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Analysis of Factors Affecting Managers' Political Intelligence Using the Meta-Synthesis Technique in Public Sector Organizations

ABSTRACT

In recent decades, political intelligence has attracted considerable attention from researchers and practitioners. The purpose of the present study is to analyze the factors affecting managers' political intelligence using the meta-synthesis technique within public sector organizations. By employing the meta-synthesis approach, the findings of domestic and international studies related to this topic were systematically reviewed based on the seven-step model proposed by Sandelowski and Barroso. Out of 189 studies identified in this field, 46 articles were selected, from which 11 influencing factors were identified and extracted. Using three-stage coding in MAXQDA software, these factors were analyzed and categorized into one main category, six axial codes, and eleven open codes. To assess reliability and ensure the quality control of the present study, the Kappa coefficient method was applied. The Kappa coefficient calculated using SPSS software was 0.885, indicating an excellent level of agreement. The factors identified as influencing managers' political intelligence in this study include social games, power dynamics, individual influence, networking ability, and information capture. It is expected that applying the results of this study will enhance managerial competencies and improve both internal and external organizational relations.

Keywords: intelligence, political, influencing factors, meta-synthesis, public sector.

Introduction

The increasing complexity of modern organizations and the interplay between power, influence, and human dynamics have elevated political intelligence as a critical managerial competency. Political intelligence—defined as the capacity to understand and effectively navigate the political landscape within organizations—enables managers to interpret the subtleties of social interactions, anticipate stakeholders' interests, and strategically influence outcomes to achieve organizational goals [1]. As organizations grow in size and complexity, they inevitably become political arenas where decisions are shaped by networks of power, negotiation, and mutual dependency. Thus, understanding political intelligence as a multidimensional construct encompassing awareness, influence, and adaptability is essential for ensuring organizational stability, ethical leadership, and sustained performance [2].

In the evolving context of public management, especially in government organizations, political intelligence has become increasingly vital. Public managers often operate in environments marked by bureaucracy, competing interests, and frequent

political interference. These factors require not only technical and administrative skills but also an advanced capacity to interpret interpersonal and institutional power dynamics [3]. The ability to act politically intelligent allows managers to navigate complex relationships while maintaining integrity and promoting organizational effectiveness [4]. According to [5], political intelligence is not merely manipulation but a sophisticated form of emotional and cognitive awareness that enhances collaboration, mitigates conflicts, and fosters trust among subordinates and peers.

Scholars have emphasized that political intelligence integrates three essential domains: cognitive understanding of power relations, emotional regulation in political contexts, and behavioral adaptability to dynamic organizational settings [6]. Managers with higher political intelligence can discern hidden agendas, recognize implicit rules of engagement, and adapt their strategies to organizational realities [7]. Moreover, political intelligence serves as a bridge between personal values and institutional expectations, ensuring that leaders balance individual ambitions with organizational ethics [8]. The absence of such intelligence can lead to misinterpretation of motives, power misuse, and the emergence of destructive competition that undermines organizational morale and efficiency [9].

Recent empirical evidence underscores the influence of political intelligence on organizational citizenship behavior (OCB) and job satisfaction. For example, [10] found that political behavior rooted in intelligence and fairness enhances job satisfaction among university employees. Similarly, [11] developed a structural equation model demonstrating how political behavior indirectly influences OCB through job engagement and satisfaction. These findings suggest that politically intelligent leaders can foster positive organizational climates, enhance motivation, and create conditions conducive to ethical influence and collaboration. Political intelligence, therefore, contributes to developing a participative culture where individuals understand the balance between authority and cooperation [12].

The intersection between political intelligence and leadership effectiveness has also been investigated extensively. Transformational leadership models grounded in political intelligence emphasize the capacity of leaders to align individual and collective interests [13]. Such leaders integrate emotional awareness with strategic insight to mobilize followers toward shared goals. As [4] demonstrated in the context of Tehran Municipality, leaders with high political intelligence were more successful in managing organizational change due to their ability to anticipate resistance, influence key stakeholders, and frame change initiatives persuasively. These findings align with [14], who reported that political behavior models in governmental institutions rely heavily on leaders' interpretive and negotiation skills, especially in hierarchical and policy-driven environments.

