



# Factor Analysis of Organizational Capabilities under Studied in Isfahan Foolad Technique Co.

Sonya Sadeghian Esfahani\*<sup>1</sup>, Iraj Soltani <sup>2</sup>, Javad Jafarpisheh <sup>3</sup>

<sup>1,2,3</sup> Department of Industrial Engineering, Najafabad Branch, Islamic Azad University, Isfahan, Iran.

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## ABSTRACT

In challenging competitive environment that organizations are facing and considering lack of resources, those organizations are more successful that can identify the more powerful and important ones (from strategic viewpoint) among similar resources called "core assets of organization", and use this recognized capabilities and competencies in order to achieve higher productivity and establishing competitive barriers against their competitors. So, in current research we collect 90 components as "core assets of organization" according to experts and expert managers, and making a bank of resources and assets and then score them, according to Saati spectrum, in questionnaires based on two indices: relative power of component in organization and its strategic importance. 108 members of managers of different levels of Foolad Technique Co. forming the sample size of this research and then they are randomly selected according to Morgan table from a 150 member community. For this questionnaire, total Chronbach's alpha coefficient, mean and variance are 0.925, 4.929 and 1.21 respectively. 90 above factors are analyzed based on each index and results showed that in company, there are 12 type of groups according to component relative power and 7 type of groups according to strategic importance.

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## 1. Introduction

Every organization has a potential capability by itself that can use them in order to achieve stable competitive advantage and productivity. As long as these capabilities and potential capacities are not well known and realized, cannot be such efficient to provide barriers for competitors and helping to organization for passing the competitors. Therefore, in first step, recognizing these factors and in second step, identifying correlated factors belonging to same group can easily help organization to foster them. Organizational capabilities and competencies are considered from two aspects: component' relative power In organization and strategic importance of that component. So, initially it is better to collect those components, which can be recognized as organizational capabilities, from valid books and articles and then investigate them after above two aspects.

### Background

Mirabi and others(2010) in a research titled" business intelligence application in banking industry in order to achieve competitive advantage" state that integrating vast data related to customers and planning systems for business resources, core systems, customer relation management, human resources management, supply chain management, POS of call centers, on-line points of customers and E-commerce, trading, depositing, facilities, loans, financial and human resources supply and converting them to applicable information for organizational decision makers, information about preferences and customers loyalty, buying pattern, function of stakeholder organizations, potential frauds, product continuity, financial forecasting and resources supply, are investigated using business intelligence systems in banking industry and then their advantages and benefits are stated to achieve competitive advantage.[22]

Amirkhani and others(2010) in a research titled" managing genius and its' role in creating competitive advantage " by saying that today ,organizations must distinct themselves through intangible assets such as including integrated strategy, leadership, culture and specially, genius management. Genius management embraces individual and organizational development in order to respond to complex and diverse environment. Implementing well-designed processes of genius management can increase organizational competition that realize through reducing force-man shifting and amplifying personnel satisfaction and commitment. In the past, it was believed that managers of human resources were merely responsible for recruitment and payment and they called it "personnel handling". Then, strategic human resources were introduced, thereby human resources managers entered in order to aligning human resources strategies with business strategies in massive organizational decisions, and finally, genius management was introduced.[2]

In this new approach, functions of human resources are based on considering human and hidden aptitudes as core and pivotal competency of organization. In this paper, they study and investigate on literature of genius management, its relation with knowledge management, related strategies and role of genius management in creating competitive advantage, through descriptive method.

\* Corresponding author.

Email address: sonya\_si@yahoo.com

Heidari and others(2010) in a research titled" customer knowledge management as a effective factor to achieve competitive advantage" state that customer-based companies must provide customer-demanded knowledge, process knowledge that is extracted from customers, and keep knowledge about customer in organization. Thus, knowledge known as a critical resource for durable competition and competitiveness in 21<sup>th</sup> century and in fact, lack of managerial perception about how to realize strategy, implementing strategy, in other words, how to utilize processed knowledge by organization, is among most sensible obstacles in way of achieving competitive advantage. In customer relation management domain, main problem to get customer knowledge is how to understand and operationalizing customer information.[5]

Hoseini and others(2010), in a research titled" customer knowledge management: synthetic using knowledge management and customer relation management in order to achieve stable competitive advantage" present a combinational model in order to achieve competitive advantage.[4]

