

Original Article (Qualitative)

# Presenting a human resource productivity model based on employees' political behaviors with a structural-interpretive approach

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**Abstract**

The present study aims to present a human resources productivity model based on employees' political behaviors with a structural-interpretive approach. The method of this research is applicable in terms of purpose. The statistical population of the research includes 15 expert university professors as well as senior managers of public sector organizations in Iran whose scientific and experimental background is in the field of human resource management and organizational behavior. The data collection method was carried out by questionnaire. The interpretive structural modeling approach was used to analyze the findings, and the MICMAC software was used for influence and impact. The results showed that the category of "human resource productivity consequences" is at the first level of the model, which means that this category is the most influential factor that is affected by all other factors and does not affect any factor. Also, the category of "Human Resource Productivity in the Public Sector" is located at the second level, which affects the first level category and is affected by the third level category. At the same time, the category of "Human Resource Productivity Actors" and the category of "Political Behaviors" are located at the third level of the model, which affect the factors in the second level and are affected by the factors in the fourth level. At the fourth level, the category of "Political Behavior Drivers" is located, which are the most influential factors among the factors in the research model.

**Keywords:**

Political Behaviors,  
Human Resource  
Productivity,  
Trust and Empathy,  
Social Participation,  
Responsibility

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**Extended abstract****Introduction**

Today, it is clear that the main goal of organizations is to optimally use existing resources, including land, capital, human resources, technology, and management, to achieve maximum productivity. Various definitions of productivity have been presented in various scientific sources, with perhaps the simplest definition of productivity being the ratio of output to data or the ratio of outputs to inputs (Delmas & Pekovic, 2018). On the other hand, productivity is divided into four levels in terms of the level at which it is analyzed: productivity at the human resource level, productivity at the organizational level, productivity at the level of a sector of the economy such as industry and agriculture, and productivity at the national level (Khaksar et al, 2020). In the meantime, productivity at the human resource level is dedicated to analyzing, measuring, and improving human resource productivity, and the topic of discussion at this level of analysis is promotion and improvement of human resource productivity, including direct labor and indirect labor of organizations (Mirmohammadsadeghi et al, 2019). In this regard, the researcher seeks to answer the questions: what is the relationship between political behaviors and human resource productivity? What factors play a role in the emergence of political behaviors that can play a role in human resource productivity? How should these factors and political behaviors be managed? How can a model for improving human resource productivity be presented that also covers the political behaviors of employees? In this regard, given the importance of the issue of human resource productivity and the increasing attention and need of companies and organizations to this area and the lack of a comprehensive and complete model of the characteristics required by managers, the question of this research is: What is the human resource productivity model based on the political behaviors of employees with a structural-interpretive approach?

**Theoretical Framework****Human Resource Productivity**

Productivity is both a concept and a suitable criterion for evaluating the performance of phenomena whose purpose is to spend resources to achieve goals. Improving productivity is the main task of managers and they should play the greatest role in this regard. The most important factor or main lever for reducing or increasing productivity is human resources, which, with wisdom, have the ability to transform thought into product; because the basis of productivity in an organization is productivity in thought. The human resource factor, as a factor in the production of goods and services, which on the one hand directly participates in production and on the other hand is known as a conscious factor and coordinator of other production factors, has a special place among other production factors. Today, given the importance of human resources as one of the most important production resources in organizations and its unparalleled role in the organizational field, paying attention to the role and performance of this huge, complex and expensive resource can undoubtedly be the solution to many organizational challenges (Faraji Marjanloo et al, 2017).

**Political Behavior**

Political behavior consists of influence tactics designed to enhance personal or organizational interests, and its main goal is to reconcile and effectively manage such potentially competing interests. Political behavior tactics can be divided into two groups: 1. Influence tactics; 2. Political tactics. Influence tactics are a subset of political behavior used by a social actor to influence other social actors in order to achieve organizational or common interests. Influence on individuals is one of the most important processes in effective management (Soltani Fath et al, 2022).

Khazaei et al, (2025) examined the presentation of a model of political behavior based on shadow management theory in the public sector using a meta-synthesis method. Based on the research findings, political behavior in the public sector has 72 components in three different dimensions: the white political behavior dimension with 28 components, which has a practical function and is based on political behavior knowledge and helps to achieve organizational goals; the black political behavior dimension has 26 components harmful and act in favor of groups under the supervision of shadow managers and prevent the achievement of the organization's goals; and the gray political behavior has 18 components that may be both beneficial and detrimental to the organization's goals. Managers should provide a capable organizational structure that provides freedom of expression, compliance with the law, and meritocracy in the organization, considering the factors identified in this study.

Izadi et al, (2024) studied the design and explanation of the political behavior model of managers in government organizations. The results of the findings showed that 11 main categories were identified in 6 levels. The findings also showed that at the sixth level, the socio-cultural gap and personality traits of individuals had the greatest impact compared to other factors. Of course, cultural weakness was the most effective factor. At the fifth level of the model, there is public belief. At the fourth level, there are political will of individuals and management of organizational imagery and evaluation. At the third level, there is individual power of individuals. At the second level are organizational processes and elections and organizational appointments, and at the last level are the pattern of laws and regulations and the structure of government organizations.

### **Research Methodology**

The method of this research is applicable in terms of purpose. The statistical population of the research includes 15 expert university professors as well as senior managers of public sector organizations in Iran whose scientific and experimental background is in the field of human resource management and organizational behavior. The data collection method was carried out by questionnaire.

### **Research Findings**

The interpretive structural modeling approach was used to analyze the findings, and the MICMAC software was used for influence and impact. The results showed that the category of "human resource productivity consequences" is at the first level of the model, which means that this category is the most influential factor that is affected by all other factors and does not affect any factor. Also, the category of "Human Resource Productivity in the Public Sector" is located at the second level, which affects the first level category and is affected by the third level category. At the same time, the category of "Human Resource Productivity Actors" and the category of "Political Behaviors" are located at the third level of the model, which affect the factors in the second level and are affected by the factors in the fourth level. At the fourth level, the category of "Political Behavior Drivers" is located, which are the most influential factors among the factors in the research model.

### **Conclusion**

The present study was conducted with the aim of presenting a human resource productivity model based on the political behaviors of employees with a structural-interpretive approach. The results of this study are consistent with the results of Khazaei et al, (2025), Izadi et al, (2024), Khazaei Poul et al, (2023), Mohammadpour et al, (2023), Sanaie et al, (2023), Feezell et al, (2021), Selajgeh & Rostakhiz (2021), Lyons et al, (2020), Hern (2020), and Pourpanahi Kaltapeh et al, (2022). Khazaei Poul et al, (2023) showed that six causal and strategic



variables including individual, environmental and structural factors were identified and analyzed. The results showed that environmental factors are the basis of the model and affect other variables, while individual and structural factors also have important effects on freedom of expression, adherence to the law, and meritocracy; and recommend that managers reduce the negative effects of political behaviors and increase organizational efficiency by creating capable organizational structures and providing a suitable environment.

Based on the research results, the following suggestions were made:

(In order to improve the components of political behaviors, necessary action should be taken to improve the internal components, constructive participation and cooperation, trust and empathy, healthy and effective competition, convergence in goals and programs, management of perceptions, organizational loyalty, avoiding pretense, flattery and hypocrisy, and in line with the external components, including facilitating trans-organizational communications, national and sectoral convergence, emphasis on national interests, and social and charitable participation.