Identifying the Personality Traits of Policymakers Based on Jihadi Management in Revolutionary Institutions

Identificación de los rasgos de personalidad de los formuladores de políticas basados en la gestión yihadista en instituciones revolucionarias

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Resumen

Una de las herramientas más importantes de la administración pública moderna son las políticas públicas, que brindan un marco para otras decisiones. Uno de los factores que tienen un impacto innegable en la formulación de políticas son los rasgos de personalidad. En este sentido, la yihad y la gestión yihadista ha sido uno de los temas más importantes en los últimos años en la literatura sobre gestión de Irán. La atención especial del Líder Supremo a este tema y la explicación de los diferentes ángulos de este método de gestión también ha aumentado su importancia. Por lo tanto, el objetivo del presente estudio es identificar los rasgos de personalidad de los legisladores basados en la gestión yihadista. Esta investigación es descriptiva en términos de método y aplicada al desarrollo en términos de objetivo. Los datos fueron recolectados a través del método de investigación cualitativa (entrevistas abiertas y en profundidad). La población estadística del estudio incluyó a expertos, profesores universitarios y especialistas en el campo de la gestión y la formulación de políticas, quienes participaron en el desarrollo del modelo a través de la técnica Delphi. Se seleccionaron doce personas utilizando un método de muestreo intencional basado en criterios. Para la recolección de información y datos se utilizó el método de biblioteca, entrevistas exploratorias y panel de expertos. El análisis de los textos de las entrevistas se realizó en tres etapas de codificación abierta, codificación axial y codificación selectiva. La validez y confiabilidad de los resultados cualitativos del presente estudio se confirmaron con base en la credibilidad, verificación de miembros, triangulación de fuentes de datos, análisis de casos negativos y transferibilidad. Basado en los resultados de 17 categorías; confianza en dios, compromiso, ser revolucionario, creencia en la tutela del jurista islámico, confianza en sí mismo, innovación y creatividad, coraje y determinación, búsqueda del éxito, sinceridad y honestidad, generosidad, perseverancia y doble esfuerzo, búsqueda de conciencia y conocimiento, responsabilidad, amabilidad, asunción de riesgos, búsqueda de independencia, consultabilidad se identificaron.

Palabras clave: Rasgos de personalidad, formuladores de políticas, gestión yihadista, instituciones revolucionarias, teoría fundamentada.

Abstract

One of the most important tools of modern public administration is public policies, which provide a framework for other decisions. One of the factors that have an undeniable impact on policy-making are personality traits. In this regard, jihad and jihadi management has been among the most important issues in recent years in Iran's management literature. The Supreme Leader's special attention to this issue and explaining the different angles of this method of management has also increased its importance. Therefore, the aim of present study is to identify the personality traits of policymakers based on jihadi management. This research is descriptive in terms of method and developmental-applied in terms of objective. The data were collected through qualitative research method (in-depth and open interviews). Statistical population of the study included experts, university

professors and specialists in the field of management and policy-making, who participated in development of the model through the Delphi technique. Twelve people were selected using purposeful sampling method based on criteria. To collect information and data, library method, exploratory interviews and panel of experts were used. Analysis of interview texts was performed in three stages of open coding, axial coding and selective coding. Validity and reliability of the qualitative results of the present study were confirmed based on credibility, members checking, data source triangulation, negative case analysis and transferability. Based on the results of 17 categories; trust in god, commitment, being revolutionary, belief in guardianship of the Islamic Jurist, self-confidence, innovation and creativity, courage and determination, success-seeking, sincerity and honesty, generosity, perseverance and double effort, awareness and knowledge seeking, responsibility, kindness, risk-taking, independence-seeking, consultability were identified.

Keywords: Personality Traits, Policymakers, Jihadi Management, Revolutionary Institutions, Grounded Theory.

