



## Presenting a Jihadist Management Model in Islamic Azad University

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### Abstract

**Purpose:** The aim of the present study was to design a jihadi management model in Islamic Azad University.

**Methodology:** The present study was applied in terms of purpose, exploratory in terms of mixed method and descriptive-survey in terms of data collection. The statistical population of the qualitative part of the research included experts from Islamic Azad University at the educational and executive level. To determine the samples of this study, ten people were selected using targeted non-random sampling method and saturation principle. The statistical population of the quantitative sector, including all managers and senior experts of the Ministry of Science, Research and Technology and the Central Organization of the Islamic Azad University, was 480 people, using Cochran's formula and stratified random sampling method, 214 people as sample size. Selected. To collect data, semi-structured interview tools and a researcher-made questionnaire were used. To validate the instrument in the qualitative part of the research, the valuable opinions of professors familiar with the field and academic experts who were experts in this field were used, and the reliability of the experiment and the method of agreement within the subject were used to calculate the reliability of the interviews. In order to determine the validity of the questionnaire, content and structure validity were used and reliability was calculated through Cronbach's alpha coefficient and combined reliability, which showed the validity and reliability of the tool. The method of data analysis in the qualitative part of theoretical coding was derived from the method of fundamental data processing theory. In the quantitative and inferential part, confirmatory factor analysis and structural equation modeling were used using Smart PLS-v2 software.

**Findings:** The results of the study showed that participation, contentment, institutionalizing moral values and giving importance to the treasury were influential factors on jihadi management and effective factors of jihadi management including self-confidence, transformation, hard work and speed of action in Things are. Also, the components of jihadi management in Islamic Azad University include management for God, provincial management, flexibility, structure and appropriate organization. According to the identified factors, finally, the jihadi management model was presented in Islamic Azad University, which had a suitable fit.

**Conclusion:** Based on the research findings, it can be concluded that there is a direct and significant relationship between the defined components and the jihadi management model in the society of free universities of the country and these components are effective in explaining jihadi management in society.

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## 1. Introduction

Today's society is an organizational society and today is one of the preconditions for the comprehensive development of countries, the dynamism and ability of universities as one of the most vital organizations that play a decisive role in the economic, social and cultural development of countries and the serious task of training professionals, is committed, efficient, creative and motivated for other sectors of national development. Human capital is the most important capital of organizations and faculty members are a group of specialized human resources who are responsible for education, dissemination of science and knowledge in universities and institutions of higher education, and therefore the quality and development of knowledge to a large extent performance. These members are dependent and how they function affects the quality of the organization's activities (De Vylder & Opdebeeck, 2016).

Today, one of the most important and strategic organizations that can put this style of management at the forefront of its work is the Islamic Azad University. Due to their serious responsibilities in relation to the cultural, social and scientific dimensions of society, this group of organizations needs to base their management style on all levels, from the highest to the lowest operational levels, based on the jihadi management approach (Rasti, 2016). Jihad as a phenomenon that has a cultural burden in the school of Islam, has had a great impact on scientific societies, especially universities. This culture, which can be called jihadi culture, has a central and fundamental principle, which is the full emphasis on spirituality and moral-Islamic-human values. Actually; there will be no jihadi management without spirituality. With the advancement of science, the effect of spirituality on the indicators of efficiency and effectiveness, organizational health, proper service, productivity, respect, etc. is not hidden from anyone (Rasti, 2016).

The view of matters must be a divine view. Jihadi culture as a divine attitude in Islamic universities is rooted in the high human values of individuals, which becomes an indicator of the realization of jihadi acts. The Islamic University must take steps to fulfill the strategic demand of the Supreme Leader, based on cultural change in society with national determination and jihadi management and the role that the university plays in promoting public culture, and to spread spiritual culture and promote Islamic-Iranian culture. Play an effective role in society (Parsa, Hosseini, 2013). Jihadi management is in fact a style arising from indigenous thinking and in accordance with our cultural and social requirements, which in other schools, management may have similar teachings, but these teachings are technical and experimental; That is, it is the method and method of work that is not much different in human societies, but each of these styles have different functions and the intensity and weakness of their effect in different cultures are different. In our culture, the prevailing spirit of these techniques is relevant and it is the ruling spirit of the native Iranian-Islamic version that should be considered and not compared in comparisons and studies (Musaei, et al, 2017).

Now, the exhaustion of the human spirit and spiritual shortcomings in the main body of management today, show the gap in organizations and the need for a superior system and a new approach to management, a system that honors the dignity and human beings and the actualization of talents, Promises their inner self and material and spiritual growth and excellence and leads managers to a divine human attitude to free their mental orientation from the proposed tool and self-centered captivity and to offer homework as a successful policy to motivate employees. This system is not one of the jihadi management system which in the territory of the organization, evaluates the psychological and behavioral characteristics of individuals and the type of their interaction with each other in a sincere atmosphere and advises the manager to trim the impurities for himself and give divine direction and color to the organization. Ebrahimi, Afsharian, 2009).

