

Evaluation and Validation of the Jihadi Organization Model: A Case Study of Tehran Municipality Organization

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Abstract

The purpose of the present research is to evaluate and validate the Jihadi organization model. Regarding the significance of inherent models in management and organization field and according to the necessity of using authentic models in the organizations, the Jihadi model was selected as an inherent model for evaluation and validation. It includes three behavioral, contextual, and structural dimensions of 23 components and 135 indicators. The model was evaluated using field method in Tehran municipality organization. Four districts of Tehran municipality were randomly selected through two-step clustering sampling method, of which 375 employees were selected as research sample for questionnaire distribution. Analyses using structural equation modeling, confirmatory factor analysis, path analysis, and fitting analysis demonstrated the Jihadi organization model is totally fitted and validated. Thus, it is recommended that further studies frequently verify the proposed model and apply in the organization if it is validated again.

Keywords: Jihadi organization model, validity, reliability, validation.

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Introduction

Producing local humanities based on national native (local) culture plays a determining role in forming culture and national identity. More importantly, theories of humanities stemmed from western thoughts are weak theories consciously and unconsciously used by academics and scholars (Eshaghi, 2014; Faghihi et al, 2010; and Ibrahimpour, 2006). In addition, the thoughts and theories entrance into applied and academic context led them penetrated into culture and various layers of intellectual society; thus, it causes many large difficulties, which are similarly seen in the very western countries, too. In this regard, the science of management and organization may not be excluded. Inefficacy of management theories governing national organizations originating from western cultures also became increasingly evident. Hence, humanities, in particular management and organization require a new perspective (attitude). An innovative attitude on the bed of local culture and though is demanded to give birth to the inventive models and procedures in order to minimize the gap between methodology and implementation platform and to maximize the optimal productivity.

The Jihadi organization model, which practically achieved in Jihadi institutes like Jihad of Construction, is a local model causes productivity in national organizations. It is designed and implemented in the cultural context of national organizations different from principles of western experimental humanities.

Hosseini et al (2017) were the only who academically studied the concept of “Jihadi organization” through a certain methodology. They quantitatively and qualitatively designed Jihadi organization model based on the experts’ opinions. Thus, Jihadi organization model was designed as a local organizational model in three behavioral, contextual, and structural frameworks consisting of 23 components and 135 indicators.

According to the significance of designing and implementing local models in national organizations, the efforts of Hosseini et al in designing Jihadi organization model is honored; however, it is necessary to know that whether the model is authentic, adequately reliable and validate, and whether the model is fitted prior practically implementing the model in national organizations. Attaining an authentic model ensures national organizations of upcoming successes in return for using the proposed model. Therefore, the current research tries to evaluate and validate the Jihadi organization model.

Theoretical basics

“Jihad” is explicitly defined as “fighting for god” (Eshaghi, 2014). According to this definition in management and organization literature, “Jihad in organization” corresponds to “spiritual endeavor”. Thus, “Jihadi organization” is determined as “spiritual endeavor-based organization”. Hence, Jihadi organization is an organization in which staffs spiritually attempt to meet organizational objectives (Hosseini et al, 2017). Regarding to the definition of “Jihadi organization” as “spiritual endeavor-based organization” and considering the ethereal atmosphere in the organization (Sarлак, 2012; 198), “Jihadi organization” is precisely explained as “an organization providing the opportunity of spiritual effort focused on organizational transcendence through preparing spiritual

infrastructures for employees. In such an organization, employees are spiritually motivated (arose) to achieve organizational objectives at a level beyond common level” (Hosseini et al, 2017).

Once an employee is spiritually inspired and uninterruptedly tries to achieve organizational objectives, the spiritual endeavor is attained. At this level, the employee goes beyond routine capacity. It is very promising for the organizations to obtain the level.

Research literature showed that the concept of “Jihadi organization” lacks strong research background. Indeed, few studies investigated this new notion. While, in almost all scholars’ perspective, local view to organizational models is necessarily inevitable. Relevant conducted studies are classified in several paths. The first path refers to the notion of “Jihadi management”. Since the concepts of management and organization are tightly interwoven, it may be stated that the concept of Jihadi management is close to the concept of Jihadi organization. Thus, all existing researches on Jihadi management also serve as research background for Jihadi organization. Exploring Jihadi management literature uncovered that almost all Jihadi management researches are deficient in formulated scientific structure and research methodology (Ahmadiyan, 2014; Sadralsadat, 2014; Heiydari tafreshi, 2014). In most studies, the researcher appealed to one or several religious sources to design and formulate a Jihadi management or culture model ignoring scientific qualitative and quantitative validation methods. Therefore, the validity of these studies was under questioned. To say it differently, a comprehensive research with scientific methodology was called for (Hosseini et al, 2017).

