

Designing a Model for Enhancing the Symbolic Capital of Managers (Case Study: SAIPA Automotive Group)

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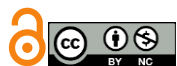
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ABSTRACT

Objective: This study aims to design a model for enhancing the symbolic capital of managers in the SAIPA Automotive Group.

Methods and Materials: The research method is qualitative and based on grounded theory. The statistical population of the study in the documents section includes articles, theses, books, and scientific documents related to the research topic between the years 2000-2024 and in the interview section includes three groups: academic experts, experienced specialists, and executive managers of the SAIPA Automotive Group. In this study, purposive and snowball sampling were used to select the sample, which was achieved based on the saturation rule by conducting 15 interviews. The data were analyzed using the seven-stage approach of Sandelowsky et al. (2007) grounded theory and MAXQDA2020 software.

Findings: According to the analysis of the data obtained from the interviews, this study identified a total of 93 concepts within four main categories (development of managerial skills and capabilities, integrated performance management, personal and professional capitalization of managers, and sustainable and innovative value management), and sixteen subcategories (team empowerment and development, improvement of motivation and self-confidence, conflict management and team diversity, strategic and operational planning, commitment to quality and performance, risk management, structuring and regulating activities, improvement of psychological capabilities, strengthening behavioral and ethical values, creation and development of effective communication networks, creation of a dynamic and flexible organizational culture, protection of shareholder value, co-creation of value, sustainable competitive development, enhancement of service-oriented motivation, and development of organizational resilience capacity).

Conclusion: This study presents a model for enhancing the symbolic capital of managers in the SAIPA Automotive Group, focusing on key areas like managerial skills development, integrated performance management, and sustainable value creation.

Keywords: Symbolic capital, symbolic capital in organizations, symbolic capital of managers, SAIPA Automotive Group

1 Introduction

In today's complex and dynamic world, the leadership and management of organizations are influenced by multiple factors that extend beyond technical and managerial competencies. One such factor that has garnered significant attention in the field of management studies in recent decades is "symbolic capital" (Simakova, 2024). This concept, primarily examined within the frameworks of sociological and management theories, refers to intangible and symbolic resources such as reputation, credibility, social influence, and power that individuals, especially managers, create through their social relationships and identities within an organization or society (Tully, 2023). Symbolic capital, specifically for managers, is considered an important tool for guiding the organization, building trust and loyalty among employees, and influencing external stakeholders (Demidova, 2024).

Symbolic capital for managers acts not only as a managerial tool but also as a strategic factor for success in competitive and global markets. Managers with higher symbolic capital can exert greater influence on external stakeholders such as customers, investors, media, and even governments (Kang & Lee, 2024). This influence can lead to the enhancement of brand credibility, attraction of new customers, improvement of business relationships, and increased public trust in the organization (Sudakova, 2023). In fact, symbolic capital helps managers to stabilize their organization's position and withstand external pressures in today's competitive and challenging environment (Efanov, 2023).

Today, organizations face challenges such as rapid economic changes, competitive pressures, and technological advancements. In such conditions, managers cannot rely solely on their technical and managerial expertise. Particularly in complex and competitive industries like automotive manufacturing, symbolic capital has become an essential tool (Ostovar & Ali Ramaei, 2024). Managers utilizing their symbolic capital are able not only to make effective decisions in the face of internal and external challenges but also to create a more positive organizational culture and establish more sustainable and effective relationships with employees, customers, and other stakeholders. This is especially important during crises or economic downturns, when organizations need strong and influential leadership to maintain their position (Rodrigues, 2022). In the automotive industry, managers who successfully manage and enhance their symbolic capital can

motivate their employees more, strengthen customer loyalty, and improve organizational performance (Lavin, 2024).

