

The pattern of internal and external political behavior of government sector managers with a political intelligence approach (Case study: municipalities of Khorasan Razavi province)

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Abstract

Background and purpose: In municipalities, due to the large scale and volume of human resources, which are the most skilled and specialized forces. Managers need to use all kinds of strategies and political skills to maximize the use of these resources to improve the organization's performance, which is considered its main capital. Therefore, this research aims to present the model of intra-organizational and extra-organizational political behaviors of public sector managers with the approach of political intelligence in the municipalities of Razavi Khorasan province. **Methodology:** The current research is a developmental-applied, hybrid, and mixed exploratory research, combining qualitative and quantitative methods. In the qualitative part, the statistical population includes all professors of the management group and senior managers of the municipalities of Razavi Khorasan province in 2017. Twenty qualified people were included in the statistical population framework of the qualitative section, and finally, the information of 17 people was analyzed. In the quantitative part, the statistical population includes all the senior managers of the municipalities of Razavi Khorasan Province, and according to the statistics and information received from the municipalities of Razavi Khorasan Province, in 2016, 366 managers were working in 73 cities of Razavi Khorasan Province. They were. According to Cochran's formula, the required sample size is approximately equal to 191 municipal managers of Razavi Khorasan province. In the qualitative part, the dimensions and components of intra-organizational and extra-organizational political behaviors and political intelligence were determined by reviewing and reviewing second-hand sources (articles and books). In the qualitative part, we examined the research questions. The data were analyzed by structural equations and with the help of AMOS software. **Results:** According to the results of the research, the dimensions of intra-organizational and extra-organizational political behaviors and political intelligence were investigated, and the components were identified, and finally, the results showed that political intelligence has an effect of 0.84 on the political behavior of managers. In this way, by improving the political intelligence of managers, it is possible to predict their political behavior to the extent of 0.84. **Conclusion:** In order to improve the ambiguous attitude of the managers of Khorasan Razavi province, it is suggested that the managers clarify the employment conditions for newcomers and that contracts are concluded transparently.

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Introduction

Today, most academics and organizational theorists believe organizations are inherently political environments. Therefore, part of the performance, effectiveness, and success of work in such environments depends on hard work, and another part depends on factors such as social awareness, situational awareness, and perception, or in other words, social skills (Ferris et al., 2005). One of the measures of social skill and effectiveness in organizations is political skill (Blickle et al., 2011), which is the ability to effectively understand and understand others in the work environment and use such knowledge to influence and influence them in order to achieve individual or organizational goals (Gentry et al., 2013). Political behaviors and skills are an important part of influence processes in organizations and refer to activities that are not part of a person's official role but are done to influence or attempt to influence the distribution of benefits or harms in the organization. And include conscious acts that are done to influence by individuals or groups in order to achieve or protect their interests (Yazdani Ziarat and Rastegar, 2013).

Political skills give people the ability and competence to interpret and understand different situations and recognize what is expected of them in order to achieve their personal and organizational goals (Laird et al., 2013). Managers always play a vital role in organizations. The effect of outstanding managers in earning income, profit, and organizational success is well evident in many successful organizations today. On the other hand, the quick response to the threats and opportunities of today's era has raised the manager as a vital resource in solving the problems of organizations, based on the need of organizations for competent managers, which has been revealed more than ever. Organizations that provide services to citizens, such as municipalities, are more important than other organizations, and of course, management in municipalities is also more important (Satari and Ebrahimi Dokht Momqani, 2015). Some thinkers say that successful managers must be good politicians, and their progress requires political behavior, and they consider political behavior to be a part of organizational life. How managers apply policy has a significant role in the behavior and feelings of employees. A manager can motivate employees, and increase confidence and productivity by correctly using policy strategies. The opposite of this case is also true. By wrongly using political behavior, a manager can cause employee dissatisfaction and cause the spread of wrong behavior in the organization. According to research, political behavior affects job satisfaction, organizational performance, and productivity (Ahmad et al., 2016). Since political behavior is inevitable in today's organizations, familiarity with political intelligence helps guide political behavior. Smart managers can find their way in complex situations better than others. Managers cannot achieve success by only using rational and emotional intelligence; they also need other important social skills, of which political intelligence is one of them. Using political intelligence and exercising power and influence can achieve goals (Doostdar and Mombini,

