

Studying Managers' Performance Based on Jihadi Management Features

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Abstract

Jihadi management is a set of features along with managerial scientific structure and revolutionary and Velayati values to make a very strong driving force for the country to pass crises. Concerning its importance, present paper identifies the traits of Jihadi management in improving managers' performance.

Current study is a survey for which a questionnaire is used to gather data. To realize research aims, 384 middle and operational managers in companies and organizations in Tehran were considered as sample. Structural equation modeling (SEM) and confirmatory factors analysis (CFA) as well as LISREL and SPSS software packages were used to analyze data and to test research hypotheses and model. Research findings indicate significant impact by Jihadi traits such as "managers' strong and good associations with employees", "managers' accountability and responsibility", "obligation to commitments", "authentication in affairs", "designations" and "meritocracy" on managers' performance.

Keywords: Jihadi Management; Managers' Performance; Designation, Meritocracy.

1. Introduction

Each year, by a broaden horizon and considering needs, capabilities and priorities of the country in different

sections, Iranian supreme names the year and determines macro and general orientation of the country so that the outcomes of national efforts

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are more toward protecting the interests of the Nation and to prevent wasting the resources and capitals in human force and material capital sections. By the same approach, this year is named "economy and culture with national will and Jihadi management". Selecting Jihadi management approach for several times by Supreme Leader as the outstanding managerial approach in the country indicates the importance and determining role of Jihadi management in the future of the country (Ali Sadrosadat, 2010). On the other hand, such title for this year shows high responsibility of Jihadi managers in their activities and initiatives so that they should run the affairs in all arenas not by words but by more jihadi efforts. In the view of people and committed and revolutionary forces, jihadi managers are the patterns of Jihadi management in Islamic regime whose behaviors,

decisions and positions will be scrutinized. To the same reason, one can say that Jihadi management in all sections is like a shortcut to compensate backwards, low works and negligence by others by relying upon collective wisdom and scientific and experimental accumulation. What motivates i Jihadi management is the Divine satisfaction and then religious, revolutionary and national obligation (Jomhour haghighi, 2010).

Jihadi management is not just a managerial structure. In Jihadi management, a set of values and beliefs are intertwined with scientific managerial structures and revolutionary and Velayati values to generate a very strong driving force to pass crises. In Jihadi management structure, both route and aim are valuable and are addressed. The aim as the reason of establishing organizations is the agent of creation and movement while in Jihadi management; aim is not the only determinant. Through

an ongoing glance at values, Jihadi manager designs the route of movement so that the aim is realized while values and beliefs are not changed and are respected (Alireza Zavareh, 2010).

Discussion on Jihadi management is not a simple one. Jihadi management should be accompanied by both modern global management science and revolutionary and believing view. To the

same reason, present paper plans to provide a clearer view on a Jihadi manager by mentioning the traits of Jihadi managers and it would like to be a benchmark for domestic managers in all levels and position to be used for measuring their performance and behavior by discussing and investigating such traits.

Table 1: Managers' Traits in the View of Imam Ali

Managers' Traits	Sermons
Meritocracy (Experience)	Assign experienced people as agent
Meritocracy (Knowledge)	The most competent persons for governance are the most capable one to do the affairs and the most knowledgeable one to understand the issues by the command of Allah
Meritocracy (Competency)	Oh Malik! Accept no recommendation in employing your employees and agents except than their competency
Responsibility and Accountability	Do not rely upon lazy people in your works
Obligation to Commitments	Do the job of a day in the same day since each day has its own works
Authentication in Affairs	Honest people pose you lower costs and are kinder to you
Meritocracy	Select managers from those ones who have good nature, are from honest families and have good backgrounds
Responsibility and Accountability	Relation with higher-minded people
Managers' Good and Strong Relations With Employees	Be kind with grassroots and like them by your heart and never be predacious bloodsucker to take the opportunity to demolish their rights
Managers' Good And Strong Relations With Employees	Nothing is better than kindness to grassroots and mitigating their costs and lightening their burdens
Responsibility and Accountability	Never keep away people for long time
Managers' Good and Strong Relations with Employees	Loyalty is along with authenticity for which I do not know stronger damper
Authentication in Affairs	The leader of people should be honest
Designation	It is merit that a wise person adds the verdicts of wise people to his' and the knowledge of them to his own knowledge

2. The Features of Jihadi Management

Different managerial factors impact on managers' performance investigated below.

2.1. Managers' Good and Strong Relations with Employees

In his speeches on Jihadi management, the Supreme Leader has determined the factors and features of this kind of management for officials. According to him and based on the principles of Jihadi management, having a strong and multilateral relation with employees is an important feature of Jihadi management. It is beyond daily relations in workplaces found everywhere. Managers' strong relations with employees in Jihadi management system will be extended to human and Islamic recipes so that employees would view managers not in top-down hierarchy but also in a

shoulder-by-shoulder approach (Tsui, 2001). The participation of officials in praying and religious ceremonies are samples of their strong relations with employees. In Jihadi perspective, the manager monitors all subordinated employees constantly but talks with them in an equal and brotherhood sense and in the case of deficiencies, he/she would talk with them accountably. One should not be confused with friendly and brotherhood with hindering the ignorance and lower working. In Jihadi management, all forces do their best. Under such circumstances, one can accept wasting the time or energy of employee(s). Jihadi manager tries to prevent repeating such events by kind words. In Jihadi structure, official punishments are under the Islamic framework and official laws. Such behavior would lead into mutual trust (Anne Smith et al, 2006). Manager trusts its subordinates in terms of capability, health and honesty

and have no doubt to use such forces and to value them. Mutually, the forces trust in honest support in accepting their ideas and recommendations and helps in removing probable barriers in the road of administering plans in all levels. This would pave the ground for growing and splendor of talents, creativity and risk taking (Luo et al, 2014).

2.2. Managers' Responsibility and Accountability

In Jihadi management, responsibility is too high. Since the philosophy of entering some valued forces to such kind of management is their responsibility sense. We observed some samples in defending the country and eliminating deprivation in villages and some unfinished works in the beginning years of the Islamic revolution in Jihad Sazandegi which

all indicate high responsibility of Jihadi forces (Arshadi, 2011). Today, although we are far from these years, such factors as external sanctions and pressures have made the ambience of domestic work and management so that we need managers to step forward by the sense of responsibility. Not only responsibility is respected in managerial structures but also it is particularly emphasized in Islam. Some instances are provided below.