The importance of political intelligence is further magnified in public-sector governance, where managers encounter conflicting demands of accountability, transparency, and political loyalty [3]. As [15] notes, political behavior among government managers is often shaped by institutional constraints, personal ambition, and perceived fairness of political processes. Hence, managers' political intelligence becomes an adaptive resource to sustain effectiveness in politically charged contexts. [16] emphasized that political awareness and strategic discretion are also vital in combating administrative corruption, since politically intelligent managers can distinguish between legitimate influence and unethical manipulation. Thus, political intelligence functions not only as a managerial skill but also as a safeguard against moral and administrative decay.

In the international context, [17] demonstrated that political change at the macro level influences micro-level organizational behavior, revealing that shifts in political stability directly affect how individuals behave in workplaces. This

aligns with [18], who connected intelligence and political rationality, showing that politically intelligent individuals tend to form more stable preferences and decisions under uncertainty. Political intelligence thus transcends organizational boundaries and becomes a framework for understanding adaptive decision-making in uncertain sociopolitical environments.

In today's digital era, the intersection between political intelligence and technological transformation is reshaping organizational dynamics. As [19] observed, digital transformation fosters new forms of communication and transparency but also introduces complex political dynamics related to information control and network influence. Managers now need political intelligence not only to interpret human relationships but also to understand the digital networks mediating power and influence. In this regard, [20] proposed an integrative model linking political behavior and organizational citizenship behavior, emphasizing the importance of relational capital in digital-age governance.

Political intelligence also plays a significant role in stress management and conflict resolution within organizations. [21] and [6] demonstrated that principals with higher levels of political intelligence were more effective in adopting cooperative conflict management styles, maintaining organizational harmony, and reducing workplace tensions. This psychological dimension highlights the emotional maturity embedded within political intelligence, aligning with the findings of [7], who associated political awareness with successful organizational change management. Emotional control and situational sensitivity are core competencies that enable politically intelligent managers to navigate complex interpersonal situations without compromising organizational goals.

Political intelligence also intersects with broader socio-political ideologies. [22] found that auditors' political ideology and professionalism shape their perception of organizational conflict, suggesting that political intelligence is influenced by ideological and cultural factors as much as by personal skill. Similarly, [14] emphasized that political behavior models in government organizations are embedded in cultural norms, ethical codes, and bureaucratic systems that determine acceptable forms of influence. These perspectives reinforce the view that political intelligence must be understood contextually—what constitutes effective political behavior in one organizational culture may differ markedly in another.

From a managerial development perspective, the cultivation of political intelligence requires deliberate learning and reflective practice. [3] highlighted that designing training models to enhance political behavior among managers leads to improved decision-making and interdepartmental collaboration. Likewise, [8] pointed out that understanding the dimensions of political intelligence—including social astuteness, interpersonal influence, networking ability, and apparent sincerity—can serve as a foundation for leadership development programs. These findings underscore the practical significance of incorporating political intelligence training into managerial education and human resource development initiatives.

Furthermore, the integration of political intelligence into public policy and governance frameworks has strategic implications for institutional reform. According to [14], political intelligence can enhance organizational responsiveness, agility, and ethical accountability in decision-making. This aligns with [10], who emphasized that political awareness and fair political conduct contribute to greater job satisfaction, which in turn strengthens organizational performance. As governments increasingly adopt participatory and networked governance models, politically intelligent managers are better equipped to manage stakeholder expectations and promote democratic accountability [11].

Political intelligence also underpins ethical leadership, a critical concern in both public and private sectors. [2] described political intelligence as “the art of the possible,” emphasizing its moral and pragmatic dimensions. Politically intelligent leaders recognize that power can be exercised constructively to achieve common good rather than personal gain. Similarly,

[13] argued that transformational leadership grounded in political intelligence harmonizes rational decision-making with ethical persuasion, leading to more sustainable organizational outcomes.

