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Analyzing The Effect of Resistive Economy's Components on Creating Competitive Advantage in Organizations

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Abstract:

With respect to the global events, Islamic Republic of Iran faces some issues that has not ever experienced. Considering the necessity of preserving sacred ideals of the regime, these issues are so specific that reengineering or investigating similar observations of other countries is practically impossible or inefficient. Meanwhile, it can be referred to economic issues which should be contrived with innovation and creativity. Resistive economy is one of the most fundamental concepts propounded by the Supreme Leader in this scope. Resistive economy is not a sectional or reactive tactic in response to the current phenomena but it is a perfect doctrine aiming at changing the country to a developed economy or achieving competitive advantage and an international economic power. The purpose of the present study was to investigate the effect of resistive economy's components on creating competitive advantage in organizations in 2004. The statistical population included governmental and private organizations of Tehran. Using the formula of sample size of an infinite population, 45 managers were selected as the statistical sample. To evaluate the reliability of each of the applied questionnaire' items, Cronbach's alpha was computed (0.9041); the obtained value was higher than 0.7, indicating a high reliability of the model. To analyze the obtained data, descriptive and referential statistics (regression test and Pearson Product correlation coefficient) were used through SPSS software. As the findings revealed, resistive economy and all its components, especially two components of emphasis on domestic production and increasing productivity, highly influenced creating competitive advantage in organizations.

Key Word: Resistive economy, Supreme Leader, Competitive Advantage, Domestic production, Productivity

Introduction

Although economic evolutions do not refer to a new phenomenon and economic activities such as production and trade, from its simplest form to the most complex form, have been always considered by human from the beginning of human life, the phenomenon of Islamic Revolution in Iran, as an informed evolution, has created new necessities appropriate with such an evolution. With respect to the global

events, Islamic Republic of Iran faces some issues that has not ever experienced. Considering the necessity of preserving sacred ideals of the regime, these issues are so specific that reengineering or investigating similar observations of other countries is practically impossible or inefficient. Meanwhile, it can be referred to economic issues which should be contrived with innovation and creativity. Resistive economy is one of the most fundamental concepts propounded by the Supreme Leader in this scope.

By prioritizing resistive economy, it is natural that all capabilities, opportunities and capacities of the country are used to prosper economy, restrain and control market, manage production, and other economic indices with the aim of establishing welfare and justice (Torabzade Jahromi et al., 2013).

By the way, the strategy of comprehensively coping with the scenarios of Islamic Revolution's enemies, from threat to sanction, has been adopted; this strategy is not merely related to the current problems but it is a permanent strategy through which the revolutionist nation should use to solve all the problems.

A deep look at the surrounding world reveals that "the modern world is highly different from the past" and in this regard, as the obvious features of the modern world, it can be referred to economic globalization, mass production, excess capacity in most of markets, time-based competition, mass information, knowledge and communications efficiency, growing information and power of customer. In such a space, a fundamental question can be asked, indicating that "what is the survival and success secret of organizations in the current ultra-competitive market in spite of threats and opportunities?" considering the related literature and investigating the opinions of strategic management experts, the answer can be found in creating, maintaining and continuing sustainable competitive advantage in organizations. In other words, experts believe that organizations should inevitably obtain and continue sustainable competitive advantage to be protected from formidable environmental waves as well as adjusting with competitive requirements. Obviously, achieving such an end involves a highly intelligent design of competitive path that causatively is ambiguous and socially and managerially is complex. However, recognizing the concept and content features, types and causative territory of competitive advantage can be highly helpful in designing and implementing the so called path (Roudsaz et al., 2012).

