

Designing the behavioral pattern of political intelligence of organizational employees in the development of competitiveness

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Abstract

Employees' political awareness highlights their ability to adapt socially within the organizational structure and understand the governing principles behind how behavior impacts work. The ability of employees to understand the politics within an organization and how it affects their work is an important factor in organizational success in a competitive environment. This research aims to develop a model for political intelligence among employees of state-owned companies in Iran, in order to improve organizational competitiveness. The study uses a mixed-method approach, including thematic analysis in the qualitative method and statistical tests such as Pearson, Friedman, and T-Stevenett in the quantitative method. The results show that network capability and effective management are significant factors in developing employees' political intelligence and improving competitiveness. Thus, the political intelligence of employees can help in understanding the dynamics of competitive power. Increasing political intelligence leads to enhanced success, reduced anxiety, and improved foreign relations, while individuals with high political intelligence have the ability to improve group performance. The results of the analysis indicate that social awareness has the highest impact on political intelligence, accounting for 32% of the variability. On the other hand, the influence of power dynamics is relatively low, explaining only 11.6% of the variability in political intelligence across the organizations studied.

Keywords: a model of political intelligence, political intelligence of employees, development of competitiveness
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1 Introduction

In today's fast-paced and constantly changing business environment, organizations are striving to gain a competitive edge by identifying, attracting, and retaining highly skilled managers. The capabilities of these managers are crucial for the success and effectiveness of companies, as they are considered to be the most important human resource [2]. It is difficult to find any organization that has achieved sustainable growth and success without the guidance and leadership of competent and efficient managers or management teams [17]. The recruitment and selection of capable employees and managers have emerged as a significant challenge for both public and private organizations in the 21st century. This issue has become especially apparent due to technological advancements, financial crises, and

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economic challenges in recent years. Research conducted in many large organizations has revealed that four out of every ten managers lack the necessary competence and efficiency, resulting in substantial losses for the organization [5]. The significance of this issue has led to significant changes in the recruitment process for new managers. In addition to specialized qualifications, work experience, and skills, the evaluation must also include the level of multiple intelligence possessed by candidates. Recent research in the field of human resources has emphasized the importance of five factors - personality, talent, interest, intelligence, and skill - that contribute to the success of managers in achieving organizational objectives [4].

In today's business world, utilizing the intelligence of managers is believed to be a key factor in enhancing an organization's competitiveness and setting it apart from others [12]. Intelligence is now considered essential for managers and leaders in a global market. Individuals possessing high levels of intelligence are valuable assets for any organization, making it even more crucial for managers. While technical skills were central to success in the past, analytical skills are now fundamental to organizational effectiveness in the 21st century. The success of a manager is no longer solely dependent on their position within the organizational hierarchy but largely revolves around their intelligence [25]. The concept of organizational arrangements that determine how behavior affects work is governed by social dynamics, which are evident in political intelligence [15]. Political intelligence comprises the ability to establish effective communication networks and informal coalitions, similar to formal coalitions [6]. Leaders with high levels of political intelligence possess knowledge about the individuals they need to influence in order to implement changes and reap benefits. They can gauge the optimal timing and approach for persuading people to accept changes.

Intelligence is defined by researchers as the collection of abilities utilized to solve problems and generate valuable products within a particular culture [10]. American psychologists David and Kessler define intelligence as exhibiting rational thinking, logical action, and effective behavior in a given environment. The Western analytical approach toward intelligence primarily emphasizes cognitive abilities related to information processing. On the other hand, the Eastern hybrid approach to intelligence takes into account various aspects of human performance and experience, which includes cognition, intuition, and emotion in an integrated manner [16]. Intelligence, in general, equips individuals with the ability to adjust and find solutions to problems within their environment. However, when it comes to management, it raises questions on whether a person's IQ can be used as a measure for assessing their management capabilities and selecting them for key positions. Is there such a thing as "management intelligence"? The answer to this question is not straightforward, and we can safely say that there is no standalone concept of managerial intelligence. Managerial intelligence is not an independent concept but rather a composite of multiple intelligences. According to Owen, there are three constituent intelligences that contribute to managerial intelligence: rational IQ, emotional IQ, and political IQ [22]. IQ stands for intelligence quotient, which denotes one's cognitive capacity and ability to solve mathematical and logical problems. Intelligence can be considered a fundamental personal aptitude that enables individuals to comprehend their environment and fulfill its requirements.

Intelligence encompasses an individual's capacity for logical thinking, purposeful action, and effective adaptation to their surroundings. Emotional intelligence is rooted in the brain's interactive thinking and aids individuals in managing their own and others' emotions and sentiments. Every manager must possess the ability to drive organizational success through people. For years, managers have been taught that their ability to motivate their team is crucial for achieving objectives. This has become even more critical today as human issues, communication, and relationships between managers and employees have assumed greater importance. Furthermore, teamwork and collaboration have become more essential, while individual work has diminished in significance. The significance of emotional intelligence in shaping new management strategies is increasingly evident. Emotional intelligence enables individuals to identify appropriate actions in social and emotional interactions, taking into account specific circumstances. It means that one can maintain a positive outlook and communicate effectively with others, empathize with their emotions, prioritize long-term rewards over short-term gains, and avoid letting anxiety interfere with rational thinking. It also involves persevering through challenges and keeping motivation levels high. Emotional intelligence is a type of emotional aptitude that helps individuals utilize their skills optimally and apply wisdom judiciously. As state-owned companies receive government support and play a significant role in the economic cycle, the political intelligence of managers and employees in such firms may serve as a model for gauging the dimensions of political intelligence in public companies.

Conversely, political intelligence is a significant element in human activity that manifests in all interactions and consequently, it is considered a fundamental constituent of organizations. It is observed throughout the organization and not relegated to any particular hierarchical level. Presently, the alignment between political intelligence and political behavior within an organization is more prominent than ever before. Based on analyses conducted in governmental business environments, scholars have identified the absence of political behavior among managers and employees as a major hindrance to progress in government organizations. Despite this observation, no comprehensive research has been conducted thus far on the lack of intelligence and political behavior among employees and managers

in these organizations. Hence, this study aims to explore and develop a behavioral model for the political intelligence of managers in Iranian state-owned companies.

