



Examining the Factors of Resilience of Values and Attitudes in the Sacrificial Community

Seyed Hossein Hamzei¹, Seyed Abdollah Heydariyeh^{2*}, Younos Vakil Alroaia³

1. Department of Management, Se.C., Islamic Azad University, Semnan, Iran. Email: h.sayedhossein@iau.ir

2. Department of Management, Se.C., Islamic Azad University, Semnan, Iran. (**Corresponding Author**)

Email: a.heidariyeh@semnaniau.ac.ir

3. Department of Management, Se.C. Islamic Azad University, Semnan, Iran. Email: y.vakila@semnaniau.ac.ir

Received: 25 Sep 2025

Revised: 14 Nov 2025

Accepted: 15 Nov 2025

ABSTRACT

The purpose of the present research is to examine the factors of resilience of values and attitudes in the sacrificial community. The research is applied in terms of purpose and descriptive-correlational in terms of method. It is cross-sectional in terms of timeframe. The type of research is quantitative. The statistical population consists of employees of the Martyrs and Veterans Affairs Foundation, totaling 10,000 individuals, from which a sample size of 384 was determined using the Cochran formula. The analysis tool is structural equation modeling in PLS software. The research instrument is a questionnaire. The results of the research indicate that all hypothesized relationships have been confirmed. Factor loadings for all items exceeded 0.3, rendering confirmatory factor analysis acceptable. A model fit value of 0.66 was obtained, indicating strong model fit. This research proposes programs for training life skills and Islamic sacrificial values, the establishment of support and economic development funds for veterans, and the promotion of virtual education and practical workshops in the domains of culture, economy, and technology.

KEYWORDS: Resilience, value, attitude, sacrificial community

1. Introduction

Resilience is one of the key topics in positive psychology, referring to the human capacity to adapt in the face of pain and suffering resulting from life's adversities and stress-inducing factors (Jensen & Fraser, 2015). It can be defined as a dynamic system for resisting and recovering from significant challenges that threaten stability, survival, and progress (Masten, 2011). Resilience addresses how individuals, despite exposure to intense pressures and risk factors, can enhance their functioning and overcome difficulties and anxieties (Yu et al., 2011). The study of resilience holds importance from several perspectives. First, research has demonstrated that the prevalence of certain emotional disorders, such as anxiety and depression, is higher than average among individuals with low resilience levels (Yarnell & Neff, 2013). Moreover, evidence suggests that resilient individuals are less likely to engage in high-risk behaviors or experience burnout. For an individual to be recognized as resilient, two criteria must be present: first, there must be a significant threat to the individual's growth or adaptation, involving a critical factor that endangers development or adjustment; second, despite the presence of this risk factor and threat, the current or ultimate adaptation must be satisfactory (Alfred et al., 2014). The most important practical outcome emerging from research is that resilience can enhance individuals' capabilities, enabling them to acquire a sense of identity and efficacy, decision-making abilities, goal-setting skills, and belief in the future (Neff, 2016).

Resilient individuals operate through four cognitive, emotional, motivational, and behavioral selection processes. They view challenges as opportunities for growth (cognitive) with minimal distress (emotional), maximum perseverance (motivational), and a direction for reorganizing life (behavioral). Consequently, resilient individuals exhibit dynamism and flexibility when confronting life's conditions (Paolo et al., 2015). Cultivating resilience fosters the formation of positive emotions and the manifestation of healthy behaviors, which in turn ensure societal dynamism (Sarah et al., 2013). As resilience represents positive human adaptation in response to adverse conditions, it protects against the psychological impacts of traumatic events and can mitigate adverse effects and emotional distress (Putwain et al., 2013). Resilient individuals and groups are equipped with a set of shared characteristics that prepare them to overcome life's changes and fluctuations. From this perspective, those with high resilience assess stressful situations and then, by adopting logical solutions, steer those situations toward desired outcomes. In such circumstances, these individuals experience satisfaction, self-belief, and confidence (Parzor et al., 2018).

In this context, attitude reflects the cognitive, emotional, and behavioral effects of an individual's experience with an object or social issue. In other words, attitude is a predisposition to respond to an object or topic. In some definitions, attitude is considered a durable system of evaluations or a stable organization of beliefs. The term "system" or "organization" implies that the three components of attitude—cognitive, affective, and behavioral—are interconnected. Understanding and predicting employee behavior within an organization requires recognizing their attitudes. Managers pay attention to employees' attitudes because attitudes influence individual behavior.

Positive-thinking individuals always approach events with an optimistic outlook, thereby focusing on their positive aspects, which results in a calm mind and a cheerful spirit. Professional attitudes are of particular importance, as they directly or indirectly affect work behavior. Establishing and maintaining healthy and friendly relationships among colleagues and managers is the key to success and progress in any organization. Early forms and assumptions of this theory posited that higher levels of job satisfaction correlate with higher levels of job performance. An employee with greater satisfaction is one with higher productivity (Jafal et al., 2023). Given the significance of this topic in formulating and designing a model for the resilience of values and attitudes within Iran's sacrificial community (Mazandaran Province), extensive reviews by the researcher revealed that this issue has not been examined or researched not only in Mazandaran Province but also across the country. Therefore, the findings of this study will substantially contribute to expanding the scope of knowledge in this field. This research seeks to examine and test the factors influencing the resilience of values and attitudes within the sacrificial community in Mazandaran Province.

