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**THE IMPACT OF POLITICAL INTELLIGENCE ON MANAGERS POLITICAL BEHAVIOR
(CASE STUDY: MUNICIPALITIES OF KHORASAN RAZAVI PROVINCE)**

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Abstract

This study aimed at investigating the effect of political intelligence on political behavior of managers. It was an applied mixed method research. The statistical population included the managers of municipality of Khorasan Razavi province in February of 2016 (N=366) in 73 cities. The sample size was calculated using Cochran formula (N=191). Stratified random sampling was used according to the statistical population. A researcher-made questionnaire was used to collect data. Validity of the questionnaire was verified through Cronbach alpha which was greater than 0.7. Descriptive and inferential statistics were used to analyze the data. Structural equation modelling and the IBM SPSS 21 and IBM AMOS version 3 software were used. The findings showed that political intelligence affects the political behavior of managers by 0.84. Thus, by improving the political intelligence of managers, one can predict 84% of managers' political behavior.

Keywords

Political intelligence – Political behavior – Municipality

Para Citar este Artículo:

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Introduction

Nowadays, most academics and organizational theorists believe that organizations are inherently political environments. Therefore, part of the performance, effectiveness and success in such environments depends on the hard work and, the other part, on factors such as social consciousness, positioning and perception, or social skills. One of the criteria for social skills and effectiveness in organizations is political skill. It is the ability to understand others effectively in the workplace and use such knowledge to influence them in order to achieve individual or organizational goals. Political behaviors and skills are an important part of processes of penetration in organizations, and refer to activities that are not part of the formal role of an individual, but influence or attempt to influence the distribution of benefits or disadvantages in the organization, and include awareness-raising acts by individuals or groups to gain or protect their interests.

According to Mintzberg, if political organization is an inevitable reality, then, people need to have the ability to persuade, influence, control and manage others. Mintzberg refers to this ability as "political skills." Individuals with such skills can well interpret social behaviors and display more effective behaviors that are appropriate to the circumstances.

Political skills give individuals the ability and competence to interpret and understand different situations and to identify what they are expected to achieve in order to achieve their personal and organizational goals.

Managers always play an important role in organizations. Leading manager's effects on earning money, profits and organizational success is well known in many successful organizations. On the other hand, rapid response to threats and opportunities gives the manager a vital role for solving organizational problems necessitating organizations to employ more prestigious managers. Service providers to citizens like the municipality are more important than other organizations, and management in the municipality is also more important.

It seems that due to the large amount of human resources that are mostly skilled and specialized, managers need to use a variety of strategies and skills in the municipalities to use the maximum of these resources for enhancing organization performance as the main capital.

On the other hand, one of the most important ability of managers in organizational management is the political intelligence which is the origin of his political behavior. One of the most important ways to increase influence in others is to guide, lead, and manage organizations. Managers influence and power will help them to make changes in the staff and organization and achieve organizational goals. These influences and power require high political intelligence. Political intelligence is an active ability in managing leverage of power and influence the empowered mind of a manager, with the art of exploiting his political intelligence and positioning with vigilance and prudence, can bring about the causes of constructive change in the organization without having to withstand high levels of opposition. The use of political intelligence creates a base of power, control, and learning in the organization, and subsequently, the managers influence individuals or groups with political behavior. This dominates the conditions, which reinforces the managerial skill of the individual. Therefore, in this study, the effect of political intelligence on political behavior of municipality managers in Khorasan Razavi province was investigated.

Literature review

Politics

Policies are activities that are not necessary as part of a formal role in an organization, but they influence the distribution of benefits and intrinsic deficiencies¹.

Political Behavior

Over more than three decades, political behavior has been important in the field of organization research. The results of various researches showed that these behaviors are an irreducible part of any human activity. Political behavior in an organization is often hidden and influenced by differences in employees' perceptions and attitudes and determined by the nature of the act or the perception of individuals from reality. Some researchers have tried to convey a proper definition of political behavior. By reviewing the related texts, the proposed definition is:"

Political conduct involves activities that are defined in an organization for acquisition, development and use of power and other resources to determine the priorities of an individual in a situation in which there is uncertainty about options².

