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Knowledge Processing in Educational Organizations Based on Jihadi Management Approach

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ABSTRACT

This research aims to process knowledge in educational organizations based on the jihadi management approach. Knowledge is a common subject in management, organization science, and economics, which is given special importance in Jihadi economic and managerial subjects. In the research, a mixed method (quantitative-qualitative) has been used to advance the research objectives. The snowball technique was used for sampling in this research. In total, interviews were conducted with 11 experts in the field of education. In this combined research, the thematic analysis method has been performed. In the following, in order to fit the proposed model, the confirmatory factor analysis model has been used in AMOS software. The population studied in the quantitative analysis were the managers of the educational centers, and due to the unlimited number of people, 384 people were considered as a sample based on Morgan's table. Based on the findings of this research, 4 main and central categories were identified in the field of jihadi management, which provided the means for knowledge processing in educational organizations based on the jihadi management approach. From the findings of this research, it is concluded that an important step that must be taken in order to improve the productivity and performance of managers in organizations is to move from organizational information to knowledge processing; In fact, knowledge is obtained from understanding information, and if we apply our knowledge, skill is obtained, and when we combine our skill with other skills, expertise is obtained, and finally, we have mastered our expertise.

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1. Introduction

Today, the existence of organizational knowledge can affect the knowledge-processing process; Because organizational knowledge is based on information and experience (Tajpour et al, 2022). Also, this phenomenon is tied to different cultural forms in organizations and is affected by the organizational process (Donnelly, 2019). In line with the implementation of jihadi management, successful organizations welcome transformation in the organization and leadership to survive and continue their activities and be a leader in their field of activity (Nisula et al, 2022). Due to the multifacetedness of organizational knowledge, it has always been looked at from different dimensions and its application and importance become clearer every day (Al-Omouh et al, 2022). Knowledge is a common subject in management, organization science, and economics, which is given special importance in jihadi economic and managerial subjects (Dana et al, 2021). On the other hand, researchers point to two important characteristics of people and organizations to explain organizational micro: the first characteristic is that organizations are located in an environment where there are many uncertainties; Second, they are emphasized to know the knowledge and information they have and to carry out their organizational processes based on them (Lee et al, 2021). Knowledge processing based on organizational processes and performance can improve organizational quality and speed. Also, in today's world, effective human resources are one of the most important intangible assets in the organization, and the economic growth of the organization depends on empowering them (Nadrifar et al., 2019).

Therefore, special attention should be paid to the knowledge and needs of human resources and in fact, unity and integration should be created between individual and organizational needs, because today the knowledge of individuals is considered a strategic asset of organizations and one of the appropriate approaches to create

integration between the new needs of human resources in Modern societies are knowledge processing (Awan et al, 2021).

Knowledge processing is not a new concept, but at the same time, it has recently found its importance in jihadi management and has attracted the attention of many experts (Mohiuddin et al, 2022).

Providing a single conceptual definition for knowledge processing is very difficult because it is a broad concept that includes different processes; But according to different definitions, it can be said that knowledge management is the process of creating, sharing, transferring, and applying knowledge in the organization to achieve organizational goals (Zhou et al., 2022).

Jihadi management can be considered one of the new concepts in the science of management, which fits the social, cultural, economic, political, and security conditions of Iran. Of course, the concept of management has a long history in historical civilization and religious sources, but management as a science has been formed since the end of the 18th century with Adam Smith's theory of division of labor (Moosazadeh et al, 2018); The concept of Jihadi management, while it has a long history in Iranian civilization and religious sources of Islam and takes its philosophical foundations and scientific model from these sources, is considered a new concept. Jihadi management is a style born from indigenous thinking and appropriate to cultural and social requirements (Hosseini, 2022).

In fact, jihadi management is an example of management in which the organizational culture is formed in line with the realization of the organization's goals, and the organization's goals are also in the direction of environmental needs and values (Safieepour et al., 2020).

Since the construction of Jihadi management theory is simultaneously based on principles and values as well as the data obtained from the experiences of experts, therefore the success of this concept is in the shadow of practical knowledge processing. Certainly, the use of the term "jihadi management" has a different meaning than

the sum of the meanings and definitions of the two terms "management" and "jihad", and this research has been carried out in order to complete this research gap. In the education system of the country, which is a knowledge-based organization, the need for jihadi management is necessary to increase the speed and quality of the organization. With the advancement of technology and increasing the level of internal and external knowledge, educational management practices are also affected by current knowledge. Jihadi management improves the quality, speed, and managerial and functional components in the organization by localizing internal and external knowledge in order to achieve goals (Litvaj et al, 2022). Jihadi management in an educational organization actually helps organizations to turn the knowledge produced in the knowledge processing process into a potential power to achieve high productivity in the organization.

