



Explaining the Relationship between the Personality Traits of Policymakers and job Motivation (Based on Jihadi Management in Revolutionary Institutions)

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Abstract

The aim of this study was to explain the relationship between personality traits of policymakers and their job motivation based on jihadi management in revolutionary institutions (to provide an appropriate model). This research is correlational-descriptive in terms of nature and applied in terms of objective and survey in terms of method. The statistical population of the present study includes 152 managers and deputies of revolutionary institutions, selected by a census method. In the present study, using library studies and experts' opinions, the personality traits of policymakers based on jihadi management, 17 components were identified and 52 questions were designed. To measure job motivation, Hukman & Oldham model, including five components of skill diversity, task identity, task importance, independence, and feedback was used. Cronbach's alpha coefficient of the questionnaire was estimated to be higher than 0.7, which indicated that the reliability was confirmed. Structural equation modeling (SEM) was used to analyze the data in Smart PLS software. Confirming the proposed research model, the results showed that there is a positive and significant relationship between the personality traits of policymakers and their job motivation based on jihadi management. Also, among personality traits, trust in God, commitment, being revolutionary, belief in guardianship of the Islamic Jurist, self-confidence, innovation and creativity, courage and determination, success-seeking, sincerity, generosity, perseverance and double effort, awareness and knowledge seeking, responsibility, kindness, risk-taking, independence-seeking, consultability have a positive and significant relationship with their job motivation based on jihadi management in revolutionary institutions.

Keywords: Jihadi management, Job motivation, Personality traits, Policymakers.

Introduction

One of the tasks of management in the organization is to increase positive feelings in employees and reduce negative emotions, so that they can work with more energy (Barbate, 2014). Managers are trying to achieve more success and promotions in different ways and are always looking for better and easier ways to do things. These managers adopt different methods in coping with problems and solving them (Ahmed et al., 2016). The issue of policy is one of the important issues in management science that has been seriously studied by experts during the last three decades (Alvani et al., 2013). Personality as an effective factor in the policy of managers is a set of personality traits and characteristics that can be used to compare people with each other (Goleman, 2001). A person's personality is the result of specific styles that each person has in thinking and behaving. In other words, specific way of thinking and behaving each person reflects his or her personality. Thus, recognizing one's personality or typical patterns of his or her responses to situations can help us in predicting his or her behavior in new situations (Wong & Kenneth, 2002). In this regard, the Islamic Revolution and the events occurred after it resulted in formation of a kind of behavior, culture and organizational management style that was later interpreted as jihadi work and management (Yazdanshenas & Poormoghadasian, 2016). Although jihadi management as a serious subject has not been considered in the scientific community,

existence of a strategic university document and inclusion of jihadi management experience as "Basij management" as one of the ten subjects of general research policies of the Faculty of administrative sciences and commercial management of the University of Tehran in the imposed war years attracted the attention of audiences (Sharifi & Zarifian, 2017). Jihadi behavior and spirit as an important factor in improving performance in various parts of Iranian organizations that were experienced in the first decade of the Islamic Revolution at the community level and especially in the constructive jihad, the Islamic Revolutionary Guard Corps (IRGC) and Basij, has some characteristics (Naseer & Ahmad, 2016). Some of these characteristics are working for God, believing that "we can", work seriously and tirelessly, using all our existential and mental capacity, and trusting in youths. Jihadi management is derived from Islamic management with the aim of approaching God and serving His servants and respecting the people, and its aim is to do work in a proper and valuable way and to gain God's pleasure to achieve inner satisfaction. In this method, spiritual reward is considered before worldly reward and commitment is one of its most central components (Taghizade Yazdi & Soleimani, 2015). In this style of management, the goal is to create a suitable environment for the growth of employees and as a result to achieve God's satisfaction (Enshaei et al., 2020). Given the importance of job motivation and also considering the repeated emphases of Imam Khamenei (Iran's



Supreme Leader) in using local and domestic models and implementing it in the general policy-making process and identifying the personality traits of policymakers based on jihadi management, the aim of the present study is to explain the relationship between the personality traits of policymakers and their job motivation based on jihadi management in revolutionary institutions.