2. Theoretical Foundations

Resilience

Societies, organizations, and individuals are situated in diverse and constantly changing environments. While this environment can provide substantial opportunities for organizational success and growth, it can also generate significant threats and challenges. Various events, such as natural hazards, political unrest, economic instability, and human errors, can pose severe threats to organizational performance. Consequently, there is a pressing need to develop resilience in organizational systems and infrastructures to overcome these complex and destructive events (Pidai et al., 2021). Resilience serves as a factor that assists individuals in confronting and adapting to difficult and stressful life situations, reduces depression, and enhances the capacity to cope with pain and improve quality of life (White et al., 2010). Resilience integrates internal and external resources to achieve positive adaptation despite life's difficulties, thereby increasing an individual's ability to address problems (Aburn et al., 2016). The study of resilience is important from several perspectives. First, research has shown that the prevalence of certain emotional disorders, such as anxiety and depression, is higher than average among individuals with low resilience levels (Yarnell & Neff, 2013). Moreover, evidence indicates that resilient individuals are less likely to engage in high-risk behaviors or experience burnout. For an individual to be recognized as resilient, two criteria must be present: first, there must be a significant threat to the individual's growth or adaptation, involving a critical factor that endangers development or adjustment; second, despite the presence of this risk factor and threat, the current or ultimate adaptation must be satisfactory (Alfred et al., 2014). The most important practical outcome emerging from research is that resilience can enhance individuals' capabilities, enabling them to acquire a sense of identity and efficacy, decision-making abilities, goal-setting skills, and belief in the future (Neff, 2016).

Various approaches to resilience have been proposed, which generally share common aspects related to endurance, resistance, and positive response to pressure or change. In many texts, resilience is primarily interpreted as bouncing back or returning to pre-crisis performance levels (Mirzaei et al., 2022). In this perspective, the focus is more on efforts to resist change and control it to maintain stability. Resilience provides mental resources, flexibility, and innovations for transformation and can also be effective in converting a crisis into an opportunity (Folke, 2016). Holling (1973), within the framework of the resilience concept, examined the persistence of systems and their ability to absorb change and disturbance while maintaining relationships. This approach views resilience as the capacity to return to a prior state and defines it as the amount of disturbance a system can tolerate or absorb before shifting to another state. Such an understanding of the term "stability" fundamentally differs from its implicit meaning (Mirzaei et al., 2022). In other words, stability describes a state in which a system is positioned to return to equilibrium after a temporary disturbance, with time being of considerable importance for this return to balance. The shift in logic from sustainability and stability to resilience emphasizes those characteristics that enable a system to live with disturbance and instability, while also increasing flexibility and the chances of persistence within the system (Keck & Sakdapolrak, 2013). Later, the Resilience Alliance, which works on the resilience of social-ecological systems, defined resilience as the capacity of a system to absorb disturbance and reorganize while undergoing change, yet still retaining the same function, structure, identity, and feedback (Mirzaei et al., 2022). Empirical studies and theoretical concepts in this field have led to the formation of a metatheoretical model titled the adaptive cycle. The adaptive cycle explains the evolutionary nature of resilience. This cycle alternates between long periods of accumulation and transformation of resources and shorter periods that create opportunities for innovation, serving as the fundamental unit for understanding the behavior of complex systems—from cells to ecosystems and societies (Mirzaei et al., 2022).

Organizational Values

One of the important reasons for preserving any organization, which undoubtedly also leads to increased productivity, is the possession of cohesion in values and beliefs; in other words, in the absence of unity in the governing values and beliefs and adherence to principles and rules that are prerequisites for benefiting from contemporary advantages, or the existence of some dispersion of opinions among individuals, the organizational culture becomes vulnerable and achieving objectives becomes challenging (Mousavi Daoudi et al., 2017). Organizational values are regarded as individual or group beliefs concerning the goals and tools that the organization must identify to guide its operations and select desirable actions and activities. In the organizational context, values serve as a core for promoting a strong organizational culture, and some scholars argue that values are, in fact, tools for managing culture. This group points out that mission statements, values, and organizational visions are examples of a unified method with a common goal for creating, maintaining, and promoting a desirable organizational culture (as cited in Faghihi et al., 2015). Organizational values are unconscious assumptions and beliefs that

lie at the heart of the organizational culture and guide all decisions made at every level of the organization (Rastegar et al., 2016). Organizational values create a form of informal control and direct individuals toward what the organization considers "correct" behavior (Tukdi & Avn, 2018). Organizational values refer to those values that guide the behavior, conduct, and thoughts of the organization's employees and managers and influence them (Mousavi Daoudi et al., 2016). Organizational values affect the conditions of individual behavior by determining acceptable and reference behaviors within the organization, as well as unacceptable and non-preferred behaviors. Organizational values form the basis for decision-making and serve as a guide for professional judgments. Organizational values constitute a set of beliefs that shape desirable behaviors and function similarly to filters through which all organizational actions and decisions pass. Organizational values underpin the organizational culture and distinguish one organization from others. Organizational values reflect the organization's beliefs and priorities in terms of professional ethics and the scope of its missions, serving as a guide for leaders' decision-making and a director of employees' behavior. Organizational values are components that distinguish a globally positioned organization from small and medium-sized ones (Mousavi Daoudi et al., 2017).