Ramezani(2008), in a research titled" human resources training based on competency and approach of competencies formulation " state that, understanding and fostering capabilities, competencies and human resource capabilities, play as a determinant in durance and surveillance of organization in competitive environments and any inattention to these capabilities and competencies of human resources as strategic resources and knowledge capitals can raise to loss of competitive advantage. So, organizations that follow a strategic and systematic plan in order to developing intangible capitals and assets, certainly provide more values for their customers, which is among approaches for deploying capacities and capabilities of human resources toward producing value of" competency-based training" .[23]

Ja-Shen Chen, et al. (2012) in a research titled" functional effects of information technology, innovating services processes, and intermediary role of customer service" by study on 174 IT industry-derivate Taiwan companies, show that managerial innovation should serve to deploying capability and innovation of service technology in order to facilitate customer-service toward achieve to better functionality and higher capability.[12]

Le Chen, et al. (2012) in a research titled" revealing function dissimilarity via evaluating knowledge management maturity: capability-based approach" state that measuring management capability is a dynamic capability and proportionate to company goals. He proposes maturity model for evolutionary phase deployment with knowledge-management derivative index in order to measuring and self-evaluation in this field.

Aron O'Cass, et al. (2012) in a research titled" value making for superior customer of company via capabilities of producer companies" believe that market-oriented is not, by itself, sufficient for value making and raising market advantageous but, market-orientation, innovation and marketing capabilities are effective factors in creating competitive advantage and say that capability of marketing innovation is about intermediating, and making relation between market orienting and value making.[7]

Eunju Suh, et al.(2012) in a research titled " critical competencies required for managers in reception service industry " refer to necessity of managerial, leadership, communicational, individual and supervisory skills.[25]

Awie Vlok (2012) in a research titled" showing characteristics of leadership competencies to innovator leaders in organization of science and innovation-based research in South Africa" offer competency profile through providing a list of features of leaders who are accounted for innovation and invention.[9]

Elena García-Barriocanal, et al. (2012) in a research titled" organizational model for capacity via competencies computation" by presenting a cognitive and extendable model of job positions and analysis method for competency gap, also knowledge of staffs, refer to flexibility as organizational asset and effective factor on competencies and capacities of organization.[14]

Ana Lisboa, et al. (2011) in a research titled" innovation capabilities: stimulants and their effects on current and future function" by investigating records and results of innovative capabilities, state it as fostering factor for performance and current/future exports.[6]

Ram Mudambi, et al.(2011) in a research titled" lever of competency an d knowledge throughout of space: new boundary for international business " state that access to innovation systems is an effective factor in order to share knowledge and merging them to create new competencies. And managers in functional levels must consider merging knowledge from different geographical, technologic places and private networks.[16]

Rossitza Rousseva (2010) in a research titled" need to scrutiny of software development activities and technical capabilities" considers software development activities as a window to opportunities and say that analysis needs technical capabilities. Then he describes in details to help understanding complexities of software industry.[17]

Andreas Größler(2010) in a research titled" dynamism model of heuristic system from strategic capabilities in manufacturing" studies on mobility of processes full of strategic capabilities such as cost, quality, fast delivery and flexibility via designing, methodology and heuristic approach of dynamic model according to hierarchical method of capabilities that can be accumulated for testing strategy of allocating resources to strategic capabilities.[8]

María José Ruiz Ortega(2010) in a research titled" regulatory role of technology capabilities: competitive strategies and company performance" by considering 253 IT company in Spain, regulate relation between competitive approaches and performance and technologic capabilities and believe that technologic capabilities are very effective on high performance quality and achieving competitive advantage.[26]

Ali E. Akgün, et al.(2009) in a research titled" experimental analysis: organizational emotion, capabilities, product and innovation process, and company performance" by study on 163 Turkey company show that encouraging company and reinforcing its emotional abilities, can increase innovation capability of product and thereby, financial power.[27]

Sheng-Tun Li, et al(2009) in a research titled" exploiting and transferring knowledge assets that are presented in organization" study on role of knowledge capital management in organization and consider it as a lever for better cognitive learning, production delivery improvement and knowledge revolution , where at last these factors can be effective in achieving advantage and fostering organizational capabilities.[18] Vasselo (2008)in a research titled" examining dynamic capabilities: did the evolution theory determined?" states that most companies need to update their capabilities and there are some barriers such as routines, causal ambiguity, limit rationality, and limit for local searching because they are effected by uncertainty. Dynamic abilities are out-oriented and including collection and unity.[28]