Methodology

The present study is correlational-descriptive in nature of nature, applied in terms of objective, and survey in terms of method. The statistical population of the present includes 152 managers and deputies of revolutionary institutions, selected by a census method. In this study, using library studies (referring to written documents such as books, magazines, etc.) and the opinions of experts (including professors and experts aware of the subject), the personality traits of policymakers based on jihadi management were identified. They included trust in God, being Islamic (Muslim), being a revolutionary, belief in guardianship of the Islamic Jurist, self-confidence, innovative and creative, courageous and determined, success-seeking, sincerity, generosity, perseverance and double effort, responsibility, kindness, risk-taking, independence-seeking, and consultability.

This questionnaire consisted of 52 questions scored on 5-point Likert scale (strongly disagree, disagree, almost agree, agree, strongly agree). The validity of this questionnaire was obtained through alignment of managers' opinions and using investigator review and member check techniques. In this study, Hukman & Oldham model (Mesgar Zadegan, 2011) and five components of skill diversity, task identity, task importance, independence and feedback were used to measure job motivation. The questions were answered on a 5-point Likert scale (strongly disagree, disagree, almost agree, agree, strongly agree). Cronbach's alpha coefficients of policymakers' personality traits questionnaires based on jihadi management (0.736) and employees' job motivation (0.952) were estimated to be higher than 0.7, which indicates the appropriate reliability of the model. To test the research hypotheses, structural equation modeling (SEM) in Smart PLS 3 software was used.

Results

Results of significance of coefficients are reported based on the t-value statistic, so that if the t-value statistic is more than 1.96, it can be concluded that the independent variable has an effect on the dependent variable with 95% confidence (Figure 1) and (Figure 2).