Responsibility in Holy Quran:

- (a) Responsibility by Noah: he said to his people: *(sent) to convey to you the messages of my lord and to advise you, for I know from Allah what you do not know* (Al-Araf 62)¹.
- (b) Responsibility by Hud (PCBU): he said to his people: *I deliver to you the messages of my lord and i am your honest adviser* (Al-Araf 68)².

١. أبلغكم رسالات ربي وأنصح لكم وأعلم من الله ما لا تعلمون

٢. أبلغكم رسالات ربي وأنا لكم ناصح أمين

(c) Responsibility by Saleh (PCBU):
he said to his people: *he turned from them, saying: 'I conveyed to you, my nation the message of my lord and gave you counsel; but you had no love for sincere advisers* (Al-Araf 79)³.

(d) Responsibility by Hud (PCBU):
he said to his people: *he turned away from them saying: 'i conveyed to you, my nation, and the messages of my lord and advised you. How can I grieve for the unbelieving nation?* (Al-Araf 93)⁴.

One of the responsibilities of managers in Jihadi management is accountability. It can be seen as a subset of responsibility. One cannot find a manager who performs his/her responsibility completely while he/she is not accountable to people, other managers and

employees. There are numerous cases in Islam for accountability mentioned below:

(a) Prophet's accountability to people: *the people will ask you about the hour. Say: 'the knowledge of it is with Allah alone, what makes you to know that the hour is near?* (Al-Ahzab 63)⁵

(b) Prophet's accountability to Holy Book followers: *they say: 'be Jews or Nazarenes and you shall be guided. 'Say: 'no, rather the creed of Abraham, the upright one. He was not among the idolaters* (Al-Baqara, 135)⁶. *Those to whom we have given the book rejoice in what is sent down to you, while some factions reject a part of it. Say: 'I am commanded to worship Allah and to associate none with him. To*

٣. يَا قَوْمِ لَقَدْ أُبْلِغْتُكُمْ رَسُولَ رَبِّي وَنَصَحْتُ لَكُمْ وَلَكِنْ لَا تَحِبُّونَ النَّاصِحِينَ
٤. يَا قَوْمِ لَقَدْ أُبْلِغْتُكُمْ رَسُولَاتِ رَبِّي وَنَصَحْتُ لَكُمْ
٥. يَسْأَلُكَ النَّاسُ عَنِ السَّاعَةِ قُلْ إِنَّمَا عِلْمُهَا عِنْدَ اللَّهِ وَمَا يُذِيرُكَ لَعَلَّ
السَّاعَةَ تَكُونُ قَرِيبًا

٦. وَقَالُوا كُونُوا هُودًا أَوْ نَصَارَى تَهْتَدُوا قُلْ بَلْ مِلَّةَ إِبْرَاهِيمَ حَنِيفًا وَمَا كَانَ مِنَ الْمُشْرِكِينَ

him I supplicate, and to him i turn
(Al-Rad 36)⁷.

- (c) Prophet's accountability to unbelievers: *and those who disbelieve say: 'why has no sign been sent down to him by his lord? 'Say: 'Allah leads astray whom he will, and guides those who repent (Al-Rad 27)⁸ and those who disbelieve say: 'why has no sign been sent down to him by his lord? 'Say: 'Allah leads astray that he will, and guides those who repent (Al-Rad 43)⁹.*

2.3. Obligation to Commitments

Accepting the responsibility of speeches and obligation to commitment and accountability to performances and drawn plans are, *inter alia*, the most distinguished indicators of Alavi administration. In

this vein, one should not forget that Jihadi management roots in Islamic and Iranian beliefs and intertwined with the administration of Imam Ali (PBUH). Hence, we point out his narration: *what I say is in my commitment and I obliged to it.*

Critical conditions like sanctions demand that managers work hard and oblige to their commitments. The promises by a manager in the days of assignment or pre-assignment should not be without considering future conditions and capabilities and needs of organization. In Jihadi management the manager is obliged to all his/her commitments and believes that it is his assignment (Wu et al, 2010). He does not promise and if he promised, he attempts to realize it. To realize it, manager should consider it as a priority and refuse his own priorities.

٧. وَالَّذِينَ آتَيْنَاهُمُ الْكِتَابَ يَفْرَحُونَ بِمَا أُنزِلَ إِلَيْكَ وَمِنَ الْأَحْزَابِ مَنْ يُنْكِرُ بَعْضَهُ قُلْ إِنَّمَا أُمِرْتُ أَنْ أَعْبُدَ اللَّهَ وَلَا أُشْرِكَ بِهِ إِلَيْهِ أَدْعُوا وَإِلَيْهِ مَآبِ

٨. وَيَقُولُ الَّذِينَ كَفَرُوا لَوْلَا نُزِّلَ عَلَيْهِ آيَةٌ مِنْ رَبِّهِ قُلْ إِنَّ اللَّهَ يَضِلُّ مَنْ يَشَاءُ وَيَهْدِي إِلَيْهِ مَنْ أُنَابَ
٩. وَيَقُولُ الَّذِينَ كَفَرُوا لَسَتْ مُرْسَلًا قُلْ كَفَى بِاللَّهِ شَهِيدًا بَيْنِي وَبَيْنَكُمْ وَمَنْ عِنْدَهُ عِلْمُ الْكِتَابِ

Individual or collective thoughts have no room in Jihadi management and manager's thinking should be prevalent and multilateral. In Jihadi management structure, a manager needs something more than daily jobs. He needs to be involved in job and see him/her as the center of activities. A Jihadi manager looks at affairs by the feeling of responsibility and curiosity and he/she is always ready for any challenge in his/her workplace. Managerial steady structure in Jihadi management does not seem adequate and effective. Rather, a dynamic and flexible management which is ready for any movement is appeared more fruitful. Jihadi manager should think on initiatives to involve other managers and employees in responsibilities. Such Jihadi manager is fully ready for any condition in board of directors and to contribute them in decision making in critical points and enforce their responsibility

feeling. Either management or board of directors cannot expect to pass the problems and difficulties by steady management.