In the Iranian public sector, several studies have illuminated the interplay between political intelligence and organizational culture. [5] demonstrated that managers' political intelligence strongly predicts their political behavior, while [9] showed that organizational commitment mediates this relationship. These insights suggest that political intelligence is not an isolated trait but a dynamic capability embedded within organizational systems. Developing this capability can thus serve as a strategic lever for public sector modernization, reducing inefficiencies and fostering transparency [3].

In summary, political intelligence represents a vital competence that integrates cognitive, emotional, and social skills to enable managers to navigate complex power structures and maintain ethical influence. It supports leadership effectiveness, conflict management, organizational change, and strategic decision-making across both private and public institutions. Despite growing academic attention, the conceptual structure and influential factors of political intelligence in government organizations remain underexplored, particularly in contexts characterized by bureaucratic rigidity and political sensitivity.

Accordingly, the present study aims to identify and analyze the factors influencing managers' political intelligence in governmental organizations using a meta-synthesis approach.

Methodology

This study employed a library-based research method using the meta-synthesis technique to identify the factors influencing political intelligence. Meta-synthesis is a type of meta-study that systematically reviews existing sources to identify, evaluate, integrate, and, when necessary, statistically summarize previous research conducted on a specific topic. Zimmer (2006) asserts that qualitative meta-synthesis represents the researcher's interpretation of the findings of selected studies and is not merely a systematic literature review in a specific domain or a secondary analysis of primary data derived from recognized research studies. Sandelowski and Barroso (2002) introduced a seven-step process for conducting meta-synthesis, which was also employed in the present study.

Step 1: Formulating the Research Question

In every research endeavor, the initial step is to formulate a clear research question or objective. In the present study, the identification of managers' political intelligence in public organizations addresses the question "What?" The examination of databases and journals answers the question "Who?" The time frame of the reviewed articles corresponds to the question "When?" Finally, the collection of data from all conducted studies (qualitative, quantitative, and mixed-method) on political intelligence responds to the question "How?" Based on these dimensions, the research questions guiding the subsequent meta-synthesis steps are as follows:

1. What are the factors influencing managers' political intelligence over the ten-year period from 1998 to 2020?
2. How can these factors be categorized?

Search Methods

Step 2: Systematic Search of Sources

In this step, the keywords *intelligence*, *political intelligence*, *influencing factors*, and *components* were examined. In the present study, four English-language databases (Emerald, ScienceDirect, Google Scholar, and ResearchGate) and five Persian-

language databases (Noormags, SID, IranDoc, MagIran, and Elmnet) were searched using the defined keywords for the period between 1998 and 2020.

Step 3: Searching and Selecting Relevant Texts

To ensure a precise evaluation and selection of studies, two sets of criteria were used—inclusion criteria and exclusion criteria (Table 1). Inclusion criteria refer to conditions under which a study qualifies for inclusion in the analysis. These criteria were established according to scientific standards and expert judgment. The second filter in selecting suitable studies was the exclusion criteria. After collecting all relevant articles related to political intelligence in Iran, studies were screened sequentially by title, abstract, and full text to eliminate duplicates and irrelevant works. Following four stages of screening (Figure 1), out of 260 studies, 213 were excluded, and 47 studies were selected for data analysis.

Table 1

Inclusion and Exclusion Criteria for the Present Study

Inclusion Criteria	Exclusion Criteria
Scientific research articles and theses indexed in IranDoc within the relevant field.	Studies that did not provide sufficient information regarding the objectives of this research.
Studies conducted using quantitative, qualitative, or mixed research methods.	Studies with identical titles or objectives.
Studies that reported adequate data and information related to the research objectives.	Studies lacking appropriate methodological frameworks.
Studies that underwent peer review by subject experts and were published in full (online or in print).	Studies published in low-quality journals lacking sufficient scientific rigor.
Research articles published between 2010 and 2019 within the relevant domain.	Review or purely theoretical studies.
Empirical studies that scientifically examined the topic and factors influencing political intelligence.	Studies published before 2010 (Gregorian) or 2008 (Solar Hijri).