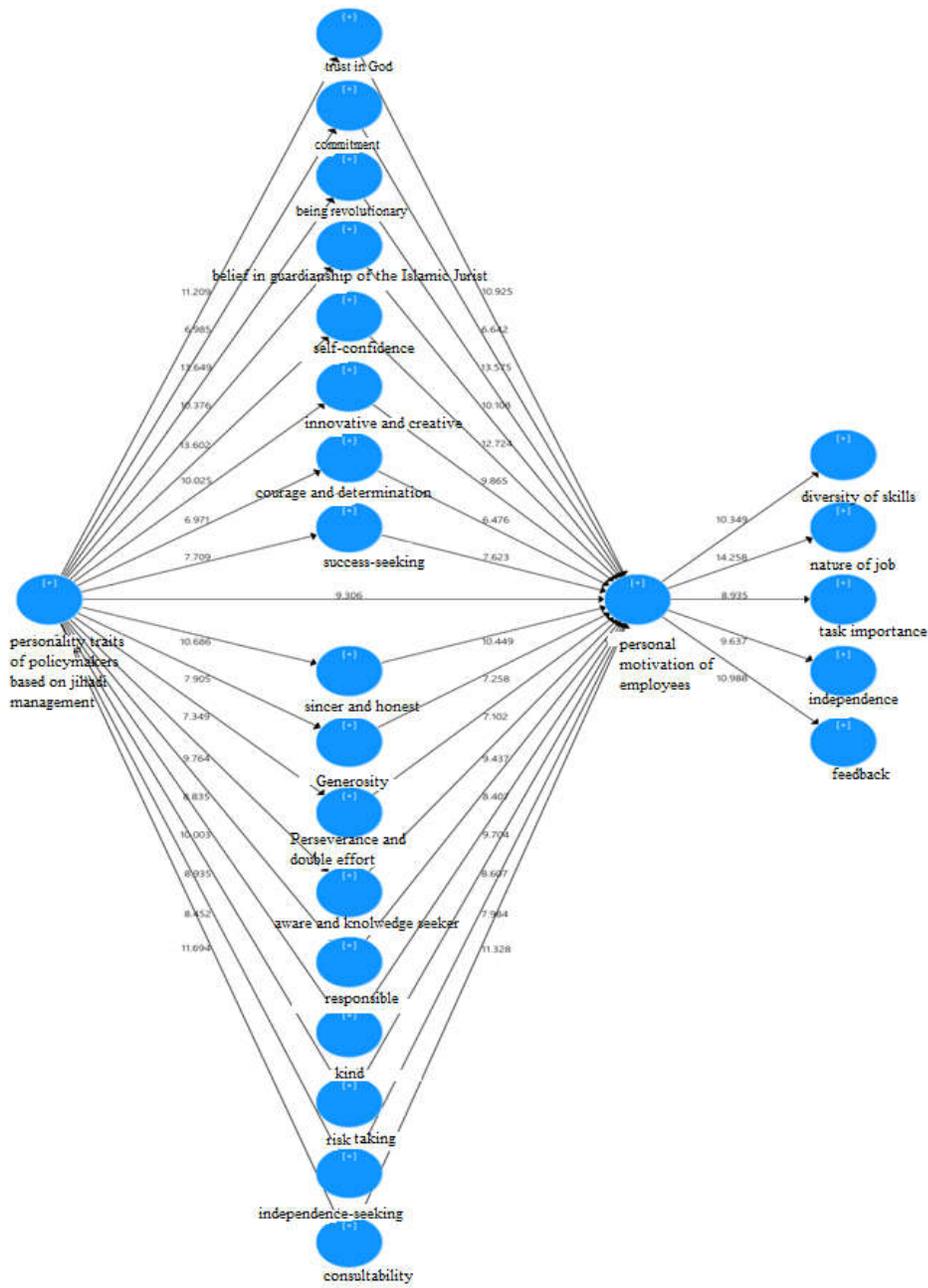


Figure 1. Significant coefficients of t-value in the conceptual model

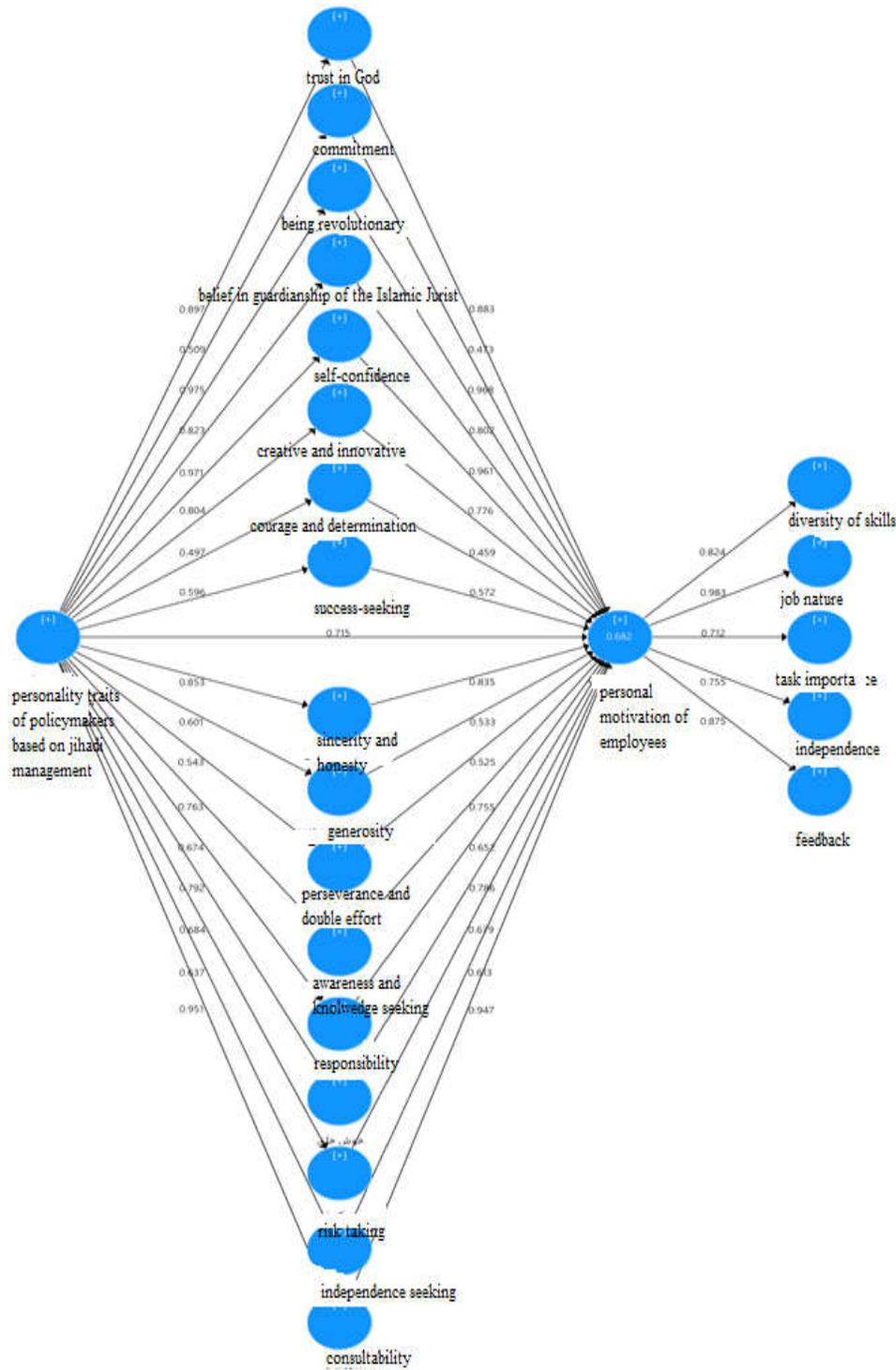


Figure 2. Path coefficient (standard numbers) in the concept model

A summary of the structural equation modeling results is presented in (Table 1):

Table 1. Results of structural equation modeling

Relationships of research variables	t value	direct effect (R)	result
Personality traits of policymakers with job motivation	9.306	0.715	positive and significant
trust in God of policymakers and job motivation	10.925	0.883	positive and significant
Policymakers' commitment and job motivation	6.642	0.473	positive and significant
The revolutionary nature of policymakers and job motivation	13.575	0.968	positive and significant
policymakers' belief in guardianship of the Islamic Jurist and job motivation	10.108	0.802	positive and significant
Self-confidence of policymakers and job motivation	12.724	0.961	positive and significant
Innovation and creativity of policymakers and determination in affairs and job motivation	9.865	0.776	positive and significant
courage and determination and job motivation	6.476	0.459	positive and significant
Success-seeking of policymakers and job motivation	7.623	0.572	positive and significant
sincerity of policymakers and job motivation	10.449	0.835	positive and significant
Generosity of policymakers and job motivation	7.257	0.533	positive and significant
Perseverance and double effort of policymakers and job motivation	7.102	0.525	positive and significant
Awareness and knowledge seeking of policymakers and job motivation	9.437	0.755	positive and significant