Also, jihadi management helps managers to change their personal interests regarding organizational interests, which causes various behaviors of managers such as accepting and assuming additional duties and responsibilities, following the regulations and procedures of organizations, maintaining and developing Positive attitude, patience, and tolerance of dissatisfaction and problems at work (Qaraiee Ashtiani et al. 2020).

One of the important goals of organizations, especially educational organizations, is to produce, share and transfer knowledge, and this is done by its managers; In fact, jihadi management is the application of knowledge to solve problems (Ali et al, 2022).

Jihadi management based on knowledge in organizations causes the processes of perception, storage, learning, communication, and finally appropriate decision-making in these organizations.

On the other hand, the whole process of transferring and sharing, and actually managing knowledge is formed based on organizational performance.

The presence and sharing of knowledge and strong organizational performance among managers of organizations facilitate

the process of transferring knowledge and experiences and sharing it.

Also, it realizes the movement towards knowledge-centered, which is one of the development needs of organizations, which is planned with jihadi management.

Wise managers in organizations with a positive attitude towards organizations and managers, as well as by creating appropriate jihad management processes for knowledge processing, improve their organizational knowledge and productivity and the sense of satisfaction and dynamism of other factors in organizations.

Based on this, in order to scientifically investigate the issue, the researcher in this research seeks to answer the main question of the research, what is the knowledge processing in educational organizations based on jihadi management approach?

2. Literature Review

At the global level, the education sector plays an important role in the development of any economy. The performance of educational organizations around the world has raised the concerns of professionals (Hoseinpour & Sadeghi, 2018). Today, knowledge has become the main source of wealth, and employees are considered a very valuable asset. A fundamental issue for both individuals and organizations is how to process knowledge in organization management (Ahmed et al., 2021). Jihadi management is actually the same scientific management that is based on the formulas and laws proposed in management science.

The difference between this type of management and mere management is that the basis of Jihadi management is a value basis, and it can be said that the manager of the organization by considering the spiritual and faith aspects of management; It gives a new definition to it and creates the concept of jihadi management. In jihad management, which is derived from spiritual and moral management, special attention has been paid to the cause, culture, and human values; In this way, jihadi management is a type of value management with cultural authenticity and in harmony with scientific management.

Pour-Sadegh and Zakari (2014) conducted research titled investigating the effect of jihadi management on the effectiveness of the organization in the three dimensions of leader, follower, and context. The results of the research showed that among the three dimensions of leader, follower, and context in jihadi management, the dimensions of follower and context have a significant effect on the effectiveness of the organization, while the leader dimension of jihadi management does not have a positive and significant effect on effectiveness. Iranban (2016), in a research entitled Analysis of the effect of knowledge processing and the orientation of the environment with the mediating role of innovation, showed that the variable of knowledge processing has a significant effect on performance. Naderifar et al. (2020) have done a study titled Designing Jihadi Management Model. Based on the results, the jihadi management model includes 76 indicators, which are classified into four sub-components of the manager's roles, duties, skills, and abilities from two aspects (behavioral and cultural). The indicators of the behavioral dimension emphasize the type of manager's behavior. On the other hand, the indicators of the cultural dimension have cultural, value, and spiritual importance.

Musazadeh et al. (2018) have conducted a study titled Jihadist management components in educational organizations. The results show that the Jihadist management components specified in the research, in the form of 11 categories of Jihadist structure, flexibility, relationship Province, orientation effort, participation, self-management, meritocracy, progressive thinking, spiritualism, growth orientation, and anti-arrogance are categorized in different subcategories. The results of this research can be used in different systems such as the educational system.