Figure 1.

Stages of Selecting Research Studies from the Selected Databases

Number of Sources Identified

Number of Final Selected Sources: N = 47

Step 4: Extracting Information from Texts

Information from each article was classified based on bibliographic data, including the author's full name, year of publication, and the reported coordination components. In this step, the finalized articles were analyzed using the content analysis method.

Findings and Results

Step 5: Analysis and Synthesis of Findings

After selecting the relevant sources, it was necessary to analyze the content of the selected texts using appropriate analytical techniques to obtain the required information. Accordingly, the relevant sections of the texts were coded in two stages. In the first stage, open coding was used to identify significant concepts. In the second stage, based on the identified codes, similar concepts were grouped together. To categorize and identify the factors influencing political intelligence, axial coding was applied. As presented in Table 2, the coding process for identifying factors affecting political intelligence resulted in one main category, 11 axial codes, and 42 open codes.

Table 2*Codes and Information Sources*

Category	Axial Code	Open Code with Sources	Frequency of Axial Code
Factors Influencing Political Intelligence	Social Games	Benevolence and compassion [7]; Cooperation and competition [10]; Negotiation power [1]; Exchange of interests [5, 11]; Support for others [3, 8]	18
	Power Dynamics	Development and use of power [3, 14]; Exercise of influence through formal and informal power [15, 22]; Awareness of acquiring and maintaining power [17, 18]; Overcoming others' resistance [4]	12
	Apparent Honesty	Honest communication and avoidance of duplicity [13]; Working for organizational benefit [10]; Trust in subordinates and colleagues [8]	8
	Emotional Mastery	Communication style and behavior control [6]; Emotional regulation [21]; Kindness and empathy [7]; Focusing on others' speech and emotional cues [1]; Adaptability for effectiveness [14]	10
	Political Personality	Political awareness and organizational focus [5]; Interpretation of political situations [8]; Political decision-making style [4]; Personal influence [13]; Personal political style [2]	5
	Social Awareness	Ability to perceive environment and observe behavior [3, 11]	5
	Individual Influence	Persuasive personality [1]; Pleasing interpersonal style [7]; Behavioral adaptability to context [9, 21]	3
	Networking Ability	Expanding communication channels [12]; Participation in informal gatherings [8]; Development of organizational relationships [20]	3
	Effective Stress Management	Flexibility and task management [6]; Control of workplace stress [21]; Confidence and inner self-control [1]	9
	Practical Knowledge	Tacit and practical knowledge [14]; Application of intelligence in political contexts [3]; Preparation of strategic responses [7]	5
	Information Mastery	Acquiring information [16]; Impact of information on others' behavior [22]; Influence on contract formation [1]	3

Step 6: Quality Control

At this stage, Cohen's Kappa coefficient was used to validate the coding process and control its quality. To calculate the Kappa index, an expert in the field was asked to code and categorize the concepts independently, without prior knowledge of the researcher's coding. The concepts identified by the expert were then compared with those of the researcher using SPSS software. If the coding between the two was closely aligned, it indicated a high degree of agreement and thus reliability. As shown below, the Kappa coefficient was calculated at 0.885, which, according to Table 3, represents an excellent level of agreement.