2.4. Authenticity in Affairs

Jihadi manager is someone beyond competitiveness and courage. He has honest relationship with board of directors and other managers and employees. On the other hand, board of directors supports managers in difficult road of management. Authenticity refers to right and precise materials on all current or future processes (Ogunfowora & Bourdage, 2014). In authenticity, keeping the secrets should be considered as a factor of need and should not be confused with lying.

2.5. Designation

This principle emphasizes on distribution of financial – official authorities and avoiding surplus

bureaucracies and unnecessary and limiting correspondences. Each working area in the framework of policies and norms of necessary authorities is to show how to consume credits, to attract or hold manpower and changes in organization. All these would lead into increase in productivity (Lui et al, 2007).

Structures with Jihadi management are run contributive. Decisions are made collectively and down – top. Many meetings are organized to discuss and study and resolve problems and finding guidelines. Top management does not believe that it does not need to hear and using colleagues' opinions. Although this principle sometimes long-term decision making, it would enjoy the advantages of work and collective management and contribution in decisions and empathy and accompany in executing decisions and exists in all pillars and components of

the organization toward the fate of plans, progress in job, improvement and promotion of the organization and the feeling and responsibility and commitment (Mulvaney et al, 2006).

2.6. Meritocracy

No proper managerial structure is created randomly. Jihadi management structure needs that people with Jihadi and constructive thinking to be assigned in right positions in right times. As in a puzzle all pieces are needed, the right location of them is another important issue which should be considered. In fact, one should note the right position of each piece in puzzle. In Jihadi management structure, it is too important that who is assigned in top rank and how is the layout of responsible people and their combination. A merit manager in an organization with Jihadi thinking acts thoughtfully, aware and active. By creating balance between people and

individuals, Jihadi management utilizes the most capability of each person and prevents overpressure on them.

Since organizational processes in Jihadi management cannot be flowed in inflexible and bureaucratic frameworks and structures, a climate of diversity and challenge to emerge ideas, inventions and innovations of employees is always tangible. Since decision making process and adopting organizational policies are taken in the closest points to executive operations due to unfocused politics governance, these organizational processes are fully influenced and accompanied by the ideas and statements of agents and operational incumbents. In such atmosphere, people contribute in decision making irrespective their organizational positions (Mulvaney et al, 2006).

3. Managers' performance

Performance evaluation is a system to measure the performance of human force based on defined and concurred indicators. Such system aims at estimating the activities of an organization economically (Pollitt & Bouckaert, 2000; Kickert, 2000; Otley & Fakiolas, 2000). In an organization, each person needs to know his/her performance in order to achieve determined targets, progress in work, mitigating the costs and wastes, improving the productivity, return and profit, increasing clients' satisfaction of provided services by the organization and enhancing organizational deliverables (Groot & Helden, 2003). Such awareness causes that people know their strengths, weaknesses and behaviors and utilize necessary arrangements for effectiveness of efforts. Modern HR management theories such Total Quality Management (TQM) and

European Foundation Quality Management Model (EFQM) and Benchmarking emphasize that organizations should be aware their employees efficacy by which they can improve their manpower situation and increase their products (Yusof & Aspinwall, 2000; Prajogo & Sohal, 2006; Rahman & Bullock, 2005). In these theories and models, performance evaluation is defined as “determining the degree of adequacy and competency of employees to perform assigned tasks and accepting responsibilities in organization objectively and systematically. In other words, performance evaluation means relative measurement of human performance on doing a certain job in a certain time compared to work standard and determining an individual’s potential talents and capacities to plan toward make them de facto (Groot & Helden, 2003). According to new findings on Management by Objective,

performance management is a component of important HR management systems. Mirsepasi defines performance management as a new phenomenon in HR strategic management and performance evaluation as one of its aspects (Mirsepasi, 2005). Today, many authors and connoisseurs introduce performance management instead of performance evaluation by which, control is only a tool not an aim while its main goal is to optimize human resources.

Nelarine define performance management as a process to achieve commercial aims of organization through more contribution by employees in activities and performance evaluation as an effective tool to supervise and develop employees in work groups in the scope of “performance management” (Nelarine, 2000).

In the meantime, Neraline defines performance management as clarifying the minimum standard for work performance compared to necessary behavioral standard and the scope of performance management including organizational overall strategy and, consequently, HR management which constitute performance management strategy along with other factors such as external evaluation, optimizing and developing management information system (MIS), collective and individual assessment system, incentive systems, behavioral management systems, etc (Nelarine, 2000).

The aims of performance management are varied and its main goal in performance management process is to communicate and motivate people, to determine return, efficiency and effectiveness of work, to optimize human resources, to plan human force, personnel initiatives, to identify personal talents and their

personality growth and to punish/encourage, etc (Bogt, 2001; Kaplan & Norton, 1992). Performance evaluation can be executed in two individual and collective manners. In this way, one can measure individual or collective performance in two periods (with more or less similar conditions) or compare a person or group with another person or group.

Evaluation process is an objective and dynamic system and process needed feedbacks to modify the system constantly. Performance evaluation can help managers to resolve mentioned problems. However, such aid is effective and fruitful when evaluation system is designed by evaluation factors. One cannot improve communications through using a closed evaluation plan. Openness of the system would lead into its dynamic in interaction with environment and identifying and diagnosing the problems can not only

help to devise a proper evaluation plan to remove the problems but also it assures that managers who use this plan practically feel more

commitment. Based on background, literature and hypotheses of research, provided model can be rendered in figure 1.

