THE RELATIONSHIP BETWEEN JIHADI MANAGEMENT AND ORGANIZATIONAL AGILITY

Seyed Abdolrasoul Hosseini[1] and Farjam Zarea[2]

Abstract: The main objective of the present study was to investigate the relationship between jihadi management and organizational agility. Since the elimination of problems arising from rapid environmental changes and the improvement of organizational development are vital, this study plays a significant role by exploring jihadi management and organizational agility as influential variables. The research population included all 146 employees working at Fars Payam Noor University, of whom 95 employees were included in the research sample. The data were collected through administration of the questionnaires and were analyzed by SPSS and LISREL. Besides, the components of jihadi management were rated by using Friedman test.

Keywords: Jihadi management, management, and organizational agility

INTRODUCTION

Today, organizations are facing issues such as highly ambiguous, dynamic, and changing environments. The plurality of changes faced by organizations and people is so powerful that breaks down any resistance and pushes forward anything on its way. In other words, the extent and the diversity of the force from changes imposed on the today's organizations' structures forces them to adopt such changes. Today, organizations are not able to survive in the community unless they get along with changes and align themselves with internal and external changes (Sadeghian et al., 2012).

Since in the today's complex world the rapid growth and evolution of technical knowledge and technology and expanding consumer market does not allow human beings to use past experiences and as the past experiences and solutions are no longer able to solve the current and future problems of organizations and employees. Therefore, organizations need to seek other ways and find novel mechanisms so that they can provide their products and services with the same

[1]. Lecturer and faculty member, Department of Public Management, Payam Noor University (PNU), P.O. Box: 19395-3697; Tehran, Iran

[2]. MA in management and visiting lecturer at Payam Noor University (PNU), P.O. Box: 19395-3697; Tehran, Iran

quality desired by customers. To find creative ways to respond to the current turbulent environment and achieve success, organizations are required to employ new methods and new approaches to the organization (Kiasi & Boroumand, 2009).

Because of competitive forces, organizations are no longer able to adhere to the fixed methods used by them over the years, but they have to turn to new and dynamic techniques. Researchers believe that one of the new ways to causes of organizational change is agility. In fact, agility is seen as a new paradigm for engineering organizations and competitive businesses. An agile organization is ready to learn anything that increases the efficiency from taking advantage of new opportunities (Geijsel, 2003).

Several factors can serve as a precondition for organizational agility, including jihadi management in organizations. Jihadi management has been introduced as an important factor in advancing the goals of the organization. Jihadi management is, in effect, is an understanding of the intelligent system of the world and a wise management system originating from the divine wisdom. In the light of this wisdom, the manager is interested in all elements of the world of creation and human being.

Benefitting from creative and strategic thinking to integrate the concepts of leadership and management through appropriate combination of the wisdom and feelings to crystalize the spiritual human being in line with achieving interactions, creativity and innovation, justice and fairness, belief in the full public participation in dealing with affairs, saving unnecessary costs, modeling of cultural and ideological values of people, having a sense of responsibility in providing unfailing services, serving the creator and the created, and be concerned with others are among clear examples of the culture governing jihadi management. Accordingly, by the revival of jihadi management and its employment in risk management, crisis management and environment of uncertainty, and organizational agility, it is possible to achieve stunning results and provide a localized ideological and value-based model for managing dynamic and changing organizations and their agility in the arena of global market and economy.

Organizational Agility

Many definitions have been proposed for agility, but no one is against or violates the other. These definitions, generally, propose the idea of speed and the change in the business environment. Since agility is a new concept, there is no agreed upon comprehensive definition of it (Korac & Kouzmin, 2002). However, agility refers to the ability for showing a quick and timely response to environmental changes. To succeed in today's competitive world, organizations and institutions must take steps to agility. Agility, furthermore, can improve service delivery and organizational efficiency and effectiveness (Ahmadi et al., 2012).

Agile organizations are ready to learn and take advantage of opportunities to improve their performance. Van Assen et al., (2001) stated that agility is a strategic response to changes occurring in the competitive environment and also a search of competitive principles in terms of speed, flexibility, and creativity (Abbesi et al., 2013).