Research Background

Jafal et al. (2023) conducted a study titled "The Impact of Human Resource Management Functions on Organizational Resilience: A Study of Organizations in Lebanon." The results indicate that two human resource management functions—training and development, and recruitment and selection—affect both dimensions of organizational resilience, namely agility and robustness.

In a study conducted by Ali Pour et al. (2021) titled "Investigating the Impact of Internal Marketing Dimensions on Employee Commitment in Zanjan Municipality Departments with the Mediating Role of Employees' Attitudes Toward Work," analysis using structural equation modeling demonstrated that the hypotheses related to variables influencing commitment—namely internal communication, motivation, empowerment, information and communication technology, justice and fairness, and teamwork—were confirmed.

In a study by Talei Fer et al. (2021) titled "The Importance of Organizational Values for the Organization," the results revealed a statistically significant difference in performance factors between companies that explicitly prioritize organizational values, those that implicitly consider them, and those that have no organizational values at all.

In a study by Nordin and Mahadi (2021) titled "Understanding the Impact of Attitude on Organizational Performance," the objective of this conceptual article was to examine the influence of attitude on organizational performance. Previous researchers have agreed that attitude plays a crucial role in determining organizational performance. Employees equipped with positive attitudes toward the organization contribute to achieving desired goals. Employees' attitudes also depend on their emotional state in response to the work environment and other

factors. Attitude is not merely an action but a psychological effect revolving around emotions and feelings. Most studies have established that attitude has a significant impact on organizational performance. Weak employee attitudes are associated with low organizational performance. Therefore, just as performance is evaluated by the organization responsible for daily operational strategies, the organization must also consider shaping its employees' attitudes.

In a study by Hillmann and Guenther (2021) titled "Organizational Resilience: A Valuable Construct for Management Research?," the research states that the concept of resilience has recently gained renewed momentum in organizational studies. It is perceived as a highly promising concept that explains how organizations can survive and thrive amid disruptions or turbulence. However, findings from a previous review on resilience in the organizational and business context indicate that, although empirical research on this concept has increased, there is still a need for greater clarity in terms of measurement. The aim of this article is to provide a systematic review of the structure of organizational resilience, covering both conceptual issues and operational concerns. The researchers concluded that, since a systematic review is a selective methodology aligned with the article's objectives, there may be additional literature on resilience that could not be fully addressed.

In a study by Annarelli et al. (2020) titled "A Framework for Assessing the Impacts of Organizational Resilience on Service Quality," the results show how inadequacy, in terms of resilience characteristics, determines service quality losses and how this model can be used as a predictive tool to identify areas where companies should intervene to improve resilience and service quality.

In a study by Allison (2019) titled "Values Statements: The Missing Link Between Organizational Culture, Strategic Management, and Strategic Communication," the results demonstrated that multivariate regression analyses revealed that various corporate statements often lack cultural elements consistent with stakeholder engagement. Additionally, religious statements are positively associated with consistency and mission.

3. Research Method

The present study is exploratory-applied in terms of purpose and correlational-descriptive in terms of method. The type of research is quantitative mixed-methods. The target population consists of the Martyrs and Veterans Affairs Foundation in Mazandaran Province, with a total of over 100,000 individuals. In other words, it includes the senior managers of the Martyrs and Veterans Affairs Foundation, as well as the faculty members in the fields of public administration and organizational behavior management at universities and higher education institutions in Mazandaran Province. The sample size was determined using the Cochran formula, resulting in 384 participants.

The data analysis tool employed is structural equation modeling with PLS software. The validity of the questionnaire was confirmed through review by a panel of management experts. To assess reliability, Cronbach's alpha was utilized, with all components demonstrating reliability coefficients greater than 0.70.

4. Research Findings

The dimensions and components of the study, along with their symbols, are presented in Table 1.