2014). Evidence about the business climate in Iran emphasizes the importance of political behavior and its feedback and results. This phenomenon is common in Iranian organizations due to the relative dominance of the informal organization over the official organization and the tendency to avoid the law.

It seems that in municipalities, due to the wide and high volume of human resources, which are most skilled and specialized forces, managers need to use a variety of strategies and political skills in order to maximize the use of these resources to improve the organization's performance, which are considered its main capital. On the other hand, it should be said that one of the most important abilities of managers in managing an organization is the manager's political intelligence, which is the source of his political behavior. One of the most important ways to increase influence on others is to direct, lead and manage organizations. Exercising managers' influence and existential power will help them to bring about change in employees and the organization and help achieve organizational goals. This exercise of influence and power requires high political intelligence. Political intelligence is the active ability to manage the levers of power and influence (Mombini et al., 2013).

This is the powerful mind of a manager who, with the art of using his political intelligence and determining the position with vigilance and caution, can implement the factors of creating constructive change in the organization without facing high resistance from subordinates. Since the municipality is the most important organization for serving the citizens and its main goal is to provide services and meet the needs of the citizens, examining the types of the political behavior of managers with an emphasis on their political intelligence can be a step towards solving the problems and conflicts in the organization. This can lead to the manager's influence on the employees in order to solve the conflicts and improve the organization's performance, and ultimately lead to better services, befitting the dignity of the citizens and ensuring their satisfaction, which is the main goal of the municipality. Therefore, this research can achieve a suitable model by examining the political behavior of managers with an emphasis on their political intelligence and provide the basis for the correct management method to reduce conflicts and problems.

For over three decades, political behavior in organizations has been an important area of research (Aziznejad et al., 2011). Various studies show that these behaviors are inevitable in every human activity (Ulkeryildiz, 2009). Some researchers have tried to give a proper definition of political behavior. By reviewing the related literature, the proposed definition of political behavior is: "The voluntary and intentional involvement of individuals in a conflict situation to increase or protect their resources in order to obtain, develop, and use power and other resources to achieve desired outcomes by the individual in a situation with uncertainty about choices" (Ulkeryildiz, 2009). Political behaviors have a self-interested

nature, so organization members get involved in organizational, and political activities and try to maintain or develop their interests using various political tactics (Bahrami et al., 2016).

Some thinkers say that successful managers must be good politicians, and their progress requires political behavior, which is a part of organizational life. In today's world, organizations cannot be studied apart from the political behavior within them. Since it is impossible to eliminate political behaviors in the organization, knowing how they occur can help managers reduce their destructive effects. Also, the study of organizational behaviors without considering their political content reveals only a part of the truth to us (Beikzad et al., 2014). Political behavior also comes from the characteristics of people themselves, such as a person who has a strong need for power and freedom of action, security, and administrative position in an organization and tries to resort to political behavior; And from organizational factors, when organizational resources are decreasing or when the existing pattern of resources changes, there is a strong possibility that specific political behaviors will appear and each employee will use different methods to capture the feelings of their managers and bosses (from the description, self-praise, confirmation of opinion, and saying "yes sir", to an invitation to dinner, cinema, travel, mountains, etc.). An employee who, by inviting his new boss to a dinner party and getting a gift for him, gets his wife employed in that organization and repeatedly benefits from numerous material benefits is an example of how to capture managers' feelings. If people without expertise in fulfilling their personal needs engage in such behaviors, they will undoubtedly have destructive effects on the organizations of society and will cause the growth of administrative corruption in the organization, and the morale of efficient people will drop drastically. Therefore, managers should limit the effects of negative political behavior and reduce the role of contemporary mafias by creating clear connections, reducing uncertainty, and understanding the realities of politics and the power of contemporary mafias; otherwise, they will witness their downfall without realizing the cause. (Jazinizadeh, 2015). Also, political intelligence includes the ability to create a good communication network that can create informal coalitions as well as formal ones. For people to acquire political intelligence, it is necessary to know the bases and sources of influencing power they or others have and develop their negotiation techniques (Reynolds, 2011). People with a high level of political intelligence know whom they need to influence to gain the benefits of change. They also know the best time and method to gain people's acceptance of changes (Doostdar and Mombini, 2014). Using political intelligence creates a base of power, support, and control in the organization. After that, a person gains influence over individuals and groups with political behavior and dominates the situation, strengthening the skill of being a manager. Also, using political intelligence, people are looking for creative ideas and behaviors to pave the way to achieve power and success and attract the