Ghorashi et al. (2022) concluded that the more positive and continuous the confluence, the greater the cultural and symbolic capital. Additionally, the research results indicated a relationship between cultural and symbolic capital and confluences, meaning that the higher the cultural and symbolic capital individuals possess, the more positive the confluences become (Ghorashi et al., 2022). Salehi et al. (2021) concluded that the formation of symbolic capital in leaders of cultural organizations is the most important factor for their competencies. At subsequent levels, outputs and results, followed by organizational honors, can be achieved. Through advertising and personal branding, it is possible to create tangible and intangible economic assets, social capital (trust, support), and reputation as outcomes of symbolic capital for leaders (Salehi et al., 2021). Nademi et al. (2015) found that the stronger and more constructive the symbolic capital of individuals within the organization, the more innovative the organization is, the greater its risk-taking propensity, and the more future-oriented it becomes. Organizations consistently anticipate upcoming problems and plan and organize accordingly, which institutionalizes an entrepreneurial culture within the organization. These two variables, symbolic capital and organizational entrepreneurship, synergize with each other, and symbolic capital can transform this entrepreneurial culture into symbols and values, leading everyone to continuously seek the creation of entrepreneurial values within the organization (Nademi et al., 2015). Sadeghi et al. (2015) concluded that the more employees within the organization possess symbolic capitals aligned with accepted organizational symbols (ethical and religious symbols), the more organizational citizenship behaviors they exhibit and engage in more constructive and positive extra-role behaviors. The closer the symbols are aligned and consistent with organizational goals, the more employees move from being isolated organizational groups to forming a unified organizational group, viewing themselves and others within the organization as a single entity, abandoning purely self-serving and personal behaviors, and sharing their information and informational resources with other individuals and groups (Sadeghi et al., 2015).

Demidova (2024) concluded that in the metamodern society, symbolic capital plays a key role in selecting values that strengthen social interactions and stability, and symbolic capital is central to managing and stabilizing these values (Demidova, 2024). Efanov (2023) concluded that

with the advancement of digital networks in the modern communication environment, the structure of symbolic capital has been clarified through various communication concepts. This study introduced and differentiated various types of symbolic capital, including public capital, network capital, and media capital. Additionally, the roles and positions of reputation capital, digital capital, mobile capital, and informational capital within the structure of symbolic capital were identified (Efanov, 2023). Buhlmann (2023) concluded that global professional service firms help elite university graduates enhance their symbolic capital and social standing. This enhancement allows them to attain more prestigious jobs and higher managerial positions in top American companies (Bühlmann, 2023). Euflausino and Ichikawa (2022) concluded that ordinary management in small and local businesses in developing countries benefits from specific symbolic capitals that have been less considered in mainstream management. Unlike distinct and conventional capitals, these capitals add value through their management methods and limited resources. The research results indicated that to better understand management in these contexts, attention must be paid to the symbolic resources that shape managerial functions (Euflausino & Ichikawa, 2022).

Overall, by reviewing the research background, it can be said that although there are numerous studies on symbolic capital in leadership within Western literature, the understanding of the application of these concepts in Middle Eastern and specifically Iranian organizations remains limited. Previous research has primarily focused on individual leadership styles and their impact on organizational success, but has less addressed the specific socio-economic challenges faced by Iranian managers, especially in state-owned and semi-state-owned companies like SAIPA. Moreover, while symbolic capital has been examined in various sectors, its role in the automotive industry, particularly in the context of Iran's market dynamics and organizational culture, has received less attention. Therefore, this study aims to fill this gap by thoroughly examining how symbolic capital is developed in the management of the SAIPA Group.

In this regard, based on the explanations provided, the present research examines how the symbolic capital of managers in the SAIPA Automotive Group can be enhanced to improve organizational performance and strengthen its market position. Thus, the current study aims to address existing gaps in the research literature and develop this field by presenting a comprehensive model for enhancing the

symbolic capital of managers. This research strives to achieve a better and deeper understanding of the process of enhancing symbolic capital at managerial levels by designing and elucidating a valid and practical model. Overall, the main objective of this study is to answer the fundamental question: What is the model for enhancing the symbolic capital of managers?

2 Methods and Materials

This study is a qualitative research. The dominant paradigm in this research is the interpretive-constructivist paradigm. The qualitative strategy of the present research is based on grounded theory, relying on Sandelowski et al.'s (2007) seven-stage approach. The statistical population of the study includes two categories as follows:

a) Statistical Population in the Documents Section: This includes articles, theses, books, and scientific documents related to the research topic between the years 2000 and 2024.

b) Statistical Population in the Interview Section: This includes three groups: academic experts, experienced specialists, and executive managers of the SAIPA Automotive Group. To achieve richer results and reduce the likelihood of bias in expressing opinions, individuals selected for interviews were chosen to ensure they do not possess negative attitudes towards other groups or biases against their own community (based on initial knowledge and existing performance, executive, and scientific records). This approach aimed to achieve a better and mutual understanding of the study topic and obtain saturated and richer information through the diverse perspectives of the participants.

In this regard, in line with the grounded theory approach, purposive sampling was used for selecting articles, theses, books, and scientific documents, and individuals for interviews. Additionally, snowball sampling was employed to identify participants suitable for the research objectives from within the selected population. Therefore, apart from a few initial individuals directly chosen by the researcher, other experts were selected based on expertise criteria by other experts. Ultimately, the final sample size was 15 individuals. Moreover, the sufficiency of sampling was ensured using theoretical sampling. In this sampling method, sampling continues until no new data or information is obtained.

