

# The Role of Political Behavior in the Relationship between Managerial Intelligence and Entrepreneurial Success

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## Abstract

This piece of work aims at identifying the role of political behavior in the relationship between managerial intelligence and entrepreneurial success among the managerial leaders at Duhok Technical University and Erbil Technical University in the Kurdistan Region - Iraq. This research provides theoretical milestones about the three variables, as well as apply them in practice through the design of the questionnaire form and its distribution to collect information from the managerial leaders in the two research samples. There are 122 valid statistical analysis forms on SPSS program. This piece of research tries to find the answer to the following question: Is there a role for political behavior in the relationship between managerial intelligence and entrepreneurial success among the managerial leaders in Dohuk Technical University and Erbil Technical University? The research's main hypothesis was marked with the existence of the role of political behavior in the relationship between managerial intelligence and entrepreneurial success among the managerial leaders in Dohuk Technical University and Erbil

Technical University. The research reaches to a set of conclusions, the most important of which is the negative role of political behavior in the relationship between managerial intelligence and the entrepreneurial success of the managerial leaders at Dohuk Technical University and Erbil Technical University.

**Keywords:** Political Behavior, Rational Intelligence, Emotional Intelligence, Managerial Intelligence, and Entrepreneurial Success.

## Introduction

Undoubtedly, entrepreneurial success is one of the important modern managerial topics that deserves to be searched for as it leads to the success of organizations in general. Hence, the success of organizations depend on sharing the ideas of their employees and supporting them to implement their strategy in the correct and distinct manner through their intelligence and also through the managerial leaders' attempt to take the responsibility of directing its activities according to its political behavior. Based on the foregoing, we see that the three topics in the higher

education sector, including Duhok Technical University and Erbil Technical University in the Kurdistan Region deserve to be researched in depth, to increase their ability to survive and grow, which also requires determining the availability of their basic variables for the possibility of their application in Duhok Technical University and Erbil Technical University in the Kurdistan Region. Thus, the importance of this research is evident in its contents. In the first topic, we discuss the research methodology, the second topic includes the theoretical framework on its three variables, the third topic is about the practical procedures of the research and its tools, and the last topic contains conclusions and recommendations.

### **Research Methodology**

The research relied on the methodology that is identified on the following:

#### **First: Research Problem**

Organizations suffer from continuous changes in their services, whether they are public or private organizations, including educational organizations, particularly universities, as they need to constantly improve their services to achieve the needs and desires of customers. Applying modern managerial behaviors, including identifying political behavior in how to deal with customers, practicing managerial intelligence, and spreading the atmosphere of leadership in the university are the best way to solve potential problems related to the success of their entrepreneur.

In general, the content of the problem can be identified by raising the following question:

\_ Does political behavior have a role in the relationship between managerial intelligence

and the entrepreneur success of the faculties in the aforementioned two universities?

#### **Second: Research Objectives**

The objectives of the research include the following:

1. Knowing the managerial leaders in the sample that researches about the three concepts: political behavior, managerial intelligence and entrepreneurial success.

2. Studying the availability of political behavior, managerial intelligence and entrepreneurial success in a sample under research.

3. Describe and diagnose the causes of political behavior, components of managerial intelligence, and dimensions of entrepreneurial success in the research sample.

4. Knowing the role of political behavior in the relationship between managerial intelligence and entrepreneurial success for the teaching staff of the two universities through the findings and recommendations of the research.

#### **Third: Research Hypothesis**

Research problem can be addressed through determining the main hypothesis which includes:

- Political behavior reduces the effect of the relationship between managerial intelligence and entrepreneurial success among the managerial leaders at Duhok Technical University and Erbil Technical University in the Kurdistan Region.

#### **Fourth: Research Methodology**

The researchers rely on the descriptive analytical approach in testing the research

hypothesis, as data related to the three variables were collected through the distribution of a questionnaire for managerial leaders at Duhok Technical University and Erbil Technical University in Kurdistan Region.