In the second path, it was tried to grasp the concept of Jihadi organization through reviewing literature of Jihadi institutes like Jihad of Construction. Despite the significant organizational perspective of Jihad in these studies; they still lack authentic and academic research methodologies (Ghaed ali and Moshref javadi, 2014Y Soltani, 2014; Jafari, 2012; Efati, 2012).

According to the conducted studies and regarding semantic affinity of “Jihad” and “spiritual endeavor”, the concept of spirituality and organizational spirituality is specified as the third path relating to the Jihadi organization. Further, it has also been tried to precisely analyze the literature. The issue of lack of verified academic methodologies of the two preceding paths was solved in organizational spirituality investigations; however, there were still some other problems. Since all organizational spirituality models have been formulated in western, non-Islamic, and nonreligious contexts; as a result, using such models in the local Islamic Iranian context of Iranian organizations raised several questions and doubts (Purnamasari and Amaliah, 2015; Riklikiene et al., 2016; Ross et al., 2016; Afsar, Badir and Kiani, 2016; Sarkar, Hill and Parker, 2015).

Hosseini et al (2017), in a study entitled “designing and explaining Jihadi organization model”, presented the only local research on the concept of Jihadi organization through a verified scientific methodology. The study designed a Jihadi organization model through Delphi method and interviewing with Jihadi experts. The proposed Jihadi organization model contains three behavioral, contextual, and structural dimensions (and sub-components). Therefore, Jihadi organization model is represented as follows.

