

# A Comprehensive Model for Resistance Economy Based on the Operations and Information Management in Iran

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**Abstract**—There is no particular model for economic management in Iran. In the current circumstances where Iranian economy is under international embargos, resistance economy can guarantee national independence by acting as a model for domestic economy. Development of intellectual capital is the main criterion of national development and can also introduce synergy in resistance economy. The present paper aims to propose a comprehensive model for resistance economy based on the role of intellectual capital in Iran and the operations and information management via a mixed research method. The purpose of this study was to investigate the effects of information values in the value chain on gaining competitive advantage by considering the effect of the strategic alignment of the IT program and the organization's strategies. First, the Supreme Leader's views on resistance economy, library references, and semi-structured interviews with 15 faculty members—selected using purposive sampling—were analyzed using the “grounded theory”. The concepts derived from case studies were categorized as 475 and 61 primary and final concepts, respectively, and then modeled and classified as 30 influential parameters in four aspects of capital (human, psychological, social, and spiritual capital). In addition, the tests were verified and the model was validated via quantitative data analysis.

**Keywords:** *Resistance economy model; Intellectual capital; Operations and information management; Efficiency*

## 1. Introduction

The twenty-year vision document aims for Iran to be first economic, scientific, and technologic power in Middle East by 2025. However, Iranian economy is severely targeted by the sanctions imposed by western nations. “In the current condition of omnilateral sanctions by the west, the absence of a strategic economic management model which solves its many challenges or prevents them from adversely affecting the

objectives is hampering the undeniable efforts for countering the actions of adversaries (Seif, 2012).

The idea of resistance economy, as proposed by the Supreme Leader, is a model and design for economic mechanisms that enables national economy to function under maximum pressure and sanctions. The Islamic Iran can overcome all economic challenges, defeat and push back the adversary imposing an all-out economic war on the nation, and realize the ideals of the constitution and Twenty-Year Vision Document in a world with increasing uncertainties and risks caused by uncontrollable changes and financial-political crises in addition to accomplishing an economy based on science, justice, productivity and international influence and progressive drive, becoming an inspiring example of an Islamic economic system by using its abundant spiritual and material potentials, resources, infrastructures, and above all, a committed, productive workforce determined for progress based on a native, scientific economic model originating from revolutionary Islamic culture, that is, the resistance economy” [1].

“Today, management and development of intellectual capital is a critical requirement in national level and business environment. The movement towards knowledge economy has shifted the paradigms governing industrial economy towards being based on intellectual capital [2].

The paper proposes a comprehensive model for resistance economy focused on intellectual capital in order to achieve a progressive, resilient, stable, and productive economy which is one of the primary goals of each nation, thus enabling decision-makers to provide opportunities for reconstructing and improving systematic performance and take advantage of the resulting complex changes to introduce positive social developments.

Considering the current challenges and circumstances of global business (uncertainty and intense competition) the paper's question is whether the synergy introduced by integrating intellectual capitals (human, social, psychological, and spiritual capital) influences the accomplishment of the policies of resistance economy.

### 1.1. Definitions

**Resistance economy:** "an economy retaining economic growth while reducing its vulnerability". "Empowering the public, entrepreneurs, and producers to actually participate in economy and form the productive sector of our economy" [1]. "A theory describing how an economy can withstand shocks without taking damage" [3]. "It is a competitive, market economy focusing on enhanced competitiveness, transparency, prevention of corruption, and increased public participation in economy" [4]. "It is a progressive, productive economy, not a passive, closed system. It enables the nation to maintain sustainable progress while withstanding the challenges and difficulties of the process" [5]. "It is not limited to economics and also includes human rights, political stability, and sustainable development" [6]. "It is based on reducing dependence, domestic production, and self-sufficiency" [7]. "It is based on science, rationality, public resolve, and original Islamic knowledge" [8]. "It means identifying the pressure zones targeted by current sanctions and attempting to control and neutralize them, and ideally changing them into opportunities which definitely requires public belief and participation in addition to rational and wise management" [9]. "A mechanism in which economic growth is preserved even under increasing pressures, thus minimizing vulnerability and damage" [10]. "A system aiming to expand human resources, discipline, and lawfulness in order to facilitate economic growth and stability" [11]. "An economy optimally allocating the resources under difficulties, challenges, and crisis, or for the sake of progressive, stable objectives" [12]. "It does not seek for public Austerity but attempts to prevent foreign crises and intensification of domestic problems" [13]. "It is a form of public economy using the potential offered by the public and the elite" [14]. "An economy based on strategic planning able to dramatically adapt based on assessment of domestic and foreign environments" [15]. "It is directly related to self-sufficiency and

economic independence" [16]. "It is not limited to economic resistance, but includes economic stability and resilience towards external economic shocks, or in other words, economic independence" [3].

**Intellectual capital:** "A series of hidden values that expand the current and future profitability potential of an organization" [17]. "Companies invest on customers, distributors, business processes, and technology in order to increase future value. Such collective value is referred to as intellectual capital" [18].

**Social capital:** "The series of networks, teams, relationships, associations, and institutions formed based on shared values and norms, which strengthen human communities and facilitate interaction and cooperation between individuals" [19].

Social capital is the sociocultural behaviors stemming from social norms, customs, and beliefs. It creates a network of people, increases trust and teamwork, public participation, and membership in social groups and in turn, leads to voluntary participation in social decisions, stronger cooperative spirit, self-sacrifice and forgiveness, acceptance of criticism, cooperation, responsibility and commitment. In better words, social capital is the formation of horizontal relationships and social unity in order for the public to attain a shared objective.

**Psychological capital:** positive psychological attitudes in individuals such as self-productivity, optimism, hope, and tolerance which are strongly linked to modern business, that is, uncertainty and intense competition [20].

Psychological capital is a mixed, connected structure and as a positive attitude, it reveals new dimensions of development requirements for the modern society. It combines positive attitudes such as self-esteem and confidence, faith in one's abilities, self-reliance it facilitates attempting to succeed in challenging circumstances. In addition, it introduces cognitive states such as not losing hope against difficulties, hope for future, ideals, goals, and god; social motivation and liveliness, faith in a higher good in any desirable or undesirable event, and expecting the best performance and desirable outcomes and therefore perseverance and the ability to change direction. Psychological capital is an interpretative mindset

emphasizing the positive aspects against difficulties, controlling undesirable emotions, and optimism. It can lead to a sustainable competitive advantage by focusing on tolerance and preventing damage, resilience and shock resistance, strength against stressing factors, faith in overcoming crisis, increased adaptability, spirit of great endeavors and improvement, ability to maintaining the desirable circumstances, and adaptability with challenges.

**Spiritual capital:** awareness of one's abilities, environmental potentials, multi-aspect analysis, noble humane values, compassion and sympathy, and respecting the differences in humans [21]. It is the ability to use resources, values, and spiritual attributes to improve daily life and interactions [22].