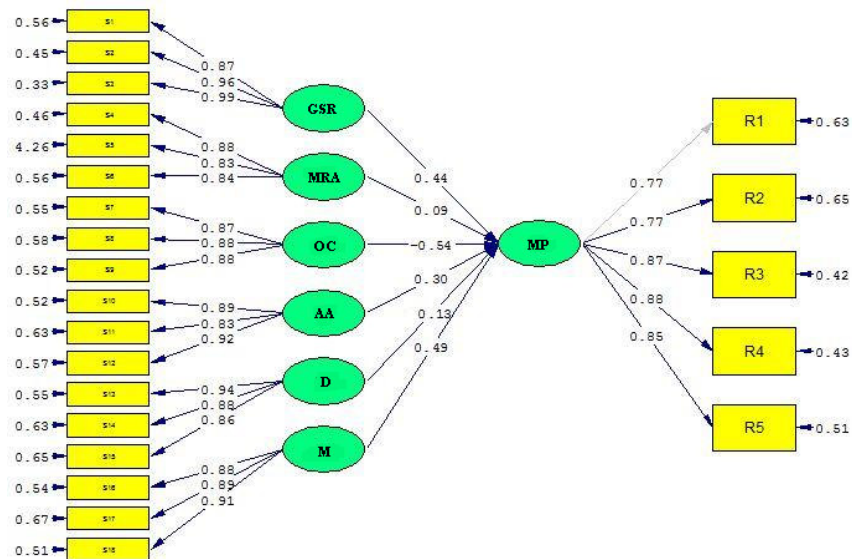


Figure 1: Conceptual Model

Note: GSR- Good and Strong Relations; MRA- Managers' Responsibility and Accountability; OC- Obligation to Commitments; AA- Authenticity in Affairs; D-Designation; M- Meritocracy; MP- Managers' Performance

4. Research Methodology

4.1. Methodology

In present paper, we look for investigating and identifying the attributes of Jihadi management and its impact on managers' performance. In terms of purpose and the nature of studied problem, this is a survey while it is a descriptive one in terms of

methodology. A questionnaire is used to collect data. The questions are based on Likert five – point scales (fully disagree, disagree, relatively agree, agree and fully agree) and the questionnaires were distributed among respondents personally.

4.2. Measures

Current study consists of seven variables “managers’ strong and good associations with employees”, “managers’ accountability and responsibility”, “obligation to commitments”, “authenticity in affairs”, “designations” and “meritocracy” measured by a set of measures.

Three items were used to measure “managers’ strong and good associations with employees” (Wu et al, 2010; Lou et al; 2014; Tsui, 2001), three items for “managers’ accountability and responsibility” (Molovani et al, 2006 & Philip et al, 2013), three items for “obligation to commitments” (Arshadi, 2011; Lou et al, 2014), three items for “authenticity in affairs” (Wu et al, 2010 (Ovenfura et al, 2014), three items for “designation (Smith et al, 2006; Richard et al, 2007) and three items for “meritocracy”. Five items developed by Tsui (2001), Richard et

al (2007) and Wu et al (2010) are used to measure “managers’ performance”. On this basis, research questionnaire consists of 23 items as shown in table 2. Several demographical questions are mentioned in the end of questionnaire as explained in findings section.

4.3. Research Statistical Population and Sample

Present paper is conducted to identify the attributes of Jihadi management and its impact on managers’ performance. Thus, research population consists of all middle and operational management in organizations and companies in Tehran. Since research population is unlimited, sample size was computed as 384 by Cochran's formula as follows:

$$\frac{z_{\alpha/2}^2 p \cdot q}{d^2} = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2} = 384$$

To access respondents relevant to sample size and to make sampling method more random, the authors went to different organizations in Tehran for several times and people were selected and asked randomly. To keep a secure margin, 400 questionnaires were distributed of which 384 questionnaire were confirmed.

4.4. Questionnaire Reliability and Validity

To analyze the internal structure of the questionnaire and to determine the validity, the results form CFA and AVE are used. To this end, standard factor loading and AVE index for all items and variables were computed as shown in table 1. Validity is

established when standard factor loading for each variable is measured and AVE index for each main variable is greater than 0.5 (Fornell and Larcker, 1981). As seen in table 1, standard factor loading and AVE index are greater than 0.5 for all items and variables. Therefore, one can conclude that the questionnaire enjoys acceptable validity. To measure reliability, Cronbach's α value is used. To establish reliability, Cronbach's α value should be greater than 0.7 in order to be accepted (Tenenhaus et al, 2005). Cronbach's α values for all constructs are shown in table 1 and all of them are greater than 0.7.

Table 2: Standard Factor Loads, Cronbach's Alpha and AVE

Items	Standard Factor Loads	Cronbach's Alpha	AVE
Managers' Strong and Good Associations with Employees		0.77	0.57
I believe that proper relation with employees is a tool to achieve organizational aims.	0.86		

I pursue proper bilateral relations in and out of organization.	0.96		
Always, I'm looking for warmers relations with employees.	0.99		
Managers' Accountability and Responsibility		0.75	0.53
I prefer job problems on personal ones.	0.88		
I'm ready to resist fully for company's needs.	0.83		
I associate myself in victories and failures of the company.	0.84		
Obligation to commitments		0.72	0.51
Doing assigned tasks is my priority	0.87		
I do my best to do the affairs.	0.88		
Performing organizational commitments is the top priority in my tasks.	0.88		
Authenticity in Affairs		0.83	0.54
Always, I attempt to provide right and precise information.	0.89		
I feel committed to inform people.	0.83		
Seriously, I avoid expressing contradictory data.	0.92		
Designation		0.79	0.58
I do only the job I cannot perform.	0.94		
I carry the burden of doing all tasks.	0.88		
It is easy for me to designate my authorities to others.	0.86		
Meritocracy		0.76	0.52
I consider individuals' knowledge, skills and capabilities in employing them.	0.88		
I consider necessary skills and attributes for incumbency in employment process.	0.89		
I do not consider it fair to employ and promote people based on familial acquaintances.	0.91		
Managers' Performance		0.81	0.62
Always, I consider conducting and influencing over employees.	0.77		
Planning and organizing are inseparable components of my management.	0.77		
I look for realizing organizational aims with high qualitative/quantitative standards.	0.87		
Satisfying employees is, inter alia, my key value.	0.88		
High commitment is a distinguished trait of my management.	0.86		

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5. Findings

5.1. Research Descriptive Findings

For better identification of the nature of the used population in this study and more familiarity with research variables, it is necessary to describe statistical data before analyzing them. As mentioned, in present study, 384 respondents were studied of whom 148 were female and the remained were male. Additionally, 113 individuals were less than 25 years – old, 177 were between 25 – 40 years – old and 94 were over 40. In terms of education, 95 individuals were had B. A. and 146 had M.A. and 143 had PhD. The results of demographic data are depicted in table 3.

