

Document details

< Back to results | 1 of 1

Export Download Print E-mail Save to PDF Add to List More... >

[Full Text](#) View at Publisher

Asian Academy of Management Journal [Open Access](#)
Volume 24, 2019, Pages 125-139

Strategic ta'awun and fastabiquil khairat partnerships for sustainable competitive advantage among small and medium enterprises in the muslim world (Article) [\(Open Access\)](#)

Sarif, S.M. [✉](#) [🔍](#)

Kulliyah of Economics and Management Science, International Islamic University Malaysia, Jalan Gombak, Kuala Lumpur, 53100, Malaysia

Abstract

[View references \(39\)](#)

Strategic ta'awun (cooperation) and fastabiquil khairat (competing for goodness) are two partnership concepts from Islamic perspectives to enable for sustainable competitive advantage with spiritual synergy. The spiritual synergy rooted in the reciprocal norms, motivation, and determination of the operators in making successful entrepreneurial ventures not only for profitability, but for humanity and environmental benefits. This research explores the effects of strategic ta'awun and fastabiquil khairat partnerships among small and medium enterprises (SMEs) in the Muslim world to attain and sustain competitive advantage. Strategic ta'awun and fastabiquil khairat are part of the Islamic teachings practiced by Muslim society along with obligatory deeds such as prayers, zakat, and hajj. This study postulates that the spiritual reciprocal power in strategic ta'awun enables for unity and synergy among SMEs in Muslim world. Likewise, the reciprocal power of fastabiquil khairat among SMEs enables Muslim society to venture into model of entrepreneurial, urbanised, and sustainable society. The study interviewed five key SMEs owners representing different geographical locations (Southeast Asia, South Asia, Middle East Asia, North America, and Europe). Indeed, the informants argued that the spiritual reciprocal norm in strategic ta'awun occurred through collaboration and partnerships among SMEs for goodness (fastabiquil khairat) in terms of sharing of expertise, contacts, and commercial projects. This situation allows them to strengthen their competitive. © Asian Academy of Management and Penerbit Universiti Sains Malaysia, 2019.

Funding details

Funding sponsor	Funding number	Acronym
Ministry of Higher Education, Malaysia		
International Islamic University Malaysia		
Foundation for Fundamental Research on Matter	FGRS 13-017-0258	

Funding text

The author would like to acknowledge the research funding from the Ministry of Education Malaysia through the Fundamental Research Grant Scheme (FGRS 13-017-0258), research management support from International Islamic University Malaysia, and all parties involved in this research.

Metrics [?](#)

0 Citations in Scopus

0 Field-Weighted Citation Impact



PlumX Metrics [▼](#)

Usage, Captures, Mentions, Social Media and Citations beyond Scopus.

Cited by 0 documents

Inform me when this document is cited in Scopus:

[Set citation alert >](#)

[Set citation feed >](#)

Related documents

The integration and comparison of market orientation constructs

Chen, A.C.-H. (2002) Journal of Asia-Pacific Business

Market orientation, innovation and entrepreneurship: An empirical examination of the illinois beef industry

Micheels, E.T., Gow, H.R. (2008) International Food and Agribusiness Management Review

Empirical study on the impact of market orientation and innovation orientation on new product performance of Chinese manufacturers

Zhang, J., Duan, Y. (2010) Nankai Business Review International

[View all related documents based on references](#)

[Find more related documents in](#)

ISSN: 13942603
Source Type: Journal
Original language: English

DOI: 10.21315/AAMJ2019.24.S1.9
Document Type: Article
Publisher: Penerbit Universiti Sains Malaysia

References (39)

[View in search results format >](#)

-
- 1 Ahmed Haj Ali, A.R., Noordin, K., Achour, M.
The Islamic approach of obligations in mutual relations between employee and employer
(2018) *International Journal of Ethics and Systems*, 34 (3), pp. 338-351.
<https://doi.org/10.1108/IJOES-12-2017-0227>
-
- 2 Atuahene-Gima, K.
Market orientation and innovation
(1996) *Journal of Business Research*, 35 (2), pp. 93-103. Cited 440 times.
<http://www.elsevier.com/locate/jbusres>
doi: 10.1016/0148-2963(95)00051-8