Spiritual capital is the process of understanding personal abilities, needs and goals, moderation of ideas in accepting a new belief, changing internal images, views, and the ability to accept opposite views. It is the process of increasing awareness of the existential philosophy of the goals and understanding it without generalization and tunnel vision. Therefore it creates faith in abilities, increases confidence and commitment in macro-level plans, reliance on god and inner abilities in

order to accept responsibilities and remain calm in adverse situations. Spiritual capital is the reinforcement of honesty and self-sacrifice, affection, frugality, philanthropy, rights of others, serving others, and selflessness and therefore can act as a foundation for developing social welfare. It is a means to eliminate harmful practices and viewing negative experiences from a positive outlook.

**Human capital:** individual knowledge, creativity, and health [23]. It indicates knowledge, education, competencies, and psychological evaluations [24]. It is educating in primary professions for the purpose of increasing knowledge, skill, abilities, values, and social assets [25]. It indicates skills and competencies obtained via education and affecting the quality of tasks and their financial value in the job market [26].

Human capital is the potential and actual attributes of individuals defined as skill and experience, active behavior, commitment, creativity, professional culture, idealism, and wisdom and intelligence. Such characteristics play a significant part in economic, social, and cultural development as the main resource of social progress and innovation.

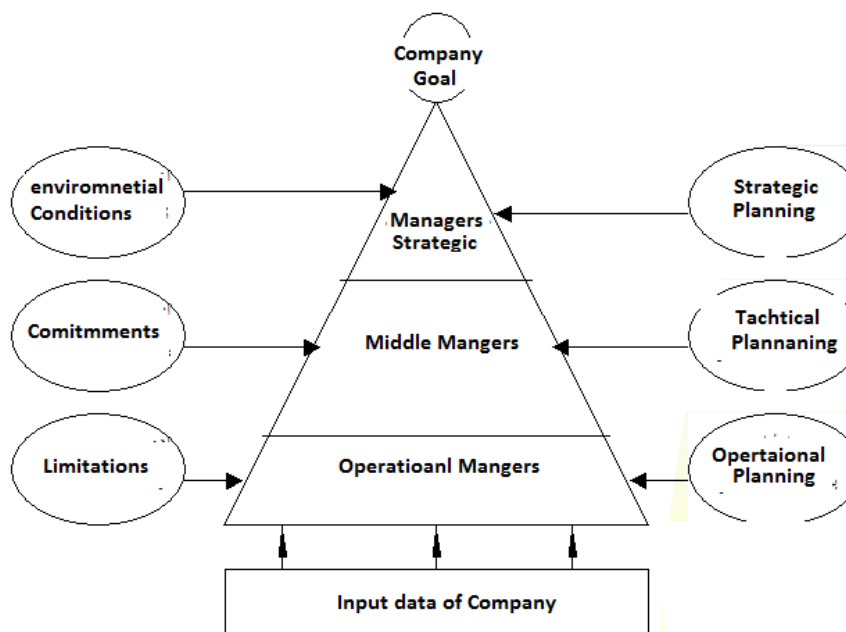


Figure 1: classification of information for the company management

## 1.2. Concepts Related to Resistance Economy in the Literature of the Subject

Resistance economy is a new topic in world literature on the subject. Although it has not

received much emphasis, there are theories and terms that have affinity with it.

**A. Economic flexibility:**

- The ability of an economy to quickly recover from destructive economic shocks;
- The ability of an economy to withstand the said shocks [27].

**B. Economic resilience:** it indicates the recovery and restorative power of communities after a crisis. In economics, it has three primary definitions:

- Static economic resilience: the ability of an economy to keep functioning under shock;
- Adaptive resilience: the ability of a system to maintain performance in crisis using higher innovation or effort;
- Inherent resilience: the ability to navigate a crisis [28].

**C. economic anti-fragility:** fragility is when something is easily broken under weak or moderate pressure. The opposite is non-fragility in which something becomes stronger and improves after failures, similar to evolution [29].

**D. Economic austerity:** a practice by governments meant to reduce budget deficit and expenses via reducing or stopping some public services and benefits (e.g. healthcare, social security, etc.) this practice sometimes also leads to increased taxation and reduced wages, where instead of the government reducing its current costs, the public have to suffer the consequences of the irresponsibility and errors of a nation's authorities [30].

### 1.3. Economic Theories In Line with Resistance Economy

**A. Parallel economy:** similar to resistance economy, that is similar to when the revolution implemented institutions with revolutionary function and mindset (e.g. Jihad Sazandegi (development endeavor), Revolutionary Guard, Bonyad Maskan (housing foundation), Relief Committee), etc.) at this time the same process must continue for revolutionary purposes [31].

**B. Corrective economy:** another interpretation of resistance economy is creating mechanisms for correcting economic structure. The state-owned economy of Iran suffers from inconsistencies, lack of correlation between production elements and

structural disarray. To prevent the collapse of such an economy that is neither private, nor public, capitalistic, or Islamic; we need a resistance economy [32].

**C. Defensive economy:** resistance economy addresses the attacks, offenses, and countermeasures against the offensive measures. First we must analyze the way adversaries attack and disrupt Iranian economy. Achieving the resistance economy means identifying the means and methods of such attacks and forming a resistance strategy accordingly. Without identifying the strategies of the adversary, corresponding resistance cannot be implemented. Resistance economy is the identification of economic constraints based on external threats and domestic organizations [33].

**D. Model economy:** resistance economy is not merely a subtractive, short-term defensive approach. Contrary to the three previous definitions seeing resistance economy as short-term or a countermeasure, this approach views Iranian economy in the macro level and consists in a long-term action. This definition—apparently more in synch with the views of the Supreme Leader—has an active, forethoughtful characteristic. We are seeking an ideal economy which is both Islamic and also capable of making Iran at the top economic power in the region. An economy which is productive and inspiring to the Islamic world and makes the foundation for a great Islamic civilization.

### 1.4. Views and Approaches of the Islamic Republic Economic System

According to the constitution law and top-level documents, Islamic Republic economic system has fundamental differences with that of other nations which are mostly based on the values and principles of liberal economy. In liberal economy, the objective is to maximize performance and welfare through free competition and market activities with a limited role for the government. Liberal economy is not concerned with how and by whom the said maximum welfare is produced and distributed. On the other hand, the economic system defined in Islamic Republic constitution law differs from other systems in both its means and objectives. The preface to the constitution states that the main objective in strengthening economic foundations is satisfying human needs towards his evolution and improvement, rather than

concentration and proliferation of wealth and opportunism. As in materialistic views economy itself is the objective and therefore it leads to corruption and degradation in its growth, however

in Islam economy is a means to an end and thus not expected to do anything beyond performing better towards that goal [34].