Political behavior is the deliberate and intentional influence of individuals in conflict situations to increase or protect their resources in order to obtain, develop and use power and resources to achieve the desired consequences of an individual in a situation where there is uncertainty about choices.

Personal experiences over the years have supported the notion that behavior in an organization is essentially political. Political behavior is a conscious influence of individuals or groups in order to increase and protect their interests (short and long term) when there are conflicting solutions. The scope of the definition is so wide-ranging that it involves various political behaviors, such as not giving basic information to decision-makers, rumor-spreading, labor-induced laziness at work, confidential information leakage about an organization, and favoritism or intra-organizational transactions.

This definition has been considered in many studies that consider political behavior as ineffective in the organization, and it implies a negative implicit meaning that is consistent with the general understanding of employees about this phenomenon.

Based on related texts, political behavior in organizations is defined as: A behavior that is not formally allowed, is not voluntarily approved, or is widely used to maximize personal benefit at the expense of the organization or its members.

Political behaviors have a beneficial nature, so members of the organization engage in political-organizational activities and try to maintain or develop their interests through various political tactics. Some scholars have argued that successful managers should be good politicians and that their development is politically motivated and that

¹ Masoomeh Jazinizadeh and Hossein Motaharnejad, "Effective factors on the formation of political behavior in the organization". International Conference on New Research Findings in Science, Engineering and Technology, Focusing on Need-driven Research. 2015.

² Masoomeh Jazinizadeh and Hossein Motaharnejad, "Effective factors on the formation..."

political behavior is part of organizational life. In today's world, organizations cannot be viewed independently of the political behavior within them. Since there is no possibility of eliminating political behaviors in the organization, knowing how they can trigger can help managers reduce their destructive effects. Moreover, the study of organizational behavior, regardless of their political content, reveals only a part of the truth to us. It should be noted that political behaviors of policy-makers can be used to predict what will happen, to speed up change, to create a working spirit in large projects, and to speed up decision-making. The following is a list of some of the most recent definitions of political behavior.

Political intelligence

Political intelligence involves distinct social skills in the field of behavior, which emphasizes the impact on work behavior, in particular. Political intelligence is the active managing responses to change and leverage of power and influence.

Moreover, political intelligence includes the ability to create a good communication network that can create informal coalitions like formal coalitions. For individuals to gain political intelligence, it is necessary to recognize the foundations and sources of effective power that they themselves or others have and develop their negotiating skills. People who have a high level of political intelligence know who to influence for the benefits of change. They also know the best time and the best way to get people to accept changes.

Political intelligence breaks down the general limits of thinking and prepares a path map for evaluating organizational policies. The development of critical skills requires sharing of organizational support and impact on the organization political environment. Instead of avoiding or blaming policies for non-achievement, common learning needs to be created in the organization to achieve goals.

Leaders' political intelligence helps organizational change. Successful management of organizational change requires adherent followers to achieve goals. A manager is in the process of creating a successful change that, by utilizing political intelligence, organizes interests in order to achieve goals using power and influence. Ultimately, political intelligence can help to understand the dynamics of power, increasing the understanding of political intelligence, increasing the success of individuals, reducing anxiety and improving external relations. People with high political intelligence have the ability to increase their group performance. Political intelligence is essential for the growth of individuals in organizations, especially political intelligence, helping individuals understand perceptions of power, sources of power, inconsistencies, and organizational values.

Influence of Political Intelligence on Management Intelligence

In the area of management, is it measure individual intelligence for management and chooses him for a key position based on that? Is there something called management intelligence? Undoubtedly, the answer to this question is not simple, and at least it can be said explicitly that something called "management intelligence" does not exist in an independent and non-affiliated context; however, there are multiple aspects of managers intelligence.