Agility improves the organization's ability to supply high quality products and services, so it is seen as an important factor for productivity. An agile organization does not collapse with sudden events and changes but it remains flexible and adaptable and responds quickly to sudden changes, new market opportunities, and customers' needs (Beigniaet al., 2011).

Brayan Maskell (2001) defines agility as the ability to flourish in a constantly changing and unpredictable environment. Therefore, organizations should not fear changes to their working environment or try to avoid them, but they should consider changes as an opportunity to gain competitive advantage in the marketplace. Agility may also be defined as an organization's ability to respond to market changes and customer demands. One of the goals of the agile organization is to create satisfaction among customers and employees (Ambrose & Morella, 2004).

According to Vernadat, agility can be defined as the organization's close alignment with the changing work requirements in order to gain competitive advantage. In such an organization, employees' goals are aligned with organizational goals and thus both are seeking to respond appropriately to the changing needs of their customers (Nikpour and Salajeghe, 2010).

Agile organizations are characterized by being reliable on information, focusing on competencies, flexibility, elimination of overhead costs, being creative, and the employment of authorized structures, and the lack of hierarchy (Jackson& Johansson, 2003).

The dimensions of organizational agility as stated by Goldman and explored in this study are as follows:

- Customer satisfaction
- Cooperation and participation
- Leveraging the effect of individuals and information
- Organizing to overcome the change and uncertainty

Jihadi Management

Jihadi management is a concept twin with the Islamic Revolution and it has brought about many blessings during the imposed war against Iran especially the

emergence of Jihad Institution. Jihad as process is mainly aimed to perform its duty in line with God's will to create, maintain, and strengthen the foundations of a government represented in the doctrines of the pure Islam of the Prophet Muhammad (PBUH). Jihadi management is a valuable relic of war and epic in which the preparation and mobilization of human and material resources and planning of activities and measures were all performed in an environment inspired by noble religious teachings. The main feature of jihadi management is the assimilation of the human willpower into the divine will. Of course, the symbol of this adoring assimilation is conscious obedience to the Guardian or the Supreme Leader of time. Therefore, the key components of jihadi management are wisdom and love. In other words, jihadi management utilizes the tools of science and technology to address the affairs in line with the will of God and the divine plan.

Currently, those organizations are seen as successful and effective that while being coordinate with developments in today's society can anticipate changes and developments in the future and are able to direct these changes in order to bring about favorable developments for making a better future. Current management trends in many organizations are not innovative so they fail in terms of coordination with developments and changes in the present era and are often run by ineffective traditional methods. People's activities largely depend on the level and type of their incentives. In fact, it is incentive that motivates, energizes, and leads human behavior. Therefore, the amount and type of social and economic activities of a community which underlie its development and progress are dependent on how each member of the community is performing. Now in the wake of economic inequalities, the desire to achieve higher job positions in civil society by any means has become a common practice. On the other hand, economic pressures and special facilities for managers in the long run have reduced employees' motivation and willingness to work. When unjust conditions and unfair means in an organization increase, organizational situations assume different values .Therefore, the difference in the value of positions increases and employees become less valuable than managers. Following this difference in the value and position, people are dissatisfied with what they have and what they are and are always trying to change their position. Consequently, if these efforts are not effective in improving an individual's income level, he will undergo an identity crisis and changes into an aimless and depressed person. This ultimately leads to instability and the lack of progress of the organization.

Without intending to educate employees, jihadi management behaves honestly with employees and teaches them morality and commitment. A jihadi manages models morality to his employees and serves as a symbol of the values that are dominant in the organization. While expecting participation, conscientiousness,

discipline, seriousness, and avoidance of procrastination, hypothyroidism and squandering resources on the part of employees, jihadi management considers employees' needs. In addition, disestablishment of appropriate working conditions is not acceptable by jihadi management.

Jihadi management is, in effect, is an understanding of the intelligent system of the world and a wise management system originating from the divine wisdom. In the light of this wisdom, the manager is interested in all particles of the world of creation and human being. The key components of jihadi management are wisdom and love. In other words, jihadi management utilizes the tools of science and technology to address the affairs in line with the will of God and the divine plan (Mahmoodzadeh et al., 2009).