The data collection method in the present study was as follows: initially, through library and documentary studies,

information and data related to the components of enhancing the symbolic capital of managers in the SAIPA Automotive Group were collected. After extracting the components of enhancing the symbolic capital of managers in the SAIPA Automotive Group from the research literature and developing an initial conceptual model, semi-structured interviews were conducted with 15 academic experts and experienced specialists to ensure the comprehensiveness of the extracted indicators and the developed initial model. Their opinions regarding the extracted indicators were gathered. Finally, the data analysis of the present study was conducted using Sandelowski et al.'s (2007) seven-stage approach.

3 Findings and Results

The findings obtained from the data analysis of the study, based on Sandelowski and Barus's (2007) seven-stage approach, are as follows:

Step One: Formulating Research Questions

The research questions of this study address several key indicators:

1. **What:** The components of enhancing the symbolic capital of managers in the SAIPA Automotive Group and the conceptual model for enhancing symbolic capital. These components and indicators were identified through a review of the research background.
2. **Who (Study Population):** The study population necessary to achieve these indicators includes all credible scientific databases.
3. **When (Time Frame):** The indicators pertain to the time period from the year 2000 to 2024 in the Gregorian calendar.
4. **How:** The method used to provide the information is through document and record analysis.

Step Two: Systematic Review of the Research Literature

In this study, various databases, journals, and search engines were reviewed. A diverse range of keywords was used for the search. The databases searched included Science Direct, Scopus, ProQuest, Springer, JSTOR, Emerald, Elsevier, SAGE, Oxford Journals, EBSCO, UpToDate, PubMed, Semantic Scholar, ResearchGate, Taylor & Francis, the National Journal Database (Magiran), Islamic World Science Citation Center (ISC), Specialized Journals on Noormags, Jihad University Scientific Information

Database (SID), Iran Scientific Information Database (Gojeh), and Civilica.

For instance, in Science Direct, the search keywords used were "Symbolic Capital," "Economic Symbolic Capital," "Social Symbolic Capital," "Cultural Symbolic Capital," "Symbolic Capital in the Organization," and "The Symbolic Capital of Managers," covering all studies published between 2000 and 2024. Similarly, in the National Journal Database (Magiran), the same set of keywords was used, focusing on studies published between 2021 and 2024. The remaining databases were also searched using relevant keywords, although specific search terms and time frames for some databases were not detailed.

Step Three: Searching and Selecting Appropriate Studies

In this step, the sources found in the previous stage were systematically reviewed based on inclusion and exclusion criteria. After establishing these criteria, a screening of the studies was conducted. The researcher examined the relevance of the studies found in the previous stage concerning the research questions and objectives. This involved initially reviewing the studies obtained from the search and excluding those that did not align with the research questions and objectives. Subsequently, the remaining studies were examined in detail based on their abstracts and content, with unrelated and unsuitable studies being discarded in each review. Specific parameters considered included study details such as title, methodology used, and population examined. As a result, 37 articles were selected out of the initially found 340 articles.

Step Four: Extracting Information from the Studies

The extraction of codes from the texts was conducted in two stages. In the first stage, the general codes present in the text were identified. In the next stage, the obtained codes were examined and analyzed using MAXQDA 2020 software. During this phase, the relative frequency of the codes was assessed to facilitate the process of extracting categories.

Step Five: Analyzing, Interpreting, and Synthesizing the Findings

At this stage, categories and concepts were identified using two fundamental principles: 1) the principle of semantic distinction and 2) the principle of completing the research questions. Based on these principles, the categories and, at a higher level, the research concepts were determined. In this phase, the extracted codes were classified into four main categories, sixteen subcategories, and ninety-

four concepts. The results of this identification are presented in Table 1.