2 Literature review

In 2017, Yazdanpanah et al. [24] examined how political intelligence and verbal intelligence relate to the transformational leadership style of managers and employees in the Ministry of Sports and Youth. The study found that both verbal and political intelligence are good indicators of transformational leadership style. Therefore, efforts should be made to enhance these two bits of intelligence among managers and employees in organizations. Improving this intelligence can help improve the transformational leadership style of managers and leaders to better trust and communication between managers and subordinates. According to Mombini et al. [18], political intelligence is the kind of intelligence that leaders can employ to bring about positive changes in their organizations. The study's results revealed that political intelligence has an impact on organizational change and that organizational culture plays a moderating role in the relationship between political intelligence and organizational change. Meanwhile, Farahbakhsh et al. [11] found that managers' level of political behavior and employees' level of organizational commitment is higher than the mean, with the moderating role of organizational justice. Moreover, 71% of the changes in organizational commitment can be attributed to managers' political behavior, with the mediating effect of organizational justice. In 2021, Notanubun [21] argued that leadership is perhaps the most critical aspect of management because it has a significant impact on the success and prosperity of organizations and nations. The study identified several key factors that influence the effectiveness of leadership, including professional skill, motivation, understanding of leadership, work experience, and corruption. Based on these findings, it is recommended that committees responsible for departmental leadership investigate the variables related to these factors in order to ensure effective leadership. Meanwhile, Khan [17] investigated two potential mediators that leaders can use to leverage their positional power and achieve successful outcomes. Expanding on recent research that incorporates trait, situational, and behavioral theories of leadership effectiveness, it has been observed that leaders who possess both strong political skills and hold powerful positions tend to provide more structure and consideration to their followers compared to those who lack political skills. As a result, these leaders are more likely to increase follower satisfaction. Feezell [12] has also explored the potential impact of political skills on evaluating power, specifically in relation to performance. The hypothesis was that individuals with higher political skills are more likely to exhibit optimal performance at higher levels of interpersonal power. The study results supported this hypothesis, indicating that individuals with positive performance and high political skills tend to have greater levels of interpersonal power. Conversely, higher levels of performance did not appear to be related to the power held by individuals with lower political skills. The study also discussed the implications for theory and research, as well as the strengths and limitations of the findings. Finally, practical applications and future research directions were explored.

Atshan and colleagues [4] conducted another study that found a positive relationship between the quality of leader-subordinate relationships and leader-subordinate effectiveness, which is mediated by political skills. Meanwhile, Balan [5] also discovered in their research that individuals who possess interpersonal power and exhibit high levels of performance tend to have strong political skills as well. The research is based on a theoretical framework derived from the literature on political intelligence. Analysis of this literature reveals that political behavior intelligence is one of the subcategories of managerial intelligence. As shown in Fig. 1, research on political behavior intelligence has largely focused on political actions and the skills of leaders who possess political intelligence.

Numerous studies have been conducted in this area, with some focusing on internal factors and others examining external factors. In this research, a more comprehensive framework of political behavior intelligence among employees and managers will be developed by incorporating these theoretical factors, as shown in Table 1.

Table 1: Behavioral Theories of Managers' political intelligence

No	Theory title	Research area
1	Behavioral Skills of social policy	Political
2	Behavioral skills, knowledge, and awareness	Knowledge
3	Behavioral skills of stress management	Management stress
4	Behavioral skills of personality	Personality
5	Behavioral skills of power and influence	Power

Table 1 reveals that in future research, a more extensive and complete model of political intelligence will be developed by analyzing the political intelligence behavior of managers through their proficiency in different political

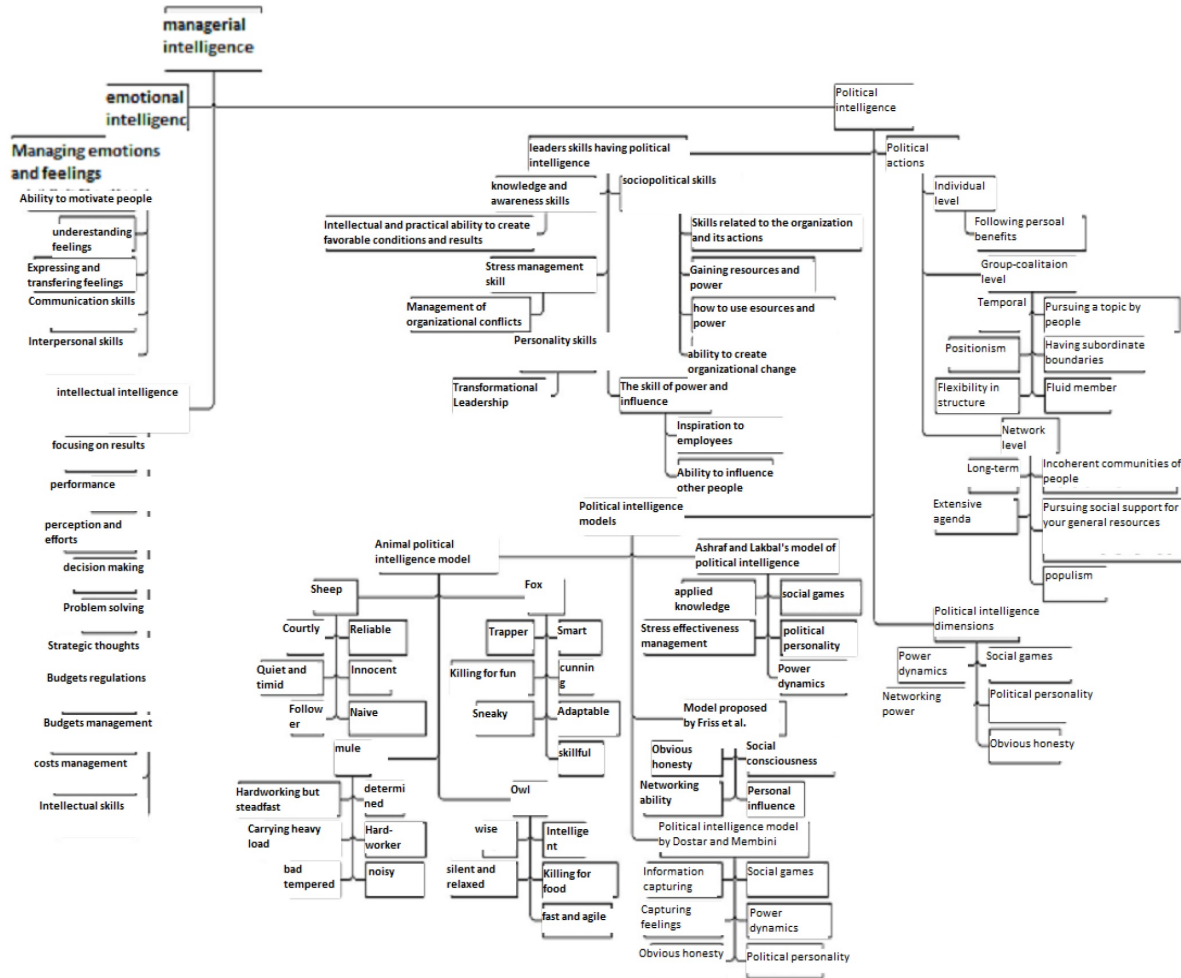


Figure 1: Political Behavior Intelligence of Employees and Managers

intelligence behavioral skills such as knowledge and awareness skills, political-social skills, stress management skills, personality skills, and power and influence skills. Additionally, the analysis will incorporate the political functions of managers at individual, group, and network levels, along with interviews conducted at the target community level.