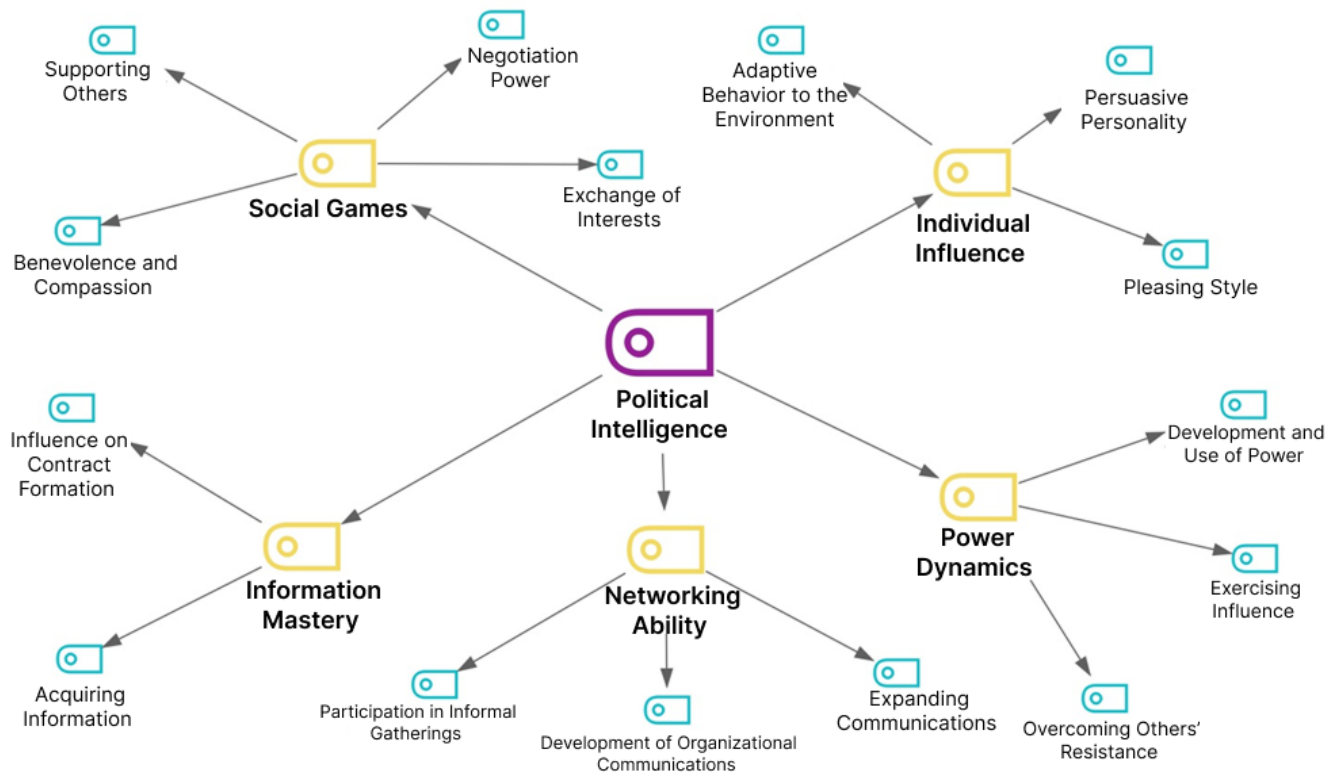
Table 3*Status of Cohen's Kappa Coefficient and Statistical Results*

Statistical Results (Cohen's Kappa Agreement Coefficient)	Numerical Value	Agreement Level
Value	0.885	Excellent
< 0	Poor	
0.00 – 0.20	Insignificant	
0.21 – 0.40	Moderate	
0.41 – 0.60	Adequate	
0.61 – 0.80	Substantial	
0.81 – 1.00	Excellent	
Number of Samples	42	—
Significance Level	0.000	—

Step 7: Presentation of Findings

Finally, after completing all meta-synthesis stages, the coded data presented in Table 2 were transferred to MAXQDA 20 software for analysis and categorization. A conceptual model of factors influencing political intelligence was derived, consisting of three layers: category, axial code, and open code. The resulting framework is illustrated in Figure 2.