Table 1

Identification of Categories and Concepts – Grounded Theory Analysis

Main Category	Subcategory	Concepts
Development of Managerial Skills and Capabilities	Team Empowerment and Development	Delegating responsibilities, encouraging autonomy, providing continuous support and guidance to team members, fostering creativity and innovation, planning and implementing training and development programs, creating opportunities for team members' growth and advancement, offering counseling and mentoring opportunities for team members
	Improvement of Motivation and Self-Confidence	Creating incentive and motivational systems, increasing managers' self-confidence, implementing performance-based recognition and rewards, strengthening positive thinking
	Conflict Management and Team Diversity	Accepting individual and cultural diversity, enhancing conflict resolution and dialogue skills, raising awareness of biases and unconscious prejudices, developing formal processes for conflict resolution, providing training and awareness about cultural differences, forming multicultural teams, establishing cultural diversity policies and strategies
	Strategic and Operational Planning	Ability to define and articulate the organization's vision and mission, environmental analysis, competitive positioning, inspiring and guiding employees, developing short-term plans, optimal allocation and use of organizational resources, managing the quality of the company's services or products
Integrated Performance Management	Commitment to Quality and Performance	Creating a culture of quality orientation within the company, defining and implementing quality standards in processes, adopting ISO quality management systems, optimizing and precisely controlling processes, setting specific and measurable performance goals, continuously monitoring and evaluating employee and process performance, utilizing performance data and analyses in strategic decision-making
	Risk Management	Ability to analyze and identify risks, developing risk control programs and coping strategies, identifying and managing various risks, preparedness for change
	Structuring and Regulating Activities	Setting the company's goals and priorities, defining tasks and responsibilities, establishing timelines for tasks, coordinating among team members and different departments of the company
Personal and Professional Capitalization of Managers	Improvement of Psychological Capabilities	Strong leadership, ability to recognize and understand emotions, managers' effectiveness, managers' self-awareness, ability to find innovative solutions, managing work pressures and stresses, flexibility and adaptability to changes
	Strengthening Behavioral and Ethical Values	Application of ethical values in managers' decisions and behaviors, managers' accountability, transparency in providing information, respecting professional and occupational standards, adherence to commitments
	Creating and Developing Effective Communication Networks	Verbal and written communication skills, ability to establish interpersonal communications, building and maintaining trust in communications with employees, providing constructive feedback, effectively resolving and managing conflicts, possessing effective negotiation skills to reach favorable agreements, establishing strategic communications with key individuals, maintaining and strengthening existing relationships, creating new opportunities for collaboration, establishing inter-organizational communications for cooperation with other institutions, effectively using social platforms for communication and networking
Sustainable and Innovative Value Management	Creating a Dynamic and Flexible Organizational Culture	Developing interactive skills, creating cultural transformations, supporting innovation, establishing a transparent and open environment within the company, sharing information and perspectives, adapting to market changes
	Protecting Shareholder Value	Increasing growth and profitability, managing investors' perspectives and expectations, ensuring the sustainability of products and services, committing to providing regular and reliable reports, managing productivity while reducing costs
	Co-creating Value	Organizational learning, co-creating knowledge within the organization, structural adaptability for participation, managers' belief in creating shared value, developing managerial and social skills
	Developing Sustainable Competitiveness	Developing entrepreneurship, sustainable value creation, achieving a sustainable competitive advantage, practicing social responsibility
	Enhancing Service-oriented Motivation	Creating organizational intimacy, fostering effectiveness and influence among individuals, instilling a sense of belonging among employees, promoting a culture of cooperation
	Developing Organizational Resilience Capacity	Employees' commitment and trust in the organization and management, strengthening support for the organization, fostering optimism within the organization, increasing diligence, assisting in improving organizational commitment, maintaining and enhancing the organization's capabilities, maintaining or increasing personnel expertise within the organization

Step Six: Quality Control

To control the extracted categories, experts' opinions were compared. The results of this stage are presented in Table 2.

Table 2

Results of Cohen's Kappa Coefficient

Respondent	Second Respondent	Agree	Disagree	Total	Cohen's Kappa	Significance Level
First Respondent	Agree	19	1	20	0.864	0.000
	Disagree	2	3	5		
Total		21	3	25		

As shown in Table 2, Cohen's Kappa coefficient for this research was calculated as 0.864 at a significance level of 0.000, confirming its significance at the 5% error level.

At this stage, the research experts were asked questions regarding each of the categories, concepts, and their classification into components and indicators of enhancing managers' symbolic capital. After conducting interviews and

gathering experts' opinions, it was time to analyze the interview data. Here, in order to identify the sub-dimensions of the model, Lavoshay's constructivist content analysis method was used. The results of the analysis of the data collected from the interviews with the experts are presented in Table 3.