Table 1: Dimensions and Components of the Study

Dimension	Criterion	Indicators
Causal Conditions	Benefiting from spiritual, supportive, and participatory pillars in society	<ul style="list-style-type: none"> • Existence of educational programs to strengthen life skills • Existence of accountability and transparency mechanisms in organizations • Existence of shared and aligned values in society • Existence of spiritual leaders and role models in society • Existence of strong social networks in the target community
	Creating and providing legal and psychological support dimensions	<ul style="list-style-type: none"> • Supportive infrastructure • Legal support • Psychological and emotional support for the target community
	Benefiting from psychological and financial services	<ul style="list-style-type: none"> • Access to high-quality healthcare services • Access to sufficient financial and economic resources
Intervening Factors	Establishing appropriate communication with community members	<ul style="list-style-type: none"> • Mental and emotional health • Spiritual and religious beliefs • Role of psychological support and counseling • Providing healthcare services to the target community • Establishing vocational empowerment centers for the target community
	Islamic research culture	<ul style="list-style-type: none"> • Creating cultural programs to strengthen national and religious identity • Providing legal services and legal consultations • Providing educational and academic services to children and veterans • Conducting workshops to strengthen life skills • Providing financial and livelihood assistance to needy families
Contextual	Appropriate infrastructure	<ul style="list-style-type: none"> • Existence of appropriate economic and occupational infrastructure

Dimension	Criterion	Indicators
Conditions	development	<ul style="list-style-type: none"> • Existence of supportive laws and regulations for the target community • Existence of strong social support networks • Existence of active cultural and religious centers
	Educational and economic empowerment based on justice	<ul style="list-style-type: none"> • Justice in economic opportunities • Individual empowerment, financial and welfare security • Access to educational and cultural resources • Economic empowerment • Academic empowerment
	Appropriate economic and cultural connections across various dimensions of society	<ul style="list-style-type: none"> • Existence of public participation mechanisms in programs • Creating effective communication channels • Existence of spiritual leaders and role models in society • Existence of accountability and transparency mechanisms in organizations • Access to high-quality healthcare services
Central Phenomenon	Promoting motivation and participation in life	<ul style="list-style-type: none"> • Increasing life satisfaction and sense of happiness • Strengthening sense of purposefulness and meaning in life • Strengthening problem-solving and decision-making skills • Strengthening spirit of solidarity and social participation
	Appropriate attitude toward events	<ul style="list-style-type: none"> • Positive-oriented attitude • Flexible attitude • Spiritual attitude • Realistic attitude • Creative attitude • Team-oriented attitude
	Jihadist management with a sustainable, self-sacrificial perspective	<ul style="list-style-type: none"> • Increasing ability to cope with challenges and crises • Increasing sense of security and psychological calm • Management based on trust • Increasing ability to manage emotions and stress • Leadership inspired by self-sacrificial experiences • Infrastructure development
	Commitment to revolutionary	<ul style="list-style-type: none"> • Promoting self-sacrifice literature

Dimension	Criterion	Indicators
	and Islamic values and spiritual dimensions	<ul style="list-style-type: none"> • Strengthening sense of belonging to national and religious identity • Social ethical values • Belief in divine wisdom • Spiritual and religious health • Strengthening self-confidence and self-efficacy • Strengthening sense of social responsibility • Utilization of symbols and rituals
Strategic Factors	Explaining Islamic ideological culture	<ul style="list-style-type: none"> • Intergenerational hope promotion • Sense of being overlooked • Psychological and physical pressures • Strengthening spiritual motivation • Supportive and motivational management • Explaining the role of religion and spirituality in life
	Strategic management with Islamic ideological patterns	<ul style="list-style-type: none"> • Developing long-term supportive policies for the target community • Creating accountability and transparency mechanisms in organizational performance • Strengthening community participation in organizational programs • Establishing psychotherapy counseling centers for veterans' families • Strengthening inter-organizational cooperation with relevant institutions • Designing cultural and artistic programs to promote Sacred Defense values • Developing social support networks for veterans' families • Developing ethical frameworks to preserve the dignity of the target community
Consequences	Controlling and improving individual relationships with family and society	<ul style="list-style-type: none"> • Strengthening government institutions' responsiveness • Increasing sense of security and psychological calm • Spirituality in the face of crisis • Gratitude and respect • Increasing ability to manage emotions and stress • Observable consequences • Unobservable consequences
	Accepting responsibility with an Islamic focus in media and society	<ul style="list-style-type: none"> • Educating the young generation • Justice • Improving mental and emotional health of the target community • Improving supportive services • Social support • Strengthening sense of belonging to national and

Dimension	Criterion	Indicators
		religious identity • Strengthening spirit of solidarity and social participation
	Increasing motivation and controlling contingent conditions	<ul style="list-style-type: none"> • Increasing ability to maintain balance between personal and social life • Increasing ability to cope with challenges and crises • Strengthening sense of purposefulness and meaning in life • Decentralized policy-making

Factor Loadings and Confirmatory Factor Analysis

Factor loadings are calculated by computing the correlation values between the indicators of a construct and that construct itself. If this value equals or exceeds 0.4, it indicates that the variance between the construct and its indicators is greater than the measurement error variance of that construct, suggesting acceptable reliability for the measurement model. However, some authors, such as Hair et al. (2010), have suggested 0.5 as the threshold criterion for factor loadings. To examine the research items, confirmatory factor analysis was employed to confirm or reject the items. The results of the confirmatory factor analysis indicate that the aforementioned model represents the best fit for explaining the current data.