attention of senior managers. Practicing these behaviors and creative ideas makes a person dream of the future and becomes an entrepreneur (Hazaveh and Rasoolzadeh, 2015).

In the new approach of organizational culture management, teamwork and how the manager cooperates with others are very important. In fact, the main focus is on the growth and development of people; In this way, the productivity of the organization will also increase. Therefore, managers of organizations are looking for those who have social abilities and communication skills, are good listeners and speakers, understand their own and others' feelings, and act well in expressing and transferring feelings. In most organizations, one can find people who have both intellectual and emotional intelligence at a high level, but this does not guarantee their success, and they are not necessarily outstanding managers. Some people with high cognitive and emotional intelligence live in the corners of the organization with a quiet presence. They are more liked and less used. At the same time, some people magically move up the organizational ladder and achieve higher levels and more power despite not having much cognitive and emotional intelligence. An element that is not found in smart and good people is political intelligence. Political skills are skills that are necessary and necessary for the realization of things in the organization. Cognitive and emotional intelligence skills are interpersonal, while political intelligence skills are about the organization and its actions. In order to make things happen, managers must know how to obtain and use power resources. Power is the intellectual and practical ability to create favorable conditions and results. Basically, power means that person "A" has power over "B" to such an extent that he can force him to do something he dislikes. Exercising power requires influence, and influence is direct and indirect actions that change the behavior and views of others. Influential people in the organization have power, but not all-powerful people influence the organization. The skill of turning strength into influence depends on the agreement and acceptance of others in such a way that their resistance and opposition are at a minimum.

Leaders' political intelligence helps organizational change. Successful management of organizational change requires followers to achieve organizational goals. A manager successfully creates change by using political intelligence to organize resources to achieve goals by using power and influence (Mombini and Mombini, 2013). Ghiamdoost and Mohebbi (2016) investigated the relationship between emotional intelligence and its role in managing the political behavior of employees. The results of this research showed that self-awareness, self-control, self-motivation, social skills, and empathy, which are the dimensions of emotional intelligence, impact employees' political behavior. In a study, Bahrami and colleagues (2015) investigated power, politics, and political behavior in the organization and its effect on employee performance. The results of this research showed that there is a negative relationship between organizational citizenship behavior and political behavior. Also, the results of this research showed that there is a relationship

between job security and political behavior. This relationship is indirect and through organizational citizenship behavior. Ahmed and colleagues (2016) investigated the effect of managers' political skills on job performance concerning the mediating role of emotional intelligence. The results of this research showed that emotional intelligence has a mediating role in the relationship between political skills and employees' job performance. Also, the results of this research showed that political skills negatively affect employees' job performance. Therefore, it is suggested that managers use emotional intelligence to reduce the negative relationship of this relationship.