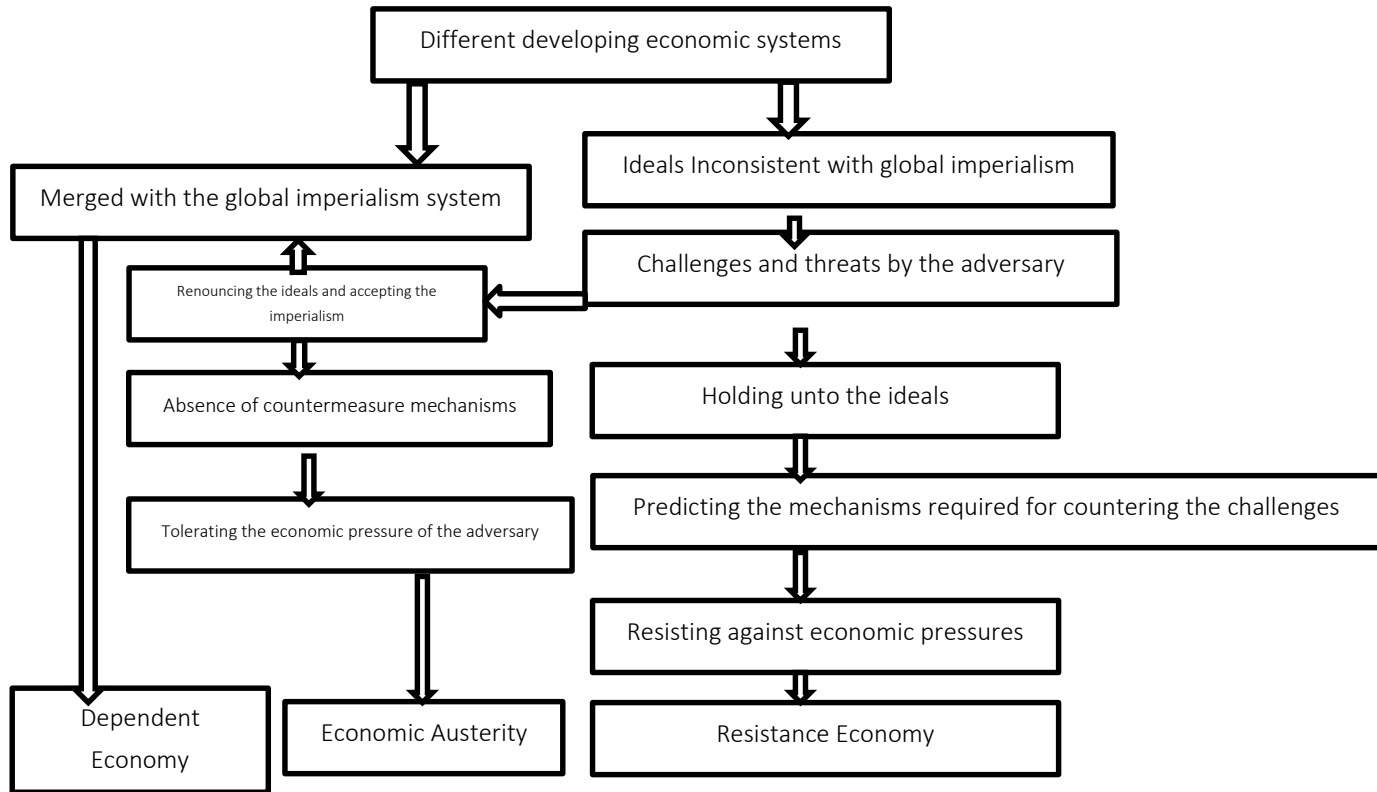


Fig. 2. The three models for economy in developing countries

**1.5. The Approaches Governing the Policies of Resistance Economy**

The preface to the resistance economy policies states: “the general policies of resistance economy—based on a flexible, opportunity-creating, productive, progressive, and outwardly

oriented— approach are notified in order to provide progressive growth, improve economic resistance, and attain the objectives of the Twenty year vision plan [35].

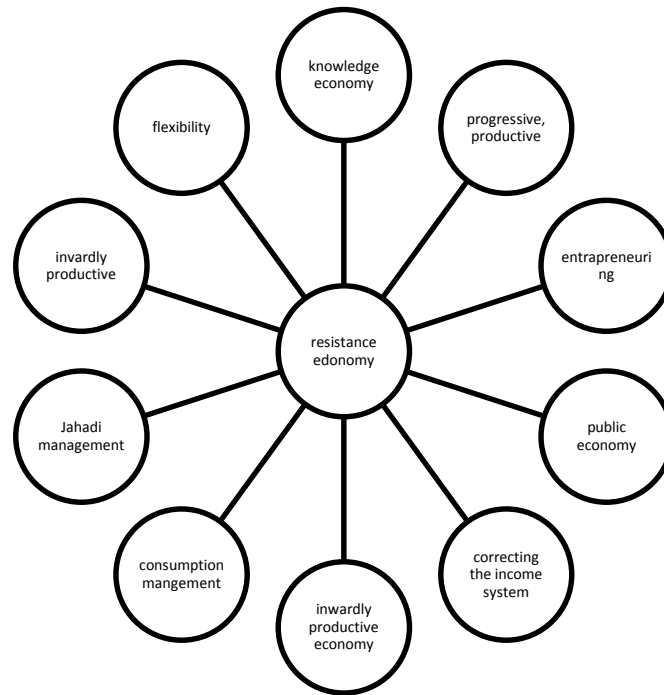


Fig. 3. Strategic approaches governing resistance economy policies.

**1.6. Research Background**

The term “resistance economy” was coined by the Supreme Leader, therefore there are no foreign studies on the subject. However, international

literature on the subject covers some of the parameters of economic resilience.

**1.7.1. Domestic background**

Table 1. Background and methodology of domestic studies

Reference	Objectives/inquiries	Method	Findings
[36]	Conceptual model of supreme leader’s statements concerning the aspects, characteristics, and requirements of resistance economy	Data analysis	Resistance economy comprises infrastructures, strategies, economic management, and strengthening pillars.
[37]	The conceptual model and framework of resistance economy theory	Descriptive Analytical	Conceptual model of resistance economy includes the following: Quran and the tradition, human experience and science, views of the leaders of Islamic Republic, current requirements of the Iranian economy.
[38]	Proposing a resistance economy model for the Islamic republic based on the statements of the supreme leader		Resistance economy is a particular form of Islamic economy formulated under omni-lateral economic attacks
[39]	Influence of intellectual capitals on implementing resistance economy	Survey Descriptive	Implementing intellectual management capital (human, structural, and relationship capital) has a significant influence on the aspects of resistance economy (economic management, economic strategies, strengthening pillars, economic objectives, and economic infrastructures.)