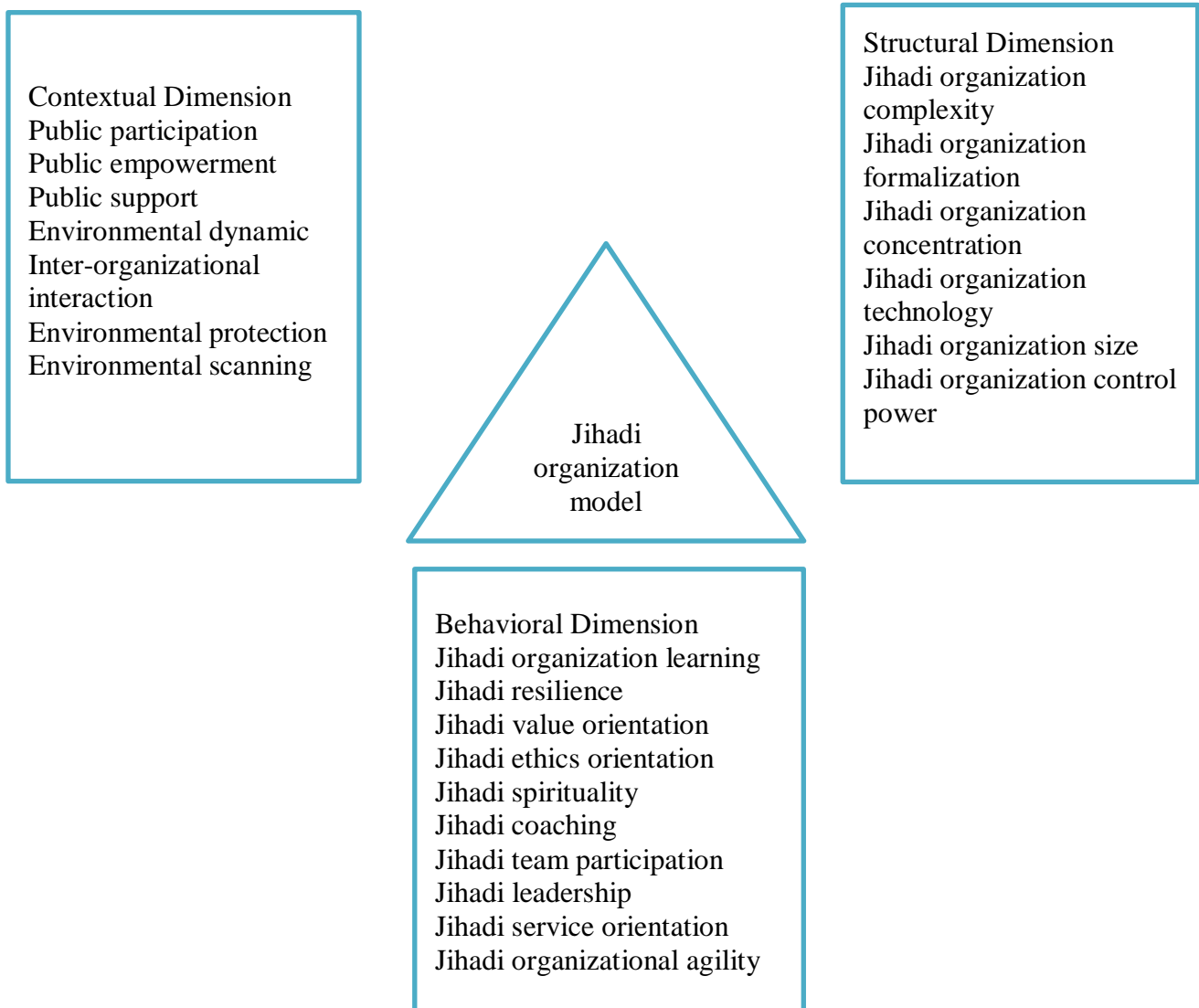


Figure 1: Jihadi organization conceptual model
Source: Hosseini et al (2017)

As seen in Figure 1, Jihadi organization model consists of three behavioral, structural, and contextual dimensions. In addition, includes 23 components and 135 indicators (Hosseini et al, 2017).

Considering that Jihadi organization model is a local model and regarding that applying the model in national organizations may cause model coordination to the organization local context and finally may lead to the organizational productivity, the present research seeks to find the answer to the questions that whether the Jihadi organization model is adequately valid? Whether the Jihadi organization model is the most fitted model? Whether the Jihadi organization model validity and reliability is adequate to extend into different nations and organizations? In this regard, it is significantly required to evaluate and validate the Jihadi organization model.

Research methodology

This is an applied research in term of purpose and a correlation study in term of implementation. To answer research questions and to evaluate and validate the Jihadi organization model, the present research carried out a survey through using field test. In this regard, the proposed model validity and reliability were initially examined through pre-test/posttest. In pre-test, 10 experts and researchers verified the Jihadi organization model face validity. In addition, 53 employees of Tehran municipality organization were randomly selected through two-stage cluster sampling method to analyze the proposed measure reliability in test piloting. The results of obtaining Cronbach's alpha coefficient (all coefficients were larger than 0.6) verified the Jihadi organization measure validity. Then, the Jihadi organization model underwent a field test through a questionnaire distribution. Understudied populations were all employees of Tehran municipality organization. According to the structural equation modeling and inferential statistical tests, 375 individuals were finally selected as research sample to meet sample requirements through two-step cluster sampling method. That is four districts were randomly selected from Tehran municipality organization districts; next, some of the districts were selected as research sample and Jihadi organization questionnaires were distributed.

Research findings

Findings of research sample demographic and descriptive statistics revealed that of 375 research samples, 294 individuals were male and 81 were female. Furthermore, 123 individuals had less than 10 years of work experience, 133 individuals of 10-20 years of experience, and 119 employees showed over 20 years of experience. Also, 85 individuals lacked any academic education, 278 individuals hold bachelor and master degrees, and 12 were PhDs. 145 individuals of research samples showed participation history of Jihadi projects in Tehran municipality; whereas, other participants lacked such history.

In the following, model validity is verified through using structural equation modeling (SEM). In addition, confirmatory factor analysis (construct validity), path analysis, and model fitting analysis were also investigated based on fit criteria. According to Table 1, results of KMO indicator and Bartlett test show that research samples used in the study are adequate for factor analysis; moreover, factor analysis is proper to identify the Jihadi organization model and the assumption of known correlation matrix is rejected.

Table 1: Outputs of KMO indicator and Bartlett test

| Model | KMO indicator | Bartlett test significance level |
|---------------------------|---------------|----------------------------------|
| Jihadi organization model | 0.882 | 0.000 |

