



Original Article (Qualitative)

Designing an efficient model of employee behavior intelligence

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Abstract

The aim of this research is to design an efficient model of employee behavior intelligence in the General Directorate of Customs and Taxation of Hormozgan Province. The present research is applicable in terms of its purpose, and qualitative in terms of its implementation. The statistical population of the research includes 19 experts from among managers, experts, and members of the academic staff, and managers of the General Directorate of Customs and Taxation of Hormozgan Province in the topic of employee behavior intelligence. The research collection tool is a semi-structured interview. In order to identify the dimensions and components of employee behavior intelligence, detailed and in-depth interviews were conducted with academic experts and managers of the General Directorate of Customs and Taxation of Hormozgan Province. Content analysis and NVIVO version 11 software were used to analyze the data. The results showed that the extracted concepts related to the efficient model of employee behavior intelligence in the General Customs Department and the General Tax Department of Hormozgan Province include 92 primary codes, 24 basic themes, and 8 organizing themes of organizational citizenship behavior, destructive work behaviors, planned behaviors, strategic proactive behaviors, political behaviors, counterproductive behaviors, ethical behaviors, and desirable social behaviors.

Keywords:

Efficiency,
Intelligence,
Employee Behavior,
Organizational
Citizenship
Behavior,
Political Behavior

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Extended abstract

Introduction

In a competitive and rapidly changing world, the success of organizations depends on the performance and intelligence of employees' behavior. Human resources, as much as they can help organizations in competition, may be a serious obstacle to the organization. Therefore, understanding the behaviors, motivations, and hidden reasons behind human norm violations in the context of the organization is essential and greatly reduces the challenges and problems of organizations (Soleimani & Danesh Shahraki, 2024). Human resource behavior intelligence is a new approach to employees that requires greater emphasis on the element of intelligence. Currently, human resource management looks at the category of behavioral intelligence as a tool for reducing internal risk and sensitivity to the accuracy of information. With competitive pressures and an increasing rate of change, human resources have become human capital and then the main source of intellectual capital of the organization. Current organizations are willing to have employees contribute to the intellectual capital of the organization and ultimately achieve organizational goals in an efficient and effective manner (Ghasemi-Aghdami et al, 2021). Employees with behavioral intelligence are a critical factor in the success of current organizations. Companies and businesses spend a lot of money in this field. Therefore, employees with behavioral intelligence should be welcomed in order not to lag behind in competition with other organizations (Poyeri & Bariweni, 2023). Today, the importance of employees as a determining factor in the success of the organization has received more and more attention from researchers and managers of organizations. This is especially true in relation to government organizations that depend to a large extent on the performance of their employees (Taheri & Ghavami, 2024). The way employees behave and communicate with customers, the skills and technical knowledge of employees, the commitment of employees to comply with organizational values and goals, etc. are all considered as key performance indicators in organizations. In this regard, the concept of intelligent employee behavior has been proposed as an important component in both organizational branding and improving the overall performance of the organization (Yaghoobi et al, 2024). In the business world, intelligent behavior is closely related to work productivity, employee effectiveness, and other factors that can affect the business in the short and long term. Normal behaviors in business occur when employees gather in a group to collaborate regularly and permanently or temporarily for a specific activity, but intelligent behaviors are the result of knowledge, experience, having specific behavioral patterns, etc. With the help of these intelligent behaviors, organizations can be saved from potential bottlenecks and problems ahead (Tumi et al, 2022).

Therefore, the main question of the research is: What is the efficient model of employee behavior intelligence in the General Directorate of Customs and the General Directorate of Taxation of Hormozgan Province?