Following the examination of the measurement models, structural model, and overall model fit, in accordance with the data analysis algorithm in the Partial Least Squares (PLS) method, the researcher is permitted to examine and test the relationships between the variables. In this section, the standardized path coefficients related to the hypotheses and their t-values are analyzed. For confirming or rejecting the hypotheses, the t-value must be greater than 1.96 or less than -1.96. Values between these thresholds indicate no significant difference between the calculated regression weights and zero at the 95% confidence level. Table 2 presents the description of the research constructs.

Table 2: Description of Research Constructs

Component	Reliability	Convergent Validity	Convergent Validity Result
	Cronbach's Alpha	rho_A	Composite Reliability
Appropriate economic and cultural connections across various dimensions of society	0.87	0.87	0.906
Increasing motivation and controlling contingent conditions	0.844	0.844	0.895
Establishing appropriate communication with	0.868	0.869	0.904

Component	Reliability	Convergent Validity	Convergent Validity Result
community members			
Creating and providing legal and psychological support dimensions	0.8	0.8	0.883
Appropriate infrastructure development	0.839	0.839	0.892
Benefiting from spiritual, supportive, and participatory pillars in society	0.858	0.858	0.898
Benefiting from psychological and financial services	0.717	0.717	0.876
Explaining Islamic ideological culture	0.898	0.898	0.921
Promoting motivation and participation in life	0.849	0.849	0.898
Commitment to revolutionary and Islamic values and spiritual dimensions	0.917	0.917	0.932
Educational and economic empowerment based on justice	0.88	0.88	0.912
Contextual Conditions	0.95	0.95	0.956
Causal Conditions	0.926	0.926	0.937
Strategic Factors	0.949	0.949	0.955
Intervening Factors	0.928	0.928	0.939
Islamic research culture	0.861	0.861	0.9
Jihadist management with a sustainable, self-sacrificial perspective	0.884	0.885	0.912
Strategic management with Islamic ideological patterns	0.908	0.908	0.925
Appropriate attitude toward events	0.893	0.893	0.918
Central Phenomenon	0.97	0.97	0.972
Accepting responsibility with an Islamic focus in media and society	0.9	0.9	0.921
Consequences	0.959	0.959	0.963
Controlling and improving individual relationships with family and society	0.902	0.903	0.923

Note: AVE > 0.5, CR > 0.7, rho_A > 0.7, Alpha > 0.7

Model Fit Assessment

Based on Table 2, Cronbach's Alpha and composite reliability values greater than 0.7 were obtained, indicating the reliability of the research data. It is observed that the Average Variance Extracted (AVE) values are consistently greater than 0.5, and the composite reliability values are also greater than 0.7 across all constructs, exceeding the AVE values. Therefore, convergent validity is also confirmed.

To assess the overall model fit, which controls both the measurement and structural models, the Goodness of Fit (GoF) criterion is utilized. GoF is calculated using Equation 1:

$$(1) \text{GoF} = \sqrt{(\overline{\text{Communalities}} \times \overline{\text{R}^2})}$$

Table 3 presents the average communality values and average R-squared values. Based on these values, the GoF value is 0.66, which indicates strong model fit.

Table 3: Average Communality Values and Average R-Squared Values

Components	Avg-Communality	Avg-R ²	GoF
Appropriate economic and cultural connections across various dimensions of society	0.485	0.906	0.663
Increasing motivation and controlling contingent conditions			
Establishing appropriate communication with community members			
Creating and providing legal and psychological support dimensions			
Appropriate infrastructure development			
Benefiting from spiritual, supportive, and participatory pillars in society			
Benefiting from psychological and financial services			
Explaining Islamic ideological culture			
Promoting motivation and participation in life			
Commitment to revolutionary and Islamic values and spiritual dimensions			
Educational and economic empowerment based on justice			
Contextual Conditions			
Causal Conditions			
Strategic Factors			
Intervening Factors			
Islamic research culture			
Jihadist management with a sustainable, self-sacrificial perspective			
Strategic management with Islamic ideological patterns			
Appropriate attitude toward events			
Central Phenomenon			
Accepting responsibility with an Islamic focus in media and society			
Consequences			
Controlling and improving individual relationships with family and society			

The dimensions and components of the study, along with their symbols, are presented in Table 1.