3 Method

Once the researcher reviews relevant research and gains a thorough understanding of the theoretical framework related to their topic, they will be able to approach their research with a wider perspective and explore new aspects. By utilizing the theoretical framework and methodologies employed in prior studies, they can select an appropriate method that can lead to more effective results. Selecting the correct research methodology is crucial in conducting scientific research as it allows for the use of reliable tools and techniques to uncover facts, address unknowns, and resolve issues.

a) The first phase of the project; Pattern design

During the initial stage of the research, various databases such as Emerald, Ebsco, Elsevier, Scopus, WOS, etc. are consulted to gather and examine a collection of past studies. This process enables the formulation of fundamental and suitable questions necessary to develop interview questions and points. Subsequently, a semi-structured interview will be carried out with various company executives such as CEOs, board members, and vice presidents of government-related businesses to compile a list of recognized and identified behavioral components of political intelligence. The interviews will continue until the point of theoretical saturation is achieved, meaning that new participants have no further information to offer, at which time theme analysis will commence. Table 2 presents the methodological elements involved in the initial stage.

Table 2: Characteristics of the first phase of the current research based on Saunders’s research onion model

No	Research onion	Features of the current study
1	Philosophical foundations of research	Paradigm of positivism
2	Research approach	Inductive
3	Research Methodology	Qualitative
4	Research strategy	Theme analysis
5	Research time horizon	Intermittent
6	Data collection method	Field-library
7	Data collection tool	Interview

b) the second phase, examining the model validity

1. During this stage, a survey was utilized to establish the accuracy of the model that was created. To achieve this, a review and validation questionnaire from the previous stage was developed based on the components identified.
2. This phase aimed to design concise questions that were closely related to the main research topic, taking into account both stakeholders’ implicit knowledge and personality traits. The objective was to verify the indicators associated with the designed model.
3. In this phase, a quantitative approach will be employed using a structural equation strategy. Table 3 presents the methodological elements introduced during this stage, which differs from the previous one.

Table 3: Characteristics of the current research based on Saunders’s research onion model

No	Research onion	Features of the current study
1	Philosophical foundations of research	The paradigm of positivism
2	Research approach	Analogical
3	Research Methodology	Quantitative
4	Research strategy	Structural equations
5	Research time horizon	cross-sectional-retrospective
6	Data collection method	Field
7	Data collection tool	Questionnaire

4 Results

4.1 Qualitative results

To create a strategic framework and behavioral model for political intelligence among employees and managers, a qualitative case study was employed. The data obtained from this study were analyzed using the technique of theme analysis and network formation. Thematic analysis is a suitable method of analysis in qualitative research that allows diverse and scattered data to be transformed into rich data. Accordingly, data were gathered through a thorough structured interview process. The written interview texts were then reviewed and revised multiple times to generate an initial list of codes. This initial step resulted in the identification of 90 primary codes. Subsequently, the obtained codes were grouped together based on their similarity and coherence, and the theme network was analyzed and revised several times. Ultimately, a total of 14 organizers and 90 basic themes were identified to explain the effective variables in the behavioral pattern of political intelligence based on the competitiveness leadership approach, and the theme network was extracted (as shown in Table 4).

Table 4: Network of Themes of political intelligence model

Comprehensive themes	Organizer themes	Themes	Frequency with repetition	Frequency without repetition
		How to talk	5	4
		How to behave: showing behaviors such as flattery and flattery in relation to superior managers	4	3
	Drawing attention			
	Capturing emotions			

		How to show off: Magnify people's work to get their approval in the future	3	2	
		Confirming people's opinions to get their consent in the future.	4	2	
		Self-description: expressing your positive characteristics and skills	4	3	
		Asserting or praising yourself: creating a favorable image of yourself in the minds of others	4	2	
		To be favored and cared for	3	3	
	Justification and apology	Apologizing to employees and managers for the occurrence of an undesirable event	3	2	
		Trying to solve the arisen problems	2	1	
		Accepting responsibility for an adverse or unpleasant event	3	2	
		How to justify	2	1	
	Information capturing	Looking and considering importantly	4	2	
		To make pattern	5	2	
		Having appropriate emotional intelligence	5	3	
		The ability to read other people's minds	5	3	
		Information manipulation	5	4	
	Social game (socio-political)	Attention to the competence of employees in the appointment	4	2	
		Explaining the reasons for making decisions to employees	5	3	
		Compassion and benevolence	Delegating some decisions to lower levels of the organization	4	2
			Existing cooperation	2	1
			Existing competition	3	1
			Conducting transactions and exchanging interests with others to gain benefits: considering the interests of others in negotiations	3	3
			Expert reasoning ability in the field of fraud detection	2	1
			Having mastery and bargaining skills in negotiation: the ability to obtain desired benefits in negotiations	3	1
			Mutual respect in negotiation	4	2
			Ability to control social situations	5	3
		Appropriate behavior in social situations	4	3	
Political intelligence	Trickery	Not being honest with employees	3	3	
		Using fraud in providing information to employees	2	1	
		Breach of promise to employees	4	3	
		Awareness and assessment of power bases	5	3	
			Understanding sources of power	4	2
			having a "good" reputation	5	3
			The existence of a calculating and intelligent manager	4	4
	Power dynamics	Thinking before action	Overcoming the resistance of others: using power to overcome the resistance of opposing forces	5	3
			Use of words and information	5	3
			Use of power in relation to other institutions	3	1
			Use of power based on expertise and skill	3	1
			Using Power to increase employee performance	2	2
			Using power to advance the goals of the organization	3	1
			Using humor	4	3
			Dependency	4	3

