

## Relationship between Political Behaviors of Organization and Employees' Career Path

Mohammad Taheri Rouzbahani<sup>1</sup>, Farajollah Alizadeh<sup>2</sup>, Mohsen Rezaei<sup>3</sup>, Mehdi Shojaiyan<sup>4</sup>

<sup>1</sup>Ph.D. Faculty Member of Islamic Azad University, Borujerd Branch, Iran,

<sup>2, 3, 4</sup>M.A. Students of Islamic Azad University, Borujerd Branch

---

### ABSTRACT

This study is descriptive-correlative and in terms of goal is applied which is based on field and library investigations. The sample constitutes all employees and managers of Lorestan education department. Population is 10000 people. According to population size, sample size is determined 387 people based on a table which has been presented by Kerjcie, Morgan, and Kohan. Applied method for sampling is regular or systematic sampling method. Data related to variables has been collected through Ferris and Kacmar's political level of organization questionnaire (1992) and career path assessment questionnaire (Shine). According to the novelty of research topic, supervisors and advisors' views and evaluation of previous standardized questionnaire associated with the topic are used to examine the validity of questionnaire and content validity has been confirmed. To determine the reliability of questionnaire, Cronbach's alpha coefficient is used through factors removing method and calculated Cronbach's alpha was 0.78. Kolmogorov – Smirnov test was done to determine the distribution of research variables (normality or abnormality of variables distribution) and spearman correlation coefficient was used to determine the relationship between two variables with rating scale through SPSS software. Results include: 1) there is a relationship between political behaviors and career path of education staff. 2) There is no relationship between the political nature of organization and services of education's employees. 3) There is a relationship between the political nature of organization and education staff's job independence of. 4) There isn't relationship between the political nature of organization and identification of education staff. 5) There is no relationship between the political nature of organization and diversity of education staff. 6) There is no relationship between the political nature of organization and managerial competence of education staff. 7) There is a relationship between the political nature of organization and job security of education staff. 8) There isn't relationship between the political nature of organization and the creativity of education staff.

**KEYWORDS:** Organization's Political Behavior, Job Promotion, Career Path, Job Independence, Identification.

---

### INTRODUCTION

The emergence of social organizations and increasing proliferation of them is one of the prominent features of human civilization. Therefore and according to various spatial and temporal factors and characteristics and specific needs of each community, every day is added to the evolution and development of these organizations (Rezaeiyan, 2001). Contemporary organizations have undertaken roles and missions beyond the traditional roles and new tasks are delegated them in the political and social environment. Modern organizations have been separated from the form of a purely administrative, industrial, and economic entity and have become sociopolitical institutions which in addition to perform technical tasks, they must be more and more sensitive and aware of their social-political environment (Alvani, 2005: 11).

According to Storm, on the one hand, organizations must create new needs and changes; on the other hand, they must lead themselves those changes which have made in the foundation of administrative, political, economic and social life of community (Besharat, 1968: 5). Sometimes, managers' appraisal is called the Achilles' heel which is in the process of human resources for managerial positions; however, perhaps it is the most important factor which is propounded in the management. It is a basis to determine who can promote, go to a higher position and acquire new posts. Also, if manager's strengths and weaknesses aren't realized, manager's evaluation will become very important for management's growth and development, because it can't be easy to determine whether those actions which are taken in line with the growth and development of individuals, are in the right direction or not. Evaluation has been as an integral part of a management system.

The fact is that whether those who have attained managerial positions are able to carry out their duties in an effective way or not. If performance is supposed to be measured effectively, this fact must be considered that employees can have a legitimate desire for advancement in their careers. One way to integrate organization's demand with individual needs is that managers' career should be considered and it can be made as a part of the performance measurement (Kontz, 2007: 409-410).

## LITERATURE REVIEW

Politics is one of the realities of organizational life (Robbins, 2001: 744). Organizational politics involves intentional influential acts which support the personal interests of individuals or groups or increase them. Emphasis on personal interests is determinant of this type of social influence (Farhangi, 2007: 479). Organizational policies and political behavior include deliberate or conscious influential actions to enhance or protect the individual or group interests which emphasis on personal interests distinguishes it from social influence. Political behaviors are inevitable phenomena in organizational life. Managers can not and should not eliminate this behavior in the organization. Since some political behaviors are functional and they can be utilized to achieve organizational goals (Moghimi, 2006: 310).