Islamic Azad University, as one of the institutions that has an important role in providing capable manpower, can play an important role in the development of jihadi management in future organizations because this institution is responsible for training specialized human resources needed by society. If the Islamic Azad University pays special attention to jihadi management and jihadi issues in universities, it can be expected that in addition to the development of jihadi management and jihadi approaches in society, the

rate of economic, social and cultural growth will also increase. Due to the governing structure of the Islamic Azad University, which is mainly based on mechanical and static structures, the universities of the Islamic Republic of Iran are no exception. On the other hand, the style of jihadi management in recent years, after being emphasized by the Supreme Leader, as an indigenous and flexible management style has been considered by experts and researchers in this field. Recent studies show that jihadi management is a management style consistent with modern management styles and a flexible and dynamic management style that is consistent with our Islamic values. Therefore, it is important to formulate and present a model of jihadi management for the Islamic Azad University, which is based on the experiences and opinions of the commanders and senior and experienced managers of this organization. Today, the university has various functions. The most important duties of the university are related to the education and training of the manpower needed by the society. Now, if the university does not have a jihadist approach in training the manpower needed by the society, & Opdebeeck, 2016).

Regarding the importance and necessity of paying attention to indigenous management models and models, Holy Defense researchers believe that human capital during the Holy Defense era has been lost in the maze of life instead of being present in the development of the country and cities. It is necessary to inject the culture of the Holy Age into the patient management structure of the country. Analytical review of events and influential personalities in the war causes us to review our assets once again and learn explicit and explicit knowledge as well as tacit or latent knowledge with a managerial approach. This is the knowledge management that takes precedence over the administrative sciences. In other words, the ability to apply jihadi management style concepts by an environment that has social, political, military, and similar dimensions is increasingly important (Amiri, 2014). Given what has been said, today it is inevitable to turn to a native management style. On the other hand, in recent years, the Supreme Leader, with his influential view, considered turning to the style of jihadi management as an urgent need of the society. Given the undeniable position of management in the Islamic-Iranian model of progress, the need to provide models that express the different branches of Islamic management is of great importance. Jihadi management as the most important type of Islamic management has been paid special attention by researchers and managers of the Islamic Republic of Iran. Proving the effectiveness of such a method in constructive jihad and imposed war has been another factor in the desire of the lovers of the Islamic Revolution to develop its various frameworks and angles (Sadeghi, 2014).

The theory of jihadi management has a relatively long history in the history of the Islamic Revolution, especially the leadership and management of the country during the holy defense is the same jihadi management that was well implemented and successful. However, during the years after the imposed war, this type of management declined and the acceptance of reference groups with a jihadist spirit decreased for various internal and external reasons (Ghorbani-e-Zadeh, Al-Wani, Asgharzadeh, 2015). In addition to the above reasons, academic reasons can also be raised, because less research has moved towards academicization and the establishment of theoretical foundations for jihadi management and in some way have not established theoretical foundations for this type of local, value and jihadi management. Considering that the model that will be presented in this research is done through the latest and most up-to-date scientific methods (mixed analysis method) and also this model will come from the opinions of managers and experts of Islamic Azad University, conveys the theoretical necessity of this study. . Also, using the dimensions, components and characteristics of a local and value model such as jihadi management style that is in accordance with Islamic values, can explain the practical necessity of this research. Therefore, it is necessary to use knowledge management in the field of jihadi management in such a way that it can be established and developed as one of the new scientific paradigms and this indigenous management style as a knowledge management style. Let's use the foundation. In this regard, the Islamic Azad University, as the custodian of training the country's specialized human resources, can play an important role in applying and operationalizing the concepts and theories proposed in the field of jihadi management. Therefore, this study is important because it provides

a valuable new perspective on the application and implementation of jihadi management style in the Islamic Azad University. Therefore, this study tries to investigate the establishment of jihadi management style in this system.

Chabok Goleh Doni (2018) in his research stated that the indicators of jihadi management include: God-centered, province-centered, flexibility, creating a jihadi culture in war, value, dynamism, self-confidence, continuity, populism, innovation, self-sacrifice and self-sacrifice Musaei et al. (2017) introduced trust as one of the tools of jihadi management. Rasti (2016) stated that self-confidence, progress and excellence of ideals are the result of jihadi management. In addition, studies by Zakeri (2014) and Pashapour (2014) examined the model of jihadi management through the lens of factors affecting it. Colleagues (2014) considered spirituality and God-centeredness as one of the pillars of jihadi management and considered it a necessity for creating jihadi management. Budaghi, Shadi (2014) also introduced and counted 14 components for jihadi management. External studies also addressed jihadist management from another literary perspective. These studies provided little similarities between cybernetic leadership and jihadist management, such as Mitonga-Monga & Cilliers (2018) studies, which focus on ethics and commitment, As an indicator of jihadi management in the mind of the researcher. Chabok Goleh Doni (2018) in their article found that the indicators of jihadi management include: God-centeredness, province-centeredness, flexibility, creating a jihadi culture in war, value, dynamism, self-confidence, continuity, populism, innovation, self-sacrifice and self-sacrifice.

Cilliers (2018) examined the moderating effect of perceived ethical leadership on employee organizational commitment and organizational citizen behavior. The results of this study showed that employees' perception of high ethical leadership has an effect on the willingness to engage in positive organizational commitment and organizational citizen behavior. Yıldız & Yıldız (2016) also examined the effect of moral leadership, servant leadership, and leader-member exchange on compulsory citizenship behavior. The results showed that moral leadership is negatively related to compulsory citizenship behavior, servant leadership is negatively related to compulsory citizenship behavior, and leader-member exchange is negatively related to compulsory citizenship behavior. The study of Risk et al. (2018) also considered the existence of effective tools as one of these factors affecting jihadi management, while other studies such as Smeank & Hance (2017), Van Gils (2015), Demirtas & Akdogan (2015), Cianci And colleagues (2014) Manroop (2015) and Walumbwa et al. (2012) also referred to effective and influential factors of jihadi management.

In general, according to the theoretical foundations and backgrounds studied in the field of jihadi management and the factors affecting it, the effective and influential factors as well as the components can be presented in the following table.