In fact, managerial intelligence is extracted for some other intelligences. Owen puts forward three intelligences as components of management intelligence. These are: rational intelligence, emotional intelligence and political intelligence in (Figure 1).

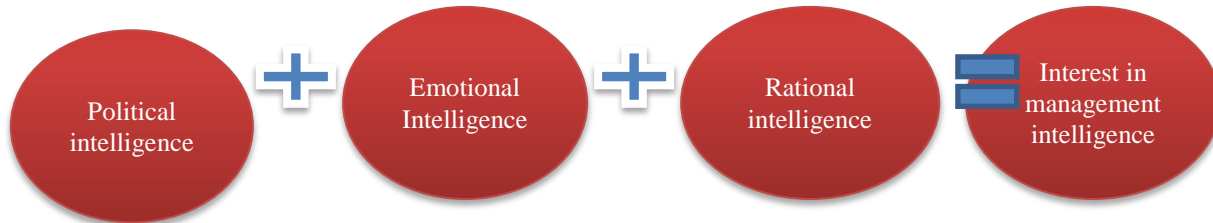


Figure 1
Effective components on managerial intelligence³

Bahrami et al.⁴ investigated the power, politics, political behavior of the organization and its impact on employee's performance. 241 employees of the Ministry of Science were selected as the research sample. The results showed that there was a negative relationship between organizational citizenship behavior and political behavior. Moreover, the results showed that there was a relationship between job security and political behavior. This is an indirect relationship through organizational citizenship behavior.

Jazinizadeh and Motahhaynejad⁵ investigated the factors influencing political behavior in the organization. It was a review and library research that classified the factors influencing political behavior in two groups of individual and organizational factors.

Fanny et al.⁶ explored the mediating role of organizational policy perception between employee political behavior and individual, occupational and organizational factors. In this research, employees of the companies in the water sector were included.

The sample size was 384 people. A total of 600 questionnaires were used and, finally, about 525 questionnaires were obtained. The results showed that occupational and organizational factors influenced political behavior through the perception of politics. Among personal factors, only the Machiavellianism effect was confirmed through the conception of politics on political behavior, and the assumptions about influence of the control center and self-affirmation on political behavior were not confirmed.

³ Yaqoub Mombeini and Fariba Mombeini, "A Theoretical Model of Transformational Leadership Based on Political Intelligence", *Police Organizational Development*, Season 10 num 46 (2013).

⁴ Hamid Reza Bahrami; Masoomeh Dastani and Zahara Porehamini, "The relationship between job security and political behavior and mediating role of organizational citizenship behavior (Case Study: Ministry of Science, Research and Technology staff)", *Journal of State Administration*, issue 23 (2016).

⁵ Masoomeh Jazinizadeh and Hossein Motaharinejad, "Effective factors on the formation..."