Statement of Problem

Resistive economy is not a sectional or reactive tactic in response to the current phenomena but it is a perfect doctrine aiming at changing the country to a developed economy or achieving competitive advantage and an international economic power. The general policies of resistive economy issued by Supreme Leader, in fact, is a political economic doctrine and a discourse in which all signs and constituents of a comprehensive discourse can be observed (Torabzade et al., 2013). The so called discourse is some sort of resistance against economic attack, incorrect structure, corruption, bureaucracy destroying talents and capacities, bribery, and briefly, resistance against every factor inhibiting the creation of a dynamic and healthy economy appropriate with the principles and capacities of Islamic republic of Iran. Resistive economy is the discourse of achieving to a comprehensive economy in which all national economic activities and majors are correlated with each other, forming a homogenous complex. Therefore, sectional treatments should be avoided and strategies and tactics appropriate with the balance of a discourse should be propounded to fix and operationalize them (Peyghami, 2011).

Ignoring the importance of resistive economy's components on creating competitive advantage at its different levels, organizations and industries have undergone serious damages; accordingly, this issue has been treated as a basic and controversial weakness and a scientific research has been tended to be

conducted on pathology of the so called subject to present scientific strategies to solve this challenge. The present project is important since organizations can progress in this regard in the best way by recognizing the effect of resistive economy's components on creating competitive advantage under the current conditions and with a focus on global threats and opportunities. In addition to presenting the definitions of resistive economy, competitive advantage and causative territory, this study attempts to present an appropriate analytical framework to investigate the effect of resistive economy's components on creating competitive advantage in organizations, and accordingly, contribute to design and implement efficient patterns and methods to achieve competitive advantage for organizations.

Theoretical Principles

Resistive Economy and its Components

Resistive economy refers to the increase of economy's resistance against enemies to gain economic control over them. From 2 years ago when resistive economy was propounded by Supreme Leader, this meaning was manifested that Iran should resist against unfair economic attacks, for example, unilateral sanctions. Most of mines and underground and surface resources as well as agricultural resources exist in Islamic countries that are mainly placed in East West Zone and, Eastern Asia, Eastern and Northern Africa; but, due to the fact that these countries have had not a considerable unity during the history and also, they have had not powerful and independent central government, each country has been proportionally colonized (Torabzade Jahromi et al., 2013).

To achieve resistive economy, its components should be considered. In this regard, some of these components which have been extracted from the lectures of Supreme Leader and can be useful in creating competitive advantage are used in the present research.

1. **Emphasis on domestic production:** as the components of resistive economy, it can be referred to internal production, particularly production and self-dependency in various basic products such as foods, agricultural products, drug, ingredients, and knowledge (Supreme Leader, 2011).
2. **Wide communication with the world:** wider commercial communication with various countries, particularly Islamic and neighboring countries reveals that resistive economy does not indicate an open or isolated economy; it does not refer to economic austerity and imposing pressure on people but it means appropriate and accurate consumption and applying resources to increase productivity and more production (Supreme Leader, 2010).
3. **Supporting non-oil productions:** in line with diversifying domestic production aspects (industry, processing and agriculture) and avoiding single-product economy, this component depends on oil. According to the fifth principle of development plan, the dependency of the government's expenditure on oil should be decreased up to 10% in such a way that total current budget of the government is obtained from non-oil resources such as tax and toll by the end of the plan (2015).
4. **Increasing productivity:** this component refers to saving in consumption, increasing productivity in production and optimal energy consumption. If the rule of subsidies targeting is properly implemented and the relative price of energy carriers is modified, resistive economy and productivity in production and competition is increased.
5. **Emphasis on the role of human force (labor):** resistive economy emphasizes on the role of internal and educated human force as a component, leading to providing an introduction for

presenting technical and engineering services of Iranian technicians, in addition to being independent from foreign force, to other counters (Supreme Leader, 2010).