Methodology

The current research is developmental-applied. In terms of method, the current research is mixed (qualitative-quantitative). Therefore, this research design is of the type of experimental mixed design because first, the qualitative research method was conducted. Then according to the obtained results, the quantitative method was used. In fact, in this research, in order to present the model of intra-organizational and extra-organizational political behaviors of public sector managers with the approach of political intelligence in the municipalities of Razavi Khorasan Province, first, a conceptual modeling and model was formed. At first, second-hand sources (articles and books) were examined, and the desired indicators were calculated according to background and research literature. Reviewing the existing literature, its various dimensions and aspects were extracted. Using the information related to case studies and survey groundings, the designed model resulting from the Delphi method was tested and analyzed for testing and evaluation. Based on the definition of the topic, the required expertise was determined, and the members of the Delphi panel were identified and selected using non-probability sampling methods. After determining the panel members, three steps of the Delphi method were performed. The statistical population in the qualitative section (Delphi panel) includes all professors of the management group and senior managers of the municipalities of Razavi Khorasan province in 2017. Twenty qualified people who were included in the statistical population of the qualitative department were selected as samples of the qualitative department or selected members of the Delphi panel with the coordination of the respected professors and advisors, and finally, the information of 17 people was analyzed. Political behavior includes two intra-organizational dimensions with 6 components and 25 questions and the extra-organizational dimension with 5 components and 24 questions. Political intelligence has the dimensions of social games with 2 components, power dynamics with 1 component, political personality with 2 components, network ability with 2 components and emotion capture with 2 components and a total of 35 questions. The reliability of the questionnaire was calculated with Cronbach's alpha coefficient, which was estimated to be higher than 0.8 for each variable. In the quantitative part, the statistical population includes all the

senior managers of the municipalities of Razavi Khorasan Province. According to the statistics and information received from the municipalities of Razavi Khorasan Province, in 2016, there are currently 366 managers in 73 cities of Razavi Khorasan Province. are activities that according to Cochran's formula, the required sample size is approximately equal to 191 municipal managers of Razavi Khorasan province.

In this research, in order to describe data and observations after collecting, reviewing, coding, entering information, and forming a database in SPSS statistical software, statistical description methods such as frequency distribution tables, descriptive charts, and central and dispersion indicators such as mean, standard deviation and ... are used.

In the statistical inference section, after forming the research variables, the structural equation technique is used to answer the research questions and generalize them to the studied society, and in the research information analysis section, statistical methods and their results are presented in detail. Microsoft Excel 2013 software was used for data collection (data entry) and some descriptive diagrams, and IBM SPSS 21 and IBM AMOS version 3 statistical software were used for data analysis and statistical inferences.

Results

The descriptive statistics of the gender of the respondents showed that the majority of the panel of experts were 82% men, and only 18% of the experts were women. The distribution of educational qualifications of the expert group was one of the other demographic variables studied. The findings of this variable show that 13 members of the expert group have specialized doctorate degrees, and 4 have master's degrees. In the quantitative part and the results of the third stage of Delphi, it was found that all the investigated indicators (84 indicators) scored an average score higher than 4. Therefore, at this stage of the Delphi technique, all the investigated indicators to measure the pattern of intra-organizational and extra-organizational political behaviors of public sector managers with the approach of political intelligence in the municipalities of Razavi Khorasan province are examined. Based on this, the final questionnaire of the research was designed and compiled and given to the members of the sample examined in the research, which includes 191 people from the managers of the municipalities of Razavi Khorasan province. The results of this section are presented in two sections, descriptive statistics and inferential statistics, as follows.

Regarding the respondents of senior managers of Khorasan Razavi province, 73% of the subjects were men and 27% were women. 39% of the respondents were people with a master's degree level, which accounted for the highest frequency, and 9% of the selected sample was made up of people with a diploma degree, which accounted for the least frequency. The highest proportion of the sample belongs to people aged between 40 and 44 years (35%), and the lowest proportion belongs to people aged 50 and over (5%). People with work experience between 10 and 14 years are the majority of the sample (38%). After

that, work experience between 15 and 19 years (with 25%) has the highest sample frequency. The lowest percentage of the sample (16%) belongs to people with a work experience of 20 years or more.