Several factors may be incorporated as dimensions and indicators into jihadi management model. In this study, a three-pronged model with ten factors was as the research model:

1. **Structural dimension**
    a. Management for God
    b. Guardianship management
    c. Structural flexibility based on conditions

2. **Behavioral dimension**
    a. Voluntary, transformational, dynamic and flexible management in performing missions
    b. Self-esteem
    c. Paying attention to human capital as a main working resource
    d. Overworking, hard work, tirelessness and swiftness in performing tasks

3. **Contextual dimension**
    a. Participatory management
    b. Institutionalizing morality and religious values in the workplace
    c. Contentment management by giving priority to the treasury.

Previous Research

Arteta and Giachetti (2007), in a study entitled "The impact of organizational structure on organizational agility, proposed complexity as a substitute for agility. They believe that organizations with less complex processes accept changes easier and therefore are more agile. On the other hand, organizations with greater complexity in their processes are less agile (Sadeghian et al., 2012).

Goldman et al., (1993) conducted a study on "technology and agility" and stated that communication and inclusive information are key elements that are critical to the evolution and organizational agility. Their results suggested perceived usefulness and ease affect organizational agility through real use of information technology and the willingness to use technology (Goldman & Nagel, 1993).

Khoshsima (2001) in a study entitled "A Model for measuring the agility of manufacturing organizations using fuzzy logic" that was performed on the electronics industry came to the conclusion that any organization seeking agility should possess two capabilities (responsiveness and flexibility) and one competence (rapid modeling) (Beiginia et al., 2011).

Farhadi et al., (1393) conducted an applied-descriptive study on «The role of jihadi management, national determination, and culture in resistance economy» in the city ofLordegan. The data were collected through a researcher-made questionnaire and were analyzed using structural equation modeling in Lisrel software. The results of field studies indicated that the jihadi management, national determination as well as the culture affect resistance economy.

Khazayi (2013) in a study entitled "jihadi management a paradigm for the future" came up with the following results:

- Management as a science has undergone an evolutionary process in the nineteenth and twentieth centuries.

- Management is inclined towards qualitative concepts and the importance of the human role.

- However, Western management cannot have beneficial achievements outside of its environment.

- Islam as a school of thought provides valuable insights in terms of development theory and clemency management theory.

- Jihadi culture is a manifestation of jihadi management especially during the imposed war against Iran.

- By theorizing and organizing jihadi culture, it is possible to present a comprehensive mixed paradigm that underlies a new and life-giving idea.

Mashayekhiet al., (2011) in an article entitled "Comparative study of jihadi management style with other management styles, organizational pathology of jihadi management" addressed harms and threats against jihadi management as well as basic characteristics of jihad management. They also provided some practical solutions and suggestions. According to the authors, the dominance of the western management, the public's unfamiliarity with Islamic management capabilities, the lack of distinction between Western management techniques and procedures and human approaches in management, lack of clear standards and concepts about the

Islamic management at the organizational level, limited theoretical frameworks concerning Islamic management at the organizational level, uncertainty in the meaning of jihadi management, the lack of strategic approach to the issue of jihadi management, and psychological barriers to accepting new perspective are among the most important obstacles facing jihadi management. the correlation of the relationship between self and God (for managers in the Islamic community), self-esteem in Muslim societies and the third world, the need to define and clarify more precisely the boundaries of jihadi management, conducting further research in this field as themes that can play an important role in the development of jihadi management are among the most important mechanisms to overcome obstacles to the development of jihadi management.

The Conceptual Model of the Study

In this study, a three-dimensional model of jihadi management and organizational agility model (Goldman et al., (1991) were used as the conceptual model of the study, as shown in Fig. 1:

Figure 1: The conceptual model of the study
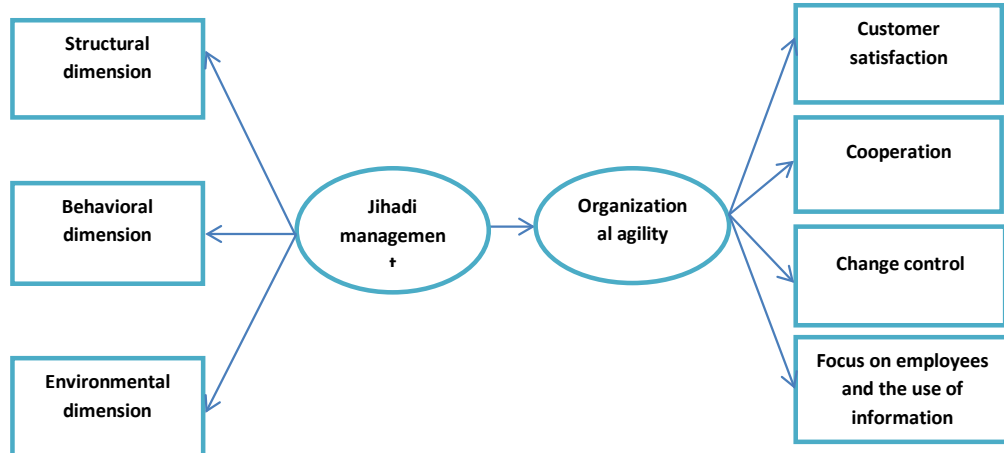
Research hypotheses

The following hypotheses were developed and tested in this study:

The main hypothesis

There is a significant relationship between jihadi management and organizational agility.

Sub-hypotheses

- There is a significant relationship between the structural dimension and organizational agility.

- There is a significant relationship between the behavioral dimension and organizational agility.

- There is a significant relationship between the contextual dimension and organizational agility.

Methodology

The aim of all sciences is to understand the world around us as accurately as possible. To determine the issues and problems of the world around us, scientific methods have changed substantially. These trends and changes have led to the employment of scientific methods to explore different human-related fields (Irannejad Parizi, 2003, p. 9). One of the important features of any scientific study that aims truth is the use of an appropriate research method. Choosing an appropriate research method depends mainly on research objectives, the nature and subject of study, facilities to conduct the study. Besides, the aim of any study is the easy access to answer to the research questions (Khaki, 2010, pp. 143-142). Accordingly, it is stated that "Research methodology refers to a set of valid (reliable) and systematic rules, tools and methods to search for truth, discover the unknown, and find solutions to problems" (Khaki, 1999, p. 201).

Various research methods are divided mainly into two categories depending on the type of use (basic research, applied research, and development research) and the type of method used to collect data (historical research, descriptive research, survey research, field research, theoretical-applied research …) (Sarmad et al., 2003, p. 82). The present study is an applied research in terms of the objectives it follows and a descriptive-survey research as it used descriptive (non-experimental) data.

Population and Sample

As stated by most researchers, the research population refers to all members, real or imagined, to whom the researcher is interested in generalizing the research findings and they have in at least one attribute in common (Delavar, 2005, p. 120). The population in the present study included all 146 staffs of Payam Noor University, Fars Province.

A perfect example is large to the extent that it can be accurately representative of the population to which the researcher aims to generalize research findings and is small to the extent that it is easily accessible. To estimate the sample size accurately, there is no fixed number or a fixed percentage of members of the target population (Irannejad Parizi, 2000).

In this study, the sample size including 95 respondents was determined using the following formula. Besides, the respondents in the sample were selected using simple random sampling:

$$n = \frac{N \times (Z_{\alpha/2})^2 \times (P \times (1-P))}{(N-1) \times \varepsilon^2 + (Z_{\alpha/2})^2 \times (P \times (1-P))}$$

$$\frac{146 \times 3.8416 \times 0.25}{(146-1).0036 + (3.8416 \times 0.25))} = 95$$

Results

This section presents the results of the study and discusses them.

Assessing the Conceptual Model Fit

In order to investigate the impact of jihadi management on organizational agility and test the research hypotheses, confirmatory factor analysis and path analysis were used through LISREL software. The conceptual model of the study was assessed using significance values and standard estimation as shown in figures 2 and 3:

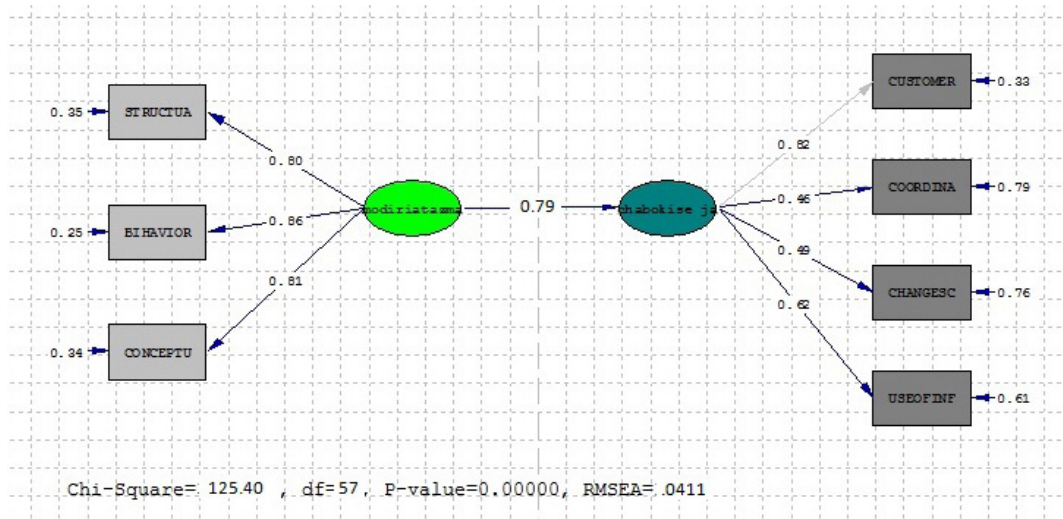**Figure 2: Conceptual model in terms of standard estimates**

Chi-Square= 125.40 , df=57, P-value=0.00000, RMSEA= .0411

Figure 3: Conceptual model in terms of significance values
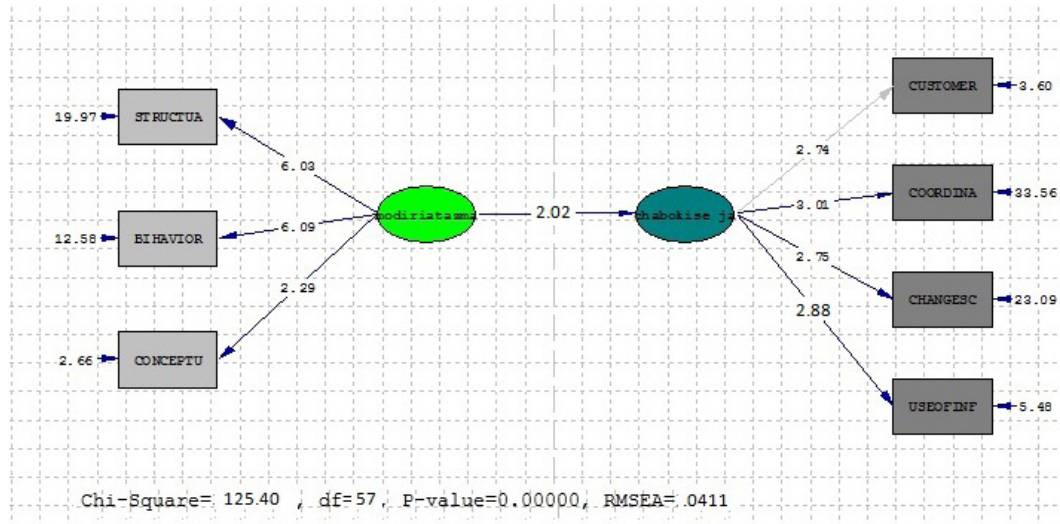
Table 1
Conceptual model fit indicators

Indicators	RMSEA	P-Value	Df	Chi-Square
Index values	0.0411	0.0000	57	125.40

Before testing the hypotheses, the total model fit must be assessed. The best indicator of the model fit in LISREL software is X^2 (Chi-Square value) divided by degree of freedom (df). The smaller the resulting value, the fitter will be the model. The value of X^2 in for the model under study was 2.2, showing a good fit of the model. The other index is RMSEA (root mean square of approximation) which is estimated based on the errors made in the model. When the value of this index is less than 0.05, it shows that the model is a good fit. If the same value is 0.05-0.08, the model fit is acceptable. If it varies between 0.08 and 0.1, the model is of a medium fit. However, when this value is greater than 0.1, the model is of a weak fit. The value of RMSEA for the model used in this study was 0.411, showing an acceptable fit model. Concerning P-value, some believe it should be greater than 0.5 and some say it should be less than 0.5. However, there is no consensus in this regard.