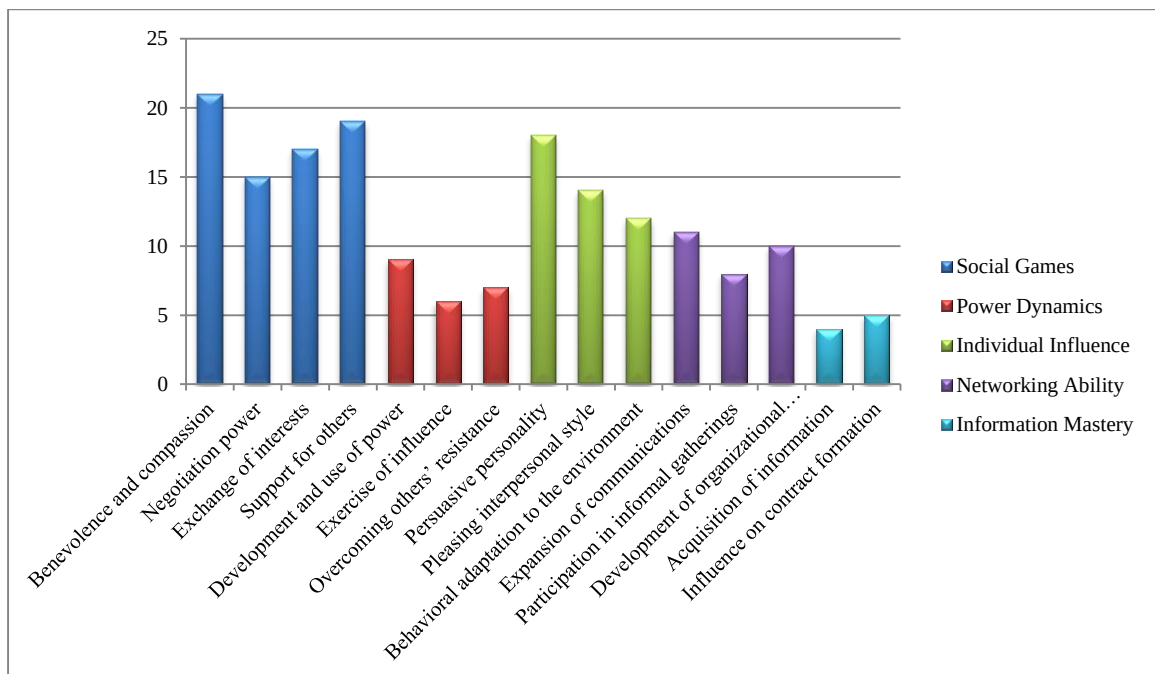
Figure 2*Categorization of Factors Influencing Political Intelligence Using MAXQDA Software*



The bar chart generated from MAXQDA 20 output illustrates the frequency of the factors affecting political intelligence. It shows that social games have the highest influence compared to other factors affecting political intelligence.

Figure 3

Bar Chart of the Frequency of Factors Influencing Political Intelligence



Discussion and Conclusion

The findings of this study, obtained through a meta-synthesis of domestic and international research, identified multiple interrelated factors influencing managers' political intelligence in governmental organizations. Through the analysis of 46 selected studies and coding in MAXQDA, eleven key factors were extracted and categorized into one main category—political intelligence—and six axial codes, namely: social games, power dynamics, individual influence, networking ability, information mastery, and effective stress management. The results highlight that among these, social games exert the greatest influence on political intelligence, followed by power dynamics and individual influence. These findings underscore the multidimensional nature of political intelligence, combining cognitive, behavioral, and emotional capacities that enable managers to navigate complex organizational power structures effectively [1, 5].

The prominence of social games as a central factor in political intelligence suggests that managers' success in political environments largely depends on their ability to engage constructively in social interactions that balance cooperation and competition. This aligns with [10], who found that political behaviors that stem from fairness, empathy, and reciprocity contribute to higher job satisfaction and organizational harmony. The findings of [7] also reinforce this view, showing that managers who demonstrate high social intelligence—through compassion, negotiation, and exchange of interests—enhance their organizations' adaptability to change. Social games, therefore, function as strategic mechanisms that allow politically intelligent managers to maintain influence while fostering trust and cooperation. Similarly, [8] emphasized that social intelligence components such as benevolence and transparency are vital to building positive political climates within public organizations.