Table 3: Research Demographic Variables

Variable	Age	Quantity
Sex	Male	236
	Female	148
Age	-25	113
	25 - 40	177
	+40	94
Education	B. A.	95
	M. A.	146

5.2. Model Fitness Test

To determine provided model fitness by CFA, various goodness of fit indicators are used as shown in table 4. Overall, each acquired indicator for model is not itself the reason of fit or unfit of the model; rather, such indicators should be described along with each other. Both χ^2 and secondary fitness tests show that the model is adequately proper and they move toward the factors of the model and we focus on such factors. Table 4 indicates the most important indices and depicts that the model enjoy proper fitness. All indices indicate that the model is fit to observed data. Model fit indices show the appropriateness of measuring model since Chi 2 ratio on freedom degree is less than 3, RMSEA is less than 0.9 and other indices are also plausible (Lei & Wu, 2008). In other words, the overall model is significant and

admirable.

Table 4: Model Goodness for Fit

Index	Ratio	Allowed level
χ^2/df	2.49	< 3
GFI	0.91	> 0.9
RMSEA	0.076	< 0.1
CFI	0.92	> 0.9
AGFI	0.87	> 0.8
NFI	0.92	> 0.9
NNFI	0.93	> 0.9

5.3. Testing Model Hypotheses

To study the relationship between variables of each test, Pearson correlation coefficient is used. The results of Pearson correlation coefficient is shown in table 5. As seen in table, the relationship between all hypotheses is significant in 99% of confidence level. Since the relations between research hypothesis variables are significant, we test research hypotheses.

Table 5: The Relationship of Hypothesis Variables

Indicators Relations	Correlation coefficient (R)	(Sig)	Test result
1. managers' strong and good associations with employees and their performance	0.328**	0.001	Supported
2. Managers' accountability and responsibility and their performance	0.232**	0.003	Supported
3. Managers' Obligation to commitments and their performance	0.156**	0.000	Supported
4. Managers' authenticity in affairs and their performance	0.421**	0.000	Supported
5. Managers' designation and performance	0.243**	0.009	Supported
6. Managers' Meritocracy and performance	0.314**	0.005	Supported

** Significance level in 99%; * Significance level in 95%

Test results are shown in table 6 based on SEM. As seen in the table and concerning t statistic, all research hypotheses were supported. Hypotheses 1, 3, 4 and 4 are supported in significance level of 99% while hypotheses 2 and 6 are supported in significance level of 95%. On this

basis, one can conclude that such variables as “managers’ strong and good associations with employees”, “obligation to commitments”, “authenticity in affairs” and “designations” impacts significantly on “managers’ performance” in significance level of 95%. Concerning the path ratios, one can conclude that the impacts of “managers’ accountability and responsibility”, “obligation to commitments”, “authenticity in affairs” and “designations” and “meritocracy” are linear, positive and straightforward; it means that 1% increase in independent variables would increase dependent variables as 1% and vice versa. As an example, 1% improvement in “managers’ strong and good associations with employees” would improve managers’ performance to 44% (with 99% of probability). One can describe path ratio for other hypotheses similarly. Path ratio for the

impact of all independent variables on managers’ performance is 0.71. It shows that these variables can predict 71% of changes in managers’ performance dependent changes while remained 29% is prediction error and can include other influential variables on managers’ performance.

Table 6: Testing Research Hypotheses

Indicators Hypothesis	t statist ic	Pat h rati o(β)	(r^2)	Test resul t
1. The impact of managers’ strong and good associations with employees on their performance	3.32* *	0.44	0.71	Supp orted
2. The impact of Managers’ accountability and responsibility on their performance	2.28*	0.09		Supp orted
3. The impact of Managers’ Obligation to commitments on their performance	3.89* *	0.54		Supp orted
4. The impact of Managers’ authenticity in affairs on their performance	2.98* *	0.30		Supp orted
5. The impact of Managers’ designation on their performance	5.67* *	0.13		Supp orted
6. The impact of Managers’ Meritocracy on their performance	2.22*	0.49		Supp orted

** Significance level in 99%; * Significance level in 95%

6. Conclusion and Recommendations

In present study, Jihadi Management attributes were initially identified and then their impacts on managers' performance were measured. After reviewing relevant literature, these factors were identified as Jihadi management attributes: "managers' strong and good associations with employees", "Managers' accountability and responsibility", "obligation to commitments", "authenticity in affairs", "designations" and "meritocracy". Then, their impacts on managers' performance were measured.

The findings from collected data analysis indicated that "managers' strong and good associations with employees", "Managers' accountability and responsibility", "obligation to commitments", "authenticity in affairs", "designations" and "meritocracy" impact on managers' performance significantly and positively. On this basis, one can conclude that

improvement in managers' relations, their responsibility, obligation to commitment, authenticity in affairs, promoting designation and meritocracy would increase their performance. Their performance improvement would finally lead into country's success in critical conditions. Present research is conducted on middle and operational managers in Tehran. For its more extension of the research and model, it is necessary to be tested in other levels of management and other regions. Identified attributes in this research could clarify a part of managers' performance and there may be other influential traits which can increase the capability of elucidating and predicting managers' performance to which future authors should address.

7. Managerial Applications

According to the present study, and knowing about the impact of the jihad features on managers' performance, the

priorities should be based on these features. If the management wants to improve the performance of the organization, it is suggested to focus on the jihad features and to implement the actions such as "creating good and strong relationship between the managers and employees", "responsibility and responsiveness", "commitment", "honesty at work", "authority" and "meritocracy". Appropriate suggestions for improving the performance, structure, and enforcement measures and necessary guidelines are presented as follows. In order to better and easier understand of the solution they can be presented in the form below.