Table 2
Results from path analysis (SEM)

Hypotheses	Path		Standard coefficient	Sig.
Main hypothesis	Jihadi management	Organizational agility	0.77	2.43
H1	Contextual dimension	Organizational agility	0.82	6.17
H2	Behavioral dimension	Organizational agility	0.88	6.22
H3	Structural dimension	Organizational agility	0.82	2.71

Standard coefficients and significance values were used to test the research hypotheses. The significance number in LISREL is the same as significance level in SPSS with the difference that the significance value should be greater than 1.96 or less than -1.96 so that it can be considered significant and it is used to confirm or reject hypotheses. When the significance value is greater than 1.96, it shows that the independent variable has greater impact on the dependent variable. In addition, the standard coefficient shows the correlation between two variables. Again, the higher values show the greater effect of the independent variable on the dependent variable. Table 2 shows the significance values and standard coefficients for the model under study. As it can be seen, the research hypotheses are confirmed at confidence level of 0.95, so it can be suggested that jihadi management and its dimensions affect organizational agility.

Rating Jihadi Management Components (Friedman test)

Since jihadi management was used in this study as the independent variable with three components, it was decided that these components be rated in the view of the respondents using the Friedman test and through the following hypotheses:

H0: Jihadi management components are ranked equally.

H1: Jihadi management components are not ranked equally.

Table 3
Friedman test output

N	95
Chi-Square	112 . 439
Df	2
Asymp. Sig.	. 000

Since the significance level in the above table is less than 0.05, it can be suggested that jihadi management components were not ranked equally in the view of

the respondents. Therefore, the null hypothesis is rejected and the alternative hypothesis is confirmed. Table 4 shows how jihadi management components were rated in this study:

Table 4
Ratings of jihadi management components

Components	Mean
Structural dimension	89.2
Behavioral dimension	71.1
Contextual dimension	40.1

As it can be seen, structural, behavioral, and finally contextual dimensions are rated by the respondents as the first, second, and third most important components of jihadi management.

CONCLUSION

The results of the study showed a significant relationship between the structural dimension of organizational agility and jihadi management. The structural component refers to all physical and nonhuman elements, factors and conditions which make up the physical body of the organization in a systematic and interconnected manner. In addition, structural dimension can be explained in term of a functional and procedural approach to management as a process-based phenomenon. To realize jihadi management in the organization, the organizational structure should turn away from a mechanical and rigid state and assume a dynamic position. Organic structures,in addition to providing the context for the realization of jihadi management, enable the organization to respond more quickly to changes in the environment and thus leading to the organizational agility.

The findings also indicated that there is a significant relationship behavioral dimension of jihadi management and organizational agility. The behavioral dimension accounts for human behavior and human relations which create (informal) communications and specific interconnected patterns through behavioral norms and constitute the main content of jihadi management as dynamic factors of the organization. Structural and behavioral factors are regarded as internal factors. Factors such as voluntary, transformational, dynamic, and flexible management, self-esteem, respect for human capitals as important work resources, overworking, hard work, tirelessness, and swiftness in performing tasks are included in the behavioral dimension. Jihadi management welcomes teamwork based on humane

relationships among employees. If employees adhere to closed relations and create a buffer between themselves and others, jihadi management will not happen.

Based on the findings of this study, a significant relationship was found between contextual aspect of jihadi management and organizational agility. The contextual dimension refers to all contextual and environmental elements as external factors which constitute the main or macro-systems of the organization. The contextual dimension is the most important component of jihadi management and guarantees the survival and the general growth of jihadi management and paves the way for the occurrence of the other two components. Participatory management, the institutionalization of morality and religious values in the workplace, and contentment management by giving priority to the treasury are associated with the contextual aspect of jihadi management. Organizations should prepare their external environment in order to achieve jihadi management. If the organizations disregard for openness and do not pay the way for it, the realization of jihadi management and organizational agility will be impossible.

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