Introduction

One of the most important tools of modern public administration is public policies, which provide a framework for other decisions. It highlights the need to analyze public policies as an important issue in the management of the third millennium (Alvani et al., 2013). Governments, which include the executive and legislative branches, formulate public policies, "implement" them, and then "evaluate" what has been implemented. Public policies are general orientations that determine how government organizations and institutions will act in the future and usually arise to deal with a public problem and to solve it (Pourezzat & Rahimian, 2013). The policy-making cycle is associated with harms and challenges that understanding and coping with them will have a significant impact on its optimal performance. It seems that policy formulation can be considered a qualitative process. In this regard, policymaker has a great impact on the integration of data and presentation of proposed solutions. Individuals' personality, perspective to future, risk-taking, age, etc. are among the factors that have an undeniable effect on policy-making (Danaei Fard & Miri, 2015). When we discuss people personality, we refer to a relatively fixed set of emotions and behaviors that are essentially developed by environmental and genetic factors. People personalities are not developed suddenly or accidentally, but are the product of a number of factors that distinguish each individual from other (Rezvankhah & Salmani, 2013). Each personality type is the product of a specific interaction between several cultural and personal forces such as peer group, hereditary and genetic factors of parents, social class, culture and physical environment (Karimi, 2012).

In this regard, jihadi management is a type of Indigenous-Iranian-Islamic management that seeks to achieve individual and organizational goals with specific functional components. This new management method can solve many of the existing management challenges of Iran (Koushki, 2014). Jihadi management can be considered as one of the new concepts in management science that is tailored to social, cultural, economic, political and security conditions of Iran (Ezzati, 2014). In fact, jihadi management is result of

Islamic Revolution, and at the beginning of the Islamic Revolution, and especially in the years of holy defense, the spirit and satisfaction of the young people and those who could not tolerate some negligence for a long time provided the conditions to serve for deprived and poor group of people that was a natural want and in line with intentions of the Islamic Revolution and its great leader (Taghizade Yazdi & Afshar, 2015). Jihadi management is a tireless work based on spiritual values and beliefs. In this management method, regardless of unnecessary formalities, managers try to align their capabilities and potentials to achieve the defined goals, so that they use the maximum capability and creativity of individuals to achieve comprehensive development (Mozaffari & Mohammadi, 2016). Jihadi management is in fact a style arising from indigenous thinking and tailored to the cultural and social requirements of Iran (Pourezzat & Rahimian, 2013). Jihadi management and revolutionary management is a spirit that is inspired for individuals and it is not achieved with a slogan; but like other human temperaments, it must be created and institutionalized through practice and repetition, and become a part of one's personality. Accordingly, jihadi management can be expected from a revolutionary and jihadi person, since everyone acts in such a way that the structure and personality of his or her existence has been formed. From the leadership's point of view, neglecting the jihadi spirit makes it impossible to do anything in the face of many problems and take advantage of opportunities (Mortazavi, 2013).

Materials and Methods

This research is descriptive in terms of method and developmental-applied in terms of objective. Its data were collected through qualitative research (in-depth and open interviews). The research narrative is based on the paradigm model presented at the end of the research. It is based on a principle that the goal in grounded data theorizing is to generate the theory rather than merely describing of phenomenon. For this purpose, concepts and categories should be regularly related to each other and the systematic relationship of the core category with other categories should be presented within the framework of a narrative. It will better explain the nature of the phenomenon and result in identifying the factors affecting its promotion or reduction. The statistical population of this study includes experts, university professors, and specialists in the field of management and policy-making. They participated in development of the model through the Delphi technique. Potential participants in this study in the qualitative section included the group of managers of revolutionary institutions who were selected using criterion-based purposeful sampling. The sample size in the qualitative section was based on saturation level, meaning that the researcher continued the interviews up to the stage that more interviews would lead to newer data and better understanding of the acceptance ratio, its constituent components, and the way of its implementation, and if more interviews do not lead to more data or duplicate data, the researcher should stop the interviews. The sample size of experts was determined as a total of 12 people and were selected non-randomly and selectively. The criteria for selecting experts included having a PhD, faculty member at the university, having an article or translation, etc., and teaching at university. To collect information and data, the following methods were used:

1) Library method: One of the methods used in this research was to refer to written documents such as books, journals and scientific sites. Accordingly, the components of Jihadi management and its components and public policies of Civil Registration Organization of Iran were identified 2) Exploratory interviews: to complete the list of components of jihadi management and general policies in the Civil Registration Organization of Iran, which were identified during the library studies, interviews were conducted with experts who were university professors and its results were used for preparing the initial list and classification of them in the form of components of jihadi management and public policies. 3) Panel of experts: To finalize the list of components of jihadi management and general policies in the Civil Registration Organization of Iran, the method of surveying experts (including university professors and specialists in the field of management and policy-making) was used by Delphi method. In this regard, the analysis of interview texts was done in three stages; 1) Open coding (reading the data line by line, extracting the main concepts and sentences, forming the initial categories and classes), 2) Axial coding (data classification, specifying the subcategories, forming the final classes), 3) selective coding (linking categories to each other). Validity and reliability of the qualitative findings of the present study is based on the following criteria:

1) Credibility: to ensure the validity of the research in the topic selection stage, the researcher designed the theoretical foundations and background of the research conducted in the desired field and the research questions based on the theoretical background and foundations. Also, various books and articles on the methods of designing and conducting interviews were reviewed and the present study planning was done based on the practical guidelines of these articles and the guidance and advice of experts in this field.

2) Member checking: To ensure the validity of the research, i.e. the accuracy of the findings, the survey method was used by the interviewees. In this method, the researcher provides some of the findings to the study group to review his analysis and answer the following questions: Did the researcher have a correct understanding of what they said? Does this analysis seem to be logical to them or has he made a mistake in understanding the meaning of the data?

3) Data source triangulation: triangulation refers to the use of multiple data sources to plot results about what constitutes reality. The goal of triangulation is to overcome the inherent biases that result from using one data source, a method, an observer, or a theory in studies. Applying multiple approaches in one study can increase the validity and reliability of information, because the strength of one method covers the weakness of the other. Researchers also use a variety of triangulation methods to validate the findings or ensure their completeness. There are different types of triangulation, data source triangulation, investigator triangulation, theory triangulation, method triangulation. In the present study, data sources triangulation was used.

4) Negative case analysis: Another method used to ensure the validity of the research is negative case analysis in which the investigator provides evidence about a topic that contradicts the general perspective of the topic.

5) Transferability: Although specificity and not generalizability is a prominent feature of qualitative research, in the qualitative research literature, there are discussions about generalizability. According to (Wong & Kenneth, 2002), the transferability of findings in qualitative research depends on the degree to which there is a similarity between the conditions to which the findings are transferred and the conditions of the original research. Qualitative researchers should provide a detailed picture of the context in which the research is conducted to provide sufficient information to the reader to judge the applicability of the findings in other environments that are similar to the study environment. In this research, the researcher has described the characteristics of the interviewees and participants in the research (Poon Teng Fatt, 2002).

Result and discussion

The analysis of the interview texts was done in three stages of open coding, axial coding and selective coding.

Stage 1: Open coding
In the present study, 12 interviews were performed and them they were encoded (Tables 1 to 12). They included semantic codes, categories and related concepts. During in-depth and open interviews, policymakers were asked to explain the personality traits of policymakers based on jihadi management in revolutionary institutions.

After reviewing the texts of the first interview line by line and extracting the concepts from them, based on the similarities and semantic and conceptual similarities between the codes, the codes were categorized in the form of concepts. Then, by asking the question of in what cases these concepts are similar to each other, the similarities and differences of the concepts were examined through the comparative process, and similar concepts were placed in same category or class.