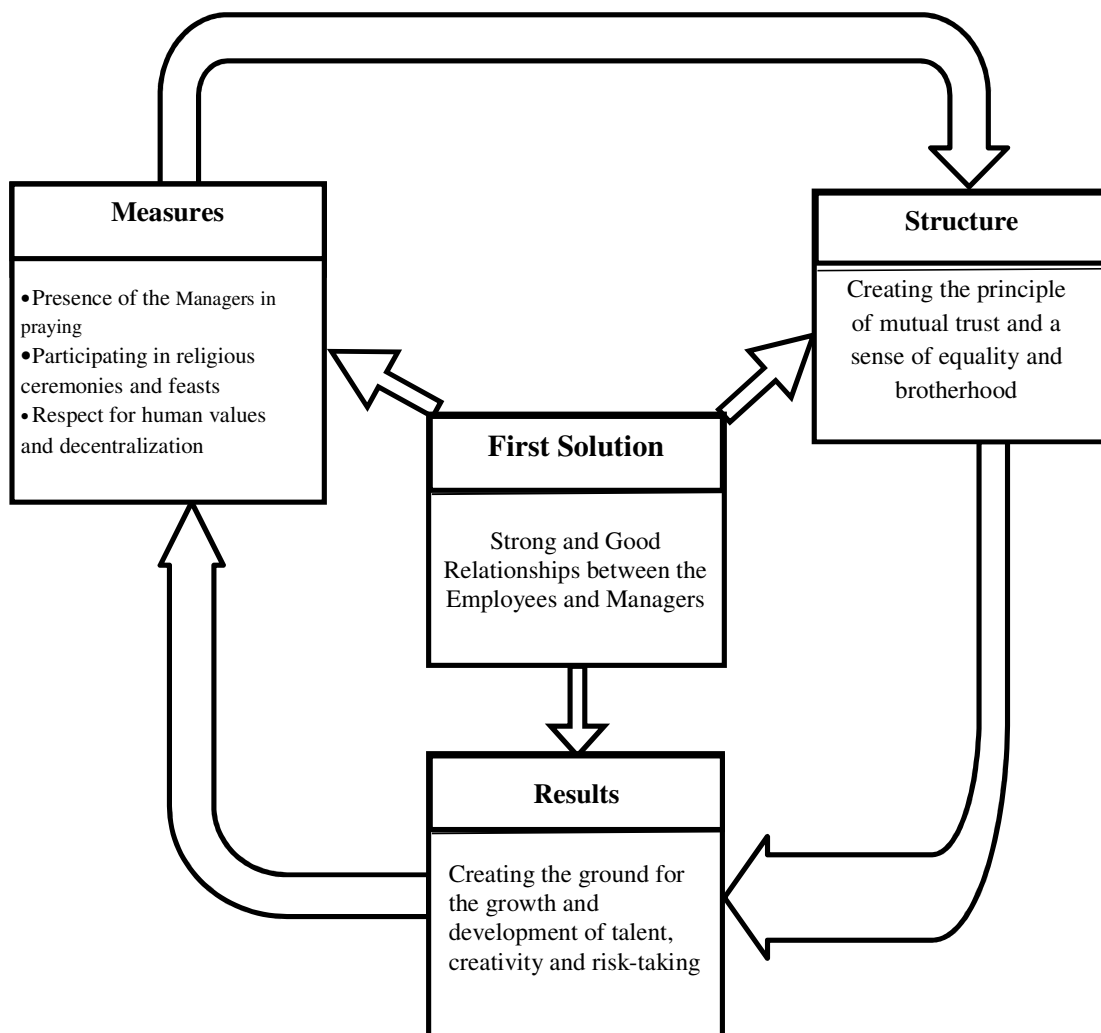


Figure 1: Structure, Measures and Results of the Research First Solution

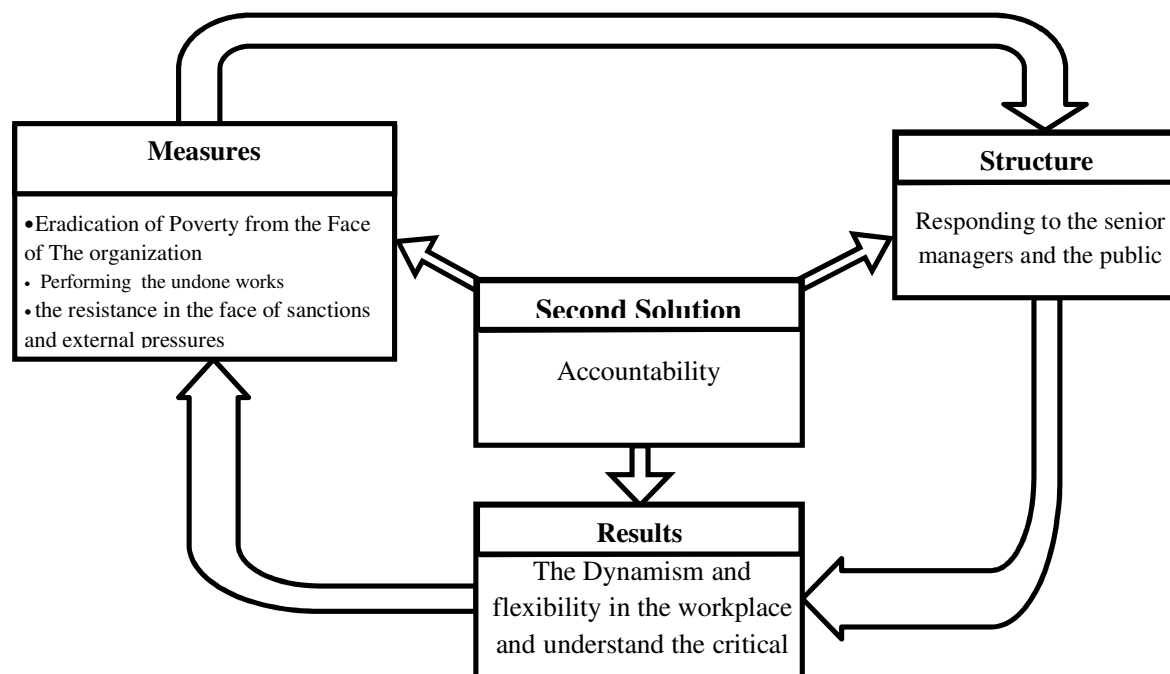


Figure 2: Structure, Measures and Results of the Research Second Solution

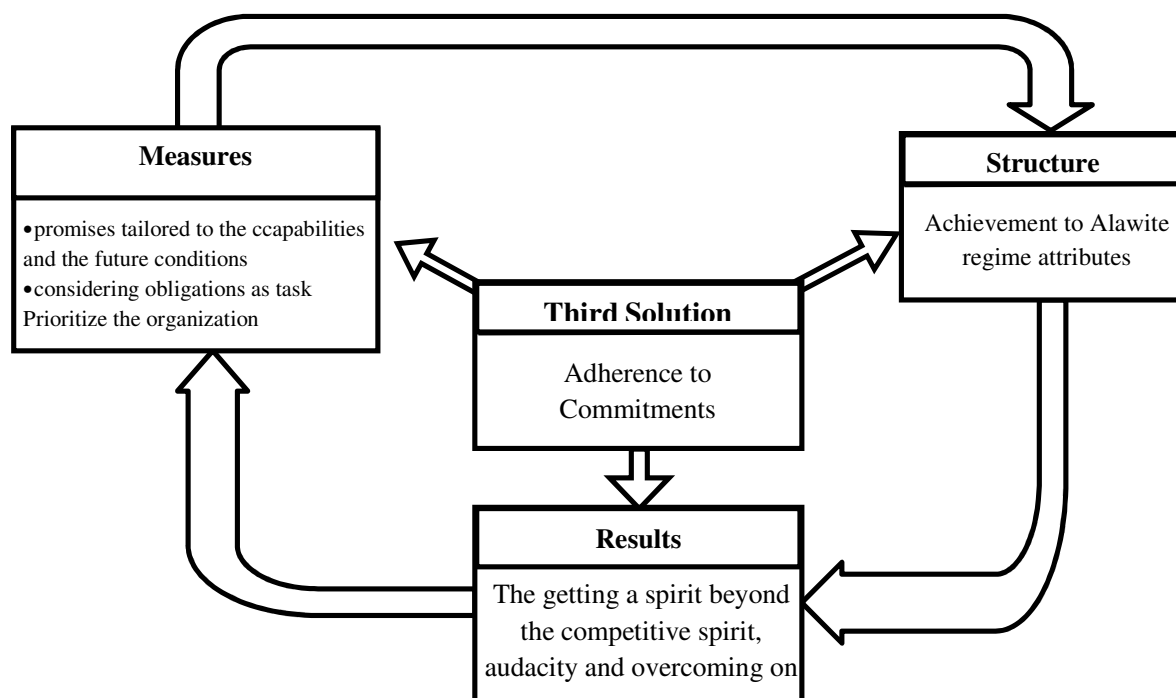


Figure 3: Structure, Measures and Results of the Research Third Solution

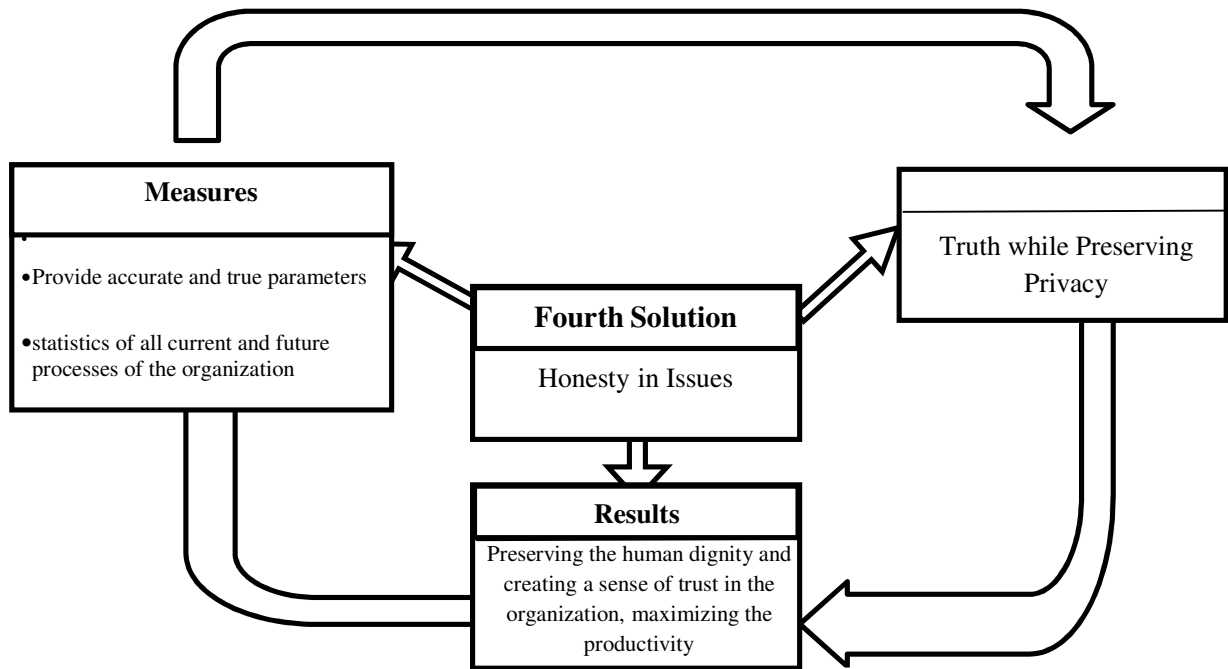


Figure 4: Structure, Measures and Results of the Research Fourth Solution

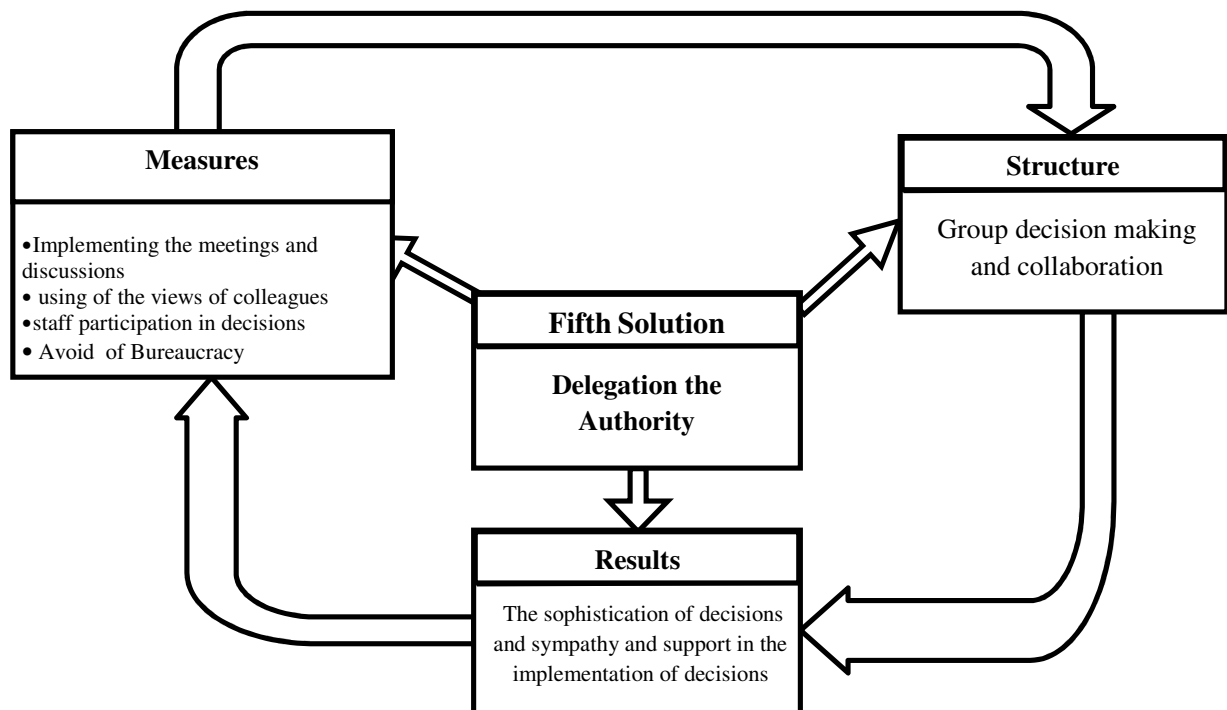


Figure 5: Structure, Measures and Results of the Research Fifth Solution

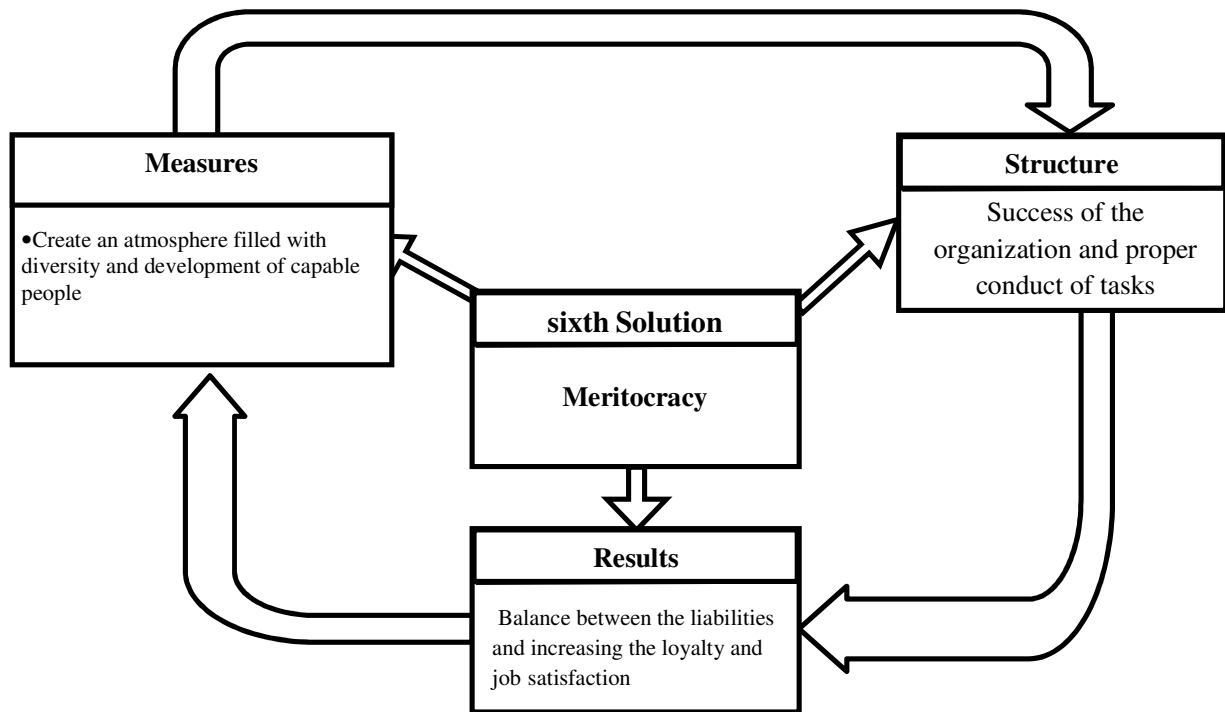