Political personality	Interpretation of the political situation	Ability to interpret a political situation in the organization	4	3
		Considering the pros and cons of a decision: the appropriate style of decision making	5	3
		Having a multi-year perspective and horizon based on the current conditions and situations of the organization	3	1
	Personal features	Using a language to your advantage	4	3
		Having an active positive focus	5	3
		Having a position within the control	5	3
		Being active in the political arenas of the organization	4	3
		The ability to consider the various consequences of a problem or crisis	3	1
	Effective stress management	Having the ability to influence others	4	2
		Personal internal control	5	3
Confidence in controlling interactions		4	3	
applied knowledge (awareness and knowledge)	Effective use of resources	4	2	
	Having tacit knowledge	5	2	
Social Consciousness	Having practical intelligence	4	2	
	Ability to understand	4	2	
Individual penetration	The power to observe political behavior	5	2	
	Having a persuasive personality	4	2	
Obvious honesty	Having the right style in handling	5	2	
	Avoiding lying	4	3	
	Avoiding hypocrisy	3	3	
Networking ability	intra-organizational	Ability to communicate honest and sincere impressions	4	3
		Having the skill to understand your position to reach social capital	1	2
		Having the skill to understand the dynamics of the organization to reach social capital	2	2
		Ability to develop relationships with employees	5	4
		Ability to develop relationships with managers	4	3
		Interested in teamwork and participation	3	2
	inter-organizational	Using the ability of different people to achieve goals	2	3
		Ability to communicate with government organizations and institutions	3	3
		Aligning the goals of the organization with the goals of similar organizations	2	2
		The ability to use the abilities and capacities of organizations and interested people to advance organizational goals	3	3

Using the framework that was mentioned, a diagram of the behavioral patterns related to political intelligence among employees is created. This diagram includes ten different dimensions, as described in Fig. 2.

By examining the theoretical and research foundations, it is demonstrated that the organizing and fundamental themes of this study are consistent with these foundations and backgrounds. This alignment method confirms the validity of the research.

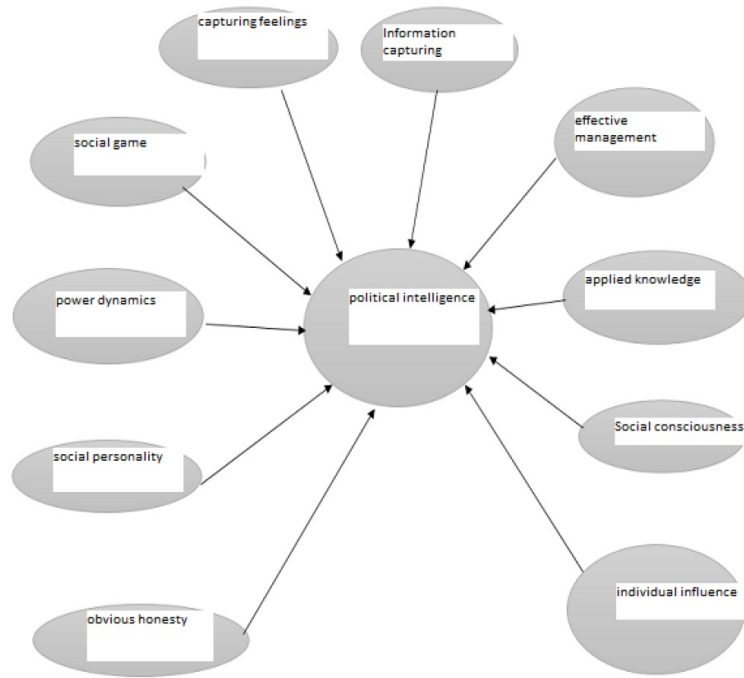


Figure 2: Political intelligence network of employees and managers

Table 5: Evidence of alignment of political intelligence behavior pattern based on the strategic approach

Organizer themes	Theoretical background	Research background	Key informants
Capturing emotions	[8]		University professors - specialists and graduates of public administration
Capturing information	[8]		University professors - specialists and graduates of public administration
Social game (socio-political)	[3, 9]	[7]	University professors - specialists and graduates of public administration
Power dynamics	[3, 19, 20]	[1]	University professors - specialists and graduates of public administration
Political personality	[3, 19, 20]	[3, 7]	University professors - specialists and graduates of public administration
Effective stress management	[3]	[3]	University professors - specialists and graduates of public administration
applied knowledge (awareness and knowledge)		[3, 13]	University professors - specialists and graduates of public administration
Social Consciousness	[14]		University professors - specialists and graduates of public administration
Individual penetration	[14]	[23]	University professors - specialists and graduates of public administration

Obvious honesty	[14, 19, 20]	[8]	University professors - specialists and graduates of public administration
Networking ability	[14, 19, 20]	[8]	

When conducting scientific research, analyzing statistical data that has been gathered through sampling is a crucial step because it leads to the final outcome. This means that through the use of a research method, the data will be examined, hypotheses will be evaluated, and ultimately a final conclusion will be drawn.

The current section covers the topic of data analysis, which involves several steps. Following the collection of data and calculation of variables necessary for testing research hypotheses, the information obtained is subjected to testing. Based on the results of these tests, the information is either confirmed or rejected and then interpreted. In this particular section, a researcher-designed questionnaire was given to employees and managers in accordance with the behavioral aspects of political intelligence. The responses to the questionnaire were measured using a 5-point Likert scale, and the data collected were analyzed through the use of SPSS software. To gain a better understanding of the research community and become more familiar with research variables, it is necessary to describe these data before analyzing them statistically. Thus, before testing the research hypotheses, the study examined the descriptive statistics of the variables used in the research. One of the central parameters is the mean, which represents the center of gravity of the society. In other words, if the mean is used instead of all the observations in the society, there would be no change in the sum total of the society’s data. Additionally, the maximum indicates the highest variable number in the statistical population, while the minimum indicates the lowest variable number.

There are several kinds of mean in mathematics, especially in statistics. Each mean serves to summarize a given group of data, often to better understand the overall value of a given data set (4.1).

$$m = \frac{\text{sum of the terms}}{\text{number of terms}}, \quad (m = \text{mean}) \tag{4.1}$$

probability theory and statistics, variance is the squared deviation from the mean of a random variable. The variance is also often defined as the square of the standard deviation. Variance is a measure of dispersion, meaning it is a measure of how far a set of numbers is spread out from their average value (4.2)

$$S^2 = \frac{\sum(x_i - \bar{x})^2}{n - 1} \tag{4.2}$$

S^2 : sample variance

x_i : the value of the one observation

x : the mean value of all observations

n : the number of observations

Table 6: Descriptive statistics of emotional capture structures in the political Intelligence model

Structure	Mean	SD
How to talk	3.04	1.202
How to behave: showing behaviors such as flattery and flattery in relation to superior managers	3.39	1.233
How to demonstrate: Magnify people’s work to get their approval in the future	3.49	1.146
Confirming people’s opinions to get their consent in the future	3.26	1.176
Self-description: expressing your positive characteristics and skills	3.22	1.117
Asserting or praising yourself: creating a favorable image of yourself in the minds of others	2.93	1.200
To be favored and cared for	3.23	1.199
Drawing attention	3.2240	0.54780
Apologizing to employees and managers for the occurrence of an undesirable event	3.20	1.247
Efforts towards the arisen problems	3.08	1.216
Accepting responsibility for an adverse or unpleasant event	3.27	1.220
How to justify	3.21	1.208
justifying and apologizing	3.1889	0.70420
Capturing emotions	3.2065	0.52485

In Table 6, you can find data on the mean and standard deviation of various emotional constructs related to political intelligence. The construct "getting attention" scored a mean of 3.22, while "justification and apology" scored 3.18. The highest-scoring structure was "How to show off," with a mean score of 3.49. On the other hand, the structure with the lowest mean score was "claiming or praising yourself," which received a mean score of 2.93. These scores relate to the emotional capture variables within the political intelligence model.