[40]	Gravitation towards resistance economy culture	Survey	Religious faith, socioeconomic base, age, gender, marital state were independent variables. Gravitation towards resistance economy culture is the dependent economy. The results indicated that except for socioeconomic base, all dependent variables were significantly related to dependent variables.
[41]	Parameters of resistance economy in the view of supreme leader	Grounded theory	The parameters of resistance economy are as follows: knowledge-orientation, correction of consumption patterns, domestic productivity, self-sufficiency, activation of knowledge companies, national self-confidence, reduction of class gaps, frugality, valuing the work culture, etc.
[42]	Relationship between Jahadi management and resistance economy	Descriptive Analytical	Jahadi management includes god orientation, instilling religious ethics and values, frugality, consideration for public assets, participatory management, perseverance and persistence, self-confidence, flexibility and organization. Instilling religious ethics and values, perseverance and persistence are predictors of resistance economy.
[43]	The influence of intellectual capital on improving employment and national capitals based on resistance economy among select producers of machine parts	Quantitative	Intellectual capital and competitive advantage are significantly related in this industry.
[44]	The position of resistance economy in accomplishing the Islamic-Iranian paradigm of progress and the 2025 prospect.	Descriptive analytical	Inspired by Islamic economy and using individual capabilities, resistance economy criticizes current economic trends and emphasizes justice and right of property based on the following characteristics: compatibility between market and Islamic jurisprudence, inwards and outwards transparency, rule of Islamic ethics, combined direction and supervision by the public and state, improvement of livelihood, justice orientation, and production of wealth based on Shariah and native principles.
[45]	Defining resistance economy and its indicators	Descriptive Analytical	The resistance indicators of Iranian economy are resilience in the following sectors: government sector, foreign trade, economy in macro scale, production sector, and the governance.
[46]	Resistance economy model emphasizing social and intellectual capitals of the workforce	Mixed	The influence of social capital as mediating factor was proven. Social and intellectual capitals were respectively 52% and 44% influential in resistance economy.
[47]	Resistance economy model based on developing human resources	Qualitative	Deriving the framework of resistance economy according to the supreme leader

## 1.8. Research Questions

### 1.8.1. Primary questions:

What is the role of intellectual capital in accomplishing resistance economy?

### 1.8.2. Secondary questions

- What is the role of human capital and its parameters in accomplishing resistance economy?
- What is the role of social capital and its parameters in accomplishing resistance economy?
- What is the role of spiritual capital and its parameters in accomplishing resistance economy?

- What is the role of psychological capital and its parameters in accomplishing resistance economy?

## 2. Methodology

Methodology is one of the main parts of a scientific research as it greatly determines the validity and reliability of the process. Without proper methodology the analysis and study results are not reliable and extensible. Therefore research methodology is among the primary criteria for evaluating scientific research and accordingly, this study attempted to accurately and carefully select appropriate research methods. Fig. 4 shows an onion model of the research process.

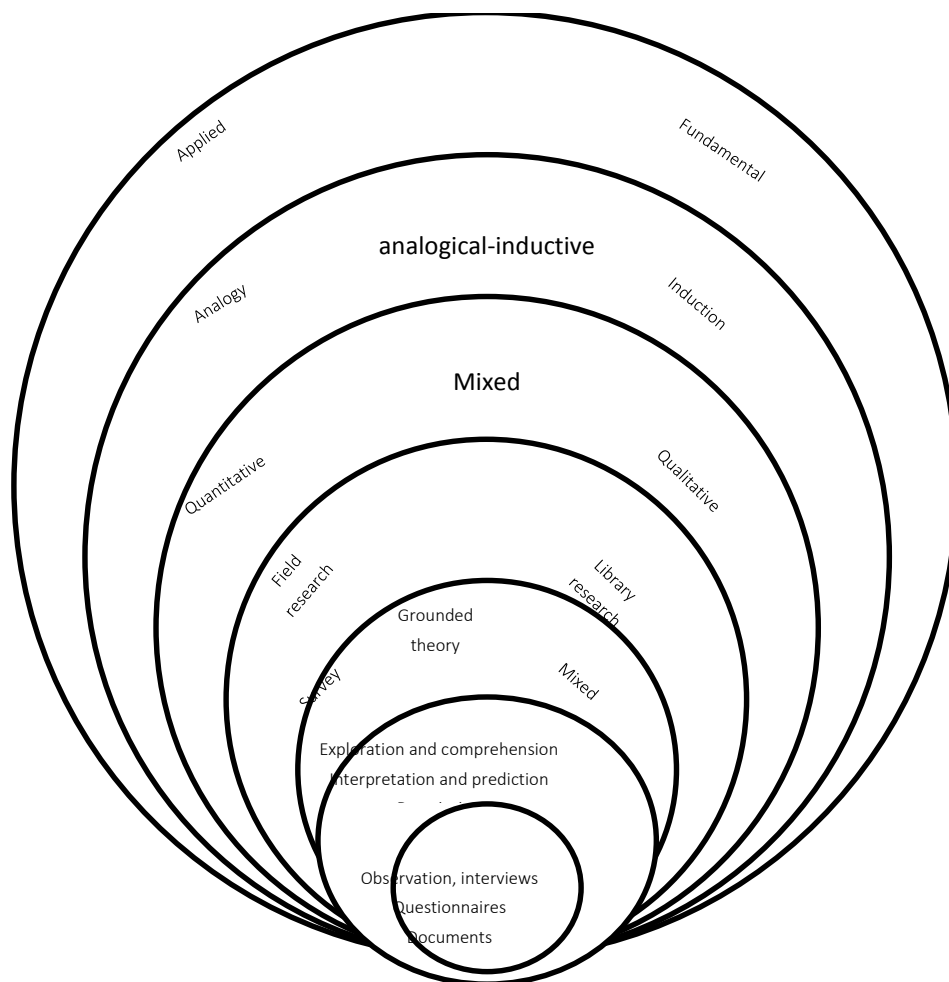


Fig. 4. Onion diagram of research methodology

### 2.1. Grounded theory

Grounded theory is a general, inductive, and interpretive research method proposed in [48].

When using grounded theory as a research method, no predetermined hypothesis is tested or validated. This method aims to develop new theories according to systematic analysis of the collected



data, where the the scholar has questions rather than test hypotheses and aims for their answer [49].

## 2.2. Methodology of grounded theory

- Selecting grounded theory as the research strategy;
- Selecting a process for research (research plan);

- Theoretical sampling (data collection);
- Data coding.

**A. Open coding:** an analytical process for identifying the respective parameters, their attributes, and aspects.

**Table 2.**An example of open coding

Indicator (person)	Data (key points)	Parameter (code)
R1	...	X
R2	...	Y
R3	...	Q
R4	...	R

**B. Axial coding:** continuously comparing data in order to determine the relationship between categories after open coding [50].

**Table 3.**An example of axial coding

Indicator	Concepts	Parameter
R1+R2	X+Y	Z
R3+R4	Q+R	P

**C. Selective coding:** here, a theory is driven from the relationships between axial coding categories

**Table 4.**An example of selective coding

Parameter	Aspects	Independent variable
Z	M	
P		

- Model design/theory development: translating data into theories;
- Evaluation, validation, and correction of the model and theory.