[View at Publisher](#)
-
- 3 Beekun, R.I.
(1997) *Islamic Business Ethics*. Cited 110 times.
Herndon, VA, USA: International Institute of Islamic Thought (IIIT)
-
- 4 Blau, P.
(1964) *Power and Exchange in Social Life*. Cited 128 times.
New York, NY: John Wiley & Sons
-
- 5 Buunk, B.P., Doosje, B.J., Jans, L.G.J.M., Hopstaken, L.E.M.
Perceived Reciprocity, Social Support, and Stress at Work: The Role of Exchange and Communal Orientation
(1993) *Journal of Personality and Social Psychology*, 65 (4), pp. 801-811. Cited 112 times.
doi: 10.1037/0022-3514.65.4.801

[View at Publisher](#)
-
- 6 Byrd, M.Y., Scott, C.L.
Diversity in the workforce: Current issues and emerging trends
(2014) *Diversity in the Workforce: Current Issues and Emerging Trends*, pp. 1-375. Cited 6 times.
<http://www.taylorandfrancis.com/books/details/9780203797778/>
ISBN: 978-020379777-8
doi: 10.4324/9780203797778

[View at Publisher](#)
-
- 7 Choudhury, M.A.
The dynamics of the Shari'ah and the world-system
(2010) *Journal of King Abdulaziz University, Islamic Economics*, 23 (2), pp. 201-227. Cited 6 times.
<http://ierc.kau.edu.sa/GetFile.aspx?id=73954&fn=23-2-MChou-7.pdf>
-

- 8 Cropanzano, R., Mitchell, M.S.
Social exchange theory: An Interdisciplinary review
(2005) *Journal of Management*, 31 (6), pp. 874-900. Cited 2315 times.
doi: 10.1177/0149206305279602
[View at Publisher](#)
-
- 9 Filatotchev, I., Su, Z., Bruton, G.D.
Market Orientation, Growth Strategy, and Firm Performance: The Moderating Effects of External Connections
(2017) *Management and Organization Review*, 13 (3), pp. 575-601. Cited 5 times.
<https://www.cambridge.org/core/journals/management-and-organization-review>
doi: 10.1017/mor.2016.31
[View at Publisher](#)
-
- 10 Godfrey, P.C.
The relationship between corporate philanthropy and shareholder wealth: A risk management perspective
(2005) *Academy of Management Review*, 30 (4), pp. 777-798. Cited 701 times.
<http://amr.aom.org/content/by/year>
doi: 10.5465/AMR.2005.18378878
[View at Publisher](#)
-
- 11 Gouldner, A.W.
The norm of reciprocity: A preliminary statement
(1960) *American Sociological Review*, 25 (2), pp. 161-178. Cited 5158 times.
<https://doi.org/10.2307/2092623>
-
- 12 Graen, G., Cashman, J.F.
A role-making model of leadership in formal organizations: A developmental approach
(1975) *Leadership Frontiers*, 143, pp. 165-168. Cited 694 times.
-
- 13 Green, S.G., Liden, R.C.
Contextual and attributional influences on control decisions
(1980) *Journal of Applied Psychology*, 65 (4), pp. 453-458. Cited 69 times.
doi: 10.1037/0021-9010.65.4.453
[View at Publisher](#)
-
- 14 Grewal, R., Tansuhaj, P.
Building organizational capabilities for managing economic crisis: The role of market orientation and strategic flexibility
(2001) *Journal of Marketing*, 65 (2), pp. 67-80. Cited 488 times.
doi: 10.1509/jmkg.65.2.67.18259
[View at Publisher](#)
-
- 15 Hunt, S.D., Morgan, R.M.
The comparative advantage theory of competition
(1995) *The Journal of Marketing*, 59 (2), pp. 1-15. Cited 1109 times.
<https://doi.org/10.1177/002224299505900201>

□ 16 Hunter, M.M.
Towards an Islamic business model: A tawhid approach
(2012) *International Journal of Business and Technopreneurship*, 2 (1), pp. 121-135. Cited 3 times.