Political behavior is generally a means that individuals try to get and use power through it (Qhasemi, 2003: 364). Sometimes, power and politics are used interchangeably, although they are interconnected, they are distinct ideas (Venus, 1999: 71).

**Power** is the ability to influence others and influence is the process of affecting the thoughts, behavior and feelings of another person (Moghimi, 2006: 406). Power is the ability to do work. Thus, power is the ability to use force or influence or offer reward (Qhasemi, 2003: 339).

**Organizational power:** If the organization has sufficient character and value in the society, the issue of recruiting talented and efficient forces and encouraging cooperation of agencies and organizations and associating the superior authorities in the allocation of necessary funding and required facilities and etc. are easily resolved. If the leadership of organization has a favorable context, he can become an effective person by coordinating these resources (Nabavi, 2001: 138). In organization, important power processes are not reflective of organizational relationships (both horizontal and vertical) and usually organizational power is in the position rather than in the person (Daft, 2001: 755).

In comprehensive management dictionary, career path is defined as: tenure, permanent job, full time job. A job which a person selects and develops in it and usually employs it during his/her life; as a profession or a business and career, a series of jobs that an individual can go through to achieve a career goal (Alvani, Zahedi, and Faghihi, 1997: 64).

Indicators of career path: these indicators describe five berths of career path (Shine), in addition, three other berths (service, identification, diversity) have been added to it and include technical competence, job independence, managerial competency, security and creativity (Moghimi, 2006: 419).

**Technical competence:** One of the ways of career development is to enhance a useful skill (Memarzadeh and Qheitani, 2008: 380). Most reliable way to success in skill requires knowledge and information in a particular field. The style of this skill is important for supervisors (Zahedi, Faghihi, and Alvani, 1997: 380).

**Independence:** for some people, a factor which is considered in decision making about the path of career, is independence and freedom at work. They are seeking to minimize organizational constraints and prefer small organic organizations to work (Moghimi, 2006: 214).

**Identification:** Each manager must continually take steps to create or increase job power.

**Diversity:** Slogans which are relevant to today's organizational world include workforce diversity, labor skills and labor values. New managers must be prepared to deal with workforce with diverse cultures comprised of individuals with strong and various ethnic backgrounds, different genders and ages, with different tastes and lifestyles, and values.

**Managerial qualification:** Principals or fundamentals of management are among the most appropriate standards that are used to evaluate manager.

**Security:** for some people, job stability is considered as a key factor in the decision-making of career path. Creating a new success with challenging opportunities together with low job security is inconsistent with the needs of such people. People with high level security need prefer organizational and job stability, contracts of employment, good employment benefits, pension plans and so on (Moghimi, 2006: 214).

**Creativity** is the use of mental capabilities to create a new thought or idea (Kayos, 1961: 4). In his researches, Alvin Toffler, the famous author of the book *The Third Wave*, suggests that "organizations are always involved in political conflicts, power struggles, internal disputes and etc. and it indicates their normal life" (Mohammadzade *et al.*, 1996: 398). In 1997, Shiperdoso Chairman's research shows that there is more defensive strength between people who compete with each other and when the outcome is unpredictable and it represents issues related to backstage and political controversies in most companies (Seyed Javadin, 2004: 390).

In another study, 330 summarized reports that were provided by 90 middle managers in various industries were analyzed. These reports were about how managers position or resist against top management's decisions. The scholars found that middle managers who often formed coalitions were the main obstacles to the implementation of the strategic plans that weren't compatible with their interests (Rezaiyan, 2001: 81).