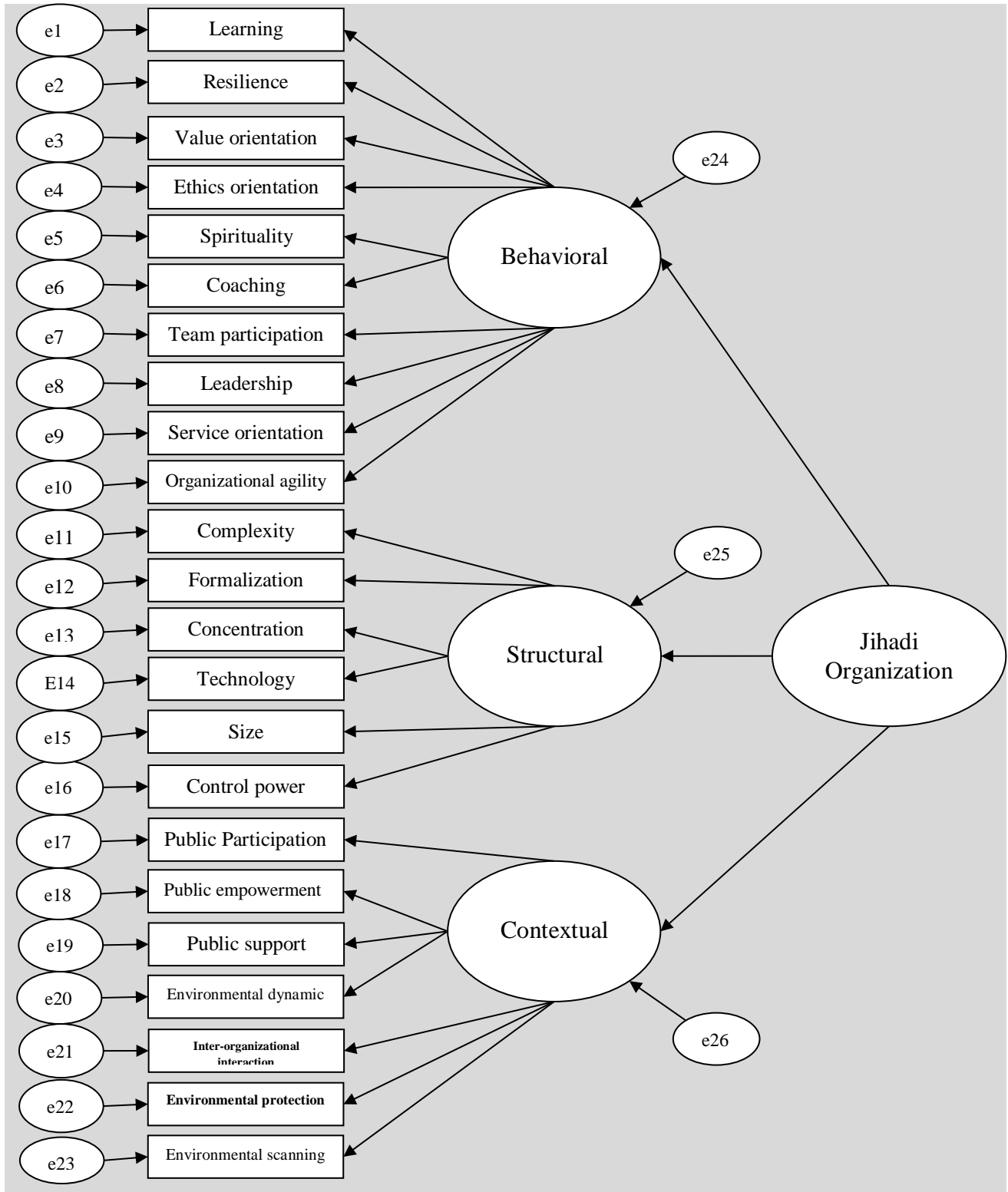


Figure 2: Structural equation modeling of Jihadi organization model

Figure 2 represents the results of structural equation modeling of Jihadi organization model.

As defined by standards (Hair et al, 2009), to confirm the model through confirmatory factor analysis, it is necessary that each factor loadings be larger or equal 0.05 and the significance level (P-value) is smaller or equal 0.05. Moreover, the indicators not meeting the requirements are excluded and the model is reexamined. However, in this model, as the requirements are met, the factors are confirmed. Thus, it may be stated that the Jihadi organization model is confirmed in term of confirmatory factor analysis (construct reliability).

The Jihadi organization model path analysis is provided as follows in Figure 2. In fact, the purpose of path analysis is to implement multivariate linear regression (MLR) and to attain regression equation coefficients. Significance levels reported for any path coefficient also indicate that whether the path analysis results may extend to the public. According to academic standards (Kock, 2015), the results of paths with significance level of ≤ 0.05 may not be extended to the community; in better word, according to regression test, the coefficients are excluded from regression equation. The specified path coefficients in Figure 2, at significance level smaller than 0.05, signify confirmed model paths. Therefore, all variables are maintained in the population regression equation and the effect of all three paths is confirmed.