Garsia et al.(2007) in a research titled" determining entrance time: company abilities and environmental conditions" refers to cross-effects and interaction between environmental effects and organizational capabilities and states that behavior deployment is just not when using environmental opportunities, also is for stimulating competitive advantage in undesirable environmental conditions along organizational capabilities.[14]

Golfetto et al. (2006) in a research titled" marketing competencies and value of customer in business market" believe that customer-relation management and channel design can rise to better financial yield, they consider focusing on marketing competencies and supply-and-demand perspective as effective factors to be success and achieve competitive advantage.[29]

Woong, et al (2004) in a research titled" a combination of core competencies and company performance: outcomes of companies with high-tech in China" with focus on analyzing effects of core competencies on company performance and adjusting effects of environmental turbulences based on structural study model using partial square mini method, investigate relative effects of core competencies, marketing competencies, technology and integrating in order to achieving competitive advantage, and believe that their effects on company performance are considerable.[30]

D. Passemard, Brian H. Kleiner(2000) in a research titled" competitive advantage in global industry" say that productivity and achieving to positive position are depended on global strategy, fast reaction along innovation and continuous quality but also, venturing, investment and fast response.[31]

Voriz- (1999) in a research titled" capabilities and advantage of performance of market-oriented companies" state that those companies are in higher levels of development respect to 6 activities marketing include: market research, product deployment, channel, promotion and market management that are in a better position in case of four aspects of organizational performance. [32]

## 2. Theoretical foundations of research

### 2.1 basic assets and resources

Basic asset: applicable resources that every ones can use it by pay a fee and create some opportunities for organization (Simab and Siruse, 2005).[3]

Resources: productive factors that business uses of them to produce valuable goods and services for its customers (Villen et al,2000).[20]

Business resources: tangible and intangible assets that is available for business in a limited period of time (Verner Flat 1984). Tangible assets include physical assets such as land, building, materials,...that are listed in balance sheet, are simple-calculating; intangible assets include knowledge, brand, reputation, organizational and human resources, ... that are not listed in balance sheet.

But due to accessibility challenges, is not considered as an important index to implementing strategy. In recent years, the concept of organizational agility i.e. adaptability capacity, also belongs to same group. According to Barney definition, business resources include all assets, capacities, organizational processes, business features, information, knowledge, human and organizational resources, where organizational and human resources due to hard availability and de-imitation, are more emphasized (Kalcagno,1996).[33]

### 2.2 capabilities

Capability: skills of a business in order to coordinatng resources and productive use of them and organization ability to change and accepting financial, technologic and strategic changes (Ulrich 1987).

Capability is the required skill for business to achieve full advantage from current resources. According to Ulrich( 1987) , definition, capability is skill of coordinatng resources and productive use and ability to change and acceptance of financial, technologic and strategic changes.

There is no agreement from definition viewpoint about capabilities and competencies and distinguish them is not a simple job (Teece, Pisano and Shuen, 1997).[19]

If, put assets and capabilities of business together, it would results business competencies (Wheelen and Hunger 2000).[20]

### 2.3 Competencies

Core competencies: a group of competencies that are just belonged to organization and could not be imitated (Ahmadi and others, 2001).[1] Basic competencies of a business are the best affair of business, and when this is done better than competitors, would be called core competencies. These competencies are separated into two groups: implicit competencies include mental learning process along doing a job and explicit competencies that include organizational rules, behavioral codes and scripted knowledge resources.

Stable competitive advantage viewpoint that is based on strategic situation of business in industry, state that mobility obstacles in industry are the first stability factor of competitive advantage (Caves 1977,1985)[11]. As Barney, states, stable competitive advantage is continuity of applying strategies of asynchronous creating unique values against current competitors due to competitors' inability in copy of these profits (Barney 1995).[10]

Prahalad and Hamel (1990) state that businesses convert their resources and skills into core competencies and cause to create stable competency advantage in unique environments [15]

### 2.4. Factor analysis

Factor analysis is one of the multi-variable analysis that is very applicable and popular. The main aim of factor analysis is to express covariance between many of variables based on a number of hidden random quantity that called 'factors'. As an introduction, we consider factor pattern regarded to following discussion. Assume that we can categorize variables by using their correlations. It means, there is strength-correlation among all variables of a certain group have but they have weak correlation with variables of other group. We can imagine that each group of variables show an under-study combination or factor that demonstrates observed correlations.

In a more simple and applicable word, when there are more number of variable in research, where working with them is complex, we can summarize any number of those that have high-correlation with each other, into a variable or new factor.