responsibility of policymakers and job motivation	8.407	0.652	positive and significant
Kindness of policymakers and job motivation	9.704	0.786	positive and significant
Risk-taking of policymakers and job motivation	8.607	0.679	positive and significant
independence-seeking of policymakers and job motivation	7.984	0.613	positive and significant
consultability of policymakers and job motivation	11.328	0.947	positive and significant

As shown in (Table 1), all coefficients of factor loads are greater than 0.4, indicating the appropriateness of this model.

Coefficient of determination R2 (R Squares)

Table 2. Coefficient of determination

dependent variable	R2	intensity
Personality traits of policymakers based on jihadi management	0.682	strong
job motivation	0.682	strong

If the value of R2 for the endogenous structures of a model is higher, the fit of the model will be better. (Funder, 2010)

considers three values of 0.19, 0.33 and 0.67 as the criterion values for weak, moderate and strong values of structural fit of the



model by R2 criterion. According to (Table 2), the coefficient of determination of model is at a strong level.

Predictive quality (Q2)

This criterion determines the predictive power of the model. Models that have an acceptable structural fit should be able to predict the characteristics of the endogenous

structures of the model. (Nikpour & Shariat, 2010) defined three values of 0.02, 0.15 and 0.35 to indicate the weak, moderate and strong predictive power of the structure or related exogenous structures. According to (Table 3), the coefficient of determination of model is at a strong level.