**RESEARCH METHODOLOGY**

This study is descriptive-correlative type and in terms of goal is applied which is based on field and library investigations. Research population constitutes all employees and managers of Lorestan education department with educational levels of diploma, associate degree, bachelor and master degrees. In this study, the population is 10000 people; according to the population size, sample size is determined 387 people based on the table which has been presented by Kerjcie, Morgan, and Kohan (Javaherizade, 2007: 69). Applied method for sampling is regular or systematic sampling method. Data related to variables has been collected through Bayerns individual's political level questionnaire and Ferris and Kacmar's political level of organization questionnaire (1992) and career path assessment questionnaire (Shine). According to the novelty of research topic, supervisors and advisors' views and evaluation of previous standardized questionnaire associated with the topic are used to examine the validity of questionnaire and content validity has been confirmed. To determine the reliability of questionnaire, cronbach's alpha coefficient is used through factors removing method. A 50 people group is used to calculate cronbach's alpha and cronbach's alpha is determined 0.7845. Kolmogorov – Smirnov test was done to determine the distribution of research variables (normal or abnormal distribution of variables) which according to Kolmogorov – Smirnov test results because variables do not follow normal distribution, non-parametric tests were used to examine the research questions; spearman correlation coefficient was used to determine the relationship between two variables with rating scale through SPSS software.

**DATA ANALYSIS**

In this section, to use parametric or nonparametric tests related to research questions, first the distribution of variables have been studied by Kolmogorov-Smirnov test which results are given in the following table:

H<sub>0</sub>: Distribution is normal.

H<sub>1</sub>: Distribution isn't normal.

**Table (1) Kolmogorov – Smirnov test results**

Variables	Z- Statistic	Significance level
The political nature of organization	2.927	P= 0.001 **
Political behaviors	2.967	P=0.001 **
career path	1.450	P= 0.030 **
Technical competency	1.933	P= 0.001 **
Service	2.756	P= 0.001 **
Work independence	2.511	P= 0.001 **
Identification	2.088	P= 0.001 **
Diversity	2.362	P= 0.001 **
Managerial qualification	1.713	P= 0.006 **
Security	2.039	P= 0.001 **
Creativity	2.073	P= 0.001 **

\* Significant at 0/05 level\*\* Significance at 0.01 levelNS: not significant

As the above table results show, since the values obtained for Z statistics are significant (P< 0.05 and P< 0.01), we conclude that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, i.e. variables do not follow normal distribution, so we used nonparametric tests in inferential statistics section.

**Main hypothesis:** there is a relationship between political behaviors and career path of education department's employees.

**Table (2) Spearman correlation coefficient between political behaviors and employees' career path**

Correlation between political behaviors and employees' career path	Spearman correlation coefficient	Number	Significance level (p)	result
	+0.163 **	350	P= 0.002	Significant-positive (P<0.01)

\* Significant at 0/05 level      \*\* Significance at 0.01 level      NS: not significant

According to this table, since the calculated value for the Spearman correlation coefficient (r<sub>s</sub>= 0.163) is significant in level α= 0.01 (p<0.01), it can be concluded that at 99% confidence, there is a significantly positive relationship between political behaviors and employees' career path, i.e., whatever political behavior scores increase, job promotion scores also increase, thus, above hypothesis is confirmed.

**Secondary hypothesis I:** there is a relationship between political nature of organization and technical competence of education's employees.

**Table (3) Spearman correlation coefficient between the political nature of organization and the technical competence of education's employees**

Correlation between the political nature of organization and employee's technical competence	Spearman correlation coefficient	No.	Significance level (P)	Result
	+0.038 <sup>NS</sup>	350	P= 0.476	No significance (P>0.05)

\* Significant at 0/05 level

\*\* Significance at 0.01 level

NS: not significant

Based on this table, since the calculated value for the Spearman correlation coefficient ( $r_s=0.038$ ) at level  $\alpha=0.05$  is not significant ( $P>0.05$ ), it is concluded that in studied population, there is no significant relationship between the political nature of organization and the technical competence education's staff, therefore, this hypothesis isn't approved.