## 3. Methodology of research

This study is of survey type and cross-sectional type, regarding to application-deployment method and time of data gathering, respectively, also is quantitative-qualitative according to data nature.

### 3.1 Step1

- Recognized core assets in organization are summarized according to experts, co-group assets are merged and 90 core assets are yielded that forming inputs of questionnaire as 'organizational capabilities and competencies', where each one is evaluated based on two indices: relative power and strategic importance according to Saati spectrum. Considering the number of statistical population, who are 150 personnel of Foolad Technique, 108 personnel are selected as random sample based on Morgan table and questionnaire is offered to them. Capabilities are extracted and factored-analysis who take higher than score5 in all two indices

### 3.2 Step 2

- Questionnaires are gathering and components are separately factored analysis according to each index.

## 4. Finding

Table4.1. questionnaire descriptive statistic

P-value normality test	Standard deviation of importance index	Median of importance index	Mean of importance index	P-value normality test	Power index of standard deviation	Median of power index	Mean of power index	component
0.28	1.9	7	6.4	0.36	2.1	5	5.5	Genius management
0.31	1.8	7	6.4	0.25	1.8	5	5.6	Managerial and leadership skills
0.26	1.7	7	7.2	0.34	2.1	7	6.03	Forecasting
0.19	2.06	5	5.3	0.31	2.4	5	4.1	emotional and communicational skills
0.42	2.04	7	7.1	0.29	2.1	7	6.4	Flexibility
0.38	2.3	7	6.9	0.41	2.1	7	6.1	fast response to environment and competitors identification
0.36	1.8	7	6.5	0.21	2.06	7	5.6	Venturing
0.28	2.1	5	4.2	0.26	2.5	3	3.7	Delegation
0.33	2.2	5	5.1	0.24	2.1	3	3.9	Customer-orientation
0.58	2.3	7	6.4	0.25	2.4	5	5.03	Safe-working
0.33	2.2	5	5.4	0.21	2.3	5	4.5	Team-oriented
0.26	1.8	5	5.09	0.39	2.3	3	4.1	Organizational commitment
0.31	2	5	4.9	0.32	2.2	3	3.9	Ethnic-based
0.51	1.8	5	6.2	0.27	2.5	5	5.4	Coaching
0.31	2.1	9	7.2	0.24	2.2	7	6.1	Strategic thinking
0.28	2.1	7	7.2	0.36	1.9	7	5.8	Crisis management