□ 17 Hurley, R.F., Hult, G.T.M.
Innovation, market orientation, and organizational learning: An integration and empirical examination

(1998) *Journal of Marketing*, 62 (3), pp. 42-54. Cited 1811 times.
<https://www.ama.org/publications/JournalOfMarketing/Pages/Current-Issue.aspx>
doi: 10.2307/1251742

[View at Publisher](#)

□ 18 Van der Kam, N.A., Janssen, O., van der Vegt, G.S., Stoker, J.I.
The role of vertical conflict in the relationship between leader self-enhancement and leader performance

(2014) *Leadership Quarterly*, 25 (2), pp. 267-281. Cited 9 times.
doi: 10.1016/j.leaqua.2013.08.007

[View at Publisher](#)

□ 19 Khalifa, A.S.
(2001) *Towards an Islamic Foundation of Strategic Business Management*. Cited 9 times.
Selangor: IIUM Press

□ 20 Khan, M.A.
Islamic economics: The state of the art
(1999) *American Journal of Islamic Social Sciences*, 16 (2), pp. 89-104.

□ 21 Korsgaard, M.A., Meglino, B.M., Lester, S.W., Jeong, S.S.
Paying You Back or Paying Me Forward: Understanding Rewarded and Unrewarded Organizational Citizenship Behavior

(2010) *Journal of Applied Psychology*, 95 (2), pp. 277-290. Cited 59 times.
doi: 10.1037/a0018137

[View at Publisher](#)

□ 22 Leonidou, L.C., Leonidou, C.N., Fotiadis, T.A., Aykol, B.
Dynamic capabilities driving an eco-based advantage and performance in global hotel chains: The moderating effect of international strategy

(2015) *Tourism Management*, 50, pp. 268-280. Cited 27 times.
www.elsevier.com/inca/publications/store/3/0/4/7/2/
doi: 10.1016/j.tourman.2015.03.005

[View at Publisher](#)

□ 23 Lozano, R.
A holistic perspective on corporate sustainability drivers

(2015) *Corporate Social Responsibility and Environmental Management*, 22 (1), pp. 32-44. Cited 153 times.
[http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)1535-3966](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1535-3966)
doi: 10.1002/csr.1325

[View at Publisher](#)

- 24 Martin, S.L., Javalgi, R.R.G.
Entrepreneurial orientation, marketing capabilities and performance: The Moderating role of Competitive Intensity on Latin American International New Ventures
(2016) *Journal of Business Research*, 69 (6), pp. 2040-2051. Cited 46 times.
<http://www.elsevier.com/locate/jbusres>
doi: 10.1016/j.jbusres.2015.10.149

View at Publisher
-
- 25 Matsuno, K., Mentzer, J.T., Özsomer, A.
The effects of entrepreneurial proclivity and market orientation on business performance
(2002) *Journal of Marketing*, 66 (3), pp. 18-32. Cited 451 times.
doi: 10.1509/jmkg.66.3.18.18507

View at Publisher
-
- 26 Mitchell, M.S., Cropanzano, R.S., Quisenberry, D.M.
Social exchange theory, exchange resources, and interpersonal relationships: A modest resolution of theoretical difficulties
(2012) *Handbook of Social Resource Theory*, pp. 99-118. Cited 38 times.
K. Törnblom, & A. Kazemi (Eds.), New York, NY: Springer
https://doi.org/10.1007/978-1-4614-4175-5_6
-
- 27 Narver, J.C., Slater, S.F., MacLachlan, D.L.
Responsive and proactive market orientation and new-product success
(2004) *Journal of Product Innovation Management*, 21 (5), pp. 334-347. Cited 648 times.
doi: 10.1111/j.0737-6782.2004.00086.x

View at Publisher
-
- 28 Redzuan, H., Rahman, Z.A., Aidid, S.S.S.H.
Economic determinants of family Takaful consumption: Evidence from Malaysia
(2009) *International Review of Business Research Papers*, 5 (5), pp. 193-211. Cited 17 times.
-
- 29 Richardson, C.
Firm internationalisation within the Muslim world
(2014) *Journal of World Business*, 49 (3), pp. 386-395. Cited 10 times.
<http://www.elsevier.com/locate/jwb>
doi: 10.1016/j.jwb.2013.07.005