Table 7: Descriptive statistics of information capture structures in the model of political intelligence

Structure	Mean	SD
Looking and considering importantly	3.18	1.246
Making pattern	3.35	1.260
Having appropriate emotional intelligence	3.33	1.253
The ability to read other people's minds	3.26	1.330
Information manipulation	3.07	1.193
Capturing information	2.2352	0.72625

Table 7 presents data on the mean and standard deviation of various information capture constructs within political intelligence's behavioral pattern. The construct with the highest mean score is "hollowing," which received a mean score of 3.35. Conversely, the lowest scoring structure is "information manipulation," with a mean score of 3.07. These scores pertain to how information is captured in the political intelligence model.

Table 8: Descriptive statistics of social game structures in the model of political intelligence

Structure	Mean	SD
Attention to the competence of employees in the appointment	3.10	1.099
Explaining the reasons for making decisions to employees	2.75	1.129
Delegating some decisions to lower levels of the organization	3.07	1.236
Existing cooperation	2.78	1.162
Existing competence	3.06	1.314
Conducting transactions and exchanging interests with others to gain benefits: considering the interests of others in negotiations	2.90	1.194
Expert reasoning ability in the field of fraud detection	3.21	1.272
Having mastery and bargaining skills in negotiation: the ability to obtain desired benefits in negotiations	3.10	1.186
Mutual respect in negotiation	2.99	1.159
Ability to control social situations	3.2330	1.20818
Appropriate behavior in social situations	3.4773	1.33076
Benevolence and compassion	3.0615	0.56420
Not being honest with employees	2.9205	1.30250
Using fraud in providing information to employees	3.3920	1.19511
Breach of promise to employees	3.4489	1.14528
Trickery	3.2538	0.84477
Social game	3.1576	0.55846

Table 8 presents data on the social game constructs found in the behavioral pattern of political intelligence, including mean and standard deviation values. The "benevolence and compassion" main structure has a mean score of 3.06, while the "cunning" main structure has a mean score of 3.25. Additionally, the "breach of promise with employees" structure has the highest mean score of 3.44, whereas the "explaining the reasons for making decisions to employees" structure has the lowest mean score of 2.75 among all social game structures considered in the political intelligence model.

Table 9: Descriptive statistics of power dynamic structures in the behavioral pattern of political intelligence

Structure	Mean	SD
Awareness and assessment of power bases	3.6761	0.93973
Understanding sources of power	3.3864	1.04670
having a "good" reputation	3.3977	1.27427

Existing a calculating and intelligent manager	3.4432	1.19387
Overcoming the resistance of others: using power to overcome the resistance of opposing forces	2.6420	1.18188
Use of words and information	2.7614	1.23746
Use of power in relation to other institutions	2.8864	1.22294
Use of power based on expertise and skill	3.0739	1.42636
Using Power to increase employee performance	2.9716	1.43996
Using power to advance the goals of the organization	2.7841	1.23241
Using humor	3.0795	1.29369
Dependency	3.2102	1.24951
Power dynamics (thinking before action)	3.1094	0.37837

Table 9 displays the mean and standard deviation of power dynamic structures in the behavioral pattern of political intelligence. The results indicate that the construct "Awareness and evaluation of power bases" has the highest mean score of 3.67, whereas the construct "Overcoming the resistance of others: using power to overcome the resistance of opposing forces" has the lowest mean score of 2.64 among all power dynamic structures considered in the political intelligence model.

Table 10: Descriptive statistics of political personality structures in the behavioral pattern of political intelligence

Structure	Mean	SD
Ability to interpret a political situation in the organization	3.2330	1.34685
Considering the pros and cons of a decision: an appropriate style of decision making	2.8352	1.19576
Having a multi-year perspective and horizon based on the current conditions and situations of the organization	3.1875	1.08183
Interpretation of the political situation	3.0852	0.68707
Using a language to your advantage	3.1080	1.14380
Having an active positive focus	2.9148	1.07895
Having a position within the control	3.1193	1.45503
Being active in the political arenas of the organization	2.9205	1.45580
The ability to consider the various consequences of a problem or crisis	2.9261	1.20009
Having the ability to influence others	3.2330	1.19869
Individual characteristics	3.0369	0.54632
Political personality	3.0611	0.45611

Table 10 displays the mean and standard deviation for the political personality constructs in the behavioral patterns of political intelligence. The primary construct, "interpretation of the political situation," has a mean score of 3.08, while "personal characteristics" has a mean score of 3.03. The highest score is observed in the constructs of "the ability to interpret a political situation in the organization" and "having the ability to influence others," with a mean score of 3.23. On the other hand, the structure of "considering the advantages and disadvantages of a decision: an appropriate style of decision making" has the lowest mean score of 2.81 among the political personality constructs in the behavioral pattern of political intelligence.

Table 11: Descriptive Statistics of effective management structures in the behavioral pattern of political intelligence

Structure	Mean	SD
Individual internal control	3.2273	1.23035
Confidence in controlling interactions	3.0284	1.23487
Effective use of resources	3.0341	1.20900
Effective management	3.0966	0.81347

4.2 Quantitative findings

This section will analyze the behavioral components of political intelligence in a case study by utilizing statistical tests.

4.2.1 Normality test

If a researcher plans to use structural equations and software, they must ensure that they meet the conditions of using the software. For Lisrel software, the researcher’s data must fulfill two conditions: it should be small in size and follow a normal distribution. In this research, the data follows a Likert scale and is small. Therefore, it is necessary to check whether the data has a normal distribution or not. To determine the normality of the distribution of research data, the Kolmogorov-Smirnov test is utilized in this study. The null hypothesis that the data follows a normal distribution is tested at the 5% error level in the Kolmogorov-Smirnov test. If the obtained significance value is greater than or equal to 5%, then the data distribution is deemed normal. To test the normality of the data, the statistical assumptions are established, and the Kolmogorov-Smirnov method is used to check the normality assumption at a 5% error level.