Results of the first interview:

Table 1. Semantic codes, categories and concepts identified in the first interview

row	semantic codes	categories
1	revolutionary jihadi managers	The revolutionary managers and their distinctive religious and value characteristics
2	lack of fear and inferiority complex of management experts and scholars	
3	Scientific and management criteria as well as distinctive religious and value characteristics	
4	participatory decision making	Committed manpower and participatory decision making
5	Having a committed, professional and motivated workforce	
6	Emergence of creativity and initiatives	
row	semantic codes	categories
1	revolutionary managers and their distinctive religious and value characteristics	revolutionary and committed managers
2	Committed manpower and participatory decision making	

Results of second interview

Table 2. Semantic codes, categories and concepts identified in the second interview

row	semantic codes	categories
1	The goals of the organization in line with environmental needs and values	Self-confidence, innovation
2	Dynamics, self-confidence, innovation, continuity, flexibility	
3	The basis of human leadership and guidance	Keep your promises
4	keeping your promises	
5	kindness, dignity and sobriety	Kindness and self-knowledge
6	self-knowledge	
row	semantic codes	categories
1	Self-confidence, innovation	Self-confidence
2	Keep your promises	
3	kindness and self-knowledge	kindness

Third interview results:

Table 3. Semantic codes, categories and concepts identified in the third interview

row	semantic codes	categories
1	The characteristics of jihadi management affect each other	belief in guardianship of the Islamic Jurist and consultable
2	belief in guardianship of the Islamic Jurist and consultable	
3	consulting	
4	justice-seeking	success-seeking and justice-seeking
5	success-seeking	
6	The characteristics of jihadi management affect each other	
row	categories	concepts
1	belief in guardianship of the Islamic Jurist and consultable	belief in guardianship of the Islamic Jurist and success-seeking
2	success-seeking and justice-seeking	

Fourth interview results:

Table 4. Semantic codes, categories and concepts identified in the fourth interview

row	semantic codes	categories
1	management science and schools	knowledgeable and responsible and practical method
2	The basis of management rules and the basis of scientific methods of management	
3	practical methods	
4	value direction	responsible in jihadi management
5	rules of knowledge management	
6	jihadi or Islamic	
row	semantic codes	categories
1	knowledgeable and knowledge-seeker and practical method	knowledgeable and responsible
2	responsible in jihad management	

Results of the fifth interview:

Table 5. Semantic codes, categories and concepts identified in the fifth interview

row	semantic codes	categories
1	Trust in God and the divine plan	Trust in God and sincerity
2	Efficiency of jihadi management in heavy duties	
3	fulfilling the duty and alignment with the divine will	Independence and generosity
4	Equipping human and material capital	
5	Conscious obedience to the Supreme Leader	
row	categories	concepts
1	Trust in God and sincerity	Rely on God and independence
2	Independence and generosity	

Sixth interview results:

Table 6. Semantic codes, categories and concepts identified in the sixth interview

row	semantic codes	categories
1	Distinctive components of perseverance and risk-taking	Perseverance and risk-taking
2	jihadi culture	Commitment
3	Commitment	
row	categories	concepts
1	Perseverance and risk-taking	risk-taking
2	Commitment	

Results of the seventh interview:

Table 7. Semantic codes, categories and concepts identified in the seventh interview

row	semantic codes	categories
1	motivation and sincerity and enhancing knowledge and value in serving each other	self-confidence
2	Self-confidence, idealism	
3	dynamism, transformation and continuous mobility	
4	people orientation, preference of people wants over yourself	people orientation
row	categories	concepts
1	self-confidence	self-confidence
2	people orientation	

Results of the eighth interview:

Table 8. Semantic codes, categories and concepts identified in the eighth interview

row	semantic codes	categories
1	Religiosity, belief in guardianship of the Islamic Jurist, flexibility, dynamism, self-confidence	innovative and creative and belief in guardianship of the Islamic Jurist
2	Courage and transformability	
3	innovative and creative	
4	idealism	
5	organizational values	
6	Courageous and determined jihadi culture	Courageous and determined
row	categories	concepts
1	innovative and creative and belief in guardianship of the Islamic Jurist	Courageous and determined
2	Courageous and determined	