**Table1.** Effective and influential factors as well as components of jihadi management model in Islamic Azad University

| Row | Dimensions  | Component             | Indicator                                                                                               | References                                                                                                          |
|-----|-------------|-----------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| 1   | Ingredients | Management for God    | Piety and piety, attention to spiritual matters                                                         | Musaei et al. (2017), Taghavi Damghani (2016)                                                                       |
| 2   |             | Provincial Management | Recognition and belief in the affairs of the absolute jurisprudence of the jurisprudent                 | Zandi et al. (2015), Irvani (2013), Chabok Goleh Doni (2018)                                                        |
| 3   |             | flexibility           | Flexibility in decision making and reconsideration in decisions                                         | Kunda (2016), Mohammad Davoodi, Velaei Maleki (2013), Smeank, Hance (2017), Budaghi, Shadi (2014), Pashapour (2014) |
| 4   |             | Transformation        | Creativity and scientific approach, relying on one's own strengths and supporting big and risky actions | Ismaili, Yousefzadeh (2012)                                                                                         |

|    |             |                                                    |                                                                                                                                    |                                                 |
|----|-------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| 5  |             | Hard work                                          | Tireless spirit and endurance in the face of adversity                                                                             | Ismaili R, Yousefzadeh (2012), Pashapour (2014) |
| 6  |             | Speed of action                                    | Take advantage of opportunities at the request of the client                                                                       | Irvani (2013), Budaghi, Shadi (2014)            |
| 7  |             | Participation                                      | People's participation in like-minded decision making                                                                              | Irvani (2013), Risk et al. (2018),              |
| 8  | Antecedents | Institutionalizing religious ethics and values     | Creating value-creating opportunities, hard work, prioritizing values over personal interests, and responsibility and cheerfulness | Tafreshi (2014), Amanpour (2011)                |
| 9  |             | Mutual trust and giving importance to the treasury | Taking care of each other is important for the treasury                                                                            | Taghavi Damghani (2016), Budaghi, Shadi (2014)  |
| 10 | Suffixes    | Transformation                                     | Creativity and scientific approach, relying on one's own strengths and supporting big and risky actions                            | Ismaili, Yousefzadeh (2012)                     |
| 11 |             | diligence                                          | Tireless spirit and endurance in the face of adversity                                                                             | Ismaili, Yousefzadeh (2012), Pashapour (2014)   |
| 12 |             | Speed of action                                    | Take advantage of opportunities at the request of the client                                                                       | Irvani (2013), Budaghi, Shadi (2014)            |

Finally, according to the above table, the initial conceptual model is presented as follows:

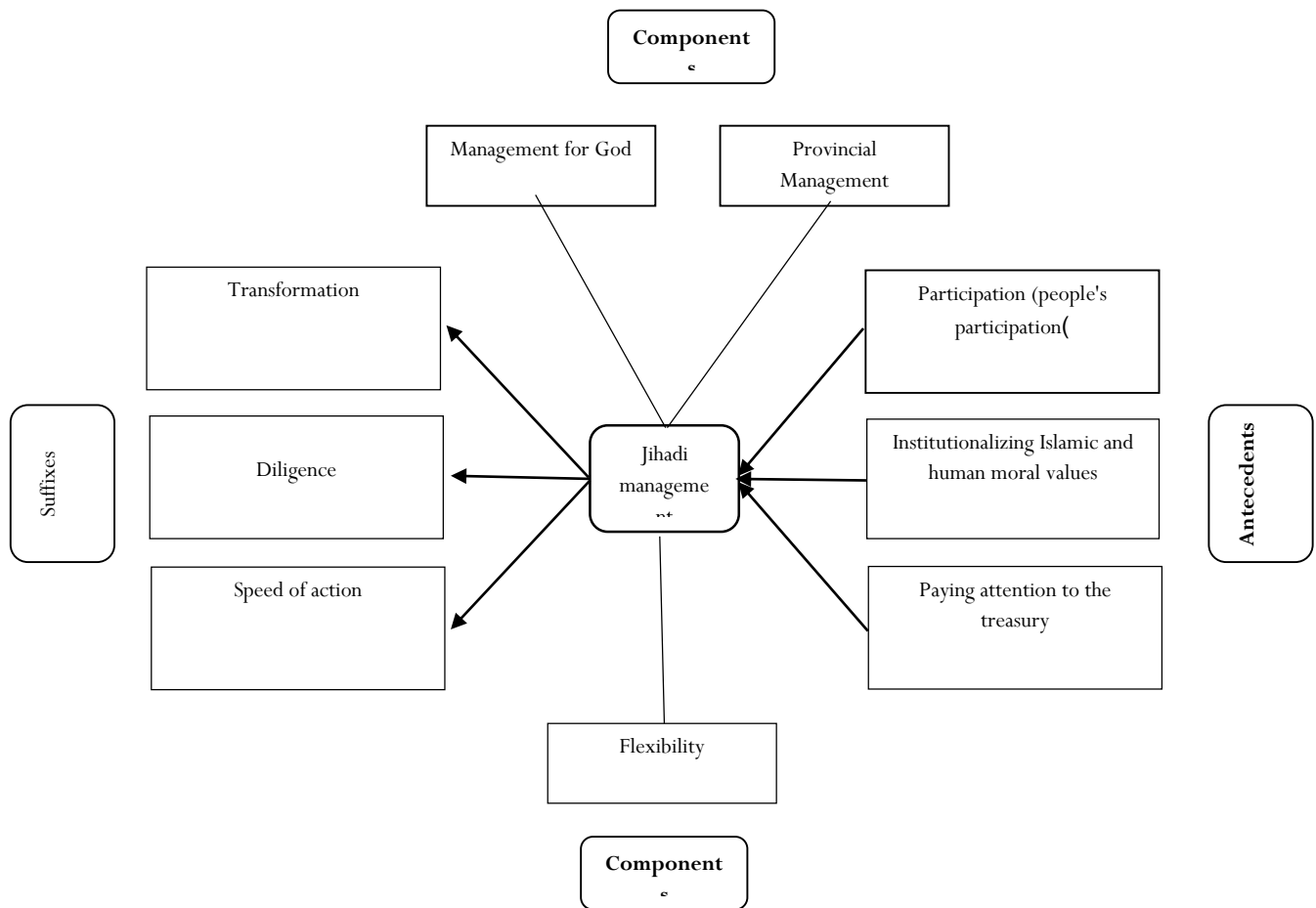


Figure1. Basic conceptual model of research

## 2. Methodology

Since the present study is about the design of jihadi management model in Islamic Azad University, so the research method in terms of purpose, basic-applied in terms of data type, mixed type of exploratory and in terms of data collection method was descriptive-survey. The statistical population of the qualitative part of the research included the experts of the Islamic Azad University at the educational and executive level who have executive backgrounds at the decision-making levels and are called knowledgeable experts. The statistical population of the present study in the quantitative section is all managers and senior experts of the Ministry of Science, Research and Technology and the Central Organization of Islamic Azad University in the number of 480 people. Sampling method in the qualitative part of the present study is non-random and in the quantitative part It was randomly classified that the different departments of the Islamic Azad University and the Ministry of Science, Research and Technology. In the qualitative section, 10 people were considered as interviewees to determine the sample size using the saturation principle. Also in the quantitative part, Cochran's formula was used to determine the sample size. Therefore, 214 senior managers and experts of the Ministry of Science, Research and Technology and the Central Organization of the Islamic Azad University were selected.

The following two methods have been used to collect data: 1- Documentary method (library): In this method, information is collected through the study of books, publications, Internet resources and databases, and after selecting sources to prepare, file and translate texts. The desired action has been taken. The result of this section is to identify the basic components and indicators for measuring them based on theoretical and practical principles. 2- Field method: This section is done in two ways: First, to conduct semi-structured interviews purposefully by experts from managers and senior experts of the Ministry Science, Research and Technology and the Central Organization of the Islamic Azad University, as well as knowledgeable professors in this field have been selected and after making the necessary arrangements, they have been present at their workplace and interviewed. Then, in order to collect the required data in the quantitative section by applying the necessary coordination, the questionnaires were distributed and collected among the statistical samples and the total of the collected data was entered into the system and analyzed in two ways. In the quantitative part of the research tool, a 50-item researcher-made questionnaire was developed by reviewing the theoretical and practical foundations as well as the results of semi-structured interviews (with open, coded and selective coding). In order to ensure the validity of the qualitative part of the research and in order to ensure the accuracy of the findings from the researcher's point of view, the valuable opinions of professors familiar with this field were used. Participants were also simultaneously assisted in analyzing and interpreting the data. Also, to calculate the reliability of the retest, several interviews were selected from the interviews as a sample and each of them was coded twice in a short and specific time interval. In order to calculate the reliability of the interview with the method of intra-subject agreement, two coders were asked from one of the professors familiar with coding to participate in the research as a secondary coder. In order to determine the validity of the questionnaire, in terms of quantity, physical, content and structural validity were used. After confirming the content validity and construct validity of the research tool, Cronbach's alpha coefficient and combined reliability coefficient were used to ensure the reliability of the questionnaire. To analyze the qualitative data of the research, interview content analysis and theoretical coding through open coding and axial coding with Maxqda software were used. In the quantitative part, in order to test the research questions, confirmatory factor analysis and structural equation modeling tests were used using smart PLS software.

## 3. Findings

In this section, research data are analyzed and evaluated using scientific methods in qualitative and quantitative sections; but before analyzing the data, data preprocessing was examined. In this study, first the dimensions and components of jihadi management in Azad University were identified. Analysis of collected responses Expert questionnaire was used for this purpose. It is worth mentioning that 10 experts in this field were interviewed with 4 questions based on a semi-structured interview. The final coding results can be seen in the table below:

**Table2.** The final results of the coding

| Selective coding  | Axial coding                           | Open coding                                                                                                                           | Interview code      |
|-------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Jihadi management | Management for God                     | University administrators consider only the pleasure of God in their management.                                                      | I10, I6, I5, I1, I7 |
|                   |                                        | University administrators turn to God for business                                                                                    | I3, I4, I5          |
|                   |                                        | University administrators have a brilliant management background.                                                                     | I2, I5, I4, I2, I1  |
|                   |                                        | There is no disgust on the part of managers that is contrary to Islamic principles.                                                   | I10, I9, I1, I3, I1 |
|                   | Provincial Management                  | Orbital province is one of the principles of selecting managers                                                                       | I6, I8, I10, I7, I4 |
|                   |                                        | Managers do not do anything that calls into question their orbital province                                                           | I10, I8, I1, I3, I4 |
|                   |                                        | After the pleasure of God, they consider the pleasure of the Imams and the Infallibles                                                | I2, I6, I10         |
|                   |                                        | The behavior pattern of managers is based on provincial behavior                                                                      | I1, I9, I10, I4, I5 |
|                   | flexibility                            | The university's management structure is rapidly adapting to change.                                                                  | I6, I1, I4          |
|                   |                                        | University management has a lot of flexibility.                                                                                       | I10, I6, I5, I1, I7 |
|                   |                                        | Making a change in one part of the university does not cause the other parts to get lost                                              | I3, I4, I5          |
|                   |                                        | In the university, everyone is responsible for their duties.                                                                          | I5, I4, I2, I1      |
|                   | Appropriate structure and organization | The different departments of the university have a suitable manpower structure according to their function.                           | I10, I9, I1, I3     |
|                   |                                        | University manpower is an expert and capable force                                                                                    | I6, I8, I10, I7, I4 |
|                   |                                        | The university is in a good condition in terms of equipment.                                                                          | I10, I8, I1, I3, I4 |
|                   |                                        | The university is in a good position in terms of knowledge development and communication.                                             | I2, I6, I10         |
|                   |                                        | Doing things at the university requires going through the whole hierarchy.                                                            | I10, I6, I5, I1, I7 |
| Suffixes          | Self-esteem                            | University administrators have the ability to do difficult tasks that some people find impossible.                                    | I3, I4, I5          |
|                   |                                        | University administrators have high self-confidence                                                                                   | I5, I4, I2, I1      |
|                   |                                        | The university can meet the scientific needs of the country without the need for foreign scientific institutions                      | I10, I9, I1, I3     |
|                   |                                        | University administrators have a high level of executive and academic background, which can lead to good leadership of the university | I6, I8, I10, I7, I4 |
|                   | Transformation                         | When a manager changes, the university sees many changes in his or her management                                                     | I10, I8, I1, I3, I4 |
|                   |                                        | With the change of management in one of the positions of the university, change and transformation is clearly felt                    | I2, I6, I10         |
|                   |                                        | Each manager has his own organizational structure and manpower                                                                        | I10, I6, I5, I1, I7 |
|                   |                                        | Each manager in terms of the scope of authority alone can make a big difference in their subordinates.                                | I1, I4, I5          |
|                   | diligence                              | Hard work is one of the top traits of university managers.                                                                            | I2, I5, I4, I1      |

|             |                                  |                                                                                                                                                                                         |                     |
|-------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Antecedents |                                  | Managers make a lot of efforts for the scientific development of the university                                                                                                         | I10, I9, I1, I3     |
|             |                                  | Managers make a lot of efforts to meet the needs of the country                                                                                                                         | I6, I8, I10, I7, I4 |
|             |                                  | Sometimes managers work late into the night                                                                                                                                             | I10, I8, I1, I3, I4 |
|             |                                  | Managers have a high tireless spirit                                                                                                                                                    | I2, I6, I10         |
|             | Speed of action                  | The speed of dealing with affairs at the university is high                                                                                                                             | I10, I6, I5, I1, I7 |
|             |                                  | Managers emphasize that things should be organized as soon as possible                                                                                                                  | I3, I4, I5          |
|             |                                  | Backward work is rarely seen on campus                                                                                                                                                  | I5, I4, I2, I1      |
|             |                                  | Although everything has to go through the hierarchy, this does not slow things down.                                                                                                    | I10, I9, I3, I1     |
|             | Participation                    | Different departments of the university have constructive cooperation and partnership with each other                                                                                   | I6, I8, I10, I7, I4 |
|             |                                  | The university has a good interaction with other executive bodies of the country                                                                                                        | I10, I8, I1, I3, I4 |
|             |                                  | The university has a strong relationship with industry                                                                                                                                  | I2, I6, I10         |
|             |                                  | University administrators also use the advice and participation of other experts and professors in making important decisions                                                           | I10, I6, I5, I1, I7 |
|             | Contentment                      | Managers with the least facilities bring the most efficiency                                                                                                                            | I3, I1, I5          |
|             |                                  | Managers are not satisfied with what they have in their lives and are not extravagant                                                                                                   | I2, I5, I4, I1      |
|             |                                  | The value of managers' efforts is greater than the amount they receive                                                                                                                  | I10, I9, I1, I3     |
|             |                                  | Managers are content in worldly affairs and extravagant in the hereafter                                                                                                                | I6, I8, I10, I7, I4 |
|             | Institutionalizing moral values  | Many efforts are being made by managers to combat flattery                                                                                                                              | I10, I8, I1, I3, I4 |
|             |                                  | Lies are considered ugly by managers                                                                                                                                                    | I2, I6, I10         |
|             |                                  | Managers work hard to be an ethical role model for employees                                                                                                                            | I10, I6, I5, I1, I7 |
|             |                                  | Many steps are taken by administrators to institutionalize ethical values in the university                                                                                             | I1, I4, I5          |
|             | Paying attention to the treasury | All university expenses are accurately recorded                                                                                                                                         | I2, I5, I4, I1      |
|             |                                  | Unnecessary waste is not done in the university                                                                                                                                         | I10, I9, I3, I1     |
|             |                                  | The government budget is like a trust in the hands of managers                                                                                                                          | I6, I8, I10, I7, I4 |
|             |                                  | Kurdish spending is done from the government budget according to special rules and with the full supervision of the officials, and in unnecessary cases, Kurdish spending is prevented. | I10, I8, I1, I3, I4 |

In the methodology of structural equation modeling, it is first necessary for the resident to study the validity of the structure to determine that the selected items have the necessary accuracy to measure their desired variables. For this purpose, confirmatory factor analysis is used. In such a way that the factor load of each item with its variable has a value of  $t$  higher than 1.96; in this case, the item has the accuracy to measure that latent structure or variable. The results showed that all items had a  $t$ -statistic greater than 1.96; Therefore, none of the items are removed from the model. As a result, we continue to work with all the items (questions) and examine the model. The test results of the conceptual model of the research in the significant state of coefficients are shown in the following figure.