0.25	2.1	7	7.05	0.37	2.5	7	6.2	Business process alignment
0.23	1.9	5	5.7	0.28	2.2	5	4.8	Proper and stable branding
0.33	2.2	7	6.7	0.39	2.1	5	5.9	Customer-relation management
0.31	2.2	7	7.03	0.38	2.2	7	4.1	foresight-based Effective innovation
0.25	2.1	5	5.6	0.22	2.3	3	4	Processes redesigning
0.28	2.2	5	5.8	0.21	2.2	5	5.8	implementing lean six-sigma in processes
0.27	2.1	7	7.1	0.28	2.2	7	6.4	continuous quality control
0.24	2.3	7	6.5	0.33	2.5	5	5	capability of product and services innovation
0.33	2.2	3	3.9	0.34	2.1	3	3.2	job enrichment
0.35	2.4	3	5.4	0.31	2.5	3	5.5	job cycling
0.30	2.1	7	6.4	0.33	2.2	5	5.6	productivity
0.36	2.2	7	6.8	0.42	2.2	7	5.7	production diversity
0.29	2.1	7	6.1	0.38	2.1	3	3.9	Application software
0.37	2.3	5	5.4	0.22	1.7	3	3.7	agile job cycling
0.28	2.3	5	5.9	0.23	2.4	5	5.1	timely production
0.22	1.8	5	5.2	0.29	1.9	5	4.4	intellectual maturity
0.44	2.04	5	5.2	0.26	2.2	3	3.4	Process maturing
0.34	2.3	7	6.5	0.40	2.2	7	5.5	Recommendation system
0.25	2.01	5	5.3	0.28	1.6	3	3.7	Powerful database
0.36	2.2	5	5.2	0.31	2.2	4	4.2	Economy of scale
0.48	1.9	7	6.2	0.35	2.3	5	5.2	Exist of Quality standards
0.23	2.1	7	6.7	0.32	2.3	5	5.2	information system flexibility
0.33	2.07	7	7.1	0.39	2.01	5	5.8	Dense organizational information integrity
0.25	2.2	5	5.8	0.23	2.2	3	3.7	Information technology
0.27	2.2	7	7.07	0.35	2.1	5	5.7	High-technology
0.18	9.1	2	7.3	0.29	2.3	9	7.1	R&D activity
0.29	2.1	7	6.4	0.47	1.8	5	5.2	Information production
0.44	2.3	5	5.8	0.25	2.6	3	4.7	product deployment
0.27	2.2	5	5.3	0.24	2.8	3	3.8	technology capabilities
0.31	2.03	7	6.2	0.20	2.07	7	5.8	fixing system
0.35	2.4	5	4.6	0.23	2.5	3	3.4	ability to benchmarking
0.39	2.4	5	4.8	0.22	2.1	3	3.7	ability of reverse engineering
0.20	2.1	5	5.4	0.28	1.9	3	3.4	Ability to produce alternative products
0.22	1.6	5	4.6	0.36	1.7	3	4	Number of product-line
0.23	1.8	5	5.2	0.29	2.01	3	4	Lean maintenance and fixture
0.26	1.8	5	5.5	0.36	2.3	5	5.05	patent
0.28	2.2	5	5.2	0.28	2.6	3	3.6	Equipment readiness
0.30	2.2	7	6.4	0.25	2.1	7	5.7	Trained personnel
0.22	2.2	5	5.7	0.33	2.3	5	4.7	Knowledge management
0.05	2.03	7	6.3	0.43	2.1	7	5.6	Competency-based training
0.26	2.1	5	5.3	0.25	2.6	3	4.1	Powerful organizational culture
0.24	1.8	5	5.1	0.27	2.4	3	4.05	Organizational learning
0.31	2.1	7	6.5	0.39	2.1	7	6.1	High rate of organization emotional power
0.27	2.2	5	5.1	0.38	2.2	3	4.1	quality of work life
0.29	1.8	5	5.09	0.27	2.2	5	4.6	Human resource capabilities
0.31	2.6	7	6.6	0.21	2.02	7	7	Number of organization's experts
0.27	2.1	7	7.01	0.19	2.1	5	5.7	Thinking, innovation, idea designing
0.31	2.2	7	6.2	0.26	1.7	5	5.6	Sense of organizational dependency
0.29	2.3	5	5.3	0.29	2.2	3	3.9	Job satisfaction
0.28	1.8	5	5.01	0.34	2.7	3	4.5	Expert personnel
0.33	2.1	5	5.1	0.32	2.5	5	5.07	Personnel loyalty
0.22	2.2	5	6.09	0.28	2.4	5	5.1	technical knowledge of providers
0.32	1.9	5	5.2	0.37	2.09	3	3.9	Personnel deployment system
0.26	1.6	5	5.6	0.33	2.09	3	3.8	Competency profile system
0.24	2.05	5	5.9	0.28	2.3	5	4.9	Technical knowledge of personnel
0.25	1.5	5	5.4	0.26	1.8	3	3.8	Technical knowledge of providers
0.25	1.8	5	5.4	0.31	2.4	3	3.9	Personnel's powerful stimulant
0.23	2.1	7	6.9	0.29	2.3	7	5.7	Organizational intelligence
0.28	2.07	9	7.3	0.36	2.2	7	6.4	Business intelligence

0.26	2.1	7	6.6	0.27	2	5	4.8	Integrated strategy
0.24	2.04	7	6.2	0.31	1.9	5	4.9	Marketing capabilities
0.22	2.3	7	6.9	0.29	1.8	5	5.6	Desired share of market
0.21	2.2	9	7.5	0.36	2.1	7	6.1	Value chain management
0.33	2.02	9	7.5	0.33	2.3	6	5.9	Customer attract and maintain
0.32	2.04	7	6.5	0.28	2.3	5	5.4	Developing strategy based on core competency
0.25	1.6	5	5.7	0.36	2.1	4	4.4	Networking in outside-organizational level
0.26	2.07	5	6.03	0.35	2.3	5	5.3	Financial power
0.29	1.5	5	5.8	0.29	1.7	5	4.9	Market research
0.27	1.8	7	6.7	0.28	2	5	5.4	Investment
0.23	2.1	7	6.5	0.33	1.9	5	4.9	Increasing market accessibility
0.30	1.8	5	4.8	0.36	2.1	3	4.3	Saving
0.26	1.8	5	5.9	0.30	2.3	3	4.1	Strategic planning system
0.29	2.3	5	6.2	0.38	2.04	5	4.5	Services
0.24	2.3	5	4.5	0.42	2.01	3	3.3	Invention Patent