## 2.3. Data collection method

Observation, survey, interviews, questionnaires designed by the author, documents, records, tests and taking notes, photos, and videos.

## 2.4. Statistical population

Academic experts (faculty members) in the fields of humanities, organizational behavior management, and economy.

## 2.5. Sampling count and method

### 2.5.1. Qualitative sampling

Theoretical sampling is not an unconstrained process and needs to complete in a set time. It is completed based on the theoretical adequacy of concepts or theories. Theoretical adequacy occurs when no more data can be found using which concepts can be further developed. In other words, in an empirical process based on observing similar data a researcher concludes that a category has reached the level of adequacy [49].

According to Lincoln and Goba, in a carefully directed study with evolutionary, sequential sampling, 12 participants can lead to the saturation point and probably their numbers will not exceed 20. This study used purposive sampling and in the

qualitative sampling, 15 academic experts (faculty members) were targeted for selection.

### 2.5.2. Quantitative sampling

The authors developed and randomly distributed 150 questionnaires among faculty members in the fields of management and economy. The return rate for questionnaires was 90 percent.

### 2.5.3. Qualitative validity

The study used the CVR and CVI indicators to validate the model.

In order to determine CVR, the experts were asked to score an item using the options “essential”, “beneficial yet non-essential”, and “non-essential”. Afterwards, the responses were processed via Eq. (1).

$$CVR = \frac{n_E - \frac{N}{Y}}{\frac{N}{Y}} \quad (1)$$

Where  $n_E$  is the number of experts selecting the “essential” option and  $N$  is the total number of experts.

CVR was calculated for all questions and items in the questionnaire. With 15 experts and CVR result above 65% for all indicators, the CVR value indicates proper validity.

Waltz-Bausel method was used to verify content validity. The experts scored the “relevance”, “simplicity”, and “clarity” of each item using a Likert scale. Then CVI was measured as the dividing the collective scores for “relevant yet in need of revision”, “completely relevant”, “irrelevant”, “requiring serious revisions”, “relevant yet requiring revision”, and “completely irrelevant” to the number of experts (Hajizadeh, 2011). The minimum acceptable CVI is 79% and values below it indicate an item must be removed. As all aspects of the model obtained a CVI score above this acceptable threshold, none of them were removed.

### 2.5.4. Quantitative validity (questionnaire validity)

Questionnaire validity was verified using a questionnaire content validation method. First the preliminary questionnaire design was developed using relevant references. Then the questionnaire was verified by 15 academic experts, after which

their proposed revisions were implemented and ambiguous and irrelevant items were addressed in order to develop the completed questionnaire. The inter-rater agreement for content analysis by the reviewers was 8%.

### 2.5.5. Qualitative reliability

Auditing is a proper method for improving reliability. It consists of analyzing research process and outcome by the reviewers and determining their consistency. The current study ensured sufficient reliability by using the views of academic experts in all research steps and processes.

### 2.5.6. Quantitative reliability (questionnaire reliability verification)

Cronbach’s Alpha was utilized to measure quantitative reliability. The acceptable threshold for applied purposes is 70%. Eq. (2) was used to calculate the variables of Cronbach’s Alpha (Sarmad, Bazarhan, & Hejazi, 2004).

$$\alpha = (n/n-1) \times (1 - \sum si^2/st^2) \quad (2)$$

Where  $n$  is the question count,  $si^2$  the variance of question  $i$  and  $st^2$  the variance of all questions.

Accordingly, a preliminary sample consisting of 30 questionnaires was pre-tested. The reliabilities of human capital, psychological capital, and spiritual capital questionnaires were respectively 96%, 93%, and 90%, indicating proper reliability for questionnaires.

## 3. Results

### 3.1. Qualitative data analysis

This study used Strauss-Corbin coding in order to describe, interpret, and develop the theory of resistance economy. Data analysis and collection were performed simultaneously. Data collection continued to the point of data saturation, where the concepts related to resistance economy suggested by the experts became repetitive, adding no new content to the model.

### 3.2. Open Coding

First, the codes extracted from the interviews with 15 professors and academic experts about resistance economy, along with the final codes, and

the researcher’s notes taken from the Supreme Leader’s speeches and other relevant documentation were collected and presented in a table. Codes were assigned to the collected data in two phases. The first phase was done by the researcher. In the second phase, which was done by

the researcher’s supervisor, advisor, and a group of professors, the consistent codes were confirmed and the contradictory or conflicting ones were modified through interviews and discussions. Given the large size of the data available, only a small sample is provided.

**Table 5.** A sample of the open coding based on the Supreme Leader’s speeches and other relevant documentation

ID	Data (Key Notes)	Concept (Code)
R1	Resistance economy is an economic concept showing how an economy can resist the different blows without getting hurt.	Resistance to blows and avoiding damage
...	...	...
R157	Social happiness and public joy positively impact social mobility and are among the tools required for the implementation of a resistance economy policy.	Passion, excitement, and social happiness

**Table 6.** A sample of Open Coding based on the Interviews

Interviewee	Data (Key Notes)	Concept (Code)
P13	<ul style="list-style-type: none"> <li>- Success will surely boost one’s self-confidence, which, in turn, might improve one’s performance in realizing the objectives of resistance economy.</li> <li>- Individuals who can adapt themselves to the changing conditions and welcome change in their lives are characterized by their ability to recover from blows.</li> <li>- Goodwill towards others will facilitate collaboration for mutual gains.</li> <li>- Participation is a social, collective, and integrated process aimed at motivating people to play their specific role throughout the whole development process.</li> <li>- By becoming aware of their own needs and those of their society and the goals of the resistance economy, the members of the society can broaden their understanding of the goals and provide the favorable conditions for making the right decisions and acting accordingly.</li> <li>- One of the outstanding aspects of the resistance economy is its value-centeredness. In other words, the policymakers have placed individuals’ values and personal identity at the core of the policy agenda.</li> </ul>	Individuals’ ability to assess the problems and challenges associated with resistance economy
		Self-confidence
		Recovering from blows
		Goodwill towards others
		Social participation
		Awareness of needs and goals
		Valuing personal identity
		Self-sacrifice
		Material and spiritual generosity
		Attitude change
Failure anticipation		
Resistance to oppression		

**3.2. Axial Coding**

Here, the researcher should classify and compare the codes extracted from the collected data. The

process is rather time-consuming as the codes are not clearly related at first sight and we are dealing with a large set of apparently unrelated raw data whose invisible links will soon surface.