6. Privatizing governmental sectors: this part of resistive economy refers to rationalization of government volume. After Islamic revolution, due to corrupted structure of the previous regime and obligatorily, all important industries, banks, insurances, shipping, post, major industries and steels have become governmental. After the end of the imposed war, the necessity of private sector's participation was felt in major industries; accordingly, Expediency Discernment Council interpreted the 44th article of the Constitution, in which all industries have become governmental and formulated general policies of this article and finally, these policies were announced by Supreme Leader. Therefore, private and cooperation sector could participate in big and major industries and the governmental volume was gradually rationalized. Although the 44th article has not yet been rationalized after passing many years from issuing the general policies and the agile and policy maker government has not yet formed and the government still seems responsible, if in this article, particularly in paragraph A, the general policies are properly executed, private and cooperation sector will be more powerful and boosted based on resistive economy's components.
7. Participating in international organizations: this component refers to the economic presence of Iran in economic-regional-global organization such as effective presence of Iran in ECO, Islamic Conference Organization, Islamic Development Bank, FAO, World Bank, International Monetary Fund, OPEC, Gas OPEC, NAM, the eight developing countries group, and regional contracts such as Shanghai Contract (as supervisor member). More presences in regional contracts leads to the increase of external resistance of economy. Furthermore, common investment in Iran's borders with neighboring countries (about 15 countries have common maritime and land border with Iran) will be a reason for creating security and stability in the country's borders and well neighborhood with neighboring countries will be practically proved and economy's resistance will be increased in borders (Supreme Leader, 2010).
8. Using young and educated labor force's capacity: young population of the country is regarded as an important factor of production. At the present time, about 50% of Iranian population (77 million people) are young and in the age of work. There are about 10 million people graduated or student of foreign universities and they will be changed into an important factor to implement the objectives of resistive economy in case of proper planning for using their capabilities while they can be a threatening factor, i.e. unemployment of educated young people in case of lack of a proper planning.
9. Facilitating internal rules and regulations: resistive economy can be also defined as preventing internal self-sanctioning through which the space of business and investment in inside the country is facilitated, restraining rules are omitted, economic activists, particularly universities graduated student, with the motivation and a minimum capital, can set up a productive business. This component does not mean that investor changes his mind to do activity by internal self-sanctioning (Supreme Leader, 2011).
10. Absorbing foreign investors: resistive economy is to absorb foreign investment; and the direct presence of foreign investors in oil and gas industry and domestic economy in addition to

transferring new technology and production license cases the increase of resistive economy due to cooperative economy (Supreme Leader, 2011).

11. The culture of supporting domestic production: quality is not specific to western products but the products of eastern countries have also good quality and even, domestic commodities can have a high quality by observing standards. Currently, some of domestic goods such as drug and foods industries are produced in the country based on the most recent European standards and exported to other countries.
12. Modifying consumption pattern: this component emphasizes that people get used to consume domestic goods but not consider every foreign good as high quality product (Supreme Leader, 2011).

Definition and Concept of Competitive Advantage

To obtain a better understanding about every subject, it is better to firstly present its meaning and concept. More comprehensive definition leads to better and deeper understating about the subject. In this regard, the definitions provided by some scholars regarding competitive advantage are presented as follow:

Competitive advantage is the intensity of company's suggestions attraction compared to competitors from the perspective of customers (Ying & Mail, 2011). Competitive advantage refers to those values which can be presented by customers in such a way that these values are higher than customers' costs (Min-Huei, 2010). Competitive advantage is a status that enables an organization to present a product with higher quality through higher efficiency and applying better methods and provides more profit for enterprises in competing with rivals (Roudsaz et al., 2012).

Considering the above mentioned definitions and other presented definitions regarding competitive advantage, it can be indicated that direct relation of customer's considered values, values presented by company and values presented by rivals determines the requirements and dimensions of competitive advantage. According to the perspective of customer indicating that values presented by company with values presented by competitors are closer to its considered values, it can be said that the company has competitive advantage in one or more indices relative to its competitors such that this advantage causes the company outperform in market relative to its competitors in approaching to customers.

An economic unit has competitive advantage when compared with the competitors, it can continuously present its products with lower cost and higher quality for some specific reasons due to the features of that unit (e.g. spatial status, technology, personnel, etc.).