**Secondary hypothesis II:** there is a relationship between political behavior of organization and employee's service.

**Table (4) Spearman correlation coefficient between political behavior of organization and employee's service**

Correlation between political behavior of organization and employee's service	Spearman correlation coefficient	No.	Significance level (P)	Result
	+ 0.040 <sup>NS</sup>	350	P= 0.453	No significance (P>0.05)

\* Significant at 0/05 level

\*\* Significance at 0.01 level

NS: not significant

Considering this table, since the calculated value for the Spearman correlation coefficient ( $r_s=0.040$ ) at level  $\alpha=0.05$  is not significant ( $P>0.05$ ), it is concluded that there is no significant relationship between the political behavior of organization and employee's service, so, this hypothesis is rejected.

**Secondary hypothesis III:** there is a relationship between political nature of organization and employee's work independence.

**Table (5) Spearman correlation coefficient between political nature of organization and employee's work independence**

Correlation between political nature of organization and employee's service	Spearman correlation coefficient	No.	Significance level (P)	Result
	+ 0.263 <sup>**</sup>	350	P= 0.001	Significant-positive (P<0.01)

\* Significant at 0/05 level

\*\* Significance at 0.01 level NS: not significant

Regarding to this table, since the calculated value for the Spearman correlation coefficient ( $r_s=0.263$ ) is significant in level  $\alpha=0.01$  ( $p<0.01$ ), it can be concluded that at 99% confidence, there is a significantly positive relationship between political behaviors of organization and employees' work independence i.e., whatever political behavior of organization scores increase, employees' work independence scores also increase, thus, this hypothesis is approved.

**Secondary hypothesis IV:** there is a relationship between political behavior of organization and employee's identification.

**Table (6) Spearman correlation coefficient between political behavior of organization and employee's identification**

Correlation between political behavior of organization and employee's identification	Spearman correlation coefficient	No.	Significance level (P)	Result
	- 0.004 <sup>NS</sup>	350	P=0.942	No significance (P>0.05)

\* Significant at 0/05 level

\*\* Significance at 0.01 level

NS: not significant

According to this table, since the calculated value for Spearman correlation coefficient ( $r_s=-0.004$ ) at level  $\alpha=0.05$  is not significant ( $P>0.05$ ), it is concluded that in studied population, there is no significant relationship between the political nature of organization and employee's identification, therefore, this hypothesis is rejected.

**Secondary hypothesis V:** there is a relationship between political behavior of organization and employee's diversity.

**Table (7) Spearman correlation coefficient between political behavior of organization and employee's diversity**

Correlation between political behavior of organization and employee's diversity	Spearman correlation coefficient	No.	Significance level (P)	Result
	+ 0.030 <sup>NS</sup>	350	P= 0.573	No significance (P>0.05)

\* Significant at 0/05 level      \*\* Significance at 0.01 level NS: not significant

Considering this table, since at level  $\alpha= 0.05$ , the calculated value for Spearman correlation coefficient ( $r_s=0.030$ ) is not significant ( $P>0.05$ ), it is concluded that in studied population, there is no significant relationship between the political behavior of organization and employee's diversity, therefore, this hypothesis is rejected.

**Secondary hypothesis VI:** there is a relationship between political nature of organization and employee's managerial qualification.

**Table (8) Spearman correlation coefficient between political nature of organization and employee's managerial qualification**

Correlation between political nature of organization and employee's managerial qualification	Spearman correlation coefficient	No.	Significance level (P)	Result
	-0.063 <sup>NS</sup>	350	P=0.237	No significance (P>0.05)

\* Significant at 0/05 level      \*\* Significance at 0.01 level NS: not significant

According to this table, since at level  $\alpha=0.05$ , the calculated value for Spearman correlation coefficient ( $r_s=-0.063$ ) is not significant ( $P>0.05$ ), it is concluded that in studied population, there is no significant relationship between the political nature of organization and employee's managerial qualification, thus, this hypothesis isn't approved.

**Secondary hypothesis VII:** there is a relationship between political nature of organization and employee's security.

**Table (9) Spearman correlation coefficient between political nature of organization and employee's security**

Correlation between political nature of organization and employee's security	Spearman correlation coefficient	No.	Significance level (P)	Result
	-0.113 <sup>*</sup>	350	P=0.034	Significant-negative (P<0.05)

\* Significant at 0/05 level      \*\* Significance at 0.01 level      NS: not significant

With regard to this table, since the calculated value for the Spearman correlation coefficient ( $r_s= -0.113$ ) is significant at level  $\alpha= 0.01$  ( $p<0.05$ ), it can be concluded that at 95% confidence, there is a significantly negative relationship between political nature of organization and employees' security, that is, by increasing political behavior of organization employees' security decreases, thus, this hypothesis is approved.