Table 3

Dimensions and Indicators of the Initial Conceptual Model and Their Importance Levels Based on Experts' Opinions

Main Category	Subcategory	Concept	10 ≥ Necessity ≥ 7 (Essential)	6 ≥ Necessity ≥ 4 (Useful but not essential)	Not Necessary	CVR
Development of Managerial Skills and Capabilities	Team Empowerment and Development	Delegating responsibilities	9	5	1	0.790
		Encouraging autonomy	10	4	1	0.860
		Providing continuous support and guidance to team members	8	4	3	0.001
		Fostering creativity and innovation	9	5	1	0.790
		Planning and implementing training and development programs	10	4	1	0.840
		Creating opportunities for team members' growth and advancement	7	5	3	0.790
		Offering counseling and mentoring opportunities for team members	8	5	2	0.890
	Improvement of Motivation and Self-Confidence	Creating incentive and motivational systems	10	4	1	0.590
		Increasing managers' self-confidence	7	5	3	0.430
		Implementing performance-based recognition and rewards	10	4	1	0.840
	Conflict Management and Team Diversity	Strengthening positive thinking	9	4	2	0.790
		Accepting individual and cultural diversity	8	4	3	0.940

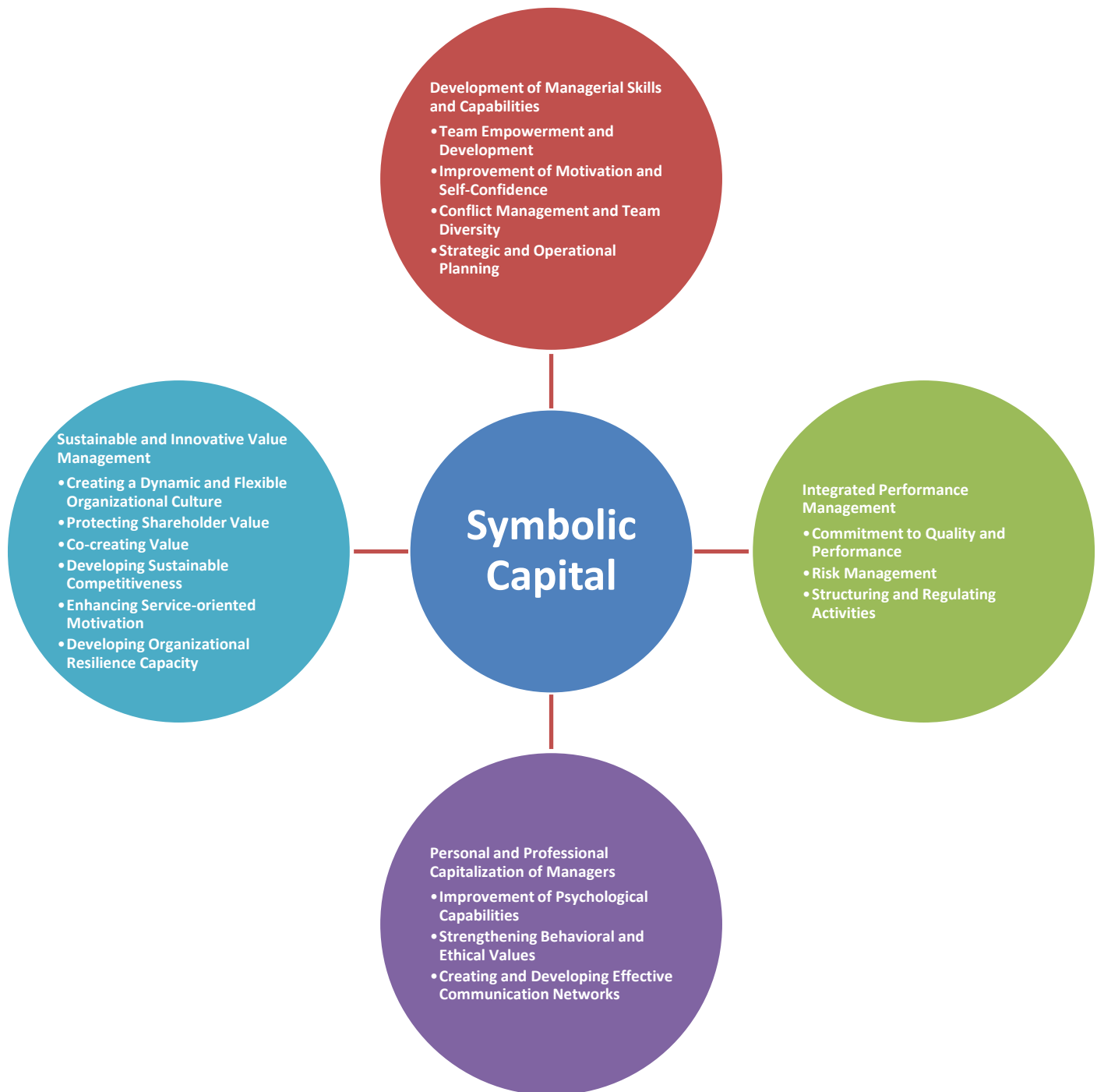
Integrated Performance Management	Strategic and Operational Planning	Enhancing conflict resolution and dialogue skills	9	5	1	0.890
		Raising awareness of biases and unconscious prejudices	10	3	2	0.690
		Developing formal processes for conflict resolution	9	3	2	0.840
		Providing training and awareness about cultural differences	10	2	1	0.790
		Forming multicultural teams	9	4	1	0.001
		Establishing cultural diversity policies and strategies	10	4	1	0.940
		Ability to define and articulate the organization's vision and mission	9	4	2	0.890
		Ability to analyze the environment	9	4	2	0.690
		Competitive positioning	8	5	2	0.001
		Ability to inspire and guide employees	10	3	2	0.690
	Commitment to Quality and Performance	Developing short-term plans	10	3	2	0.690
		Optimal allocation and use of organizational resources	9	5	1	0.001
		Managing the quality of the company's services or products	10	3	5	0.840
		Creating a culture of quality orientation within the company	8	5	2	0.790
		Defining and implementing quality standards in processes	9	3	3	0.890
		Adopting ISO quality management systems	10	3	2	0.690
		Optimizing and precisely controlling processes	9	3	3	0.840
		Setting specific and measurable performance goals	10	3	2	0.001
		Continuously monitoring and evaluating employee and process performance	8	4	3	0.890
		Utilizing performance data and analyses in strategic decision-making	10	3	2	0.001
	Risk Management	Ability to analyze and identify risks	9	4	2	0.690
		Developing risk control programs and coping strategies	8	5	2	0.690
		Identifying and managing various risks	9	4	2	0.840
		Preparedness for change	10	3	2	0.840
		Setting the company's goals and priorities	10	4	1	0.001
	Structuring and Regulating Activities	Defining tasks and responsibilities	10	4	2	0.840
		Establishing timelines for tasks	9	5	1	0.001
		Coordinating among team members and different departments of the company	10	3	2	0.690
		Strong leadership	9	4	2	0.840
Personal and Professional	Improvement of Psychological Capabilities					

