthy. In fact, in the structural model, it is determined whether the existing relationships between the latent variables that have been extracted based on the theory are confirmed according to the data collected from the sample. The structural models of the present study are as follows:

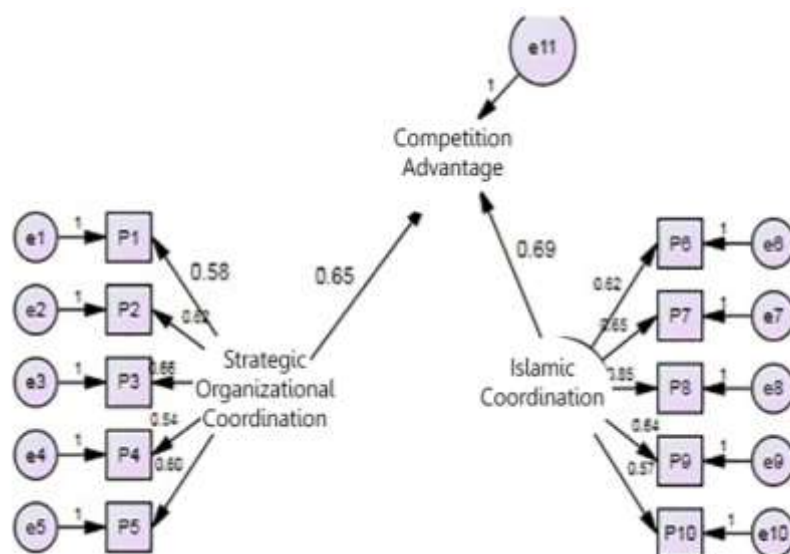


Figure 2. Structural Equation Model

Parameter	Volume	Limit
The ratio of Kai Square to the degree of freedom	2.147	Below 3
Non-soft fit index(Root Mean Square Error of Approximation) (RMSEA)	0.000	Below 0.05
Comparative Fit Index (CFI)	0.996	Above 0.9
Goodness of Fit Index (GFI)	0.885	Above 0.8
Adjusted Goodness of Fit Index (AGFI)	0.881	Above 0.8

Table 1. Investigating the general fit of structural equations

The results in Table (1) in the fit of the model in the criterion of Kay) (Khidoo) is equal to 2.147 and considering that it has satisfied the allowable value less than 3, it shows the appropriate fit of the model in this criterion. The RMSEA index in this study is 000.0, which indicates a good fit in this section. The CFI index is greater than 0.9 acceptable and is a sign of model fit, which in this study is equal to 0.996 and indicates a lack of proper fit in this area. According to the results, the GFI and AGFI indices are equal to 0.885 and 0.881, which indicates the appropriate fit in these two criteria and in general in the research structure.

Hypothesis	Impact Factor	T-statistics	Meaningful level	Confirmed/Rejected
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Main Hypothesis				
Islamic coordination affects the promotion of competitive advantage	0.65	5.289	0.010	Confirmed
Organizational and strategic coordination affect the promotion of competitive advantage.	0.69	5.634	0.014	Confirmed
Sub-Hypothesis				
Justice Orientation, Islamic culture and Islamic ethics have impact on promoting competitive advantage.	0.66	4.328	0.009	Confirmed
Conscientiousness, rule of law, and culture influence the promotion of competitive advantage.	0.63	4.586	0.003	Confirmed
Technology, skills and knowledge affect the promotion of competitive advantage.	0.63	4.262	0.023	Confirmed
Communication and cooperation, motivation have impact on promoting competitive advantage.	0.61	3.959	0.007	Confirmed

## 6) Discussion and conclusion

Based on the studies, all six research hypotheses were confirmed. Regarding this, it can be concluded that the use of Islamic and organizational-strategic coordination is effective in promoting the competitive advantage of the organization. Based on the results of the hypothesis test mentioned in the previous section, increasing the use of Islamic and organizational-strategic coordination helps to improve the competitive advantage in the organization. Based on the tests performed, Islamic coordination and all its components are effective in promoting competitive advantage and all the hypotheses related to it have been confirmed. In other words, improving Islamic coordination promotes competitive advantage. Upon this matter, the organization can improve the competitive advantage and its related components by considering measures to improve coordination. Also, according to the sub-hypotheses, the five components of "justice orientation", "Islamic culture", "Islamic ethics", "work conscience" and "rule of law" are all effective in promoting competitive advantage. Justice orientation helps customers improve their competitive advantage by feeling better about themselves. The ethical components of work conscious improve the components of competitive advantage by motivating customer engagement. Based on other tests, organizational-strategic coordination and its five components are effective in promoting competitive advantage. In other words, improving the factors affecting organizational-strategic coordination will improve the competitive advantage. Technology, culture, skills and knowledge, communication and collaboration, and motivation are all components that enhance competitive advantage. Accordingly, these components create more friendship and intimacy between the bank and its employees with customers and thus help to promote competitive advantage.

In below you will be presented with practical suggestions to enhance the improvement of competition advantage:

- Use of new platforms such as social networks to connect colleagues with each other and teach communication technology to employees to improve their use by them and the constant updating of software in the organization.
- Giving instructions on how to deal with different colleagues and customers to employees and dealing appropriately and respectfully with customers based on the teachings of Islamic ethics.

- Increase the level of communication with customers, especially in the field of giving information about services and facilities that can be provided and guiding the customers based on received feedbacks from them and customer satisfaction related to service according their needs and desires.

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