Null hypothesis: The data distribution is normal.

Counter hypothesis: The data distribution is not normal.

The following table gives the obtained results:

In statistics, a normal distribution or Gaussian distribution is a type of continuous probability distribution for a real-valued random variable (4.3).

$$f(x) = \frac{1}{\sigma\sqrt{2\pi}} e^{-\frac{1}{2}\left(\frac{x-\mu}{\sigma}\right)^2} \tag{4.3}$$

in (4.3), the standard deviation is a measure of the amount of variation or dispersion of a set of values. A low standard deviation indicates that the values tend to be close to the mean of the set, while a high standard deviation indicates that the values are spread out over a wider range.

$$\sigma = \sqrt{\frac{\sum(x_i - \mu)^2}{N}} \tag{4.4}$$

Table 12: Normality test of research data

Variable	SD	Significance level	Test results
Capturing emotions	0.641	0.096	Validation of the null hypothesis
Capturing information	0.737	0.404	Validation of the null hypothesis
Social game	0.645	0.052	Validation of the null hypothesis
Power dynamics	0.987	0.876	Validation of the null hypothesis
Political personality	1.13	0.955	Validation of the null hypothesis
Effective management	1.21	0.976	Validation of the null hypothesis
Applied knowledge	0.897	0.451	Validation of the null hypothesis
Social Consciousness	0.754	0.398	Validation of the null hypothesis
Individual influence	1.23	0.965	Validation of the null hypothesis
Obvious honesty	0.654	0.0.065	Validation of the null hypothesis
Networking influence	0.765	0.436	Validation of the null hypothesis

Based on the results presented in the table above, the significance level of all the variables is larger than the value of 0.05. Therefore, the null hypothesis is accepted, and it can be concluded that the research data follows a normal distribution.

4.2.2 Exploratory data analysis: checking the adequacy of the sample size

In order to identify the principal influential variables in the political intelligence model, exploratory factor analysis was carried out using a questionnaire tool and SPSS software. A large sample size is required for factor analysis. There are various statistics that can be used to assess the suitability of data for factor analysis, including the Kaiser-Meier-Oklin sampling adequacy index and Bartlett’s test of sphericity. The Kaiser test examines whether the variance of research variables is affected by the common variance of fundamental factors or not. On the other hand, Bartlett’s sphericity test determines the significance of relationships between the required components

$$KMO = \frac{\sum_{i \neq j}^n \sum_{i \neq j}^n r_{ij}^2}{\sum_{i \neq j}^n \sum_{i \neq j}^n r_{ij}^2 + \sum_{i \neq j}^n \sum_{i \neq j}^n a_{ij}^2} \tag{4.5}$$

As can be seen in the formula above, in the denominator of the sum of the non-diagonal correlations of the reagents, the sum of the non-diagonal correlations of the reagents plus the sum of the partial non-diagonal correlations of the reagents are included in the denominator. Therefore, the smaller the current correlations are, the larger the KMO index will be and vice versa. The closer the KMO index is to 1, the better "sampling adequacy" there has been in selecting the predictors (manifest variables). The cut-off point of the KMO index for "sampling adequacy" is 0.6, which means that if the KMO index is higher than 0.6, the criterion of "sampling adequacy" has been estimated, and if it is lower than 0.6, it means that the criterion of "sampling adequacy" has not been estimated.

Table 13: Bartlett's and Kaiser-Meier-Oklin's sphericity test results (researcher's findings): behavioral pattern of political intelligence

Name of the statistical test	Test index	Value	Descriptions
Kaiser-Meier-Oklin test	KMO	0.791	Sample adequacy is very good
	Chi-square	825.34	
Bartlett's test	Degree of freedom	55	The relationship is significant
	Significance level	0.000	

The KMO statistic value was 0.767, indicating that the sample size is adequate for factor analysis. Additionally, the significance of Bartlett's sphericity test shows that the conditions for conducting factor analysis have been met.

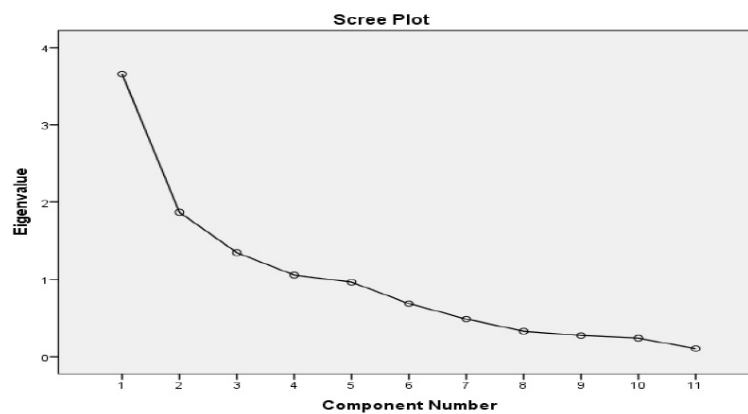


Figure 3: Test results

4.2.3 Correlation test between the components of the political intelligence model - Examining the relationships between the components of political intelligence behavior

Table 14: The results of the correlation test (Pearson) of the components in the model of political intelligence behavior

Variable	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1)	1	**0.454	**0.253	0.077	0.059	** - 0.222	**0.24	**0.265	-0.021	0
(2)		1	**0.201	0.004	* - 0.137	** - 0.206	**0.245	**0.312	-0.007	0
(3)			1	**0.298	0.085	**0.291	**0.319	**0.188	0.072	0
(4)				1	*0.131	**0.360	**0.156	0.072	0.085	0
(5)					1	**0.413	* - 0.121	**0.165	0.076	0
(6)						1	0.084	** - 0.161	0.080	0
(7)							1	**0.622	**0.410	0
(8)								1	**0.265	0
(9)									1	0
(10)										1

4.2.4 Examining the status of the components of the political intelligence model

This section utilizes the one-sample student's t-test to examine the status of components in the political intelligence model. To achieve this, the mean status of the components in the political intelligence model is compared to the theoretical mean (3 standard number of 5 options) using the aforementioned test. The results are tabulated below:

Table 15: Student's t-test results regarding the status of the components of the political intelligence model

Theoretical mean: 3				
Variable	Mean	t-statistics	Degree of freedom	Significance level
Capturing emotions	3.2065	5.219	175	0.000
Capturing information	3.2352	4.297	175	0.000
Social game	3.1576	3.745	175	0.000
Power dynamics	3.1094	3.835	175	0.000
Political personality	3.0611	1.777	175	0.077
Effective management	3.0966	1.575	175	0.117
Applied knowledge	3.1591	2.214	175	0.028
Social Consciousness	3.1733	2.212	175	0.028
Individual influence	3.1222	1.741	175	0.083
Obvious honesty	3.3598	8.131	175	0.000
Networking influence	3.1776	4.496	175	0.000

As per the table provided above, it is evident that the significance level pertaining to the t-statistic for the emotion capture variable is lower than 0.05 ($p\text{-value} < 0.05$). Furthermore, the mean score is significantly different from the theoretical mean. Therefore, it can be inferred that the emotion capture variable has a notable impact on political intelligence. In simpler words, the emotion capture component actively contributes in a positive manner to the political intelligence model.