**Table 7.** Axial Coding Results

ID	Number of Repetitions	Final Concepts	Component
R1,R2,R4,R15,R36,R37,R43,R46,R113,R114 ,R123,R125,R126,R127,R128,R129,R130,R145,R155, R117,P1,P2,P3,P4,P6,P7,P8,P9,P10,P11,P12,P13,P14, P15	11	Adaptability	Resilience
	14	Resistance and diligence	
	3	Flexibility	
	6	Rehabilitation	
R40,R77,R78,R79,R90,R115,R116,R157 P1,P2,P3,P4,P6,P8	11	Hopefulness	Hope
	3	High spirit	
R16,R19,R20,R38,R68,R71,R73,R74,R86,R89,R49,R6 7,R49,P1,P2,P3,P4,P5,P6,P7,P8,P9,P10,P11,P12,P13,P 15	6	Self-belief	Self-efficacy
	7	Self-confidence	
	4	Self-reliance	

	10	Belief in one's capabilities	
R40,R46,R47,R77,R78,R79,R90,R119 P1,P2,P3,P4,P5,P6,P7,P8,P12	7	Confidence in the outcomes	Optimism
	6	Seeing the positive aspects	
	4	Hope for the future	
R3,R13,R23,R72,R81,R83,R84,R88,R94,R120,R122,R141,R142,R147,R148,R149,R54,R80 ,R84 R31,R137 P1,P2,P3,P4,P5,P6,P7,P9,P10,P11,P12,P14,P15	4	Creativity	Creative and genuine spirit
	4	Ingenuity and innovation	
	7	Knowing and understanding the concepts	Knowledge capacity
	8	Valuing Science and knowledge	
	10	Skills	Experience and skills
	5	Employing techniques and relying on experience	
R38,R44,R49,R92,R35,R110,R71,R86 P1,P2,P3,P4,P5,P6,P9,P10,P12	5	Proactivity	Proactivity
,R117,R138,P5,P12,P13,P1,P2,P4,P5,P13	3	Intelligence	Intelligence
R91,R92,,R97,R103,R114, P1,P3,P9,P10,P12,P14	3	Work culture	Work culture
R75,R76,R82,R85,R86,R87,R93,R96,R100,R51 P2,P4,P5,P8,P10,P11,P12,P13,P14,	9	Competency and merit	Commitment and effectiveness
	11	Effective	
,R85,R94,R99,R105,R146,R154 P1,P4,P5,P6,P7,P9,P10,P15	3	Idealism	Idealism
R53,R55,R57,R59,R62,R64 P1,P2,P3,P4,P5,P9,P11,P12,P13,P14,P15	13	Confidence in and goodwill towards others	Trust
	4	Encouraging others	
R6,R7,R8,R18,R21,R29,R30,R34,R63,R65 ,R101,R124,R135,R140,P1,P2,P3,P4,P5,P13	9	Coherence and participation	Social participation
	6	Collective solidarity	
	5	Collective agreement	
R9,R14,R24,R53,R55,R59,R60,R98,R153 P1,P2,P4,P5,P7,P8,P9,P10,P11	14	Shared values	Shared norms and values
	6	Faith	
	4	Norms	
R10,R30,R32,R45,R48,R55,R56,R65,R7,R118,R139,R140,R48,P1,P2,P3,P4,P5,P6,P7,P8	11	Informal social relationships	Empathy
	9	Empathy and collaboration	
R55,R62,R63,R65,R123,R124,R144,R107,R104,R21,P1,P2,P3,P4,P9	7	Spirit of assiduousness	Spirit of voluntarism
	6	Collective identity	
R96,R101,P1,P2,P3,P4,P5,P6,P11,P12,P14	11	Collaboration	Cooperation
R96,R101,P1,P2,P3,P4,P5,P6,P11,P12,P14	6	Networking	
R86,R113,P1,P2,P3,P4,P12,P13,P14,P15	4	self-knowledge	self-awareness
	5	Monitoring and Awareness of needs	
R16,R28,R38,R49,R50,R33,R67,R68,R71,R73,R74,,R119,R136,R137	11	Empowerment	Self-motivation
	6	Self-confidence	

P3,P5,P6,P7,P8,P10,P11,P12,P14,P15		and self-reliance	
	7	Faith and self-esteem	
R41,R42,R47,R50,R60,R66,R69,R70,R73,R85,R92,R93,R102R109,R112,R115,R116,R119 P1,P2,P4,P7,P11,P13,P14,P15	9	Ideals and fundamental beliefs	Value-centeredness
	10	Faith and trust in God	
	7	Attention to values	
R85,R105,R106,R131,R134,R154 P1,P2,P3,P4,P6,P7,P8,P9,P10,	7	Systems thinking	Holism
	9	Macro perspective	
R11,R39,R48,R106,R108,R121,R123 P1,P2,P3,P4,P6,P10,P11,P12,P13	7	Philanthropy	Altruism
	9	Empathy and assistance	
	5	Paying attention to and serving others	
R35,R44,R46,R110,R155,R111,R128 P1,P2,P3,P5,P6,P7,P8,P9,P10,P11,P15	18	Embracing differences	Welcoming of differences
R5,R12,R17,R19,R20,R22,R33,R49,R69,R143,R144,R95,P1,P2,P3,P11,P13,P14,P15	10	Autonomy and self-belief	Autonomy
	8	Independence	
R92,R95,R103,R104 P1,P2,P3,P4,P5,P7,P10,P12,P13,P15	7	Simple living	Modesty and humbleness
	5	Forgiveness and sacrifice	
R156,R152,R133,R150,R132,R107,R106,R59 ,R26,R25,R24,R154 P1,P3,P5,P6,P7,P8,P9,P10,P11,P12,P14	9	Knowing goals and policies	The fundamental argument
	8	Argument	
	3	Knowledge of strategies	
R152,P1,P2,P3,P4,P5,P9,P10,P11,P12,P13,P14,P15	3	Change in behavior	Change in mental framework
	6	Attitude change	
	3	Perception	
R47,R91,R119,R43,R46 P1,P2,P3,P4,P5,P6,P7,P8,P11P12,P13,P14,P15	11	Looking positively at problems	Making the most of the challenges
	7	Embracing defeat	
R58,R151,R146,R106,R85 P1,P4,P5,P7,P8,P9,P10,P12	7	Awareness of goals and plans	Feeling the calling
	7	Commitment and accountability	

### 3.3. Selective Coding

Selective coding involves selecting the core components, relating all other components to them, validating the relationships, and filling in components that need further refinement and development.