The Jihadi organization model fitting is assessed based on the ratio of Chi-square/degree of freedom, RMSEA, RMR, NFI, GFI, and AGFI as seen in Table 2 (Hoyle, 1995). According to the results, the Jihadi organization model is properly fitted.

| Model | $\frac{\chi^2}{df}$ | RMSEA | RMR | GFI | AGFI | NFI | Result |
|---------------------------|---------------------|----------------|-----------|-----------|-------|-------|------------|
| Jihadi organization model | 2.56 | 0.055 | 0.188 | 0.850 | 0.823 | 0.901 | Maintained |
| Acceptable | Less than 3 | Less than 0.08 | Near to 0 | Near to 1 | | | |

Conclusion

The purpose of the present research is to evaluate and validate the Jihadi organization model in Tehran municipality. Research results exhibit that the Jihadi organization model is adequately validated and confirmed. To study model validity, face reliability and validity, confirmatory factor analysis (construct reliability), path analysis, and fitting analysis were used. Results of face reliability showed that the measure proposed based on the Jihadi organization model is appropriate from experts and researchers' opinions. In addition, according to the pilot test and obtaining Cronbach's alpha coefficient, it is realized that the Jihadi organization measure is adequately reliable in all dimensions. Thus, it is recommended that further studies apply this valid measure and more analyze its reliability and validity.

Then, the model validity was examined through structural equation modeling using field data. Output of confirmatory factor analysis (construct reliability) revealed that all

factors are confirmed in terms of factor loading and significance level; hence, there is no need to exclude factors from model, to retest, redesign, and reanalyze the model. Testing a model in different communities may cause trusting in the reliable results; thus, it is suggested that further studies investigate different communities in order to identify the strengths and weaknesses of confirmatory factor analysis through successive implementation.

The present research studied all model paths through path analysis shown in Figure 1. The objective was to find the answer to the question that whether all existing paths are generalized in extending sample results to the community? Or in other word, if all model components and dimensions are valid maintained in model generalization? Relying upon path coefficients and significance level, path analysis results showed that all paths are valid in generalizing sample results to the community; furthermore, no component or dimension is excluded from the community regression model. The obtained results also verify validity of the Jihadi organization model. And finally, to maximally ensure the Jihadi organization model, model fitting analysis was applied. Fit analysis intends to find the answer to the question that whether the designed Jihadi organization model is the best fitted model or a better model would be achieved by some adjustments. Fit analysis results based on the certain criteria in Table 2 present that the Jihadi organization model is adequately fitted. Unlike western developed organizational models, which practically showed that not only do not utilize all organizational resource capacities, but also cause loss of valuable organizational resources through creating the phenomena like job leaving, absenteeism, reduced job satisfaction, lack of motivation, etc., Jihadi organization model is a local model based on Iranian culture that provides the opportunity of utilizing organizational resources beyond the capacities through Jihadi plans (Hosseini et al , 2017). Despite the abundant achievements this organizational model practically attained in the form of Jihadi organizations such as Jihad of construct, it was ignored in the area of modeling and theorizing and no proper studies were conducted. The only research considerably dealt with this issue was the study of Hosseini et al (2017). They designed Jihadi organization model through interviewing the experts and using Delphi method. Moreover, the current research also evaluated and validated the model through several different methods.

The Jihadi organization model (Hosseini et al, 2017) consists of three behavioral, contextual, and structural dimensions. The structural dimension determines the structural characteristics of a Jihadi organization. It embraces the components of Jihadi organization complexity, formalization, concentration, and technology, size, as well as Jihadi organization power control. Further, contextual dimension of Jihadi organization model determines the factors the Jihadi organization model externally interact. According to the Jihadi organization model, an organization contains seven contextual components of public participation, public empowerment, public support, environmental dynamic, inter-organizational interaction, environmental protection, and environmental screening. What critically significant in establishing a Jihadi organization is the organization behavioral mechanisms. Respecting behavioral dimension, any organization includes ten components of Jihadi organization learning, Jihadi resilience, Jihadi value orientation, Jihadi ethics orientation, Jihadi spirituality, Jihadi coaching, Jihadi team participation, Jihadi leadership, Jihadi service orientation, and Jihadi organizational agility.

As contemporary scholars believe, local models' development path is composed of three major steps. At the first step, the model is designed observing research regulations. It is necessary to consider the organization local context such that the maximum accordance between the model and understudied organization is obtained. Second, the designed model is evaluated and validated in different organizations. Undoubtedly, a valid model is only achieved through several experiments. Regarding the Jihadi organization model is one of the functional successful models provides agility, excellence, and prosperity of the national organizations against western bureaucratic models; hence, it is recommended that further studies also evaluate and validate the model for more reliability. In the third step, the valid designed local models are applied to explore national organizations and to offer some improvement solutions. Thus, it is advised that further studies consider various national organizations respecting to the model to identify the strengths and weaknesses of turning national organizations to the Jihadi organizations.

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