The table above indicates that the t-statistic for the information capture variable has a significance level below 0.05, with a p-value of less than 0.05. Additionally, the mean score of this variable significantly differs from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. In simpler terms, the information capture variable plays a positive and significant role in the political intelligence model.

The table above shows that the t-statistic for the social game variable has a significance level below 0.05, with a p-value of less than 0.05. Moreover, the mean score of this variable differs significantly from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. To put it simply, the social game variable plays a positive and significant role in the model of political intelligence.

The table above demonstrates that the t-statistic for the power dynamics variable has a significance level below 0.05, with a p-value of less than 0.05. Additionally, the mean score of this variable significantly differs from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. To put it differently, the power dynamics variable plays a positive and significant role in the model of political intelligence.

The table above indicates that the level of significance for the t-statistic related to the political personality variable is higher than 0.05, with a p-value greater than 0.05. Hence, it can be concluded that the political personality variable has no significant impact on political intelligence. To put it simply, the political personality variable doesn't play a meaningful role in the model of political intelligence.

The table above shows that the significance level for the t-statistic related to the effective management variable is higher than 0.05, with a p-value greater than 0.05. Hence, it can be concluded that the effective management variable has no significant impact on political intelligence. To put it simply, the effective management variable doesn't play an important role in the model of political intelligence.

On the other hand, the table demonstrates that the significance level for the t-statistic related to the applied knowledge variable is lower than 0.05, with a p-value of less than 0.05. Furthermore, the mean score of this variable significantly differs from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. In simpler terms, the applied knowledge variable plays a positive and significant role in the model of political intelligence.

The table above indicates that the t-statistic for the social awareness variable has a significance level below 0.05, with a p-value of less than 0.05. Additionally, the mean score of this variable significantly differs from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. In simpler terms, the social awareness variable plays a positive and significant role in the model of political intelligence.

The table above shows that the significance level for the t-statistic related to the individual influence variable is higher than 0.05, with a p-value greater than 0.05. Hence, it can be concluded that the individual influence variable doesn't have a significant impact. To put it simply, the individual influence variable doesn't play an important role in

the model of political intelligence.

On the other hand, the table demonstrates that the significance level for the t-statistic related to the open honesty variable is lower than 0.05, with a p-value of less than 0.05. Furthermore, the mean score of this variable significantly differs from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. In simpler terms, the open honesty variable plays a positive and significant role in the model of political intelligence.

The table above indicates that the t-statistic for the network ability variable has a significance level below 0.05, with a p-value of less than 0.05. Additionally, the mean score of this variable significantly differs from the theoretical mean, leading to the conclusion that it has a significant impact on political intelligence. To put it simply, the network ability variable plays a positive and meaningful role in the model of political intelligence.

Hence, for the purpose of quantitative modeling (validating model 3), effective management, political personality, and individual influence components are eliminated from the model, resulting in the presentation of the final model as follows:

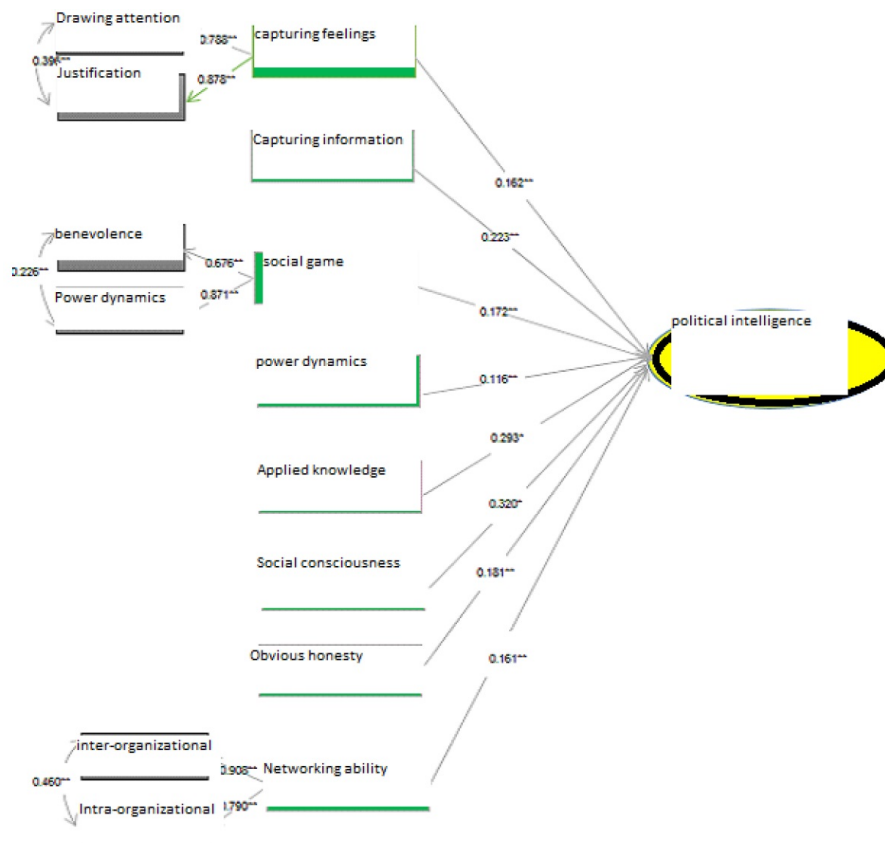


Figure 4: The final model of the validation research of the relationships between the variables

The graph above shows that social awareness, with a coefficient of 0.320, explains 32% of the political intelligence variable (the highest percentage of explanation), while power dynamics, with a coefficient of 0.116, explains and predicts only 11.6 percent of the political intelligence variable (the lowest percentage of explanation) in the organization being studied.

4.2.5 Prioritizing the value and importance of the behavioral components of political intelligence (modeling)

In this section, the final research model’s components of political intelligence are ranked based on their importance and value using Friedman’s ranking test.

