

Original Article (Mixed)

# Designing a political behavior management model based on organizational citizenship behavior

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**Abstract**

The aim of this research is to design a political behavior management model based on organizational citizenship behavior. The present research is applicable in terms of purpose, and qualitative in terms of implementation, with a thematic analysis approach. The statistical population of the research includes 19 experts in the field of political behavior management and organizational citizenship behavior. The research collection tool is a semi-structured interview. In order to identify the dimensions and components of political behavior management based on organizational citizenship behavior, detailed and in-depth interviews were conducted with experts in the municipalities of Yazd province. Thematic analysis and NVIVO version 11 software were used to analyze the data. The results showed that the extracted concepts related to the design pattern of a political behavior management model based on organizational citizenship behavior in the municipalities of Yazd province include 47 primary codes, 16 basic themes, and 7 organizing themes. The underlying themes include: management factors, organizational structure, collectivist values, policies and attention to ethics, participatory voice, knowledge management, perceptual error, communication pollution, lack of information transparency, conflict and incongruity, personality traits, monitoring and control and valuation, delearning, educational planning, development of governance, convergence and organizational continuity.

**Keywords:**

Political behavior management, organizational citizenship behavior, managerial factors, organizational structure, personality traits.

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## Extended abstract

### Introduction

Since the emergence of the concept of human resource management, employee behavior has been considered by researchers as one of the most important categories of human resource management (Izadi et al, 2024). Regardless of the factors affecting employee behavior, it is of great importance that just as positive employee behaviors can significantly improve the overall productivity of the organization; their destructive and negative behaviors can also significantly decrease the performance and productivity of the organization (Ranjit, 2022). Among the behaviors that have received particular attention from human resource specialists is the political behavior of employees (Vojdani Tabatabaie et al, 2023). According to the organizational behavior literature, political behavior refers to activities within organizations to acquire, expand, and use power and other resources to obtain desired results in a situation where there is uncertainty. It should be noted that this definition of organizational politics states that organizational politics can be beneficial to the members of an organization or the organization itself (Sanaie et al, 2023). According to research results, political behaviors have a negative effect on the organizational citizenship behavior of employees (Ali Nisar et al, 2024). There is a wide range of tactics of influence, show-off, emotion management, and the like. Therefore, by using positive variables in the organization, the negative effect of political behaviors can be reduced and a proper balance can be created in the workplace. In this regard, the organizational citizenship of employees is a strong predictor with a wide range of attitudinal, behavioral, and organizational consequences (Atshan et al, 2022). Therefore, this issue and question arises: what is the most important model of political behavior management based on organizational citizenship behavior in the municipalities of Yazd province?

### Theoretical Framework

#### Political Behavior Management

Political behaviors in organizations consist of individual actions taken by an individual or group. They are directed towards advancing their own personal interests without regard for the welfare of others in the organization. Such actions are informal and regulate interpersonal relationships as part of the organization's culture. Political behavior in organizations is often hidden and is influenced by differences in employee perceptions and attitudes and is determined by the nature of the action or individuals' perceptions of reality, not reality itself (Izadi et al, 2024).

#### Organizational Citizenship Behavior

Organ et al, (1988) used for the first time the term organizational citizenship behavior and defined it as: conscious and insightful individual behavior that is not directly and explicitly recognized by the formal reward system, and that generally improves the organization's functions. Researchers have found that many factors influence organizational citizenship behavior; factors such as commitment, satisfaction, organizational justice, leadership style, personality traits, job characteristics, and organizational characteristics (Mousavifard, 2024).

Bashokouh Ajirlo & Naghavi (2024) conducted a study entitled "Presenting a Simulation Model for the Development of Organizational Citizenship Behavior in Yazd Province Gas Company". The results of this study showed that 50 primary codes, 16 sub-themes and 4 main themes (individual, managerial, organizational and environmental) were identified, with the managerial factor being identified as the most influential factor. The simulation results also showed that the presented model can provide an appropriate estimate of the future development of organizational citizenship behavior in Yazd Province Gas Company.

Izadi et al, (2024) conducted a study entitled "Designing and Explaining a Model of Political Behavior of Managers in Government Organizations". The results of this study showed that at

the sixth level, the cultural and social gap and personality traits of individuals had the greatest impact compared to other factors; of course, cultural weakness was the most influential factor. At the fifth level of the model, public belief is located. At the fourth level, there is the political will of individuals and the management of organizational imagery and evaluation. At the third level, there is the individual power of individuals. At the second level, there are organizational processes and organizational elections and appointments, and at the last level, there are the patterns of laws and regulations and the structure of government organizations.

### **Research Methodology**

The present research is applicable in terms of purpose, and qualitative in terms of implementation, with a thematic analysis approach. The statistical population of the research includes 19 experts in the field of political behavior management and organizational citizenship behavior. The research collection tool is a semi-structured interview. In order to identify the dimensions and components of political behavior management based on organizational citizenship behavior, detailed and in-depth interviews were conducted with experts in the municipalities of Yazd province.

### **Research findings**

Thematic analysis and NVIVO version 11 software were used to analyze the data. The results showed that the extracted concepts related to the design pattern of a political behavior management model based on organizational citizenship behavior in the municipalities of Yazd province include 47 primary codes, 16 basic themes, and 7 organizing themes. The underlying themes include: management factors, organizational structure, collectivist values, policies and attention to ethics, participatory voice, knowledge management, perceptual error, communication pollution, lack of information transparency, conflict and incongruity, personality traits, monitoring and control and valuation, delearning, educational planning, development of governance, convergence and organizational continuity.

### **Conclusion**

The present study was conducted with the aim of designing a political behavior management model based on organizational citizenship behavior. The results of this finding are consistent with the results of the research of Dehghanizadeh et al, (2023), Sanaie et al, (2022), Abdullah & AL-Abrow (2022), Kumari et al, (2022), Bashokouh Ajirlo & Naghavi (2024), Izadi et al, (2024), Mousavifard (2024), Nurollahi & Ghanbari (2021), Mir Mohammad Tabar (2023), Luo et al, (2023), Arnetz et al, (2022), Ebadifar & Mesbahi (2022), Taheri & Ataei (2021), and Khan et al, (2019). Taheri & Ataei (2021) showed that both individual and organizational backgrounds can lead to political behavior. Lack of resources creates politics. When resources such as monetary incentives or promotions are limited, people see the organization as more political. Any kind of ambiguity can lead to more organizational politics. Meanwhile, political behaviors are informal, and sometimes behind-the-scenes efforts to sell ideas, influence the organization, increase power, or achieve other strategic goals.

According to the results of the study, the following suggestions are made:

It is suggested that serious measures be taken to increase information transparency, resolve perceptual errors, improve communication, and manage conflicts because they can help stabilize the organization and improve the performance of Yazd Municipality.

It is suggested that individual factors in Yazd Municipality include personality traits, monitoring and control, and valuation as important components in managing organizational affairs. Personality traits that are considered in this organization include leadership traits,



motivation, commitment, and individual capabilities; that can have a great impact on performance and decision-making in the municipality.