Table 1: Cronbach's alpha coefficient to check the reliability of research variables

Variable	Dimension	Number of components	Cronbach's Alpha
Political behavior of managers	Intra-organization	6	0/91
	Extra-organization	5	0/88
General index of political behavior of managers		11	0/89
Manager's political intelligence	Social games	2	0/79
	Power dynamics	1	0/71
	Political personality	2	0/82
	Networking ability	2	0/83
	Capturing feelings	2	0/88
General index of political behavior of managers		9	0/80

According to the above table, Cronbach's alpha reliability coefficient is more significant than 0.7 for both intra-organizational and extra-organizational political behavior variables, as well as the political intelligence variable and its five constituent dimensions, which indicates the high reliability of the research tool.

In the next part, the structural model is analyzed by structural equations. This model includes managers' political behavior and intelligence along with their dimensions and components. After fitting the model of Figure 1 to the data, it was found that for the trickery component: $t < 1.96$, this component was not significant and was removed from the model.

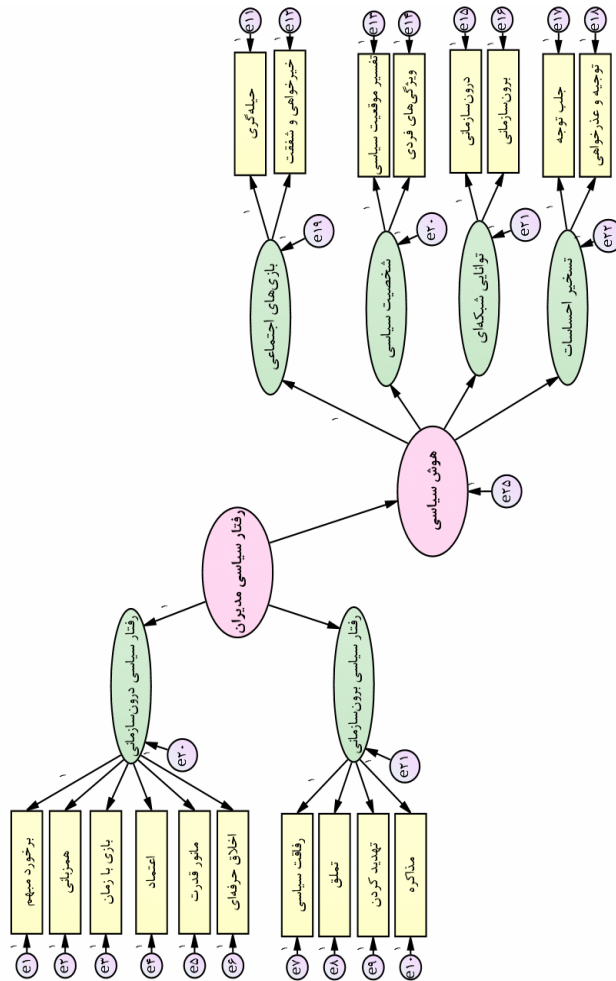


Figure 1. Structural model of political behavior with the approach of managers' political intelligence

The results of refitting the model after removing the mentioned component are shown in Figure 2. In this model, the calculated coefficients are also included.