The table above demonstrates that the significance level associated with the chi statistic is 0.000, which is lower than a 5% error margin. Hence, it can be concluded that the components in the behavioral pattern of political intelligence have significant differences concerning their value and importance. Furthermore, based on the mean rank, it can be said that the component of apparent honesty holds the highest importance and value in the research model,

Table 16: The results of Friedman's test regarding the prioritization of the value and importance of the behavioral components of political intelligence in the research model

Dimensions	Mean rank	Importance and impact rating
Capturing emotions	4.79	2
Capturing information	4.59	3
Social game	4.32	5
Power dynamics	4.07	8
Applied knowledge	4.28	7
Social Consciousness	4.50	4
Obvious honesty	5.15	1
Networking influence	4.30	6
(1.001)52/53	Chi-square statistic (significance level)	

with a rank of 5.15. In contrast, power dynamics are ranked least important and valuable in the research model, with a rank of 3.07.

5 Conclusion and future suggestions

To develop the strategic framework and behavioral pattern of political intelligence, a qualitative case study was conducted, and theme analysis and theme network formation techniques were utilized to analyze the collected data. Initially, the data was gathered through a structured interview process, and the written interview texts were then read and revised multiple times to generate an initial code list. During this stage, a total of 90 primary codes were identified. The next steps involved categorizing these codes into groups that were similar and coherent, followed by analyzing and revising the theme network multiple times. Eventually, 11 organizing themes and 72 basic themes were identified to describe the behavioral components of managers' political intelligence based on the leadership approach as the overarching theme. Through the extraction of the theme network, the main themes within this network were determined to be capturing emotions, capturing information, social game, power dynamics, political personality, effective management, practical knowledge, social consciousness, individual influence, obvious honesty, and network ability. Moreover, the alignment between the components and themes of the drawn theme network and theoretical and research bases was checked and confirmed.

The quantitative analysis of the model revealed that the mean score for the "getting attention" structure was 3.22, whereas the mean score for the "justification and apology" structure was 3.18. It was also observed that the "how to show off" structure, which involves magnifying people's work to gain their approval in the future, had the highest mean score of 3.49 among the variable constructs of capturing emotions in the behavioral model of political intelligence. On the other hand, the "claiming or praising yourself" structure, which relates to creating a favorable image of oneself in the minds of others, had the lowest mean score of 2.93 among these constructs.

The "hollowing" structure had the highest mean score of 3.35, whereas the "information manipulation" structure had the lowest mean score of 3.07 among the structures of capturing information in the political intelligence model.

Regarding the behavioral components of social games in the political intelligence model, the main structure of "benevolence and compassion" had a mean score of 3.06, while the main structure of "cunning" had a mean score of 3.25. It was also observed that the "breach of promise with employees" structure had the highest score of 3.44, whereas the "explaining the reasons for making decisions to employees" structure had the lowest mean score of 2.75 among the social game structures.

The construct of "Awareness and evaluation of power bases" had the highest mean score of 3.67 among the constructs of power dynamics in the model of political intelligence, while the construct of "Overcoming the resistance of others," which involves using power to overcome opposing forces, had the lowest mean score of 2.64.

The mean score for the primary category "interpretation of the political situation" is 3.08, while it is 3.03 for the primary category "personal characteristics." It is evident that the structure comprising "the ability to interpret a political situation in the organization" and "having the ability to influence others" has the highest mean score of 3.23, whereas the structure consisting of "considering the advantages and disadvantages of a decision: a suitable style of decision making" has the lowest mean score of 2.81 amongst the political personality constructs in the political intelligence model.

Amongst the effective management structures in the model of political intelligence, the structure of "individual internal control" has the highest mean score of 3.22, whereas the structure of "self-confidence in controlling interactions" has the lowest mean score of 3.03.

The mean score for the primary category "interpretation of political circumstances" is 3.08, while it is 3.03 for the main category "personal characteristics." The analysis reveals that the category of "the capacity to comprehend political situations within an organization" and "the ability to influence others," with a mean score of 3.23, has the highest rating among the political personality components in the political intelligence framework. Conversely, the group "weighing the pros and cons of a decision: a suitable decision-making style," with a mean score of 2.81, has the lowest rating.

Within the political intelligence model, the category of "individual internal control" has the highest mean score of 3.22, whereas the set of "self-assurance in managing interactions" has the lowest mean score of 3.03 among the effective management structures.

The mean score of the "having practical intelligence" construct is 3.15, and the "having implicit knowledge" structure has the same mean score of 3.15 among the applied knowledge structures (awareness and knowledge) in the political intelligence model. According to the model of political intelligence, the "Ability to Understand" construct obtained the highest score with a mean rating of 3.28, whereas the "Observation Power" structure received the lowest score with a mean rating of 3.06 among the social awareness constructs.

Among the individual influence structures in the political intelligence model, the construct of "having a persuasive personality" has the highest mean score of 3.2118, while the "having a suitable style in dealing" structure received the lowest mean score of 3.02. On the other hand, regarding the constructs of obvious honesty in the political intelligence model, the "avoidance of lies" structure scored the highest mean rating of 3.64, and the "avoidance of hypocrisy" structure obtained the lowest mean score of 3.07.

Significant variations in value and relevance exist among the components within the political intelligence model. The findings reveal that, based on the mean rank, the component of apparent honesty is the most important and valuable in the research model, with a rank of 5.15. Conversely, power dynamics are the least valuable and significant component in the research model, with a rank of 3.07. The results from the single-variable t-Student test indicate that emotion capture, information capture, power dynamics, social game, social awareness, practical knowledge, obvious honesty, and networkability all have a significant positive impact on the political intelligence framework of organizational managers.

The ultimate model indicates that social awareness, with a coefficient of 0.320, explains and predicts 32% of the variation in political intelligence, which is the highest percentage of explanation observed. On the other hand, power dynamics, with a coefficient of 0.116, explains and predicts only 11.6% of the variation in political intelligence, representing the lowest percentage of explanation within the studied organization.

Therefore, it is crucial to emphasize the mediating role of political intelligence as an influential factor in recognizing, assessing, and enhancing the behavior of managers. By increasing understanding of political intelligence, organizational success can be improved, anxiety reduced, and external relations enhanced. Politically intelligent managers possess the ability to enhance group performance. In particular, political intelligence plays a pivotal role in the growth of transformational managers within organizations, as it facilitates employee comprehension of power dynamics, diverse values, and social games. The dimensions of political intelligence such as the power dynamics of political personality, capturing emotions, and obvious honesty, combined with ideal influence, inspirational motivation, mental persuasion, and individual considerations are all effective in promoting transformative leadership.

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