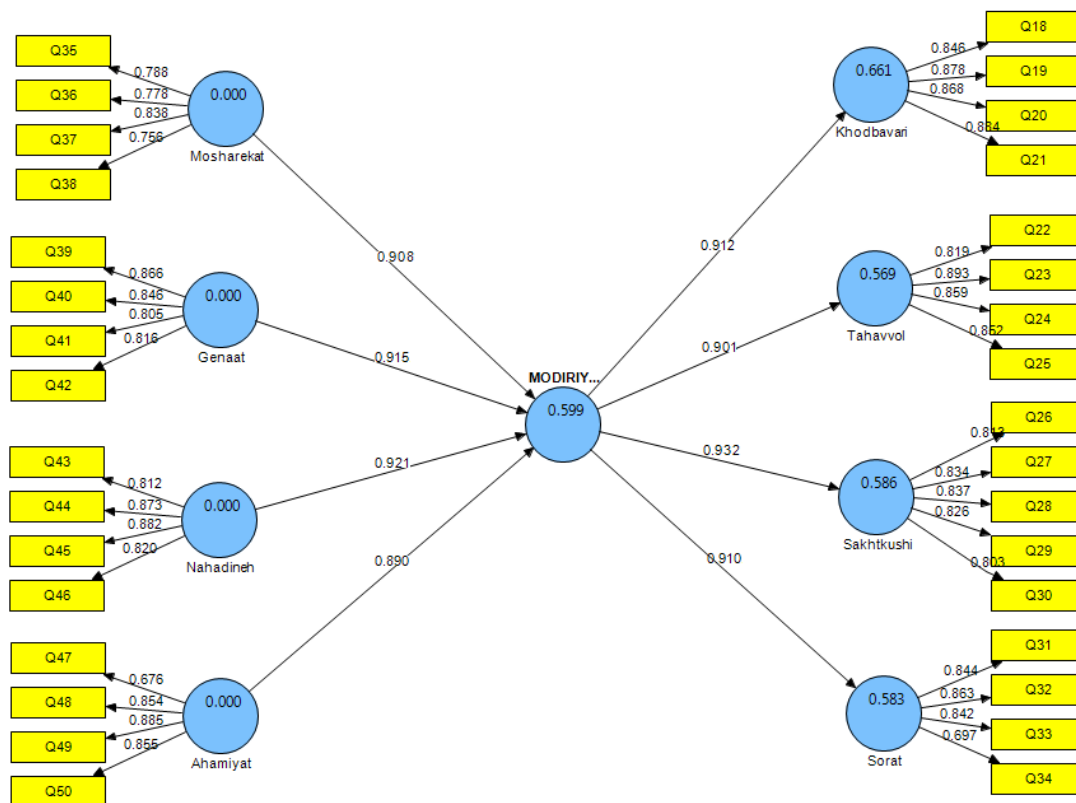


Figure2. The main model in the mode of path coefficients

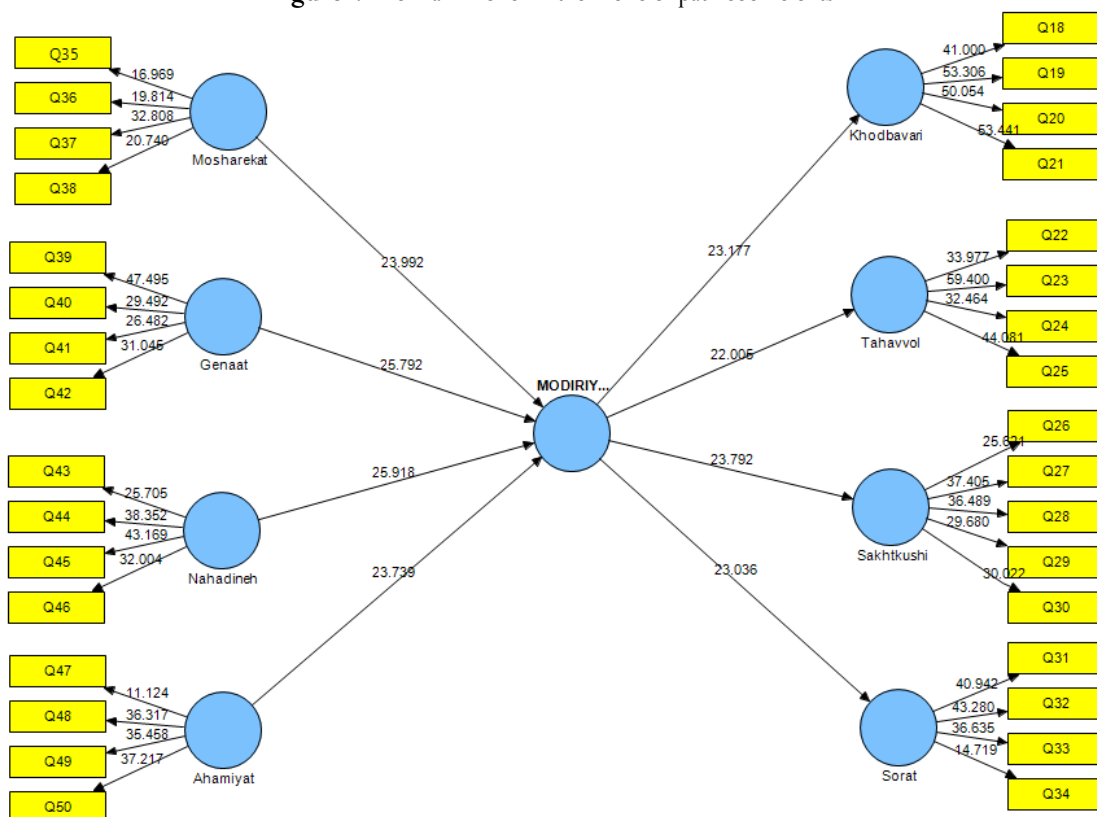


Figure3. The main model in the case of significant numbers (t value)