Today, the knowledge of factors application but not only the possibility to access to the factors plays a deterministic role in competitive advantage. Multi-national companies benefit from relative advantages of countries since they establish their activities based on their advantages and relative needs of countries in the world, competitive advantage is created through a complex process; difference in national economy structure, culture, values, institutions, and history of countries influence enterprises' competitiveness and a country that be able to effectively use these factors provides conditions increasing the role of its enterprises in international economy. Hence, creating, maintain and developing competitive advantage at the level of enterprise, national economy as an approach in incomes' economic development and the increase of competition power (competitiveness) have been propounded ad the main challenge of international commerce and economic development plans (Hoseini & Ehtiati, 2006). The first line

employees are the most important source of distinction and competitive advantage in services section. As researchers claim, customer satisfaction and quality of services and decisions related to service providers are influenced by the actions and behaviors of the first line employees (Chebat et al., 2002). Kim et al., (2004) indicate that customer perception about the quality of services in service providing organizations is basically influenced by employees of organizations and for these organizations, employees with appropriate behavior is vital to lead to long term customer satisfaction. Such a view shows that voluntarily behaviors cause the effectiveness of organizations and subsequently, achieving competitive advantage which are not officially embedded in official tasks of a job (Farh et al., 2004).

Finally, three factors of brand equity, quality of services, and innovation and creativity which have been placed at the highest priority have been considered as competitive advantage (Roudsazan et al., 2012).

Literature Review

Investigating the related works confirms that due to the newness of resistive economy and the effect of its components on competitive advantage in organizations, few researchers have studied this subject but relatively similar studies can be found on resistive economy scope; it can be stated that since the discussions related to investing the effect of resistive economy's components on creating competitive advantage in organizations are placed in the scope of humanities and social sciences, each of the scopes have studied the so called subject with some differences and similarities and the obtained results have been also used in certain time and place in this study.

The Research Hypotheses

The research hypotheses can be presented as follow (see Figure 1):

The first hypothesis: emphasis on domestic production influences the creation of competitive advantage in the organization.

The second hypothesis: wide communication with the world influences the creation of competitive advantage in the organization.

The third hypothesis: supporting non-oil productions influences the creation of competitive advantage in the organization.

The fourth hypothesis: increasing productivity influences the creation of competitive advantage in the organization.

The fifth hypothesis: emphasis on human force role influences the creation of competitive advantage in the organization.

The sixth hypothesis: privatizing governmental sectors influences the creation of competitive advantage in the organization.

The seventh hypothesis: participation in international organizations influences the creation of competitive advantage in the organization.

The eighth hypothesis: using young and educated labor forces' capacity influences the creation of competitive advantage in the organization.