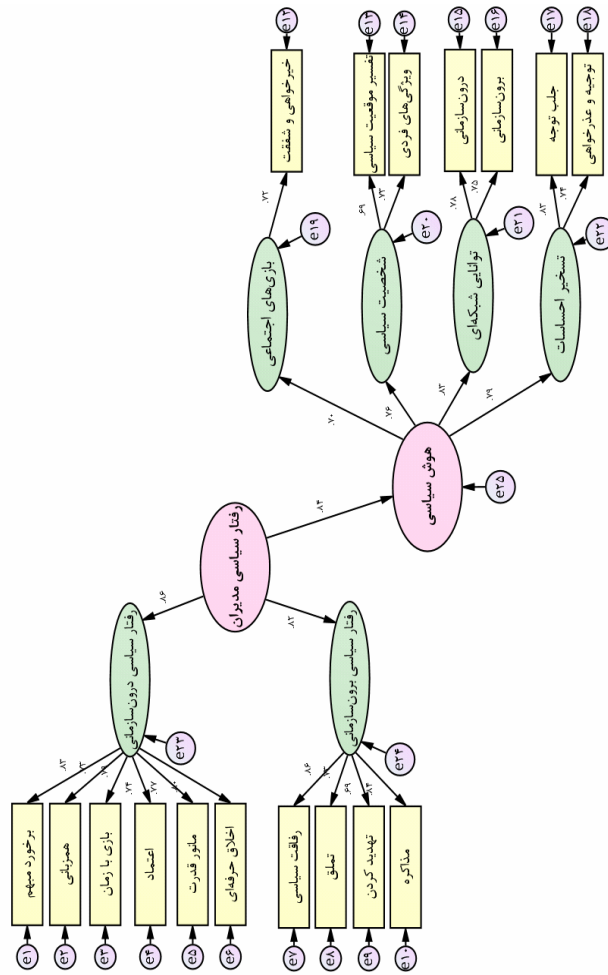


Figure 2. The structural model of political behavior with the approach of political intelligence of managers after reforms

The results of fitting the model of Figure 2 are shown in Table 2.

Table 2: The results of the structural model of political behavior with the approach of managers' political intelligence

Relationship		Coefficient	
Intra-organizational political behavior	→	Ambiguous encounter	0/83
	→	Compassion	0/73
	→	Play with time	0/79
	→	the trust	0/74
	→	power maneuver	0/77
	→	Ethics	0/80
Extra-organizational political behavior	→	Political friendship	0/86
	→	flatter	0/73

	→	Threat	0/69
	→	negotiation	0/84
Social games	→	Benevolence and compassion	0/72
Political personality	→	Interpretation of the political situation	0/69
	→	Individual characteristics	0/73
Networking ability	→	internal organization	0/78
	→	Outsourcing	0/75
Capturing feelings	→	Draw attention	0/83
	→	Justification and apology	0/74
Political Manner	→	Intra-organizational political behavior	0/86
	→	Extra-organizational political behavior	0/82
Political intelligence	→	Social games	0/74
	→	Power dynamics	0/70
	→	Political personality	0/76
	→	Networking ability	0/83
Political Manner	→	Political intelligence	0/84

In Table 2, the coefficients of all the present components and dimensions, $t > 1.96$; therefore, all are significant. In this table, the fit indices of the final model are displayed.

According to Table 3, all the indicators for the final research model are in the desired range. Therefore, the political behavior model's goodness is confirmed by managers' political intelligence approach to the collected data. The research questions consist of one main question and five sub-questions, which will be further investigated and answered.

Table 3: Fit indices of political behavior model with managers' political intelligence approach

Comparative fit index (CFI)	Tucker-Lewis Index (TLI)	Root mean square error of approximation (RMSEA)	Standardized Root mean square residual (SRMR)	χ^2 / df
0/97	0/92	0/073	0/078	2.34

Optimal values : $\chi^2 / df \leq 3$; $TLI, CFI \geq 0.9$; $RMSEA \leq 0.09$; $SRMR \leq 0.1$.

The main research question:

"What is the appropriate model of intra-organizational and extra-organizational political behaviors of the managers of Khorasan Razavi province municipalities with the approach of political intelligence?"