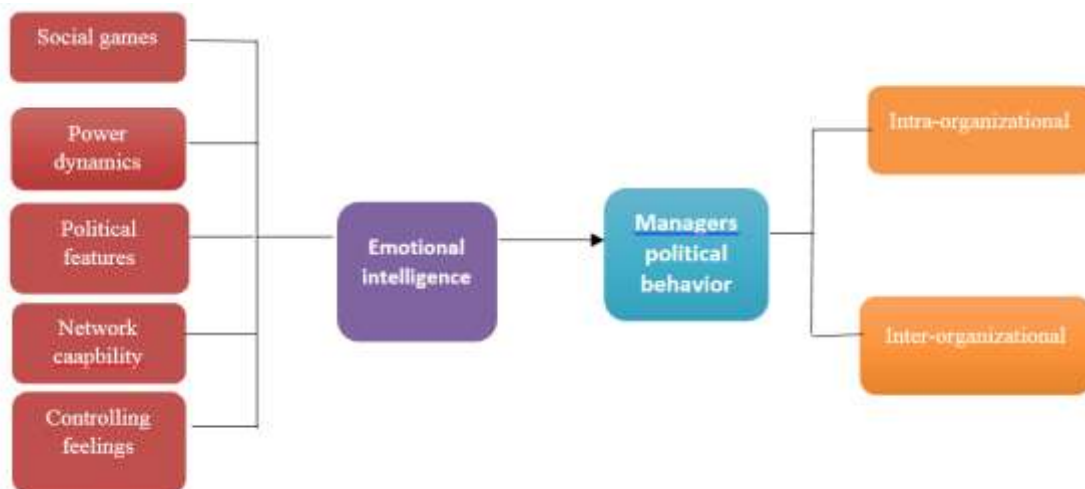
⁶ Ali Asghar Fanny; Fatemeh Sheikhejad; Hassan Dana'ifard and Alireza Hassanzadeh, "Explain the mediating role of organizational policy perception between employee's political behavior and individual, occupational and organizational factors", *Management of Organizational Culture*, Vol: 12 num 1 (2014).

Gorgy et al.⁷ examined the effect of power, politics, political behavior in the organization and its impact on employee performance. The study was a review and library research. The researchers concluded that political skills and political tactics can influence the performance of the organization.

Ahmed et al.⁸ investigated the effect of managers' political skills on job performance considering the mediating role of emotional intelligence. In this research, 292 bank employees in Pakistan were selected as the sample. The results showed that emotional intelligence has a mediating role in the relationship between political skills and job performance of the staff. The results showed that political skills had a negative effect on employee performance. Therefore, managers recommend using emotional intelligence to reduce the negative relationship.

Yalmaz⁹ explored the relationship between perception of politics and impression management in the organization. This research was carried out among the staff of a hotel in Turkey, with 205 employees selected as research sample. The results showed that employees perception of politics had a direct impact on their impression management. The results showed that the organizational climate could affect the relationships between employees and with the managers.

Conceptual model of research



Method

This research was of a developed and applied mixed method study. The statistical population consisted of all senior managers of the municipality of Khorasan Razavi province. According to the statistics and information received from the municipality of

⁷ Mohammad Bagher Gorgy; Ali Asghar Torki Samaei and Ali Akbar Zargarani, "Power, politics, political behavior in the organization and its impact on employee performance look at research." Third Annual National Conference on Modern Management Science. 2014.

⁸ J. Ahmad; M. Hashemi and H. Akhtar, "Effect of organizational politics on job performance: The mediating role of emotional intelligenc", FWU journal of social sciences, Vol: 10 num 1 (2016).

⁹ O. Yilmaz, "Perception of Organizational Politics and Impression Management Behaviors: A Tourism Industry Perspective". International Journal of Business and Social Science, Vol: 5 num 8 (2014).

Khorasan Razavi, in February 2017, 366 managers were operating in 73 cities of Khorasan Razavi province. The sample size was calculated using Cochran formula to be 191.

Findings

In this regard, considering the population and method of sampling, the statistical population was divided into three almost homogeneous categories and then, a number of managers were randomly selected from each category and their viewpoints were measured in Table 1

N	Categories	volume	Coefficient of allocation	Sample size
1	Mashhad Municipality	126	0/34	66
2	Municipalities ranked 1 to 5	80	0/22	42
3	Municipalities ranked 6 to 10	160	0/44	83
Total		366	/001	191

Table 1
Sample size for each category

The research tool was a researcher-made questionnaire to investigate the effect of political intelligence on political behavior, whose validity was confirmed by professors and experts, and its reliability was measured through Cronbach alpha. The following Table 2 shows the value of the Cronbach Alpha coefficient for each of the male variables by their size.