The second dominant category, power dynamics, revealed that political intelligence is deeply embedded in the ability to understand, acquire, and responsibly exercise power. The findings demonstrated that power should not be viewed as coercion but as a relational construct that facilitates influence and cooperation. This perspective resonates with [3], who developed a model of political behavior among managers in governmental organizations, identifying power utilization and influence as key components of effective political intelligence. Similarly, [14] found that understanding the dynamics of power distribution helps managers avoid authoritarian tendencies while maintaining effective control. The relationship between power and political intelligence is also consistent with the work of [15], who noted that in political environments, managers' capacity to leverage formal and informal power sources determines their credibility and long-term effectiveness.

The category of individual influence highlighted the importance of personal persuasion, impression management, and adaptability to situational cues. Managers with strong persuasive abilities can influence others' decisions without resorting to authority, reflecting higher levels of political intelligence [9]. This finding supports the conceptualization by [1], who argued that interpersonal influence represents a behavioral manifestation of political intelligence, combining emotional sensitivity and strategic communication. The current study also found that individuals capable of adjusting their behavior to contextual demands exhibit stronger political skills, consistent with [13], who proposed that transformational leadership grounded in political intelligence depends on the leader's capacity to adapt communication and decision-making strategies. Similarly, [21] observed that politically intelligent school principals used adaptive and persuasive tactics to resolve conflicts, underscoring the behavioral flexibility that defines political intelligence in managerial contexts.

Networking ability, another significant factor, was found to be essential for sustaining political capital within organizations. Networking allows managers to develop and maintain strategic relationships that can be leveraged for resource access and

coalition-building. This result supports the findings of [12], who demonstrated that employees' political skills—particularly networking and interpersonal communication—predict organizational citizenship behaviors. Likewise, [20] argued that networking mediates the relationship between political behavior and citizenship behavior, illustrating that politically intelligent managers utilize networks to promote collaboration and ethical engagement. The results are also in agreement with [11], who concluded that political behaviors, when moderated by job engagement, positively influence organizational performance through enhanced relational ties.

The study further found that information mastery—the ability to obtain, interpret, and strategically use information—is a crucial dimension of political intelligence. Managers who control information flows can influence decision-making processes and predict organizational shifts. This aligns with [16], who reported that access to accurate information and its ethical use are vital for combating administrative corruption. Similarly, [22] observed that political ideology and access to professional information determine the quality of decision-making and conflict resolution among auditors. These findings reinforce the idea that information control is a double-edged sword—when governed by ethical intelligence, it empowers managers; when misused, it undermines organizational integrity.

The results also demonstrated that effective stress management and emotional regulation play a critical role in sustaining political intelligence. Managers who can maintain composure under pressure are better equipped to manage conflicts and political challenges constructively. This finding is supported by [6], who showed that emotionally stable managers select more collaborative conflict management styles. Similarly, [21] found that political intelligence contributes to emotional resilience and balanced decision-making. The connection between emotional regulation and political intelligence echoes [7], who emphasized that political awareness supports adaptive responses during organizational change. This emotional stability enables managers to transform potential conflicts into opportunities for mutual understanding and growth.

A noteworthy finding of this research is the interdependence of these factors. The interaction between social games, power dynamics, and individual influence suggests that political intelligence is not a linear construct but an adaptive system of competencies that evolve through experience and situational awareness. This dynamic interplay was highlighted by [18], who argued that political intelligence reflects rational adaptability, enabling managers to make sound judgments under uncertainty. Similarly, [17] demonstrated that political transitions at the macro level shape individual behavioral patterns, reinforcing the adaptive and contextual nature of political intelligence. In essence, politically intelligent managers integrate rational analysis, emotional control, and ethical reasoning to navigate volatile institutional environments effectively.

The study also provides insights into the organizational outcomes of political intelligence. The results show that politically intelligent managers enhance not only their individual performance but also the collective functioning of their teams. This finding corresponds with [10], who found that political acumen improves job satisfaction and team cohesion in academic institutions. Additionally, [5] reported that managers' political intelligence significantly predicts political behavior and interpersonal trust in sports organizations, suggesting that the same pattern holds across diverse sectors. Political intelligence, therefore, acts as a catalyst for organizational learning, coordination, and ethical influence.