After confirming the goodness of each of these models, the final research model was found to be suitable, which included both the main variables of political behaviors and political intelligence, along with their dimensions and components, as well as the relationship between these two main variables. According to the results of this model, it can be said that in the appropriate model for intra-organizational and extra-organizational political

behaviors of Khorasan Razavi municipality managers with the approach of political intelligence, political behaviors include the dimensions of intra-organizational political behavior (consisting of the components of ambiguous dealing, collusion, playing with time, trust, power maneuver and professional ethics) and extra-organizational organizational behavior (consisting of the components of political friendship, flattery, threat and negotiation), and organizational intelligence including the dimensions of social games (consisting of the components of benevolence and compassion), political personality (consisting of the components of interpretation political position and individual characteristics), networking ability (consisting of intra-organizational and extra-organizational components) and emotion capture (consisting of attention-grabbing, justification, and apology components). Also, in this model, the political behavior of managers is 84% effective on their political intelligence.

Sub question one:

"What components does the intra-organizational political behavior of the managers of Khorasan Razavi province have?"

To answer this question, according to Figure 2, it can be said that the intra-organizational political behavior of the managers of Khorasan Razavi province has the following components:

- Ambiguous encounter
- Compassion
- Play with time
- Trust
- Power Maneuver
- Ethics.

Sub-question two:

"What components does the extra-organizational political behavior of the managers of Khorasan Razavi province have?"

To answer this question, according to figure 2, it can be said that the extra-organizational political behavior of the managers of the municipalities of Khorasan Razavi province has the following components:

- Political friendship
- Flattery
- Threat
- Negotiation.

Sub-question three:

"What are the dimensions of the political intelligence of the municipal managers of Khorasan Razavi province?"

To answer this question, according to figure 2, it can be said that the political intelligence of the managers of the municipalities of Khorasan Razavi province has the following dimensions:

- Social games
- Political personality
- Networking ability
- Capturing feelings.

Sub question four

"What components does the political intelligence of Khorasan Razavi province municipal managers have?"

To answer this question, according to Figure 2, it can be said that political intelligence has the following components:

- Benevolence and compassion
- Interpretation of the political situation
- Individual characteristics
- Internal organization
- Outsourcing
- Drawing attention
- Justification and apology.

Sub-question five:

"To what extent does political intelligence influence the political behavior of the managers of Khorasan Razavi Province municipalities?"

To answer this question, we can use Figure 2, which was discussed earlier. The final indicators of this model are considered, the political intelligence of the managers has an effect of 84% on the political behavior of the managers of the municipalities of Khorasan Razavi province.

Discussion and Conclusion

Political behavior and political intelligence are of special importance in organizations such as municipalities, which are the largest public institutions in the city. Based on this, in the research, the appropriate model of intra-organizational and extra-organizational political behaviors of the managers of Khorasan Razavi province's municipalities was discussed with the approach of political intelligence. Ashraf and Iqbal (2011) mentioned the dimension of social games and political personality, which were also confirmed in this research. Fries and his colleagues (2005) have mentioned the dimension of network ability, which was also confirmed in this research as one of the dimensions of political intelligence. Also, Dostdar and Mombini (2014), considered the dimension of capturing feelings as the dimensions of political intelligence, which was also confirmed in this research. In fact, the

variable of political intelligence in this research is a set of constitutive dimensions confirmed in the mentioned research. In this research, political behavior was investigated in the form of two general dimensions, intra-organizational and extra-organizational. The dimensions confirmed in this research are confirmed by Jafariyani's research (2012). In this research, the expert group members have mentioned indicators for both variables, which are different from other studies. These indicators among the variable of intra-organizational political behavior are: not providing an organizational chart to newcomers, not specifying the individual's role in achieving organizational goals, creating a free space for discussion, and paying attention to Islamic ethics and teachings. In fact, in this section, the expert group members have pointed out the dimension of professional ethics as one of the internal political behavior of managers, which has yet to be investigated in previous research. Regarding the variable of political intelligence, the members of the expert group have pointed to indicators such as paying attention to the competence of employees in the appointment, explaining the reasons for making decisions to employees, delegating some decisions to lower levels of the organization and pointing out their superiority over others. Previous studies have not investigated these indicators, and the current research is innovative.