Theoretical Framework

Definition and Concept of Intelligence

Human intelligence is the capacity and mental ability of a person, which is characterized by perception, awareness, self-awareness, and will. Through his intelligence, a person has the cognitive abilities to learn, learn concepts, understand, apply logic and reason, including the capacity to recognize patterns and take examples, understand thoughts, plan, solve problems, make decisions, retain information, and use language to communicate. Information gives a person the ability to experience and think. Robert Sternberg, in defining human intelligence, says: Intelligence is the application of "your skills and everything in them to achieve what you want to achieve in your life in a cultural and social context, relying on your abilities, and



paying attention to compensating for or improving your weaknesses." The ancestors of modern humans continued and developed the large and complex brain of intelligent humans, which increasingly adds to their intelligence capabilities, through a long process of evolution. They were the forerunners of modern Homo sapiens. Various explanations and clarifications have been provided in this regard (Darvishpour et al, 2024).

Masihi et al, (2024) conducted a study entitled "A Phenomenological Study of Counterproductive Work Behaviors with Emphasis on the Lived Experience of Technologist Petrochemical Employees". The results of this study showed that it led to the presentation of a model with 6 main dimensions (individual counterproductive behavior, occupational counterproductive behavior, political counterproductive behavior, organizational counterproductive behavior, interpersonal counterproductive behavior, and self-interest counterproductive behavior) for counterproductive behaviors.

Bhatia et al, (2024) investigated the complex relationship between organizational politics, emotional intelligence, and employee behavior in contemporary environments. This study identified significant correlations between emotional intelligence, perceived organizational politics, and employee behavior. The results showed that emotional intelligence has a positive effect on behavioral dynamics. Perceived organizational politics had a significant effect on emotional intelligence and behavioral dynamics. Factors such as need for power, relationship conflict, resource constraints, role conflict, and workforce diversity were discovered to have an effect on perceived organizational politics.

Research Methodology

The present research is applicable in terms of its purpose, and qualitative in terms of its implementation. The statistical population of the research includes 19 experts from among managers, experts, and members of the academic staff, and managers of the General Directorate of Customs and Taxation of Hormozgan Province in the topic of employee behavior intelligence. The research collection tool is a semi-structured interview. In order to identify the dimensions and components of employee behavior intelligence, detailed and in-depth interviews were conducted with academic experts and managers of the General Directorate of Customs and Taxation of Hormozgan Province.

Research Findings

Content analysis and NVIVO version 11 software were used to analyze the data. The results showed that the extracted concepts related to the efficient model of employee behavior intelligence in the General Customs and Tax Administration of Hormozgan Province included 92 primary codes, 24 basic themes, and 8 organizing themes of organizational citizenship behavior, destructive work behaviors, planned behaviors, strategic action-oriented behaviors, political behaviors, counterproductive behaviors, ethical behaviors, and desirable social behaviors.

Conclusion

The present study was conducted with the aim of designing an efficient model of employee behavior intelligence in the General Customs and Tax Administration of Hormozgan Province. The results of this finding are in agreement with the results of Diyalmeh & Afzali Qadi (2016), Masihi et al, (2024), Rashidi Fard & Mahmoudi, (2020), Farhadi et al, (2022), Ahmadi et al, (2012), Dehghani Zadeh & Bani Asad (2024), Mortazavi & Areezi (2022), Fallah Morad et al., (2018), Momeni & Vaezi (2022), Soleimani & Danesh Shahraki (2024), Aghaz et al, (2016), Attari & Zakaryaei (2024), Yousefi & Yousefi (2022) and Golparvar & Karami (2011). Diyalmeh & Afzali Qadi (2016) in their research showed that the most



important components obtained are: mediation aimed at goodness, transcendental response, concern for double goodness, spiritual concerns, assistance before demand, targeted cooperation, strengthening morale and work enthusiasm, avoiding exaggeration of problems, constructive role in criticism and suggestions, etc. The foundations of these components are also based on three basic axes: belief in the presence of God, belief in the resurrection (recording of deeds), and limitation of opportunity.

Considering the results, the following suggestions are presented:

1- Organizational managers should make every effort to control counterproductive behaviors in the organization. If counterproductive behavior is recognized in a timely manner and the necessary measures are taken to eliminate it, possible losses to the organization can be prevented.

2- Managers of the General Directorate of Customs should continuously strive to create a better moral atmosphere in the business environment. In fact, organizations must be able to create an ethical work environment in order to create an ethical organization.