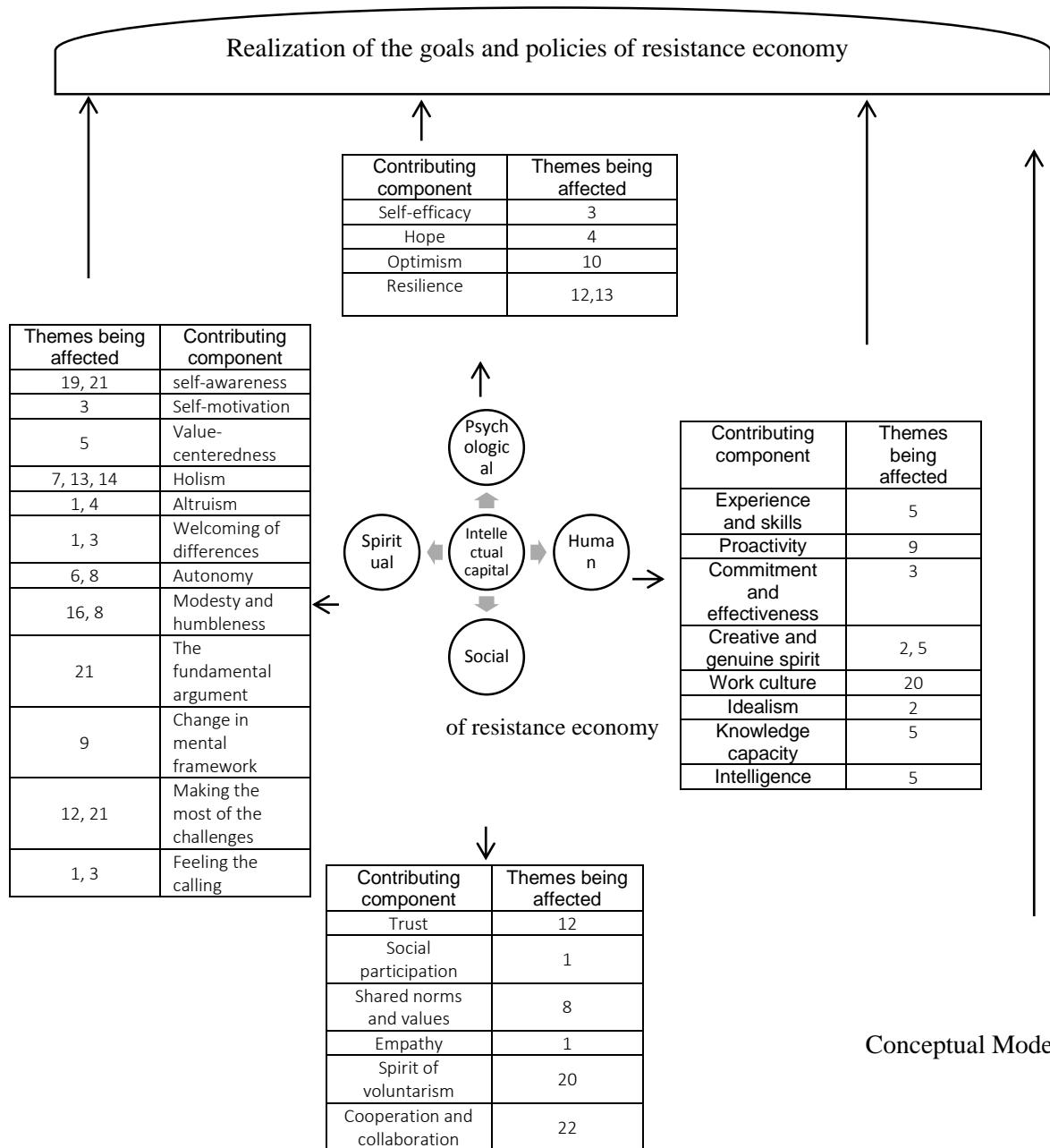
In this phase, the components generated through the previous phases are identified and organized in more general and limited categories according to their similarities. Finally, 30 components in four dimensions were identified and presented in Table 8.

**Table 8.** A Sample of Selective Coding

Component	Dimensions	Independent Variable
Resilience	Psychological capital	Intellectual capital
Hope		
Self-efficacy		
Optimism		
Experience and skills	Human capital	
Proactivity		
Commitment and effectiveness		
Creative and genuine spirit		
Work culture		
Idealism		
Knowledge capacity		
Intelligence	Social capital	
Trust		
Social participation		
Shared norms and values		
Empathy		
Spirit of voluntarism		
Cooperation and collaboration	Spiritual capital	
self-awareness		
Self-motivation		
Value-centeredness		
Holism		
Altruism		
Welcoming of differences		
Autonomy		
Modesty and humbleness		
The fundamental argument		
Change in mental framework		
Making the most of the challenges		
Feeling the calling		

### 3.4. Modeling

The final analysis aimed at developing a theory. In selective coding, previous findings are refined to develop the ultimate theoretical framework. As experience suggests, the present phase is distinct from the previous one concerning its nature. Modeling requires thinking, ingenuity, creativity, and expertise. It is a rather complex phase which requires even more accuracy than the data collection phase. After a long and challenging process and following the many consultations between the experts and implementation of the “multi-opinion” technique, the conceptual model emerged.



Paragraph	The 24 themes notified by the Supreme Leader Concerning the resistance Economy Policy
1	Providing the conditions and the required facilities, funding, and human and scientific capital to promote entrepreneurship and maximize community participation in economic activities by facilitating and encouraging mass cooperation and focusing on boosting the involvement and income of low-income population
2	Knowledge economy playing the leading role in Iran's economy, implementation of the Comprehensive Science Plan, organizing the national system of innovation aimed at promoting Iran's global position, and increasing production's and exports' share in the Iranian economy . . .
3	Focusing on economic productivity by increasing factors of production (inputs), empowering the workforce, promoting economic competitiveness, providing the ground for inter-regional competition, and utilizing the diverse capacities available
4	Utilizing the capacities resulting from the implementation of the National Targeted Subsidy Plan aimed at promoting production, employment and productivity, reducing energy consumption, and boosting social justice indicators
5	Ensuring the fair share of factors in the supply chain, from production to consumption, proportionate to their contribution to the value creation process, especially by increasing the share of human capital through promoting education, skill development, creativity, entrepreneurship, and . . .

6	Boosting the production of inputs and basic commodities, prioritizing production and provision of strategic services, diversifying the ports through which the imported goods are supplied in order to the country's dependence . . .
7	Ensuring food and healthcare security and building up strategic reserves by focusing on qualitative and quantitative increase in production (raw materials and goods)
8	Managing and controlling consumption through implementation of the general policies of consumption pattern reform, promoting the consumption of domestic goods, and developing the necessary plans to improve production quality and competitiveness
9	Reforming and strengthening Iran's financial system aimed at meeting the needs of the national economy, stabilizing it, and leading the efforts for its promotion
10	Promoting the export of goods and services in a meaningful and comprehensive manner and proportionate to their value-added in order to earn a positive net foreign exchange by facilitating regulations, increasing the required incentives, and encouraging investment
11	Promoting Iran's free and special trade zones in an attempt to facilitate the process of transferring leading-edge technologies into the country, boosting and facilitating production, exports, and services, and meeting the essential needs and securing the required funding from sources outside the country
12	Boosting resistance and decreasing the economy's vulnerability by making strategic alliances and expanding collaboration and partnerships in the region, especially with the neighboring countries, . . .
13	Addressing the vulnerability of oil and gas exports revenue by choosing strategic customers, and . . .
14	Expanding Iran's strategic oil and gas reserves in an attempt to influence the global oil and gas market and emphasizing the need to maintain and increase the oil and gas production capacity, especially in the shared fields
16	Saving public spending by emphasizing the need to fundamentally change the relevant structures, rightsizing the government, and eliminating duplicate and unnecessary departments and redundant costs
19	Contributing to a transparent and healthy economy and eliminating corruptive measures, activities, and opportunities in monetary, trade, currency, and . . . systems
20	Promoting the culture of assiduousness in generating value-added, producing wealth, promoting entrepreneurship, boosting investment, creating productive employment, and awarding resistance economy medals to individuals with relevant distinct achievements
21	Explaining the different dimensions of resistance economy and discourse making in academic and educational centers and media and transforming it into an inclusive national discourse
22	The government is obliged to realize the goals stipulated in the general policies of resistance economy by dynamically mobilizing and coordinating all the available resources and facilities. Accordingly, the following measures should be taken: tracking sanction plans . . .