Variable	Dimension	Components	Cronbach Alpha
Managers political behavior	Intra-organization	6	0/91
Managers political behavior	Extra-organizational	5	0/88
	General Indicator of managers Political Behavior	11	0/89
Political intelligence	Social games	2	0/79
Political intelligence	Power dynamics	1	0/71
Political intelligence	Political personality	2	0/82
Political intelligence	Networking Ability	2	0/83
Political intelligence	Emotion control	2	0/88
	General Indicator of Political Intelligence	9	0/80

Table 2
Cronbach's alpha coefficient for investigating the reliability of the research variables

Both descriptive and inferential statistics methods have been used for analyzing the data. Structural equation modelling and IBM SPSS 21 and IBM AMOS version 3 software have been used.

Describing Components of Political Behavior and Political Intelligence of Managers

As in the qualitative section, the manager political behavior consists of two dimensions of intra-organizational political behavior and extra-organizational political behavior, each containing a number of components. Also, managers' political intelligence also includes intra-organizational political behavior consisting five components of ambiguity, agreement, trust, power maneuver, and professional ethics. Extra-organizational political behavior is also comprised of four components of political friendship, flattering, threatening and negotiating.

Table 3 presents descriptive statistics of these components.

Political behavior dimension	Components	M	SD
Intra-organizational	Ambiguity	3.38	0/81
	Agreement	3/55	0/89
	trust	3/21	0/86
	Power maneuver	3/77	1/07
	Professional Ethics	3/32	0/93
Extra-organizational	Political friendship	3/65	0/90
	Flattering	3/87	1/12
	Threatening	3/19	0/88
	Negotiating	3/43	0/86
Social games	Trickery	3/55	0/90
	Benevolence and compassion	3/33	0/89
Political personality	Interpretation of the political situation	3/12	0/83
	Individual characteristics	3/89	0/87
Networking ability	Intra-organizational	3/81	1/02
	Extra-organizational	3/67	0/81
Controlling feelings	Draw attention	3/77	0/89
	Justify and apologize	3/41	0/86

Table 3
Descriptive Statistics of Impact of Political Intelligence
on the Political Behavior of Managers

Investigating the research model in the following, the research model will be investigated. Initially, the model was examined separately for each of the two main variables of the research, ie, political behavior of managers and political intelligence. The fit indices of the model for measuring political behavior were presented in Table 4. If the values of fitness indices are within the optimal range, they indicate that the model is suitable for the data.

χ^2 / df	(SRMR)	(RMSEA)	(TLI)	(CFI)
2/47	0/059	0/065	0/98	0/95
$\chi^2 / df \leq 3; TLI, CFI \geq 0/90; RMSEA \leq 0/09; SRMR \leq 0/10$:Optimal value

Table 4
Fitness Indicators of Political Behavior Measurement Model

As shown in Table 5, all the indicators for the model were in the optimal range. So, the appropriateness of the model for measuring political intelligence was confirmed. Evaluation of final research model shows the fitting indices of the final model.

χ^2 / df	(SRMR)	(RMSEA)	(TLI)	(CFI)
2/34	0/078	0/073	0/92	0/97
$\chi^2 / df \leq 3; TLI, CFI \geq 0/90; RMSEA \leq 0/09; SRMR \leq 0/10$:Optimal value

Table 5
Fitness Indicators of the Impact of Political Intelligence on the Political Behavior of Managers

As shown in Table 5, all indices for the final model of research are in the optimal range. Therefore, the impact of political intelligence on the political behavior of managers is verified.

Discussion and conclusions

Findings showed that the political intelligence affects the political behavior of managers by 0.84. Thus, by improving the political intelligence of managers, their political behavior it can be estimated by 0.84%. Political intelligence is an essential skill for changing managers which provides support for decision making through environmental assessment. Political intelligence is a very important intelligence for managers that should be strengthened along with emotional intelligence and rational intelligence, enhancing their managerial intelligence, perfectly managing the organization and achieving organizational

goals. Managers can increase their intelligence by expanding their personal relationships with their employees, colleagues, clients and supervisors.

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