Table 1: Dimensions and Components of the Study

Dimension	Criterion	Indicators
Causal Conditions	Benefiting from spiritual, supportive, and participatory pillars in society	<ul style="list-style-type: none"> • Existence of educational programs to strengthen life skills • Existence of accountability and transparency mechanisms in organizations • Existence of shared and aligned values in society • Existence of spiritual leaders and role models in society • Existence of strong social networks in the target community
	Creating and providing legal and psychological support dimensions	<ul style="list-style-type: none"> • Supportive infrastructure • Legal support • Psychological and emotional support for the target community
	Benefiting from psychological and financial services	<ul style="list-style-type: none"> • Access to high-quality healthcare services • Access to sufficient financial and economic resources
Intervening Factors	Establishing appropriate communication with community members	<ul style="list-style-type: none"> • Mental and emotional health • Spiritual and religious beliefs • Role of psychological support and counseling • Providing healthcare services to the target community • Establishing vocational empowerment centers for the target community
	Islamic research culture	<ul style="list-style-type: none"> • Creating cultural programs to strengthen national and religious identity • Providing legal services and legal consultations • Providing educational and academic services to children and veterans • Conducting workshops to strengthen life skills • Providing financial and livelihood assistance to needy families
Contextual Conditions	Appropriate infrastructure development	<ul style="list-style-type: none"> • Existence of appropriate economic and occupational infrastructure • Existence of supportive laws and regulations for the target community • Existence of strong social support networks • Existence of active cultural and religious centers
	Educational and economic empowerment based on justice	<ul style="list-style-type: none"> • Justice in economic opportunities • Individual empowerment, financial and welfare security • Access to educational and cultural resources • Economic empowerment • Academic empowerment
	Appropriate economic and cultural connections across various dimensions of society	<ul style="list-style-type: none"> • Existence of public participation mechanisms in programs • Creating effective communication channels • Existence of spiritual leaders and role models in society • Existence of accountability and transparency mechanisms

Dimension	Criterion	Indicators
		<ul style="list-style-type: none"> in organizations • Access to high-quality healthcare services
Central Phenomenon	Promoting motivation and participation in life	<ul style="list-style-type: none"> • Increasing life satisfaction and sense of happiness • Strengthening sense of purposefulness and meaning in life • Strengthening problem-solving and decision-making skills • Strengthening spirit of solidarity and social participation
	Appropriate attitude toward events	<ul style="list-style-type: none"> • Positive-oriented attitude • Flexible attitude • Spiritual attitude • Realistic attitude • Creative attitude • Team-oriented attitude
	Jihadist management with a sustainable, self-sacrificial perspective	<ul style="list-style-type: none"> • Increasing ability to cope with challenges and crises • Increasing sense of security and psychological calm • Management based on trust • Increasing ability to manage emotions and stress • Leadership inspired by self-sacrificial experiences • Infrastructure development
	Commitment to revolutionary and Islamic values and spiritual dimensions	<ul style="list-style-type: none"> • Promoting self-sacrifice literature • Strengthening sense of belonging to national and religious identity • Social ethical values • Belief in divine wisdom • Spiritual and religious health • Strengthening self-confidence and self-efficacy • Strengthening sense of social responsibility • Utilization of symbols and rituals
Strategic Factors	Explaining Islamic ideological culture	<ul style="list-style-type: none"> • Intergenerational hope promotion • Sense of being overlooked • Psychological and physical pressures • Strengthening spiritual motivation • Supportive and motivational management • Explaining the role of religion and spirituality in life
	Strategic management with Islamic ideological patterns	<ul style="list-style-type: none"> • Developing long-term supportive policies for the target community • Creating accountability and transparency mechanisms in organizational performance • Strengthening community participation in organizational programs • Establishing psychotherapy counseling centers for veterans' families • Strengthening inter-organizational cooperation with relevant institutions • Designing cultural and artistic programs to promote Sacred Defense values

Dimension	Criterion	Indicators
		<ul style="list-style-type: none"> • Developing social support networks for veterans' families • Developing ethical frameworks to preserve the dignity of the target community
Consequences	Controlling and improving individual relationships with family and society	<ul style="list-style-type: none"> • Strengthening government institutions' responsiveness • Increasing sense of security

According to Table 6, the significance of all relationships has been determined to be greater than 1.96 (T-value > 1.96). Therefore, all relationships are statistically significant, confirmed, and possess validity.

5. Discussion and Conclusion

This research was conducted with the aim of investigating the factors of resilience in values and attitudes within the sacrificial community. In this study, utilizing the Partial Least Squares (PLS) method, all dimensions and components of the research exhibited significant relationships. Establishing appropriate connections with community members, particularly in organizations such as the Martyrs Foundation and Veterans Affairs, plays a crucial role in enhancing the resilience of values and attitudes among the target community. This significance can be analyzed from several perspectives:

Building Trust and Belonging: Effective communication fosters trust between the organization and the target community. When individuals feel that their voices are heard and the organization is sensitive to their needs and values, they develop a stronger sense of belonging and responsibility, which in turn strengthens positive attitudes and shared values.

Strengthening Collective Identity and Shared Values: Appropriate communication facilitates the transmission and elucidation of values, shared identity, and organizational goals. This enables diverse groups within the target community to better comprehend and engage with foundational values and attitudes, thereby enhancing their resilience against challenges.

Reducing Confusion and Misunderstandings: Clear and honest communication helps mitigate misunderstandings and reveals the genuine concerns and needs of the community. Consequently, organizational efforts can be aligned with actual realities and requirements, maintaining values on the correct trajectory.

Enhancing Participation and Synergy: Continuous interaction between the community and the organization encourages active involvement in decision-making processes and program implementation. Such participation cultivates a sense of ownership and accountability among individuals, ultimately increasing the resilience of positive values and attitudes within the community.