#### 4. Conclusion and Recommendations

After reviewing the relevant literature, the components contributing to the resistance economy policy were identified. These include hope, optimism, competency, commitment and effectiveness, proactivity, work culture, idealism, intelligence, ingenuity, welcoming of differences, the fundamental argument, Change in mental framework, making the most if challenges, and feeling the calling.

##### 4.1. Testing the Theory

The grounded theory methodology is used to develop theories rather than testing them. Certainly, in cases where theories need to be both developed and tested, qualitative methods and statistical analyses should also be employed. In the present research, both descriptive and inferential (structural equation modeling) statistics were used.

The results confirmed all the tests and the model's goodness of fit was satisfactory.

#### 5. Discussion and Conclusion

Since the early days of Post-Revolution Iran, its enemies have always tried to display a reverse portrait of its invaluable achievements. They have even attempted to eliminate our beloved country, by exerting constant pressure on its different sectors. However, given the 40-year resistance and sacrifices of our nation, they gained nothing but defeat. Today, the enemies are magnifying Iran's economic problems and have focused their efforts on exerting unrelenting pressure on our economy, hoping to stir up turbulence in the society. In response to these attacks and to address the threats, the wise Leader introduced the resistance economy strategy. The strategy is based on the unique potentials of the Iranian economy, and is considered a national economic model, designed to



suit Iran's current situation. This model can ensure Iran's independence and glory against all international sanctions. A look at the general policies of resistance economy shows that this strategy is a comprehensive economic bundle, in which all economic, political, social, cultural, technological, and environmental aspects are taken into consideration. Therefore the implementation of such strategy requires the utilization of all endogenous and exogenous factors. According to the wide range of research performed by sociologists, psychologists, management experts, and economists, intellectual capital is an endogenous factor. The results of the present research suggest that the four dimensions of intellectual capital, i.e. human capital, social capital, psychological capital, and spiritual capital, can positively impact the development process, in general, and economic development, in particular.

Undoubtedly, human capital is the main element of intellectual capital. Experienced, skilled, committed, effective, creative, innovative, hard-working, idealist, wise, intelligent, and proactive workforce is among the main components of human capital and plays a significant role in the realization of resistance economy. At the same time, factors such as trust, social participation, shared norms and values, empathy, spirit of voluntarism, and cooperation are considered as the missing link of economic development in the undeveloped world. All these components are derived from the potential capacity of social capital. It should be noted that the functional characteristics of social capital are themselves influenced by the leading role of spiritual capital. Spiritual capital can contribute to economic stability and growth through its own components, which include self-awareness, self-motivation, value-centeredness, holism, altruism, welcoming of differences, autonomy, modesty and humbleness, the fundamental argument, change in the mental framework, making the most of challenges, and feeling the calling. The four key elements of self-belief, hope, optimism, and resilience, when employed in an economy, can significantly contribute to social growth and glory.

### Recommendations Based on Research Questions

**Main Question:** The results showed that intellectual capital and all its components can affect

the resistance economy. Thus, the following are recommended:

- Developing an appropriate mechanism for identifying and sorting out priorities aimed at optimizing the allocation of the limited resources available
- Identifying and introducing the executive barriers, and rules and regulation contradicting the resistance economy policy in an attempt to ameliorate and improve the situation
- Ameliorating the structure of the education system in order to train efficient and effective workforce for the realization of resistance economy
- Developing the skills and capabilities of individuals according to the needs of the country

**Sub-Question 1:** The results showed that human capital and all its components can affect the resistance economy. Thus, the following are recommended:

- Enriching people's understanding and knowledge of resistance economy's issues, goals and missions
- Making people aware of their role, duties, and responsibilities regarding the resistance economy strategy
- Organizing training programs to develop individuals' analytical skills regarding the issues associated with the resistance economy policy
- Knowledge management and voluntary transfer of experience to the public

**Sub-Question 2:** The results showed that social capital and all its components can affect the resistance economy. Thus, the following are recommended:

- Promoting forgiveness, sacrifice, and faith among the public as members of one single family and enhancing accountability among individuals
- Encouraging the public to be open to criticism and embrace the different beliefs and values of other individuals
- Involving the public in the process through which ethical and value standards are developed, and creating a culture of teamwork
- Actively listening to the public and providing them with opportunities to join different social groups
- Promoting shared values, goals, and views throughout the society

- Building trust within the society and developing relations based on honesty and mutual trust among the public

**Sub-Question 3:** The results showed that spiritual capital and all its components can affect the resistance economy. Thus, the following are recommended:

- Promoting the culture of self-belief and self-reliance, reducing dependencies, and achieving economic independence and self-sufficiency in production
- Promoting the Islamic culture, pursuing religious matters, and valuing the work culture
- Promoting the culture of simple living, contentment, and sacrifice, and reforming the consumption pattern
- Promoting altruism, paying special attention to the livelihood of people, and taking pleasure in serving others
- Improving people's understanding of the Islamic revolution discourse, and helping them understand the nature and arguments associated with the resistance economy policy
- Creating an accurate image of the resistance economy approach, changing the public attitude, and encouraging them to embrace different views
- Promoting the culture of resistance, encouraging people to withstand challenges, and looking optimistically at their problems

**Sub-Question 4:** The results showed that psychological capital and its component can affect the resistance economy. Thus, the following are recommended:

- Promoting an idea that suggests all goals can be achieved despite the barriers and challenges ahead, encouraging the public not to get disappointed when faced with problems and failures
- Careful planning to adapt to the constant changes, helping public not to lose their focus when faced with pressure, empowering the public
- Promoting optimism about the consequences of resistance economy and controlling unfavorable feelings
- Raising the people' hope of tackling the problems through resistance economy and promoting happiness within the society
- Promoting a culture that encourages individuals to try their best to reach their goals despite the many problems and barriers ahead

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