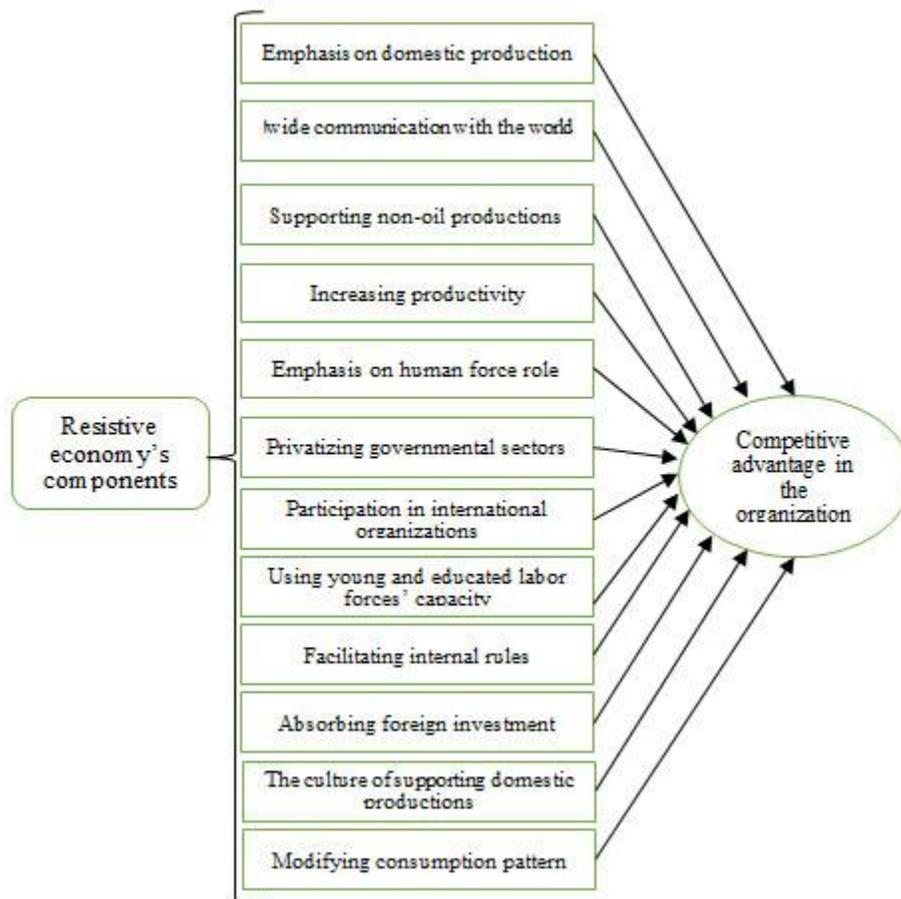
The ninth hypothesis: facilitating internal rules influences the creation of competitive advantage in the organization.

The tenth hypothesis: absorbing foreign investment influences the creation of competitive advantage in the organization.

The eleventh hypothesis: the culture of supporting domestic productions influences the creation of competitive advantage in the organization.

The twelfth hypothesis: modifying consumption pattern influences the creation of competitive advantage in the organization.

Figure 1 The relation between resistive economy's Components and Competitive Advantage in the Organization



METHODOLOGY

The present project is an applied, causative (correlation), descriptive and survey study. Considering the type of collected data, it is also quantitative. To gather the required data, a questionnaire was used; this questionnaire was distributed among the statistical sample to poll the opinions of managers of Tehran Organizations. Since the study was a causative research, regression test and Pearson Product coefficient were used to investigate the research conceptual model comprehensively. Finally, the obtained data was processed in SPSS software. To carry out the research, the following procedure was performed:

- Formulating a conceptual framework using library information and investigating documents and observing related internet sites
- Formulating the research objectives using the theoretical principles, related literature, empirical experiences of the researcher, and polling scholars' opinions
- Interviewing with managers and experts regarding combining components and general schematic of questionnaire and the way of designing the questionnaire (structured interview in the form of predetermined questions)
- Designing questionnaire with the help of experts and collecting information based on the theoretical framework and the research hypotheses
- Implementing field stage and polling managers' opinions based on the final questionnaire
- Analyzing and extracting the results based on information bank consisted of field operations
- Summarizing the obtained results using the experts' knowledge and help and finally, presenting an optimum model based on the findings

The statistical population included governmental and private organizations of Tehran. Using clustered sampling method (using the formula of sample size from an infinite population), the statistical sample was selected ($N = 45$). To design the questionnaire, related articles and books were studied to determine assessment indices for each of the studied variables. The designed questionnaire entailed 41 Likert Scale-based (5 alternatives from do disagree to do agree) items (5 items related to demographic information and 36 items related to the main research subject) and three items were considered for each three hypotheses. In this study, before performing the main sampling, to investigate the questionnaire reliability, primary sampling performed (50 subjects for 36 items to assess the reliability of the questionnaire). Accordingly, the obtained Cronbach's alpha (0.9041) indicated a high reliability for the questionnaire.