Results of the ninth interview:

Table 9. Semantic codes, categories and concepts identified in the ninth interview

row	semantic codes	categories
1	belief in guardianship of the Islamic Jurist, self-sacrifice, people orientation	Sincere and honest
2	Sincere and honest	
3	responsible	responsible
row	categories	concepts
1	Sincere and honest	Sincere and honest and responsible
2	responsible	

Results of the tenth interview:

Table 10. Semantic codes, categories and concepts identified in the tenth interview

row	semantic codes	categories
1	Transformation in the current situation to achieve the desired situation	innovation
2	Innovation and movement and sensitivity of entering the area of initiative	
3	Positive characteristics and values of management	
4	Realization of administrative changes in the revolution and perseverance and double efforts	Perseverance and double efforts
row	categories	concepts
1	innovation	Perseverance and double efforts
2	Perseverance and double efforts	

Results of the eleventh interview:

Table 11. Semantic codes, categories and concepts identified in the eleventh interview

row	semantic codes	categories
1	being revolutionary	being revolutionary
2	Providing very valuable services	
3	Aspects, characteristics and criteria of jihadi culture	
4	The work of constructive jihad and its management as an unique phenomenon	Innovation and creativity
5	Innovation and movement and sensitivity of entering the area of initiative	
6	Transformational and future-making culture	
row	categories	concepts
1	being revolutionary	being revolutionary and innovative
2	Innovation and creativity	

Results of the twelfth interview:

Table 12. Semantic codes, categories and concepts identified in the twelfth interview

row	semantic codes	categories
1	system efficiency and effectiveness	Emergence of creativity and initiatives
2	a style derived from indigenous thinking in accordance with cultural and social requirements	
3	Emergence of creativity and initiatives	
4	Participation, decision making, communication networks, type of organization and composition of workforces and dynamics of individuals	participation
5	work practice and method and model	
row	categories	concepts
1	Emergence of creativity and initiatives	participation
2	participation	

Stage 2: Axial coding

In axial coding under the paradigm model, the investigator selects one of the categories as the axial category considering the conditions and considers it as the axial phenomenon in the center of the process and determines the relationship of other categories with it. The relationship of other categories with the axial category can be realized in the following five items, which are presented in Figure 1:

1-Causal conditions: These conditions cause the creation and development of an axial phenomenon or category.

2-Strategies of action: They indicate purposeful behaviors, facts and interactions that are adopted in response to axial category and under the influence of intervening conditions.

3-A subjective form of a phenomenon that is the basis of the process.

4-Context: The specific conditions that affect strategies are called context. It is difficult to distinguish them from causal conditions. These conditions are a set of concepts, categories and contextual variables as opposed to a causal condition which is a set of

active variables. Sometimes, highly relevant variables are classified under causal conditions and less relevant variables are classified under contextual variables.

5-Interfering conditions: These are the conditions that influence the strategies. These conditions are a set of mediating variables. Interfering conditions are conditions that facilitate or limit the intervention of other factors.

6- Outcomes: Some categories represent the outcomes or results that are created by the adoption of strategies.