Fostering a Culture of Empathy and Coexistence: Effective communication cultivates a culture of empathy and coexistence, wherein individuals perceive themselves as united and capable of overcoming challenges together. This culture serves as a foundation for the continuity and sustainability of positive values in society.

Thus, fostering appropriate connections with community members not only improves organizational relationships but also provides a long-term vision for reinforcing and stabilizing foundational attitudes and values, thereby augmenting the community's resilience against pressures and changes.

Strategic management, grounded in Islamic ideological models, plays a pivotal role in bolstering the resilience of values and attitudes within the target community of the Martyrs Foundation and Veterans Affairs. This is because these models and approaches possess principles and characteristics that contribute to the stability and cohesion of values. In this regard, several key points merit attention:

Emphasis on Religious and Ideological Principles and Values: Islamic ideological models underscore values such as justice, honesty, reliance on God, patience, and faith. These principles establish a shared foundation for the target community, ensuring that societal values and attitudes remain steadfast and resilient in alignment with religious and ideological beliefs.

Promoting Ethics and Positive Morale: Strategic management based on Islamic principles encourages ethical conduct, respect, empathy, and collaboration. These attributes contribute to creating a secure and stable psychological environment, wherein positive attitudes and values are reinforced and preserved.

This research emphasizes the cultivation of cohesion and solidarity within the community; Islamic models prioritize unity, solidarity, and cooperation. This social cohesion enables the target community to withstand challenges, preserving shared values and attitudes while enhancing resilience against pressures.

Alignment with Cultural and Religious Norms: Formulating strategies based on Islamic principles ensures that programs and policies are fully harmonized with the culture and beliefs of the target community. This alignment garners greater acceptance and support from the community, thereby fortifying values and attitudes.

Generating Intrinsic and Spiritual Motivations: Islamic models can ignite individuals' spiritual and internal motivations for upholding and strengthening values, such as divine rewards and divine satisfaction. These internal factors enhance trust and the stability of attitudes within the community.

In summary, strategic management rooted in Islamic ideological models provides a robust framework for consolidating and reinforcing positive values and attitudes. These approaches render the target community more resilient and enduring along paths of cultural, spiritual, and

social fortitude, elevating societal resilience against threats and challenges. This research aligns with the study by Allison (2019), titled "Value Statements: The Missing Link Between Organizational Culture, Strategic Management, and Strategic Communication." Allison's (2019) investigation further demonstrates that various forms of religious expressions are positively associated with adaptability and mission alignment.

In light of these findings, this article proposes the following recommendations:

1. **Programs for Training Life Skills and Islamic Sacrificial Values:** Launch comprehensive educational courses on life skills, professional ethics, communication skills, and entrepreneurship, centered on Islamic and sacrificial values. These programs could incorporate practical training in financial management, entrepreneurship, cultural product production, or handicrafts, which would simultaneously boost individuals' self-confidence and economic independence while reinforcing religious and cultural values.
2. **Establishment of Support and Economic Development Funds for Veterans:** Create interest-free loan funds or low-interest loans to support economic activities and entrepreneurial ventures among target community members, particularly in productive domains grounded in cultural and religious values. Beyond strengthening family economies, this initiative would enhance responsibility and financial stability among those embracing sacrificial and altruistic paradigms, thereby consolidating positive attitudes toward sacrificial values.
3. **Promotion of Virtual Education and Practical Workshops in Cultural, Economic, and Technological Domains:** Leverage modern technologies and virtual learning platforms to impart new skills to veterans, especially in areas such as technology, arts, handicrafts, sustainable agriculture, and entrepreneurship. This approach ensures accessible and ongoing education, elevating the economic and cultural empowerment of the target community and fostering greater sustainability in its positive attitudes and values.

References

- Aburn, G., Gott, M., & Hoare, K. (2016). What is resilience? An integrative review of the empirical literature. *Journal of Advanced Nursing*, 72(5), 980–1000. <https://doi.org/10.1111/jan.12888>
- Alfred, G. C., Hammer, J. H., & Good, G. E. (2014). Male student veterans: Hardiness, psychological well-being, and masculine norms. *Psychology of Men & Masculinity*, 15(1), 95–99. <https://doi.org/10.1037/a0032692>
- Ali Pour, V., Bashkoh Ejirloo, M., Mahri Bazqalaeh, & Anis Mahri Bazqalaeh. (2021). Investigating the impact of internal marketing dimensions on employee commitment in Zanjan Municipality departments with the mediating role of employees' attitudes toward work. *Journal of Marketing Management*, 52, 85–110.
- Allison, J. (2019). Values statements: The missing link between organizational culture, strategic management and strategic communication. *International Journal of Organizational Analysis*, 27(3), 383–402. <https://doi.org/10.1108/IJOA-05-2018-1417>
- Annarelli, A., & Nonino, F. (2016). Strategic and operational management of organizational resilience: Current state of research and future directions. *Omega*, 62, 1–18. <https://doi.org/10.1016/j.omega.2015.08.004>
- Faghihi, A. H., Gholipour, A., Moghimi, M., & Mohammad Esmaeili, N. (2015). Designing and implementing mechanisms for institutionalizing values in holding companies: A study in the MAPNA Group. *Iranian Journal of Management Sciences*, 10(37), 1–28.
- Folke, C. (2016). Resilience (republished). *Ecology and Society*, 21(4), Article 44. <https://doi.org/10.5751/ES-09088-210444>
- Hillmann, J., & Guenther, E. (2021). Organizational resilience: A valuable construct for management research? *International Journal of Management Reviews*, 23(1), 7–44. <https://doi.org/10.1111/ijmr.12239>
- Jafal, M., Tabarsa, G. A., & Rezaian, A. (2023). Examining the impact of human resource management functions on organizational resilience: A study of organizations in Lebanon. *Public Administration Perspective*, 14(3), 15–31.
- Masten, A. S. (2011). Resilience in children threatened by extreme adversity: Frameworks for research, practice, and translational synergy. *Development and Psychopathology*, 23(2), 493–506. <https://doi.org/10.1017/S0954579411000198>
- Mirzaei, M., Karmani, M., Sadigh-Uruei, G. R., & Asghar Pour Masouleh, A. R. (2022). The relationship between the economic action model and resilience in facing crises. *Applied Sociology*, 33(86), 1–22.