Further, to evaluate the questionnaire validity, a pretest was taken. To this end, 50 primary questionnaires were distributed among some of the subjects in the sample to apply necessary modifications in some items of the questionnaire and then, to ensure the accuracy of the questionnaire, the opinions of the experts were polled. Next, the questionnaire was given to two experts in the considered subject and their opinions were independently polled. Ultimately, using Spearman coefficient, the questionnaire validity was measured (99.6), indicating a good level of validity.

FINDINGS

Investigating demographic information of the sample revealed that 46% of the sample had master degree, 38.58% of them were in the age range of 35 and more and 88.57% of them were male. In the following, before testing the components of resist ice economy as default, non-parametric test of Kolmogorov-Smirnov was performed and the normality of the variables was proved to use referential test. Then, the causative relation between the variables was analyzed. The results have been presented in Table 1.

Considering P-value obtained from the correlation results through SPSS, if:

$$p\text{-value} < \alpha = 0.05 \Leftrightarrow RH_0$$

The null hypothesis (H_0) is rejected at the confidence level of 95%. In other words, there is a significant relation between resistive economy and all its components (mentioned in Table 1) and the creation of competitive advantage in organizations.

Table 1. Descriptive Statistics

Variable	Mean	Standard Deviation	Number	Correlation Coefficient	Probability Level
Competitive advantage in organization	3.556	0.99876	45		
Emphasis on domestic production	3.708	0.61965	45	0.45	0.000
Wide communication with the world	3.825	0.55554	45	0.26	0.000
Supporting non-oil productions	4.104	0.61531	45	0.262	0.000
Increasing productivity	3.710	0.58143	45	0.408	0.000
Emphasis on human force role	4.093	0.59245	45	0.275	0.000
Privatizing governmental sectors	4.130	0.58421	45	0.261	0.000
Participation in international organizations	3.968	0.62478	45	0.261	0.000
Using young forces capacity	4.124	0.61499	45	0.250	0.000
Facilitating internal rules and regulations	3.783	0.47245	45	0.225	0.000
Absorbing foreign	4.034	0.49421	45	0.241	0.000

investment					
The culture of supporting domestic production	3.663	0.62008	45	0.304	0.000
Modifying consumption pattern	4.125	0.62399	45	0.255	0.000

Considering P-value obtained from the correlation results through SPSS, if:

$$p - value < \alpha = 0.05 \Leftrightarrow RH_0$$

The null hypothesis (H_0) is rejected at the confidence level of 95%. In other words, there is a significant relation between resistive economy and all its components (mentioned in Table 1) and the creation of competitive advantage in organizations.

DISCUSSION AND CONCLUSION

Generally, the modern world is full of complexities causing that organizations face with a lot of problems regarding their growth and progress; these complexities also have caused managers, at all levels, as planners and leaders to face with abundant challenges. In Iran, due to specific problems and limitations, such a problem is more obvious; so, improving the tendency to competitive advantages can be helpful to overcome problems and barriers. Investigating the effect of resistive economy's components in the creation of competitive advantage in organizations, in all communities, is regarded as an appropriate response and compatible with the needs of the modern communities. Obviously, such an objective cannot be achieved through individual movement but group participation is one of the necessities of creating powerful social force for operationalizing the discourse of resistive economy. In this part, after analyzing data and testing each of the research hypotheses, the following results were obtained:

The first hypothesis: emphasis on domestic production influences the creation of competitive advantage in the organization. This hypothesis was approved.

In analysing data it has the highest effect on creating competitive advantage. For this, we can mention to production and *Self*-sufficiency of main products such as foods, agricultural products, medicine, raw material and knowledge. Organizations and agencies need support of official states.

The second hypothesis: wide communication with the world influences the creation of competitive advantage in the organization. This hypothesis is also approved. It means that resistive economy is not secluded one. Relation with foreign countries causes to improve knowledge of organisations and create potential advantage for them in order to be active.