*Factor analysis of questionnaire*

**Table4.2.** analysis based on strategic importance factor

% influence rate	Categorizing	Row
23.11%	Desired market share-business intelligence-effective innovation- R&D activity- integrated strategy- crisis management- high technology- information technology- number of organization’s experts – agile work cycling- creativity and thinking- strategic thinking-knowledge management- flexibility- productivity- continuous quality control- proper and stable branding- financial power- increasing market accessibility- attract/maintain customer- value chain management- customer relation management- product and service innovation capability- expert personnel- managerial and leadership skill- customer-oriented- procedural maturity- fast response to environment and competitors- powerful organizational culturing- economic of scale- providers technical knowledge- organizational intelligence- market research- providers technical knowledge- venturing	1
13.131%	Powerful database- high level emotional ability of organization- reverse engineering ability- integrity of dense organizational information- benchmarking ability- information system flexibility- strategic system	2
12.381%	Technologic capabilities- ability to produce alternative products-saving number of product lines lean fixing and maintenance- production diversity- timely production- product deployment- equipment readiness- safety working- application software	3
10.514%	Networking in outside-organization level- servicing- patent- information production- forecasting- invention patent	4
9.294%	Genius management- competency-based strategy development- personnel deployment system- identifying and fostering human force- competency profile system	5
8.81%	Emotional and communicational skills- sense of organization dependency- job satisfaction- quality of work life- ethnic-oriented- job cycling- job enrichment- organizational commitment- personnel loyalty- delegation- intellectual maturity	6
7.293%	Team-oriented- personnel technical knowledge- fixing system- trained personnel- organizational learning- recommendation system- coaching- process redesign- implementing six sigma method – business process alignment- marketing capability- investments- quality standards- competency-based training	7

**Table4.3.** analysis based on component's relative power indicator

% influence rate	Categorizing	Row
16.894%	Competency-based training- job cycling- developing competency-based strategies- product deployment- timely production- benchmarking ability- competency profile system- financial power- organizational commitment- high level emotional ability of organization- integrity of dense organizational information- powerful database- invention patent- safe working- recommendation system- investments- emotional and communicational skill- knowledge management	1
9.88%	Managerial and leadership skill- fast response to environment and competitors identification- economy of scale- R&D activities- customer relation management- flexibility- delegation- organizational learning- strategic thinking- effective innovation based on foresight- business process alignment- number of experts- customer attraction/maintaining- customer-oriented	2
8.869%	Running six sigma method- thinking and creativity- organizational intelligence- powerful personnel's stimulant- procedural maturity- business intelligence- productivity- technical knowledge of providers- continuous quality control- personnel technical knowledge- application software- team oriented- fixing system- quality standard- production diversity- ability to produce alternative products- reverse engineering capability	3
6.412%	Outside-organization networking- technologic capability- number of product line- redesign processes	4
6.197%	Strategic planning system- intellectual maturity- trained personnel- information technology- information production	5
6.076%	Desired market share- high technology- lean fixing and maintenance- crisis management- foresight- equipment readiness- information system flexibility- value chain management- coaching- expert personnel- integrated strategy- services	6
5.235%	Delegation- job enrichment- job satisfaction- strong organizational culture- quality of work life- ethnicity- sense of organization dependency- personnel loyalty	7
5.012%	Personnel deployment system- genius management- identification and fostering human capabilities	8
4.569%	Venturing- market research- marketing capability	9
4.25%	Technical knowledge of providers- increasing market accessibility	10
3.787%	Product innovation and service capability- proper and stable branding	11
3.511%	Saving	12

## 5. Conclusion

In current research according to opinions of experts and expert managers, we select 90 components as basic assets of organization, then form a bank of resources and assets that, in a questionnaire according to components: relative power in organization and its strategic importance, are scored based on Saati spectrum. Sample volume of this research includes 108 members among managers of different levels of Foolad Technique Co., where they are randomly selected among 150 members, according Morgan table. Totally, coefficient of Cronbach's alpha 0.925, mean 4.929 and variance 1.21 are computed for questionnaire. 90 factors above are factored analysis by using each index and results show that according relative power of component, there are 12 group-type and based on strategic importance, 7 group-type in company. Of course, each class includes subgroups that are presented in 4.2 and 4.3 tables. It should be noted, components that are come together in each group have more correlation and have relatively less correlation with other group, thus we can name co-group components with a general name.

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