Mandari and Miri (2018) in research entitled "Development of Jihadi management model in border management: a combined study" concluded that the importance of the dimensions according to the experts in the order of importance, knowledge dimension, acquisition dimension, organizational

dimension, mission dimension, and dimension It is contextual. According to the literature and research records, it is concluded that knowledge processing is done in an organization in order to facilitate the creation, sharing, and application of knowledge. The knowledge that usually exists implicitly and in the minds of the organization's employees. The presence of jihadi management in an organization encourages employees to be motivated and communicate with each other and facilitates the process of knowledge processing. On the other hand, the existence of various models and numerous tools for the analysis and measurement of factors, the description of which is given in the literature review section of the research, indicates that the measurement of any variable is widely dependent on the type and nature of the studied variable, managers, the conditions of the educational institution and also in the macro dimension of the society are studied.

On the other hand, these numerous factors and factors undergo changes in different conditions, and these factors have caused not only the patterns discussed in the research literature but also all of them to have limitations. Considering these cases and the strengths and weaknesses of different models and taking into account the conditions of the service and the studied society, an effort is made to choose a model or a combination of different models that can adapt to the conditions and achieve the goal more than other models.

3. Methodology

The present research was conducted in order to process knowledge in educational organizations based on jihadi management approach. In the current research, a mixed method (quantitative-qualitative) has been used to advance the research objectives. The snowball technique was used for sampling in this research. In total, interviews were conducted with 11 experts in the field of education.

Krippendorff's alpha is a reliability coefficient developed to measure agreement between coders in qualitative analysis. But it is also used to agree between experts about a

phenomenon. The Krippendorff index for this analysis was 0.88. Validity of qualitative analysis is confirmed.

In this research, thematic analysis method has been performed. In the following, in order to fit the proposed model, the confirmatory factor analysis model has been used in AMOS software. The population studied in the quantitative analysis were the managers of the educational centers, and due to the unlimited number of people, 384 people were considered as a sample based on Morgan's table.

4. Findings

In this research, open coding was done from the primary data according to the semi-structured interviews in order to determine the general topics related to jihadi management. In Table 1, an example of the initial codes is specified.

Table 1. Primary codes extracted from articles

| Initial code |
|--|
| Creativity and innovation in schools |
| Proliferation of Jihadi organization and lack of boundaries and restrictions |
| Promotion based on ability and talent |
| Creating the ground for self-improvement |
| Jihadi education and training |
| Intellectual growth and jihad in schools |
| Strengthening the sense of anti-tyranny |
| A sense of humanity and benevolence |
| Excitement and spirit of jihad |
| Lessons and education of sacrifice and sacrifice |
| Righteousness and seeking justice |
| Orbital province |
| Idealism and purposefulness |
| Divine satisfaction in management and education |
| Efficient management of resources |
| The priority of social and religious values |
| Ethics in management and education process |
| Being religious in education |
| Orbital task in carrying out educational actions |
| Selection of ethical and hardworking teachers and administrators |
| Leadership spirit in political, cultural and... |
| Concentration of schools |
| Active employee company |
| Maturity and competence of managers in the educational system |
| People friendliness and selfless spirit |
| Advancing based on scientific approaches |
| Thinking about the future together with thinking about time |
| The content of Jihad-oriented textbooks |
| The effect of structure on higher goals |

In the following, the basic, comprehensive and constructive themes were identified.

Table 2. Development of jihadi management indicators in the educational system

| constructive themes | constructive themes | Overarching theme |
|--|--------------------------------------|--|
| Freedom of action for the members of the executive units of jihadi work teams (to perform assigned tasks in their own way) | Future growth | Knowledge processing in educational organizations based on jihadi management approach Overarching theme Overarching theme Overarching theme Overarching theme Overarching theme Overarching theme Overarching theme |
| Compilation of special and quick knowledge plans according to educational needs | | |
| Using the opinions and ideas of the organization's management staff in management decisions | Authoritative management power | |
| Granting executive power to active teams in knowledge projects from the management of the organization | | |
| Emphasis on self-control instead of strict legal controls | | |
| Establishing emotional and friendly communication with the leadership staff of the organization | Ethical | |
| Drawing the desired organizational future of the organization's leadership | | |
| Preference of public interests of organization managers | constructive themes Future growth | |
| Courage in managerial decisions | | |
| Empathy in the organization | | |
| Emphasis on teaching religious issues in the organization | | |
| Compliance and implementation of spiritual duties and values in the organization | | |

In order to objectify the model of Jihadi management based on knowledge processing both in terms of structure, culture, and in terms of goal setting and planning, knowledge processing in educational organizations based on Jihadi management approach should be addressed from the individual and professional dimensions. To find meaning together and with each other. Based on the identified factors, the theme network is presented in Figure 1.