The findings of this research show that the intra-organizational political behavior with a coefficient of 0.86 has a greater effect than the extra-organizational political behavior of managers in building the model. Also, the network ability dimension of political intelligence with a coefficient of 0.83 compared to other dimensions of this variable has the greatest impact on the construction of political intelligence in the research model. Finally, the results showed that political intelligence has an effect of 0.84 on political behavior. In this way, by improving the political intelligence of managers, it is possible to predict their political behavior to the extent of 0.84.

According to this research's findings, managers' intra-organizational political behavior has six components: collusion, playing with time, ambiguous treatment, trust, power maneuver and professional ethics. Ambiguous treatment with a coefficient of 0.83 has the greatest impact on the political behavior of managers, followed by professional ethics, with a coefficient of 0.80. Based on this, in order to improve the ambiguous attitude of the managers of the Khorasan Razavi province, it is suggested that the managers clarify the employment conditions for newcomers and conclude the contracts clearly. The duties of people should be defined correctly and each person's role in achieving the organization's goals should be specified. In this way, it is possible to reduce the ambiguous behavior of managers in the municipality. In order to improve the professional ethics of managers, respect the rights of others, involve employees in organizational decisions, give importance to their opinions, lack bias in judgments, support employees and pay attention to their feelings are suggested. Based on this and by improving two important components in the

model, it is possible to reduce the ambiguous attitude of municipal managers and improve their professional ethics.

The results of the structural equation technique showed that extra-organizational political behavior has four components: political friendship, flattery, threat, and negotiation. The component of political camaraderie with a coefficient of 0.86 has the greatest impact on the construction of extra-organizational political behavior of the managers of the municipalities of Khorasan Razavi province. After that, the negotiation component is ranked second in importance with a coefficient of 0.83. In order to improve political friendship, it is suggested that the municipal managers increase their communication with other organizations and observe honesty in the speech in order to increase the trust between the parties. Also, there should be trust between the parties that the promises will be fulfilled. In order to improve negotiations between organizations, efforts should be made to create a favorable image of the organization's goals, actions and activities. Also, the person or people negotiating in the opposite organization should be identified. The negotiation between the organizations should be done in a way that it is a win-win deal and the interests of the parties are included.

According to the findings of this research, political intelligence has four dimensions: social games, political personality, networking ability, and emotion capture. Among the four dimensions of managers' political intelligence, network ability, with a coefficient of 0.83 has the greatest impact on building the political intelligence of managers of municipalities in Razavi Khorasan province. After that, the dimension of political personality ranks second in importance with a coefficient of 0.76. In order to improve network ability, managers should increase their communication skills so that they can have the greatest amount of influence and influence on the people of the organization as well as other organizations. Managers should increase their interactions with employees and also support team activities that increase the number of interactions between people. In dealing with other organizations, municipal managers should be able to align their organization's goals with the goals of the opposite organization and somehow consider the opposite organization as their partner so that they can have the greatest amount of benefit and cooperation.

The results of the structural equation technique showed that the political intelligence of managers has seven components: interpretation of the political situation, individual characteristics, intra-organizational, extra-organizational, attracting attention, justifying and apologizing, and benevolence and compassion. Among these components, the attention and apology component has the highest importance in the model, with a coefficient of 0.83. Based on this, it is suggested that managers increase their verbal skills. Managers should create a favorable image in the minds of employees. Also, they should thank and appreciate the performance and activities of people in different situations so that they can increase the necessary motivation to increase their performance to achieve the organization's goals.

According to the findings of this research, political intelligence has an effect of 0.84 on the intra-organizational and extra-organizational political behavior of the managers of the municipalities of Razavi Khorasan Province. Political intelligence is an essential skill for change managers that supports decision-making through an environmental assessment. Political intelligence is essential for managers who, by strengthening it along with emotional intelligence and rational intelligence, can increase their managerial intelligence, expertly manage the organization and achieve organizational goals. Managers can increase their political intelligence by developing personal relationships with employees, colleagues, clients, and supervisors.

Ethics

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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