Performing the axial coding process through the paradigm model has a special complexity and three separate analysis operations must be performed simultaneously:

1- Making a link between a primary category and secondary categories by the statements made by the interviewees

2-Confirmation of statements by referring to real data (refer to the evidence to confirm or reject the hypothesis)

3-Trying to develop the characteristics of primary category and secondary categories (for the analytical richness of the theory) (Figure 1).
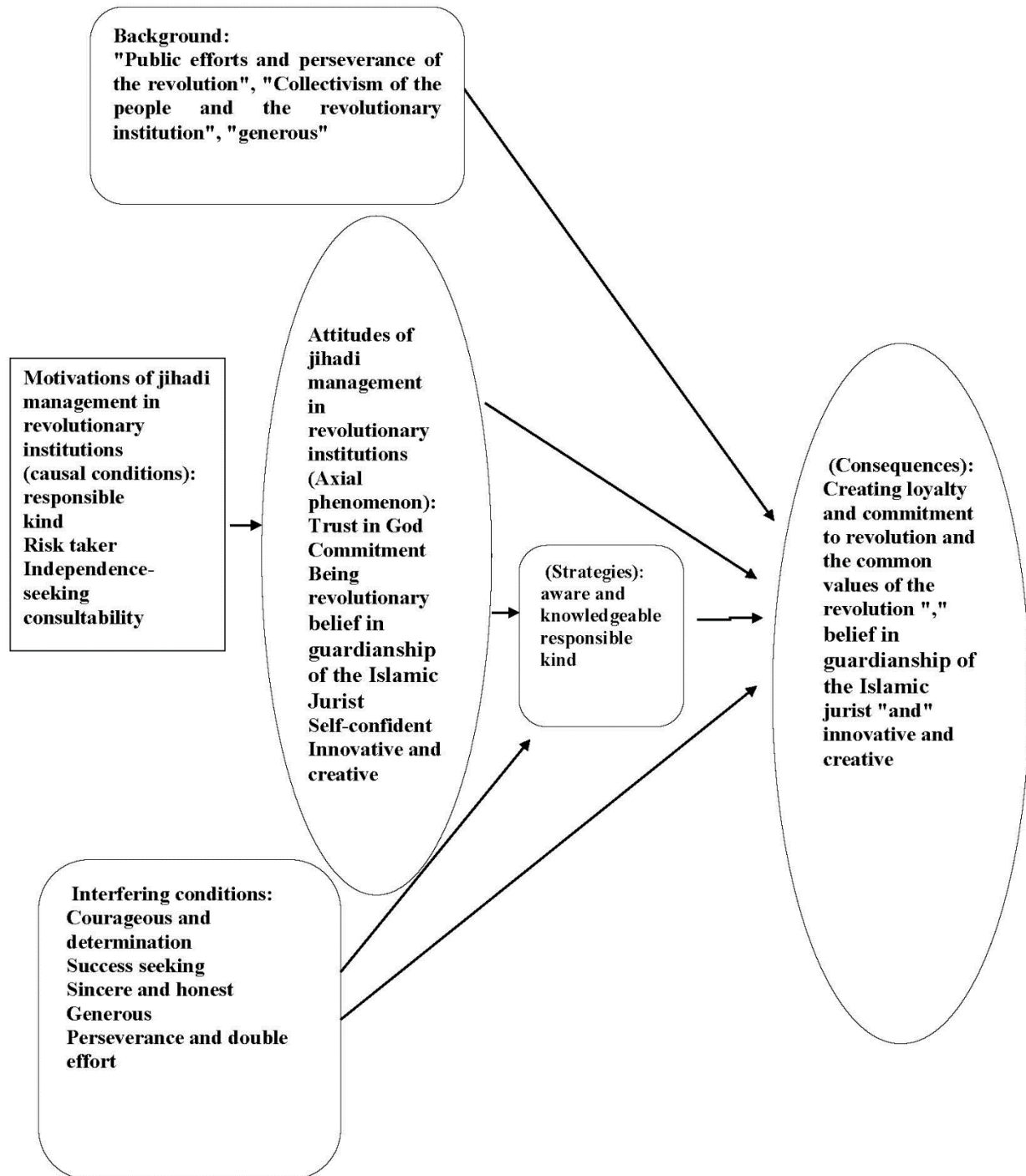
Figure 1. Explaining the relationship between personality traits of policymakers based on jihadi management in revolutionary institutions

Stage 3: Selective coding

The selective coding stages provides a general analysis of the various conditions that were developed in the axial coding. In data grounded theory, the integration of categories has of particular importance and systematic procedures have been proposed for this purpose. One of these procedures is the use of a narrative based on paradigm model relationships. In this study, the above-mentioned tools were used to formulate theorems and propositions to understand and explain the theory.