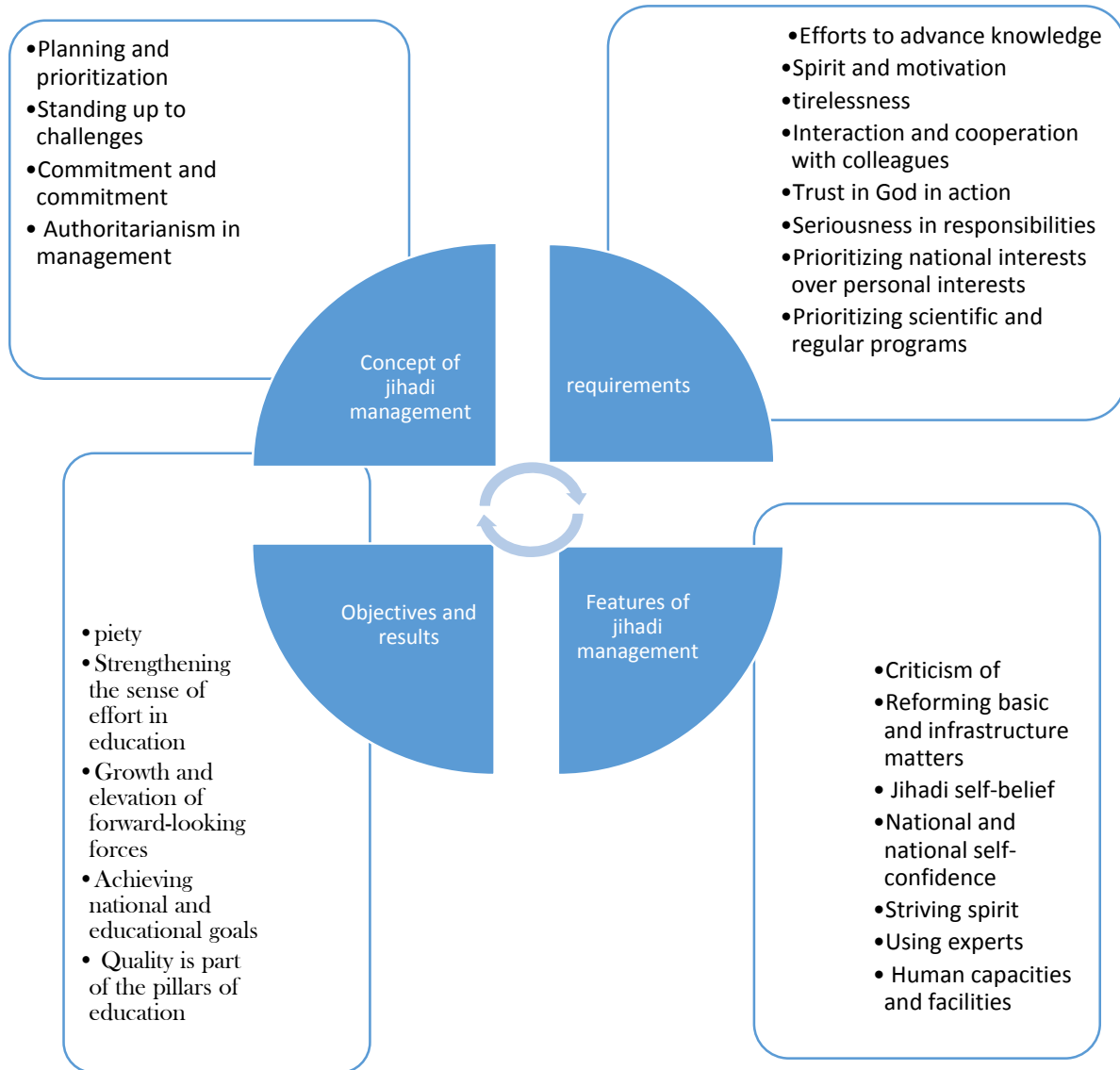


Figure 1. Strategic model of knowledge processing in educational organizations based on jihadi management approach