View at Publisher
-
- 30 Rosly, S.A., Abu Bakar, M.A.
Performance of Islamic and mainstream banks in Malaysia
(2003) *International Journal of Social Economics*, 30 (11-12), pp. 1249-1265. Cited 89 times.
<http://www.emeraldinsight.com/info/journals/ijse/ijse.jsp>
doi: 10.1108/03068290310500652

View at Publisher
-
- 31 Rotenberg, K.J., Mann, L.
The development of the norm of the reciprocity of self-disclosure and its function in children's attraction to peers

-
- 32 Slater, S.F., Narver, J.C.
Does competitive environment moderate the market orientation-performance relationship?
(1994) *The Journal of Marketing*, 58 (1), pp. 46-55. Cited 1268 times.
<https://doi.org/10.1177/002224299405800104>
-
- 33 Soler, M.
Costly signaling, ritual and cooperation: Evidence from Candomblé, an Afro-Brazilian religion
(2012) *Evolution and Human Behavior*, 33 (4), pp. 346-356. Cited 43 times.
doi: 10.1016/j.evolhumbehav.2011.11.004

[View at Publisher](#)
-
- 34 Song, Y.I., Woo, W., Rao, H.R.
Interorganizational information sharing in the airline industry: An analysis of stock market responses to code-sharing agreements
(2007) *Information Systems Frontiers*, 9 (2-3), pp. 309-324. Cited 9 times.
doi: 10.1007/s10796-007-9026-7

[View at Publisher](#)
-
- 35 Sonenshein, S., Nault, K., Obodaru, O.
Competition of a Different Flavor: How a Strategic Group Identity Shapes Competition and Cooperation
(2017) *Administrative Science Quarterly*, 62 (4), pp. 626-656. Cited 9 times.
<http://asq.sagepub.com/content/current>
doi: 10.1177/0001839217704849

[View at Publisher](#)
-
- 36 Symon, G., Cassell, C., Johnson, P.
Evaluative Practices in Qualitative Management Research: A Critical Review
(2018) *International Journal of Management Reviews*, 20 (1), pp. 134-154. Cited 8 times.
<http://www.blackwellpublishing.com/journal.asp?ref=1460-8545&site=1>
doi: 10.1111/ijmr.12120

[View at Publisher](#)
-
- 37 Thomas, P.A.
Is it better to give or to receive? Social support and the well-being of older adults.
(Open Access)
(2010) *The journals of gerontology. Series B, Psychological sciences and social sciences*, 65 B (3), pp. 351-357. Cited 100 times.
doi: 10.1093/geronb/gbp113

[View at Publisher](#)
-
- 38 Whelan, C.
Managing dynamic security networks: Towards the strategic managing of cooperation, coordination and collaboration
(2017) *Security Journal*, 30 (1), pp. 310-327. Cited 7 times.
<https://doi.org/10.1057/sj.2014.20>

□ 39 Whittemore, R., Chase, S.K., Mandle, C.L.

Validity in qualitative research

(2001) *Qualitative Health Research*, 11 (4), pp. 522-537. Cited 562 times.
doi: 10.1177/104973201129119299

[View at Publisher](#)

🔍 Sarif, S.M.; Kulliyah of Economics and Management Science, International Islamic University Malaysia, Jalan Gombak, Kuala Lumpur, Malaysia; email:suhaimims@iiu.edu.my

© Copyright 2019 Elsevier B.V., All rights reserved.

< [Back to results](#) | 1 of 1

[^ Top of page](#)

About Scopus

[What is Scopus](#)
[Content coverage](#)
[Scopus blog](#)
[Scopus API](#)
[Privacy matters](#)

Language

[日本語に切り替える](#)
[切换到简体中文](#)
[切换到繁體中文](#)
[Русский язык](#)

Customer Service

[Help](#)
[Contact us](#)

ELSEVIER

[Terms and conditions ↗](#) [Privacy policy ↗](#)

Copyright © Elsevier B.V. ↗. All rights reserved. Scopus® is a registered trademark of Elsevier B.V.

We use cookies to help provide and enhance our service and tailor content. By continuing, you agree to the use of cookies.

 RELX