Capitalization of Managers		Ability to recognize and understand emotions	8	5	2	0.690
		Managers' effectiveness	10	3	2	0.001
Strengthening Behavioral and Ethical Values		Managers' self-awareness	9	4	2	0.001
		Ability to find innovative solutions	10	3	2	0.001
		Managing work pressures and stresses	10	4	1	0.840
		Flexibility and adaptability to changes	9	4	2	0.001
		Application of ethical values in managers' decisions and behaviors	10	3	2	0.001
		Managers' accountability	10	3	2	0.001
		Transparency in providing information	9	3	3	0.840
		Respecting professional and occupational standards	8	5	2	0.001
		Adherence to commitments	10	4	1	0.840
		Verbal and written communication skills	9	4	2	0.690
Creating and Developing Effective Communication Networks		Ability to establish interpersonal communications	10	3	2	0.001
		Building and maintaining trust in communications with employees	10	4	1	0.001
		Providing constructive feedback	10	5	0	0.001
		Effectively resolving and managing conflicts	9	3	3	0.001
		Possessing effective negotiation skills to reach favorable agreements	10	4	1	0.690
		Establishing strategic communications with key individuals	9	4	2	0.690
		Maintaining and strengthening existing relationships	8	5	2	0.840
		Creating new opportunities for collaboration	10	3	2	0.690
		Establishing inter-organizational communications for cooperation with other institutions	9	4	2	0.001
		Effectively using social platforms for communication and networking	10	3	2	0.690
Sustainable and Innovative Management	Creating a Dynamic and Flexible Organizational Culture	Developing interactive skills	10	4	1	0.001
		Creating cultural transformations	10	4	1	0.001
		Supporting innovation	10	3	2	0.840
		Establishing a transparent and open environment within the company	10	5	1	0.001
		Sharing information and perspectives	8	5	2	0.840
		Adapting to market changes	10	3	2	0.001