The third hypothesis: supporting non-oil productions influences the creation of competitive advantage in the organization.

The fourth hypothesis: increasing productivity influences the creation of competitive advantage in the organization. This hypothesis is approved. Being independent of oil industry encourages organisations to be more active and try to be innovative.

The fifth hypothesis: emphasis on human force role influences the creation of competitive advantage in the organization. This hypothesis is approved and in analysing data it is in second rate of making competitive advantage in organisations. Increasing productivity as one of basis of resistive economy emphasizes on being economist in consumption, increasing productivity in production, optimal energy consumption.

The sixth hypothesis: privatizing governmental sectors influences the creation of competitive advantage in the organization. This is approved. Private only of state organisations is crucial for competitive advantage of organisations and it provides two advantages. On one side, it limits state responsibility and passes it to organisations. It causes state to focus on most crucial issues. By private only organizations achieve competitive advantage.

The seventh hypothesis: participation in international organizations influences the creation of competitive advantage in the organization. This hypothesis is approved. Iran presence in economic regional and global organisations cause improvement in competitive power and indeed increases external resistance. Common investment also enhances economic resistance. So organisations can compete with their competitors easily.

The eighth hypothesis: using young and educated labor forces' capacity influences the creation of competitive advantage in the organization. This hypothesis is approved. Iran presence in economic regional and global organisations cause improvement in competitive power and indeed improves outward resistance. Common investment also enhances economic resistance. So, organisations can compete with their competitors easily.

The ninth hypothesis: facilitating internal rules influences the creation of competitive advantage in the organization. Simplifying internal rules and regulations, called internal self-prohibition inhibition, will eliminate extra regulations and simplify business and investment for active organizations and causes to innovation and creative ideas. So it is useful for competitive advantage.

The tenth hypothesis: absorbing foreign investment influences the creation of competitive advantage in the organization. Attracting forging investment causes improvement in economical resistance due to common economy. On the other hand, it create competitive environment for organizations. They can provide competitive advantage for potential capacities.

The eleventh hypothesis: the culture of supporting domestic productions influences the creation of competitive advantage in the organization. Establishment of this culture is long term process which should be planned by officials. It is clear that establishment of this culture improves efficacy and

productivity in organizations and provides potential advantage for all organizations in order to achieve the power of competition with foreign organizations.

The twelfth hypothesis: modifying consumption pattern influences the creation of competitive advantage in the organization. This component legalizes internal productions and products and causes trust and validity in organizations and provides competitive advantage.

Finally, according to data analysis, effects of resistive economy components special emphasis on internal production and improving productivity is approved in providing competitive advantage for organizations. Considering the effect of resistive economy's components on the creation of competitive advantage, managers of organizations should provide necessary context to implement and achieve competitive advantage and try to remove probable barriers of these plans. With the aim of neutralizing sanctions, such kind of economy relies on domestic productions which is regarded a kind of competitive advantage and causes a deep evolution in national production growth and economic development by putting its principles into practice. Emphasis on domestic production, as driving stimulus of the national economy and one of the factors creating competitive advantage, should be placed in the first level. Dynamic and active resistive economy should consider beyond the borders and such a fact needs a strategic planning and should be considered by managers of organizations. Through supporting domestic productions, optimizing consumption, working with capital, additional work, production and productivity, improving the quality of domestic productions, making the policies of article 44 of Constitution executable, providing necessary infrastructure for production scope, decreasing cost price of goods, increasing effectiveness, optimal use of energy and young and educated human force, managers should attempt to make resistive economy executable which leads to the creation of competitive advantage for organizations. Applying resistive economy's components to increase the ability of employees in coping with organizational challenges, long term planning for systematic competition and creative movement, enhancing economic freedom index to increase competitive advantage for organizations, and paving the way for domestic and foreign investments to support profitable ideas to develop organizations are of other effective plans to create and increase competitive advantage relying on resistive economy's components which should be especially considered by officials.

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