Based on the network of suggested themes, jihadi managers and strategic managers should register organizational knowledge with interest in carrying out missions, with compassion and a sense of continuous responsibility, and follow the work with seriousness and redoubled effort in this regard. Also, with a sense of responsibility and good intentions, they should perform their duties in a good way with a spirit of jihad. One of the initiatives and abilities of a strategic and jihadist manager is to create an atmosphere of friendship, intimacy, and cooperation between managers and employees under his command. It is not possible to carry out assigned tasks except in

a planned and informed environment with the empathy and cooperation of all employees and managers. Therefore, while taking into account the legal and sharia conditions and regulations, the employees carry out the assigned missions in a knowledge environment and with the attitude that the result of the work will affect the whole group, each of them obliges themselves to perform the work efficiently and in compliance with the maintenance of knowledge. and in a friendly environment without creating tension, and if needed, solve problems and accomplish the mission with common thinking and empathy.

In the next part of the data analysis, confirmatory factor analysis was used. In the

table of descriptive statistics, the components of the model were identified.

Table 3. Mean and standard deviation of knowledge processing dimensions in educational organizations based on jihadi management approach

| Maximum | Minimal | Sd | Average | Variable |
|---------|---------|-----|---------|--------------------------------|
| 0.42 | 16 | 7.2 | 36.1 | Future growth |
| 0.43 | 0.15 | 5.2 | 25.4 | Authoritative management power |
| 0.21 | 0.13 | 3.5 | 18.3 | Ethical |
| 0.29 | 0.8 | 3.9 | 20.2 | spirituality |

Table 4 shows the average and standard deviation of each variable. The average variables of forward-looking growth, authoritative managerial power, ethical orientation, and spirituality were estimated. In order to determine the construct validity of the questionnaire, confirmatory factor analysis was used. The goodness of fit characteristics of the final analysis of this questionnaire are shown in Table 4.

Table 4. The fit indices of the knowledge processing questionnaire in educational organizations based on the jihadi management approach

| Absolute fit indices | | | |
|-------------------------|-------|-------|---------------------|
| SRMR | AGFI | GFI | Indicator |
| 0.02 | 0.92 | 0.95 | The amount obtained |
| <0.05 | >0.80 | >0.90 | Acceptable limit |
| Comparative fit indices | | | |
| NNFI | NFI | CFI | Indicator |
| 0.96 | 0.95 | 0.96 | The amount obtained |
| >0.90 | >0.90 | >0.90 | Acceptable limit |
| Adjusted fit indices | | | |
| RMSEA | PNFI | X2/df | Indicator |
| 0.07 | 0.69 | 2.52 | The amount obtained |
| <0.1 | >0.60 | <3 | Acceptable limit |

According to Table 5, the goodness of fit index (GFI), (0.95), adjusted goodness of fit index (AGFI), (0.92), standardized root mean square residual (SRMR), (0.02), Comparative Fit Index (CFI), (0.96), Normalized Fit Index (NFI), (0.95), Non-Normalized Fit Index (NNFI), (0.96), Chi-Square on Degree of Freedom (X2/df), (2.52), PNFI, (0.69) and root mean square error of approximation (RMSEA) is also (0.07), which is consistent with the acceptable values of these indices in the above table. Therefore, the data of this research fits well with the factor structure of

this questionnaire, and this indicates the alignment of the questions with the structure of quality of life. Table 5 shows the factor loadings of the questions related to the questionnaire and their explained variance. According to the presented factor loadings, the importance of each of the observed variables has been determined.

Table 5. Factor loadings and estimated common variance of questionnaire questions

| Authoritative management power | | | Future growth | | |
|--------------------------------|-------------|--------|----------------|-------------|--------|
| R ² | Factor load | object | R ² | Factor load | object |
| 0.42 | 0.65 | 5 | 0.07 | 0.27 | 3 |
| 0.63 | 0.79 | 6 | 0.04 | 0.20 | 4 |
| 0.53 | 0.73 | 7 | 0.48 | 0.69 | 10 |
| 0.20 | 0.45 | 11 | 0.62 | 0.79 | 15 |
| 0.49 | 0.70 | 19 | 0.66 | 0.82 | 16 |
| 0.08 | 0.28 | 26 | 0.80 | 0.89 | 17 |
| | | | 0.81 | 0.90 | 18 |
| Spirituality | | | Ethical | | |
| R ² | Factor load | object | R ² | Factor load | object |
| 0.28 | 0.53 | 8 | 0.44 | 0.66 | 20 |
| 0.39 | 0.63 | 9 | 0.42 | 0.65 | 21 |
| 0.12 | 0.35 | 12 | 0.53 | 0.73 | 22 |
| 0.31 | 0.56 | 13 | | | |
| 0.12 | 0.34 | 14 | | | |
| 0.76 | 0.87 | 23 | | | |
| 0.70 | 0.84 | 24 | | | |
| 0.41 | 0.64 | 25 | | | |

According to Table 5, in the future growth component, the highest factor loading is related to item 18 with a factor loading of 0.90 and explained variance of 81%. This indicates the relative importance of this item in measuring this variable.