Protecting Value	Shareholder	Increasing growth and profitability	10	4	1	0.840
		Managing investors' perspectives and expectations	9	4	2	0.001
		Ensuring the sustainability of products and services	10	4	1	0.001
		Committing to providing regular and reliable reports	9	4	2	0.690
		Managing productivity while reducing costs	10	3	2	0.001
Co-creating Value		Organizational learning	10	4	1	0.001
		Co-creating knowledge within the organization	9	3	3	0.690
		Structural adaptability for participation	8	4	3	0.001
		Managers' belief in creating shared value	10	4	1	0.690
		Developing managerial and social skills	9	3	3	0.840
Developing Sustainable Competitiveness		Developing entrepreneurship	10	4	1	0.001
		Sustainable value creation	10	3	2	0.001
		Achieving a sustainable competitive advantage	10	2	3	0.001
		Practicing social responsibility	8	5	2	0.840
Enhancing Service-oriented Motivation		Creating organizational intimacy	10	4	1	0.001
		Fostering effectiveness and influence among individuals	9	4	2	0.001
		Instilling a sense of belonging among employees	8	4	3	0.840
		Promoting a culture of cooperation	9	4	2	0.940
Developing Organizational Resilience Capacity		Employees' commitment and trust in the organization and management	10	4	1	0.001
		Strengthening support for the organization	10	2	3	0.001
		Fostering optimism within the organization	9	4	2	0.001
		Increasing diligence within the organization	8	4	3	0.870
		Assisting in improving organizational commitment	10	2	3	0.001
		Maintaining and enhancing the organization's capabilities	7	5	3	0.690
		Maintaining or increasing personnel expertise within the organization	9	4	2	0.001

Based on Table 3, after analyzing the interview results, one indicator for increasing managers' self-confidence, scoring 43%, was removed from the initial proposed model.

Therefore, based on these results, the conceptual model of the research is shown below:

Figure 1*Conceptual Model of the Study*

4 Discussion and Conclusion

This study was conducted with the aim of designing a model for enhancing the symbolic capital of managers in the SAIPA Automotive Group. In the presented model, one of the main categories for enhancing the symbolic capital of managers in the SAIPA Automotive Group is "Development

of Managerial Skills and Capabilities." This category encompasses the subcategories: "Team Empowerment and Development," "Improvement of Motivation and Self-Confidence," "Conflict Management and Team Diversity," and "Strategic and Operational Planning." This finding aligns with part of the prior results (Demidova, 2024; Ghorashi et al., 2022; Olesen, 2024). In explaining this finding, it can be said that the development of managerial

skills and capabilities is one of the key factors in enhancing the symbolic capital of managers in the SAIPA Automotive Group. This category is designed with the aim of strengthening the essential capabilities and skills of managers and encompasses various aspects of managerial performance. Team empowerment and development enable managers to identify the capacities of team members, provide training and development, and establish effective coordination to increase team productivity and motivation. Additionally, the improvement of motivation and self-confidence, as a fundamental component, focuses on managers' ability to strengthen self-belief and create an inspiring environment for employees. Furthermore, conflict management and team diversity help managers utilize conflicts as opportunities for improvement and innovation while transforming the existing diversity within the team into a strength. Finally, strategic and operational planning is an essential skill for managers to guide the organization towards achieving its goals through precise strategy formulation and implementation of operational plans. This set of skills and capabilities not only enhances managers' ability to face various challenges but also strengthens their symbolic position as effective and efficient leaders within the organization.

One of the main categories for enhancing the symbolic capital of managers in the SAIPA Automotive Group is "Integrated Performance Management." This category includes the subcategories: "Commitment to Quality and Performance," "Risk Management," and "Structuring and Regulating Activities." This finding is consistent with part of the previous results (Efanov, 2023; Noordegraaf & Schinkel, 2011; Pret et al., 2016; Ryan et al., 2015; Sadeghi et al., 2015). In explaining this finding, it can be said that integrated performance management is one of the main categories in enhancing the symbolic capital of managers in the SAIPA Automotive Group. This category refers to managers' ability to create coordination and coherence in organizational performance and achieve the organization's overarching goals. One of the key dimensions of this category is commitment to quality and performance. This dimension emphasizes managers' approach to ensuring the quality of products and services, maintaining high standards, and continuously improving performance. Managers who are committed to quality not only earn the trust of internal and external stakeholders but also create a positive reputation for their organization. Additionally, risk management is another important component of this category, focusing on the identification, assessment, and

management of existing risks in organizational processes. Managers proficient in this area can prevent serious problems by anticipating challenges and taking appropriate measures, thereby ensuring organizational sustainability. Structuring and regulating activities, as another dimension of integrated performance management, involves managers' ability to optimally organize processes, allocate resources, and set priorities. This skill allows managers to increase productivity and strengthen organizational coherence by establishing effective structures and coordination among departments. Overall, integrated performance management, by encompassing these dimensions, transforms managers into leaders capable of advancing organizational goals with a balanced, sustainable, and effective approach. This category not only improves organizational performance but also solidifies managers' positions as deserving and trustworthy individuals in the eyes of stakeholders.