The numbers on the paths indicate the value of  $t$  for each path. To check the significance of the path coefficients, considering that the absolute value of all coefficients is greater than 1.96, as a result, all paths are significant at the 95% level. The value of this index is calculated using the geometric mean  $R^2$  and the average subscription index for the whole model is 0.423, which shows that the overall fit of the model is strong. Based on the identified factors and causal relationships between components, the final conceptual model of the research is as follows: Was placed. Then, the collected data were evaluated using one-sample  $t$ -test, the results of which can be seen in the following table:

**Table3.** The results of one-sample  $t$ -test to determine the degree of fit of the proposed model to present the final model

| Expected average = 3 |                       |                                                                                             |         |                    |       |    |       |
|----------------------|-----------------------|---------------------------------------------------------------------------------------------|---------|--------------------|-------|----|-------|
| Row                  | item                  | questions                                                                                   | Average | Standard deviation | t     | df | sig   |
| 1                    | Match                 | Are the concepts generated from the reviewed data?                                          | 3.68    | 1.251              | 9.45  | 29 | 0.000 |
| 2                    | Ability to understand | Are the concepts recognizable and generally systematically related?                         | 3.84    | 1.225              | 11.90 | 29 | 0.000 |
| 3                    |                       | Are the categories well-crafted?                                                            | 3.66    | 1.338              | 8.62  | 29 | 0.000 |
| 4                    |                       | Is the theory explained in such a way that it considers the change of different conditions? | 3.8     | 1.257              | 11.05 | 29 | 0.000 |
| 5                    | Generalizability      | Are the general conditions that may affect the phenomenon under study described?            | 3.7     | 1.185              | 10.27 | 29 | 0.000 |
| 6                    | Control               | Do the theoretical findings seem relevant?                                                  | 3.64    | 0.885              | 12.64 | 29 | 0.000 |

The results of the above table show that the adaptability, comprehensibility, generalizability and control of the model according to the calculated  $t$ -statistics (9.45, 11.82, 11.82 and 12.64) are significant at the level of 0.01 and therefore it has a reputation from experts and has been approved with 99% confidence.

#### 4. Discussion

Today, education is the basis of development and infrastructure of the country and at the forefront of the cultural and economic arrow of society, and also jihad as a phenomenon that has a cultural burden in the school of Islam, has had a great impact on scientific communities, especially universities. This culture, which can be called jihadi culture, has a central and fundamental principle, which is the full emphasis on spirituality and moral-Islamic-human values. Actually; There will be no jihadist management without spirituality. With the advancement of science, the effect of spirituality on the indicators of efficiency and effectiveness, organizational health, proper service, productivity, respect, etc. is not hidden from anyone. One of the most important capacities and capabilities of our dear Islamic country, Iran, are universities. The university is the cornerstone of any society and country. The university is not only a center for learning, but also an arena for cultivating the most genuine administrative forces of the country. Undoubtedly, the need for the survival and dynamism of a political and social system is to pay attention to culture, the deepest layer of the social system in the developments and social behaviors in universities, which are the main and basic scientific and cultural elements of the country. Jihadi culture as a divine attitude in Islamic universities is rooted in the high human values of individuals, which becomes an indicator of the realization of jihadi acts.

The importance of the management system and the administrative and organizational organization of Jihad Sazandegi, due to the efficiency and effectiveness of its system, has been constantly confirmed and emphasized by the officials of the Islamic Republic of Iran and its services in a very short time have led to great development activities in villages. What is noteworthy is that the importance of the value elements of constructive jihad goes back to the type of leadership, Islamic ethics, biological simplicity, participation, decision-making, communication networks, type of organization and composition of human resources and the dynamism of individuals and groups. . Jihadi management is in fact a style arising from indigenous

thinking and in accordance with our cultural and social requirements, which in other schools, management may have similar teachings, but these teachings are technical and experimental; That is, it is a method, method, and model of work that is not very different in human societies, but each of these styles has different functions, and the intensity and weakness of their effect are different in different cultures.

In the present study, in order to better understand the issue of jihadi management among managers and senior experts of the Ministry of Science, Research and Technology and the Central Organization of the Islamic Azad University, by examining the theoretical foundations and research conducted in Iran and the world, 50 items for jihadi management among The managers and senior experts of the Ministry of Science, Research and Technology and the Central Organization of the Islamic Azad University were identified. Among these, 4 components were influential factors on jihadi management that were categorized as participation, contentment, institutionalization of moral values and importance to the treasury. Also, 4 effective factors including self-confidence, transformation, hard work and speed of action were considered. Based on the obtained components, a researcher-made questionnaire consisting of 50 closed items was developed to assess jihadi management. The results of factor analysis show that among the 50 indicators (items), 12 main components can be identified, which are: 1- Management for God 2- Provincial management 3- Flexibility 4- Appropriate structure and organization 5- Self-confidence 6- Transformation 7- Hard work 8- Speed of action in work 9- Participation 10- Satisfaction 11- Institutionalizing moral values 12- Giving importance to the treasury to provide a model for jihadi management through the factor analysis test showed that the values of t-test Achieved at the level of 0.05 in all components and indicators is greater than 1.96; Therefore, there is a significant relationship between each of the components and indicators of jihadi management as a general model. Also, the values obtained in the model fit indices in all components and indicators are in accordance with acceptable standards and it can be stated with confidence that the research model has a good fit. In this study, structural equation modeling was used using the partial least squares method and SmartPLS software to verify the original model. The coefficient of determination for the consequence variable is estimated to be 0.860 and shows that jihadi management has been able to explain 74% of the consequential changes. The coefficient of determination for the antecedent variable is estimated to be 0.779 and shows that jihadi management has been able to explain 60% of the antecedent changes. Also, the value of t-statistic for all routes is greater than 1.96, which indicates that at 95% confidence level, all routes were significant.