In the authoritative management power component, the highest factor loading is related to item 6 with a factor loading of 0.79 and explained variance of 63%. This indicates the relative importance of this item in measuring this variable. In the ethical component, the highest factor loading is related to item 22 with a factor loading of 0.73 and explained variance of 53%. This indicates the relative importance of this item in measuring this variable.

In the spirituality component, the highest factor loading is related to item 23 with a factor loading of 0.87 and explained variance of 76%. This indicates the relative importance of this item in measuring this variable. Figure 2 shows the tested model of the confirmatory factor analysis of the questionnaire.

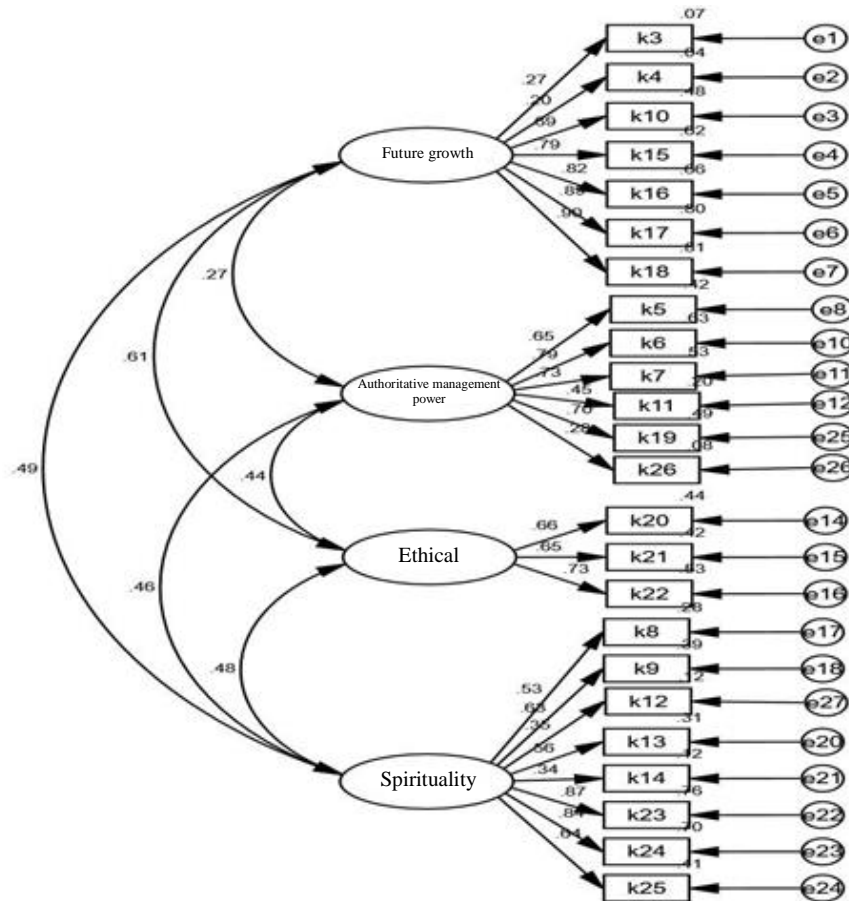


Figure 2. Tested model of confirmatory factor analysis of the questionnaire

Based on the obtained factor loadings (higher than 0.3) they were obtained. Therefore, all factors of the model were confirmed.