Mousavi Daoudi, M., Hozouri, M. J., Najari, R., & Rastegar, A. A. (2017). Designing and explaining a model of organizational values based on the teachings of Nahj al-Balagha. *Journal of Public Sector Management*, 6(1), 1–24.

Mousavi Daoudi, M., Hozouri, M. J., Najari, R., & Rastegar, A. A. (2018). Field evaluation of the model of organizational values based on the teachings of Nahj al-Balagha. *Islamic Management*, 25(1), 1–28.

Neff, K. D. (2016). The self-compassion scale is a valid and theoretically coherent measure of self-compassion. *Mindfulness*, 7(1), 264–274. <https://doi.org/10.1007/s12671-015-0470-3>

Nordin, N. A., & Mahadi, N. (2021). Understanding the impact of attitude on organizational performance. *International Journal of Innovation and Business Strategy*, 15(2), 38–45.

Paolo, S., Cristina, C., Liliana, D., Claudia, C., Sara, P., Gabriella, D. E., Ilaria, R., Alberto, C., & Alessandro, R. (2015). Resilience and coping in trauma spectrum symptoms prediction: A structural equation modeling approach. *Personality and Individual Differences*, 77, 55–61. <https://doi.org/10.1016/j.paid.2014.12.060>

Parzor, P., Abbasi, M., & Ahmad Shojaei. (2018). The effectiveness of spiritual intervention on individual and social resilience of women victims of domestic violence. *Journal of Clinical Psychology*, 10(2), 1–15.

Pidaei, M.-M., Pilehvari Salmasi, N., & Shahriari, M. R. (2021). Identifying dimensions of human resource resilience in the context of the COVID-19 pandemic from an Islamic perspective using a fuzzy Delphi approach. *Journal of Cultural Management*, 14(51), 1–28.

Putwain, D., Symes, W., Connors, L., & Douglas-Osborn, E. (2013). Is academic buoyancy anything more than adaptive coping? *Anxiety, Stress, & Coping*, 26(2), 349–358. <https://doi.org/10.1080/10615806.2012.700308>

Sarah, M., Paul, C., & Lisa, K. (2013). Well-being, academic buoyancy and educational achievement in primary school students. *International Journal of Educational Research*, 62, 239–248. <https://doi.org/10.1016/j.ijer.2013.07.003>

Talei Fer, R., Mousavi, M. R., & Keshavarz Bargahi, A. (2021, May). The importance of organizational values for the organization [Conference session]. Fifth International Conference on New Perspectives in Management, Accounting, and Entrepreneurship, Tehran, Iran. <https://civilica.com/doc/1259090>

White, B., Driver, S., & Warren, A. M. (2010). Resilience and indicators of adjustment during rehabilitation from a spinal cord injury. *Rehabilitation Psychology*, 55(1), 23–32. <https://doi.org/10.1037/a0018594>

Yarnell, L. M., & Neff, K. D. (2013). Self-compassion, interpersonal conflict resolutions, and well-being. *Self and Identity*, 12(2), 146–159. <https://doi.org/10.1080/15298868.2011.649340>

Yu, X. N., Lau, J. T., Mak, W. W., Zhang, J., Lui, W. W., & Zhang, J. (2011). Factor structure and psychometric properties of the Connor-Davidson Resilience Scale among Chinese adolescents. *Comprehensive Psychiatry*, 52(2), 218–224. <https://doi.org/10.1016/j.comppsy.2010.05.003>

COPYRIGHTS

© 2025 The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY 4.0), which permits unrestricted use, distribution and reproduction in any medium, as long as the original authors and source are cited. No permission is required from the authors or the publishers.



ACKNOWLEDGMENTS

The current study has not received any grant, fund or contribution from private or government institutions. Also, the authors declare that there is no conflict of interests

ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.