Table 3. Predictive quality (Q2)

dependent variable	R2	intensity
Personality traits of policymakers based on jihadi management	0.466	strong
mean	0.466	strong

Model quality indices and their acceptance level in the partial least squares method

Table 4. Model quality indices and their acceptance level in the partial least squares method

variable	construct validity	composite reliability (CR)	average of variance extracted (AVE)
	acceptable level ≥ 0	>0.7	>0.5
Personality traits of policymakers based on jihadi management	0.113	0.713	0.556
Trust in God	0.176	0.739	0.592
Commitment	0.190	0.718	0.662
Being revolutionary	0.318	0.795	0.559
belief in guardianship of the Islamic Jurist	0.329	0.741	0.512
Self-esteem	0.198	0.759	0.509
Innovative and creative	0.130	0.737	0.601
Courageous	0.132	0.761	0.617
success-seeking	0.232	0.736	0.509
Sincere and honest	0.298	0.700	0.653
Generous	0.118	0.845	0.673
Perseverance and double effort	0.209	0.774	0.612
aware and knowledgeable	0.187	0.849	0.559
responsible	0.128	0.774	0.529
kind	0.154	0.738	0.591
Risk-taking	0.119	0.761	0.639
Independent-seeking	0.183	0.713	0.617
Consultable	0.150	0.739	0.695
Employees' job motivation	0.190	0.718	0.662
diversity of skills	0.318	0.795	0.559

nature of job	0.329	0.741	0.512
Importance of task	0.198	0.759	0.509
Independence	0.186	0.748	0.601
Feedback	0.104	0.759	0.586

If the composite reliability for each structure is above 0.7, it indicates the appropriate internal reliability for the measurement models and a value less than 0.6 indicates the absence of reliability. Due to the higher coefficient of composite reliability, the variables in (Table 4) show the appropriate and acceptable fit of the measurement models.

If the average of variance extracted (AVE) criterion for a variable is less than 0.5, the question with the lowest factor load should be omitted. In (Table 4), since the AVE values for all variables are greater than 0.5, the convergent validity of the structures is acceptable.

Goodness of fit (GOF) of general model

The general model includes both parts of the measurement and structural model, and by confirming its fit, examining the fit of the model is completed. Three values of 0.01, 0.25 and 0.36 are considered as weak, moderate, and strong, respectively, for this criterion.

$$GOF = \sqrt{Communalilty \times \overline{R^2}} = \sqrt{0.466 \times 0.682} = 0.563$$

According to the above results, it can be stated that the model has a strong fit.

Discussion

The results revealed a positive and significant relationship between trust in God of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Koushki, 2014) found that trust in God has a positive and significant effect on job motivation. If managers and policymakers in the organization trust in God and do not focus only on achieving results, success, abilities, strengths and opportunities in doing the works and ask help from God, they will be more motivated to do things. The results showed a positive and significant relationship between the commitment of policymakers and their job motivation based on jihadi management in revolutionary institutions. The results of this study are in line with the results of studies conducted by (Poon Teng Fatt, 2002) and (Salovey & John, 1990).

The commitment of policymakers to religious principles and jihadi management and doing things beyond their duties will cause managers to have more motivation and energy to do things, resulting in increased job motivation. The results showed that there was a positive and significant relationship between the revolutionary nature of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Arun Kumar, 2014) found that being a revolutionary is one of the factors



affecting motivation. Being revolutionary includes a spirit that takes into account human and moral temperaments and causes a person to pay attention to opportunities and situations with a double spirit and try to achieve more successful goals and situations. The results showed that there is a positive and significant relationship between policymakers' belief in guardianship of the Islamic Jurist and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Mohyeldin Tahir Suliman, 2007) have considered belief in guardianship of the Islamic Jurist as an effective factor in increasing job motivation. They have referred to unique role of Imam Khomeini and the Supreme Leader in various areas of the Islamic Revolution, wise guidance and spiritual era of the holy defense, proper management of the Islamic system in overcoming conspiracies and seditions. Based on enemies' confessions about the role of Guardianship of the Islamic Jurist in the authority and honor of Islamic Iran, deep confidence in Imam Khomeini and obedience to Supreme Leader are considered as one of the criteria and characteristics of jihadi management and progress of Islamic system in various areas. As a result, belief in guardianship of the Islamic Jurist causes people to have the necessary stability and motivation to obey Guardianship of the Islamic Jurist and strive to achieve goals of the revolution and highest peaks of honor and pride. The results showed that there is a positive and significant relationship between the self-confidence of policymakers and their job