From a structural perspective, political intelligence contributes to organizational change and resilience. As [4] found, leaders with higher political intelligence facilitate change management by anticipating resistance and influencing stakeholders strategically. This finding aligns with [7], who emphasized that managers capable of reading political cues can lead organizational transformation more effectively. Furthermore, [14] showed that in governmental organizations, political

intelligence enhances managers' ability to balance bureaucratic constraints with adaptive leadership. These studies collectively affirm that political intelligence underpins proactive change strategies and helps managers align diverse interests toward common organizational goals.

An additional contribution of this study is its emphasis on the ethical dimension of political intelligence. While traditional perspectives often equate political behavior with manipulation, this research highlights the constructive and moral potential of political intelligence when integrated with compassion and sincerity. [2] conceptualized political intelligence as "the art of the possible," implying that ethical influence is not contradictory to political skill but a higher manifestation of it. Similarly, [22] and [3] argued that political behavior grounded in integrity enhances organizational legitimacy and trust. Thus, ethical political intelligence represents a form of "moral pragmatism," balancing effectiveness with responsibility.

Finally, the study's conceptual model reflects the evolution of political intelligence as a strategic managerial competency rather than a peripheral trait. As digital transformation accelerates, political intelligence is becoming even more vital for managing virtual communication networks and decentralized authority structures. [19] asserted that digital transformation amplifies the need for adaptive political awareness, as managers must now interpret power relations not only within physical organizations but also across digital ecosystems. This aligns with [20], who emphasized that political intelligence underpins relational capital in digitally integrated governance. Consequently, political intelligence serves as both an emotional and strategic resource in the era of information complexity.

Taken together, these findings confirm that political intelligence encompasses interwoven cognitive, emotional, and social dimensions that collectively empower managers to interpret, influence, and ethically navigate political landscapes. It enhances leadership effectiveness, mitigates organizational conflict, and promotes sustainable collaboration in governmental institutions. The study's meta-synthetic framework provides a comprehensive model for understanding how specific behavioral, relational, and contextual factors shape political intelligence in complex administrative systems.

Despite its contributions, this study faces several limitations. First, the reliance on secondary data through meta-synthesis limits the capacity to directly measure political intelligence or its outcomes in real organizational settings. The included studies vary in methodological rigor, cultural contexts, and definitions of political intelligence, which may have influenced the consistency of findings. Second, the focus on governmental organizations, while necessary, restricts the generalizability of results to private-sector environments or hybrid institutions. Additionally, the exclusion of studies published after 2020 may overlook more recent developments in digital governance and political skill measurement. Lastly, as qualitative synthesis depends on interpretive coding, researcher subjectivity may have affected the thematic categorization, despite using reliability checks such as Cohen's Kappa.

Future research should adopt mixed-method approaches combining quantitative modeling and qualitative exploration to validate and extend the proposed framework. Longitudinal studies could examine how political intelligence evolves over time, particularly during organizational transitions such as mergers, reforms, or digital transformations. Moreover, cross-cultural comparative analyses would reveal how political intelligence manifests differently across governance systems. Researchers could also explore the intersection of political intelligence with emotional intelligence, ethical leadership, and artificial intelligence in decision-making. Finally, designing and validating measurement tools specific to political intelligence in the public sector would provide empirical precision and facilitate practical application in leadership development.

From a practical standpoint, the study's findings underscore the need for capacity-building programs that integrate political intelligence training into managerial development curricula. Public sector organizations should foster environments that reward transparent influence, collaborative networking, and ethical decision-making. Leaders can be trained to recognize the constructive aspects of political behavior, using negotiation, empathy, and strategic communication to align institutional goals with employee well-being. Furthermore, organizations should establish mentoring systems that encourage reflection on power dynamics and promote moral responsibility. Ultimately, cultivating political intelligence will not only enhance individual managerial competence but also strengthen organizational integrity and responsiveness in the public governance system.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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