5. Discussion

From the findings of this research, it is concluded that an important step that must be taken in order to improve the productivity and performance of managers in organizations is to move from organizational information to knowledge processing; In fact, knowledge is obtained from understanding information, and if we apply our knowledge, skill is obtained, and when we combine our skill with other skills, expertise is obtained, and finally, when we have mastered our expertise, we find an expert. Jihadist management as a key strategy to achieve organizational success and survival in today's highly competitive and unpredictable environment has attracted the attention of many, including educational organizations. If the managers of these organizations have the ability to learn the

creative use of knowledge in organizations, they will achieve a new pattern of thinking that can redefine things and the way they are done. In fact, this new thinking pattern is wisdom. Knowledge combined with jihadi management is the ability to correctly apply knowledge and make correct judgments about issues related to life and behavior. In this way, jihadi management is a type of value management with cultural authenticity and in harmony with knowledge management, and it can be said that by using scientific definitions of management and applying the main duties of a manager and integrating it with Islamic and religious concepts, it has become a new style of management (Al-Omouh et al, 2022).

knowledge is an important factor in organizational productivity and increasing speed and quality. (Hassanzadeh, 2008), introduced knowledge as a basis for management and management effectiveness.

Mandari and Miri (2018), jihadi management is managed based on knowledge and information. Therefore,

organizational knowledge is the degree of judgment and selection of specific knowledge in a specific context and for a specific task, and also, knowledge is not something that people possess, but it is something that is created by relationships.

The management of an organization is under the control of various factors that affect the leadership process of that organization, one of which is knowledge. Since organizations, especially educational organizations, guide and control the challenges of the 21st century, their managers must institutionalize wisdom through knowledge in organizations; Because they must have a jihadi performance in the field of public benefit and personal rights. Jihadi action also requires going beyond the minimum required in the organization and infiltrating its layers. Therefore, it can be said that knowledge processing increases the sensitivity of members to jihadi management. Based on the obtained results, the following suggestions are provided: In the educational system, it is necessary to identify the challenges and correct and intelligent management, and the management, executive, human and structural mechanisms of the Jihadi management approach should be determined and formulated. The basis of jihadi management is in line with the principles of educational and educational behaviors and functions, and it tries to promote morals and spiritual behavioral principles in educational environments and prevent mental and human deviations. In order to improve the situation of Jihadi management among managers and officials of organizations, try to establish Jihadi management.

In order to successfully establish knowledge management in the managers of organizations, it is necessary to attract their opinion and also train related concepts at the expert level. Therefore, it is necessary to implement cooperative training workshops in order to attract the opinion and familiarize managers with knowledge processing in jihadi management. Among the things that should be mentioned in these workshops are: concepts of knowledge processing in

organizations, knowledge management and information technology, organizational culture of knowledge sharing, dos and don'ts, how to increase the knowledge level of managers of organizations, knowledge problems Organizations, solutions to implement knowledge processing in similar organizations. Identifying the status of knowledge acquisition and distribution in organizations. For this purpose, a list of knowledge outputs and functions of managers in organizations can be prepared.

These lists can be prepared under the supervision of administrators. It is suggested to work as a group among managers to review and evaluate the amount of acquisition and production as well as knowledge sharing Organizations should be formed. This group work can consist of experienced managers of each organization.

6. Conclusion

In the current research, by reviewing the theoretical and experimental bases and examining the knowledge processing in educational organizations, it was based on the jihadi management approach. Based on the findings of this research, 4 main and central categories were identified in the field of jihadi management, which provided the means for knowledge processing in educational organizations based on the jihadi management approach. Future-oriented growth, authoritative managerial power, ethical orientation, spirituality can be realized in the realization of existing knowledge as the personality and foundation of organizations, and organizations have an effective role in establishing jihadi management, and organizations in order to be able to effectively establish knowledge and in all organizations spread, he must first pay attention to jihadist performance and management. In order for organizations to be able to use knowledge processing deployment programs in a more favorable way and to implement knowledge management in organizations based on the identified components of jihadi management, they need to identify their organizational knowledge in the first place. and knowledge management programs implement according

to the existing organization. This is where it can be said that the obstacles of jihadi management are one of the main obstacles that knowledge management managers must seriously consider in order to successfully implement knowledge management programs.

Based on the obtained results, the following suggestions are provided:

In order to establish parallel knowledge management and jihadi management, intelligent knowledge extraction systems should be used in educational organizations

By sharing the knowledge of managers in organizational decisions, organizations can encourage them to assess their knowledge needs continuously. Officials and managers of organizations should interpret knowledge management and its goals well for employees and do this in weekly meetings.

In order to increase the level of communication between organizations and the transparency and openness of managers, weekly meetings consisting of the principals of each school can be arranged with the principals and discuss the existing challenges and knowledge innovations as their solutions.

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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