Another main category for enhancing the symbolic capital of managers in the SAIPA Automotive Group is "Personal and Professional Capitalization of Managers." This category includes the subcategories: "Improvement of Psychological Capabilities," "Strengthening Behavioral and Ethical Values," and "Creating and Developing Effective Communication Networks." This finding aligns with part of the prior results (Bühlmann, 2023; Caldwell, 2011; Conway et al., 2016; De Clercq & Voronov, 2009; Ghorashi et al., 2022; Nademi et al., 2015). In explaining this finding, it can be said that the personal and professional capitalization of managers is one of the main categories in enhancing the symbolic capital of managers in the SAIPA Automotive Group. This category relates to nurturing the personal and professional characteristics of managers to create greater influence within the organization and society. The first dimension of this category is the improvement of psychological capabilities, focusing on enhancing self-awareness, resilience, and stress management among managers. Psychologically competent managers can effectively face complex organizational challenges and perform their leadership roles with greater confidence. The second dimension, strengthening behavioral and ethical values, emphasizes the reinforcement of ethical principles, adherence to justice and transparency in decision-making, which not only elevate managers' status within the organization but also garner the trust of employees, customers, and other stakeholders. Managers committed to ethical values serve as suitable role models for their teams and foster a positive organizational culture. The third dimension, creating and developing effective

communication networks, pertains to managers' ability to establish strong professional and social relationships, facilitate knowledge exchange, and create collaboration opportunities. Effective communication networks enable managers to leverage diverse resources and experiences, thereby strengthening their positions among peers and stakeholders. Overall, personal and professional capitalization of managers, with a focus on these dimensions, not only positively impacts their performance within the organization but also elevates their symbolic and professional status on a broader scale. Managers equipped with these skills are more capable of steering the organization towards its overarching goals.

Another main category for enhancing the symbolic capital of managers in the SAIPA Automotive Group is "Sustainable and Innovative Value Management." This category includes the subcategories: "Creating a Dynamic and Flexible Organizational Culture," "Protecting Shareholder Value," "Co-creating Value," "Developing Sustainable Competitiveness," "Enhancing Service-oriented Motivation," and "Developing Organizational Resilience Capacity." This finding aligns with part of the previous results (Euflausino & Ichikawa, 2022; Lizé, 2016; Salehi et al., 2021; Vlasic et al., 2012). In explaining this finding, it can be said that sustainable and innovative value management is one of the key components in enhancing the symbolic capital of managers in the SAIPA Automotive Group, focusing on creating and maintaining sustainable values within the organization and fostering innovative approaches. This category, by creating a dynamic and flexible organizational culture, facilitates the organization's rapid adaptation to environmental changes and utilization of new opportunities. Additionally, protecting shareholder value, as one of the main dimensions of this category, emphasizes maintaining financial stability and building trust among investors. Co-creating value refers to managers' ability to create effective interactions with stakeholders to generate shared value, playing a crucial role in improving the organization's reputation. Developing sustainable competitiveness involves strengthening the organization's competitive advantages through innovation, process optimization, and the use of modern technologies. Enhancing service-oriented motivation encourages managers to focus on the interests of customers and society, creating an inspiring and service-oriented environment within the organization. Finally, developing organizational resilience capacity increases the organization's ability to cope with crises and quickly return to normal status,

achievable through establishing robust infrastructures and effective risk management processes. These subcategories, by reinforcing synergies among various managerial aspects, contribute to the formation of sustainable and innovative value, thereby elevating the symbolic capital of managers to a higher level.

- It is recommended to design a comprehensive program for training and developing managerial skills for managers, including practical workshops, specialized consulting, and the implementation of real projects in the workplace. This program can focus on strengthening individual motivation, developing team-building skills, conflict management, and strategic planning to significantly contribute to enhancing managers' symbolic capital and organizational productivity.
- It is recommended to design and implement an integrated system for evaluating managers' performance within the organization, including indicators such as commitment to quality, risk management, and structuring activities. This system can utilize digital tools and data analysis to identify strengths and weaknesses in performance, providing continuous training, improvement, and feedback programs. Implementing this system will not only increase the effectiveness of managers' performance but also help enhance their symbolic capital within the organization.
- It is recommended to develop a comprehensive program for developing managers' personal and professional capital, including applied psychology courses, professional ethics workshops, and networking and experience-sharing sessions. This program can employ practical methods such as management scenario simulations and mentoring by senior managers to enhance managers' psychological, behavioral, and communication dimensions, thereby sustainably enhancing their symbolic capital.
- It is recommended to develop a comprehensive program for developing a sustainable and innovative value management approach, including organizing training workshops on organizational innovation, optimizing stock management, and designing a framework for value co-creation. This program can prepare managers to face future challenges by simulating critical scenarios and focusing on strengthening organizational

resilience, thereby improving the organization's productivity and sustainability.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

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In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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