motivation based on jihadi management in revolutionary institutions. In this regard, Bandura conducted research and found that self-confidence has a positive and significant relationship with job motivation. If employees, managers, and policymakers in the organization believe in themselves and their abilities and use their talents and abilities to achieve goals, their motivation will increase. The results showed that there is a positive and significant relationship between innovation and creativity of policymakers and their job motivation based on jihadi management in revolutionary institutions. The results of the research are consistent with the results of the studies conducted by (Noora'ee, 2010) found in their research that creativity has a positive and significant correlation with intrinsic and extrinsic motivation. If policymakers are creative and innovative and able to achieve their goals and vision and use their creative power, their motivation will increase and they will do their work with high job motivation.

The results showed that there is a positive and significant relationship between the courage and determination of policymakers and their job motivation based on jihadi management in revolutionary institutions. The results of present study are in line with those of research conducted by (Ezzati, 2014) Courage and determination make organizational managers deal with things with courage and determination and strive to achieve goals, leading into increased job motivation. The results showed that there is a positive and significant relationship

between the success-seeking of policymakers and their job motivation based on jihadi management in revolutionary institutions. (Mortazavi, 2013) found that success-seeking has a positive and significant relationship with motivation. If managers and policymakers seek for success and progress and spend all their energy and effort to achieve success and think of success and ways to achieve success and take steps to achieve them, their job motivation will increase. The results showed that there is a positive and significant relationship between the sincerity and honesty of policymakers and their job motivation based on jihadi management in revolutionary institutions. No research was found in this field to compare the results of previous studies with the results of present study, but if policymakers are sincere and honest, they will be intrinsically motivated and as a result, their job motivation will increase. The results showed that there is a positive and significant relationship between the generosity of policymakers and their job motivation based on jihadi management in revolutionary institutions. (Sharifi & Zarifian, 2017) confirmed the results of the present study in their research and found that there is a relationship between generosity and job motivation. If policymakers are generous, and their needs are met internally, they will be able to work with more motivation, and as a result, their job motivation will increase.

Conclusion

The results showed that there is a positive and significant relationship between perseverance and double effort of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Ahmed et al., 2016) conducted a study and found that perseverance is one of the effective indicators in increasing job motivation. If policymakers persevere and strive to achieve goals and work beyond their defined responsibilities, their motivation will also be affected and their job motivation will increase. The results showed that there is a positive and significant relationship between the awareness and knowledge of policymakers and their job motivation based on jihadi management in revolutionary institutions. (Alvani et al., 2013) found that teachers' knowledge has a positive and significant effect on their job motivation. If policymakers and managers in the organization have the necessary awareness and knowledge about their job and profession and are able to gain the required knowledge about their job, their job motivation will increase. The results showed that there is a positive and significant relationship between the responsibility of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Wong & Kenneth, 2002) found that responsibility and job motivation have a positive and significant relationship with each other. If policymakers are responsible for their duties and jobs and perform their duties properly and time, and are concerned about



performing their duties, their job motivation will increase. The results showed that there is a positive and significant relationship between kindness of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Mesgar Zadegan, 2011) have conducted a study and found that there is a positive and significant relationship between kindness and job motivation. If policymakers and managers are kind and patient are able to tolerate their work problems and difficulties, their job motivation will increase. The results showed that there is a positive and significant relationship between risk-taking of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Taghizade Yazdi & Soleimani, 2015) confirmed the results of the present study and found that risk-taking has a positive and significant effect on job motivation. If managers and policymakers are risk takers and can make decisions and solve problems in environmental uncertainty conditions, their job motivation will increase. The results showed that there is a positive and significant relationship between independence-seeking of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, (Enshaei et al., 2020) found that independence and freedom of action increase the motivation. If policymakers have independence and freedom of action and can make decisions with more independence, their job motivation will increase. The results showed that there is a

positive and significant relationship between the consultability of policymakers and their job motivation based on jihadi management in revolutionary institutions. In this regard, Shafiee and Esfandiari have conducted a study and confirmed the results of the present study. If managers and policymakers consult with other people and make decisions with the cooperation of each other, their job motivation will increase.

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