**Secondary hypothesis VIII:** there is a relationship between political behavior of organization and employee's creativity.

**Table (10) Spearman correlation coefficient between political behavior of organization and employee's creativity**

Correlation between political behavior of organization and employee's creativity	Spearman correlation coefficient	No.	Significance level (P)	Result
	-0.088 <sup>NS</sup>	350	P=0.099	No significance (P>0.05)

\* Significant at 0/05 level      \*\* Significance at 0.01 level      NS: not significant

According to this table, since at level  $\alpha=0.05$ , the calculated value for Spearman correlation coefficient ( $r_s=-0.088$ ) is not significant ( $P>0.05$ ), it is concluded that in studied population, there is no significant relationship between the political behavior of organization and employee's creativity, so, this hypothesis is rejected.

## CONCLUSION

Analysis of the relationship between political behaviors and employees' career path shows that in studied population, there is a significant positive relationship between political behaviors and career path of education's employees, i.e. by increasing political behaviors scores, job promotion scores also increase, therefore, there is a positive and significant relationship in the studied population. By analysis of the relationships between the political behavior of organization and education employees' technical competence, service, identification, diversity, managerial qualification, and creativity, it can be concluded that in the studied population, there is no significant relationship between political behaviors of organization and education employees' technical competence, service, identification, diversity, managerial qualification, and creativity, so, these hypothesis are rejected. By analyzing the relationship between political behavior of organization and employees' job independence, based on obtained information, it can be concluded that at 99% confidence level, there is a significantly positive relationship between political behavior of organization and employees' job independence, that is, by increasing political behavior of organization scores, employees' job independence scores are also increased, thus, in this population, there is a positive and significant relationship. By analyzing relationship between political behavior of organization and education staff's security and according to collected data, it can be concluded that at 95% confidence level, there is a significantly negative relationship between political behavior of organization and education staff's security, i.e. by increasing political behavior of organization, employees' security is decreased and therefore, this hypothesis is approved.

## REFERENCES

- [1]. Alvani, Seyed Mahdi. (2005). Decision Making and Determining Public Policy. SAMT publication, 10<sup>th</sup> ed
- [2]. Daft, Richard L. (2001). Organization Theory and Design (Ali Parsaiyan& Seyed Mohammad A'arabi, Trans), 3<sup>rd</sup>ed, publication: Office of Cultural Research.
- [3]. Farhangi, Aliakbar.,Safarzade, Hossein. (2007). Research Methods in Human Sciences, ISBN Publication.
- [4]. Ferris G.r., Kacmar, K.M. (1992). Perception of Organizational Politics. Journal of management. March, p.99.
- [5]. Javaherizade, Naser. (2007). Research Preparing and Codification Guide, Language Culture Publication, 1th ed
- [6]. Moghimi, Seyed Mohammad. (2006). Organization and Approach and Research Management, 4<sup>th</sup>ed, TERMEH Publication.
- [7]. Nabavi, Mohammadhassan. (2001). Islamic Management, Publication of Islamic Advertising Bureau of Qom Seminary.
- [8]. Rezaian, Ali. (2001). Management of Political Behavior in Organization (Advanced Organizational Behavior Management), SAMT publication, 1<sup>st</sup>ed, summer.
- [9]. Robbins, Stephen P. (2001). Organizational Behavior (Concepts, Theories, and Applications) (Ali Parsaiyan& Seyed Mohammad A'arabi, Trans), 2th ed, publication: Office of Cultural Research.
- [10]. SeyedJavadin, Seyed Reza. (2004). Organizational Behavior Management, 1thed, NEGAH DANESH publication.
- [11]. Venus, Davar. (1999). Management Specialized Language (Advanced) An Introduction to Organizational Behavior, 1<sup>st</sup> ed, Publication of Tehran University's management faculty.