In fact, jihadi management is an example of management in which the organizational culture is formed in order to achieve the goals of the organization and the goals of the organization are in line with environmental needs and values. Therefore, environmental values act as the main reinforcer of organizational values, which in turn, helps to achieve organizational goals again. In one sentence, it can be said: Jihadi management is management based on jihadi culture. Islamic Azad University, as one of the institutions that has an important role in providing capable human resources, can play an important role in the development of jihadi management in future organizations. Jihadi management is based on beneficial science and technology, sincerity, honesty, continuous effort, creativity and high innovation.

If you do not know discipline, diligence, prudence, day and night, and pursue work diligently; It should be the headline of our country's leaders and with the motivation of jihadist spirit to serve the servants of God with divine intention to enter the field of service and prefer national interests to personal interests, without a doubt the country's problems in all economic, cultural, political, military and scientific fields Conditions will be solvable and we will witness more and more growth and excellence and the realization of the goals and objectives of the holy system of the Islamic Republic of Iran (Ismaili, Yousefzadeh, 2012). According to the researches of Budaghi, Shadi (2014), Parsa, Hosseini (2013), Pashapour (2014), Taghavi Damghani, (2016), Chabok Goleh Doni, (2018), the characteristics of jihadi culture can be divided into several parts. Which are: Commitment-oriented culture: The most important indicators to assess the degree of sovereignty of such a culture are: commitment and loyalty to jihad and passion, commitment and self-health,

engaging in work and mission, commitment to the ideals of the revolution, giving importance to the treasury, Value orientation, participatory and orbital province. Knowledge-based culture: The most important indicators to evaluate the dominance of such a culture are: knowledge-based, transformation, emphasis on Islamic knowledge, initiative and creativity, having a spirit of jihad and self-sacrifice, implementation of the principles of Imam and leadership, innovation and creativity. Strategy-oriented culture: The most important suggested indicators for assessing the degree of sovereignty of such a culture are: the existence of common religious and revolutionary beliefs and values, moving towards goals and missions, jihadist initiative, flexibility, courage and risk-taking, coordination in the goal, cooperation and participation, Affairs, recognizing opportunities and taking advantage of them.

Sadeghi (2014) categorizes the indicators of jihadi culture and management into four main and sub-groups, which include: involvement in work and mission, adaptability and flexibility, adaptability, productivity; all these indicators were used as a prerequisite and a posterior in the research model. It can be said that organizations in order to improve and transform and increase the spirit and culture and jihadi management in their organizations are forced to pay more attention to the followers and the context, structure and text of the organization. In fact, organizations should encourage their employees to work hard and participate as much as possible in their affairs and decisions, as well as pay more attention to the context and text of the organization and explain the goals and missions that have a divine and spiritual color and smell and create a kind A culture based on trust among employees, to create a jihadist spirit in the organization and to be able to implement the management that we have seen in revolutionary institutions such as jihad and the IRGC during and after the holy defense.

The result obtained is in line with the results of some studies. Chabok Goleh Doni (2018) in his research stated that the indicators of jihadi management include: God-centeredness, province-centeredness, flexibility, creating a jihadi culture in war, value, dynamism, self-confidence, continuity, populism Innovation is self-sacrifice and self-sacrifice. Musaei et al. (2017) introduced trust as one of the tools of jihadi management. Rasti (2016) stated that self-confidence, progress and excellence of ideals are the result of jihadi management. In addition, studies by Zakeri (2014) and Pashapour (2014) examined the model of jihadi management through the lens of influential factors, Nasiri Valik Bani et al. (2014) considered spirituality and God-centeredness as one of the pillars of jihadi management and considered it necessary for creating jihadi management. Buddhism and happiness also introduced and counted 14 components for jihadi management. External studies have also addressed jihadist management from another literary perspective. The study of these studies provided little similarities between cybernetic leadership and jihadist management, such as the studies of Mitonga-Monga, Cilliers (2018), which focus on ethics and commitment. As an indicator of jihadi management in the mind of the developer, the study of Risk et al. (2018) also considered the existence of effective tools as one of these factors, while other studies such as Smeank, Hance (2017), Van Gils et al. (2015), Demirtas, Akdogan (2015), Cianci et al. (2014), Manroop (2015) and Walumbwa et al. (2012) also referred to effective factors influencing jihadist management. Based on the research findings, the following suggestions can be made: 1- Many efforts should be made by managers to fight flattery and lies should be considered ugly in their eyes, managers should make great efforts to be an appropriate ethical model for employees and actions A lot should be done by the administrators to institutionalize moral values in the university. 2- Optimal actions should be taken by the administrators to institutionalize moral values in the university. 3- The university should have a proper interaction with other executive bodies of the country and industry.

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