The present study was an attempt to identify the personality traits of policymakers based on jihadi management in revolutionary institutions. Accordingly, the results showed that this procedure has 17 categories. Thus, it is suggested for policymakers pay attention to the components mentioned in the model when making policies and formulating a policy according to the personality traits. Personality traits such as 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 should be considered by policymakers and they should try to focus their behavioral habits on these characteristics. Based on the concept of trust in God, it is suggested that employees in the organization pay attention to the fact that God is omniscient and make their bests with seeking help from God, and always consider God presence and supervision on their work and when making decision, they should seek help only from God to increase their job motivation. According to the concept of commitment, it is suggested that employees be loyal to their organization and consider membership in the organization as an honor, and use all their efforts to achieve the goals of the organization to increase job motivation in employees (Salovey & John, 1990).

Conclusion

According to the concept of being revolutionary, it is suggested that individuals adhere to the basic principles and values of the Islamic Revolution and try to maintain the independence of the country in all fields and do not follow the enemy and try to achieve the ideals and long-term goals of the revolution. Based on the concept of guardianship of the Islamic Jurist, it is suggested people consider obedience to Guardianship of the Islamic Jurist as a religious and obligatory matter and consider it as proper management of the Islamic system and know that it is responsible for wise and spiritual guidance in overcoming conspiracies and seditions. Based on the concept of self-confidence, it is suggested that people believe in their abilities and strengthen themselves increasingly so that they can do work correctly. Based on the concept of innovation, it is suggested that employees consider change and transformation and innovation as a basic need and have the motivation to make jihadi efforts to innovate based on revolutionary values. Based on the concept of courage and determination, it is suggested that people be stable and patient, and be determined in making and implementing jihadi decisions, and do not have any fear of making decisions to increase their job motivation. Based on the concept of success-seeking, it is suggested that people start each work with optimism and having

confidence in God end of their work, and use all their strength and effort to perform their tasks so that they can do everything in the best way and on time, leading to improved job motivation in them. Based on the concept of sincerity and purity, it is suggested that people have divine motivations and make their efforts to perform their tasks with pure intention and only for the pleasure of God. Based on the concept of generosity, it is suggested that people have an inner passion for the progress of the country and also have an intrinsic motivation to achieve the goals of the revolution and make an effort for growth and excellence of all people as much as possible. Based on the concept of perseverance and double effort, it is suggested that people perform their tasks in timely and efficiently and do not delay today's work to tomorrow and avoid laziness. Based on the concept of awareness and knowledge-seeking, it is suggested that people do not do work without awareness and knowledge, and if necessary, they should acquire the knowledge to perform the tasks assigned to them, and thus use science and knowledge as a way to increase their job motivation. Based on the concept of responsibility, it is suggested that people consider themselves responsible for God and make their efforts to achieve dignity and success of the Islamic society in their work area and consider it their duty and work with their inner desire to increase their job motivation. Based on the concept of kindness, it is suggested for policymakers to be open-minded and kind, and do not get angry in the face of problems and seek solutions for them. Based on the concept of risk-taking, it is suggested that people in the organization be risk-takers and are not afraid of accepting risk, and are not cautious and conservative, and take long steps to achieve organizational goals. Based on the concept of independence-seeking, it is suggested that people in the organization rely on talents, facilities, capacities, strengths and environmental opportunities of country to make constructive and useful decisions and rely on their abilities and avoid relying on strangers. Based on the consultability concept, it is suggested that employees participate in decision making and make organizational decisions generally in a participatory manner, welcome scientific and professional opinions, and seek the help of internal and external consultants in policy making.

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