Figure 6: Structure, Measures and Results of the Fifth Research Solution

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بررسی عملکرد مدیران بر مبنای ویژگی‌های مدیریت جهادی

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مدیریت جهادی دارای مجموعه‌ای از ویژگی‌هاست که در کنار ساختار مدیریتی علمی و همراه با ارزش‌های انقلابی و ولایتی در هم تنیده می‌شوند تا نیروی محرک بسیار قوی را برای عبور کشور از بحران‌ها فراهم آورد. با توجه به اهمیت این امر، هدف تحقیق حاضر؛ شناسایی ویژگی‌های مدیریت جهادی است که عملکرد مدیران را بهبود می‌بخشد. تحقیق حاضر از نوع پیمایشی بوده و برای جمع آوری داده‌ها نیز از ابزار پرسشنامه استفاده گردیده است. به منظور تحقق اهداف تحقیق ۳۸۴ نفر از مدیران میانی و عملیاتی سازمان‌ها و شرکت‌های شهر تهران به عنوان نمونه در نظر گرفته شدند. جهت تجزیه و تحلیل داده‌ها و آزمون فرضیات و مدل تحقیق نیز از آزمون‌های مدل‌سازی معادلات ساختاری (SEM) و تحلیل عاملی تأییدی (CFA) و دو بسته نرم افزاری لیزرل و SPSS استفاده شد. یافته‌های تحقیق حاکی از تأثیر معنی‌دار ویژگی‌های جهادی «روابط قوی و خوب مدیران با کارکنان»، «احساس مسئولیت و پاسخگویی مدیران»، «پایبندی به تعهدات»، «صداقت در امور»، «تفویض اختیار» و «شایسته سالاری» بر «عملکرد مدیران» بود.

واژگان کلیدی: مدیریت جهادی، عملکرد مدیران، تفویض اختیار، شایسته سالاری.