## 1. The Concept of Political Behavior and its Causes

Political behavior is a set of activities that is not required of an individual in an organization. Thus, it influences or attempt to influence the distribution of gains and damages within the organization for the benefit of some members (Robbins 2001: 362). Political behaviors are the activities that the individual undertakes outside the limits of his responsibilities and scope of his official job in the organization (Daft & Noe 2001: 430). It means that they are not determined activities for the benefit of a group of individuals within the organization. Mcshane & Von Glinow (2007: 186) see them as the behaviors that achieve personal privileges (self-interests) at the expense of the interests of others and the organization. Amidi (2008: 17) states that these behaviors are self-interests which are taken at the expense of the interests of others and they informal self-behaviors towards specific interests. Woodman et. al, (2001:279) view it as the process of the influence of some people on the behavior of others to satisfy their personal desires and protect and improve their personal interests in order to obtain the preferred results for their own. Similarly, it is also viewed by Kinicki & Kreitner (492: 2007,) as intentional actions affecting others in order to promote or protect the personal interest of certain individuals or groups. This also agrees with

the opinions of Slocum and Hellriegel (2009 : 250) Blickle et al . , (2010 : 385 ) Meurs et al . , (2010: 522 ) that it is a method of influencing some people on others and making them behave in a way that achieves personal and organizational goals. Thus, it indicates the process of influencing the actions concerned in other people. Overall, it can be said that political behavior is the influence used by some individuals on others with informal behaviors and methods to achieve personal goals in the organization.

## The Reasons behind the Emergence of Political Behavior

There are a number of reasons that help and encourage the practice of political behavior in organizations as classified by some writers and researchers in the field of organizational behavior in the organization in general, including Noe & Daft (2001:, 432-434) who see that the reasons that affect the emergence of political behavior are (task characteristics, circumstance or situation characteristics, or personal characteristics. Kinicki & Kritner (2001:533) point out that the reasons for the emergence of political behavior are: ambiguity of goals, ambiguity of performance measures, ambiguity of decision-making processes, a strong competition of individuals or a group, and changes. Chandan ( 2005:,314) and Luthans (2005:,329) explain that the reasons for the emergence of political behavior are: scarcity of resources, unprogrammed decisions, ambiguous goals, technology and the environment, and changes.

Robbins (1998: 414-415), Lawler & Bacharach (1998: 73), Daft & Noe (2001: 432-434) and Amedi (2018: 17) stress that

the factors behind the emergence of political behavior are:

- The first group of reasons are individuality (personality): They are high self-orientation, internal control center, high savvy, organizational investment, work perceived alternatives, and expectations of success.
- The Second group of reasons are organizational reasons: They are reallocation of resources, promotion opportunities, low trust, role ambiguity, unclear performance appraisal system, use of zero-based rewards, democracy in decision-making, high pressure by management, use of political behavior by higher management .

## 2. The Concept of Managerial Intelligence and its Importance and Components

Managerial intelligence is the use of a set of skills and mental abilities that help the owner of the organization to achieve the desired goals in appropriate ways (Dave Markum, et al., 2002: 3), (Al-Taisi, 2012: 3) and (Al-Salibi, 2012, 225). Al-Zamil (2006: 1) explains that managerial intelligence is the use and exploitation of strengths in human resources and reducing the effects of weakness points by multiple means, such as severity and rigor, and avoiding weakness points and being away from them to achieve more desirable results. Shaaban and Salim (2013: 4) indicate that managerial intelligence is the integration of mental abilities and mental and emotional

skills that enable managers to carry out their managerial activities and duties, and also to lead subordinates in organizations in an efficient manner. Perhaps the basic idea of managerial intelligence is that the manager combines leadership and management.

Researchers believe that managerial intelligence is the exercise of a set of mental and emotional capabilities of the human resources in the organization in exploiting the potential strengths and reducing weaknesses to reach the goals of the organization.

### The Importance of Managerial Intelligence

The importance of managerial intelligence lies in the integration of the manager's personality (Dave Markum, et al., 2002: 4-5) and (Al-Taisi, 2012: 2). The manager's personality affects the development and use of four specific means that work within four different areas, where their integration and harmony result in the integration of the managerial personality and its elevation to the highest levels of managerial intelligence. These four means include the following:

1. Vision: The vision of managerial intelligence is associated with the manager's comprehensive and conscious practice, which stems from gaining confidence in clearly planning its interim goals.

2. Behavior: The behavior of managerial intelligence lies in the skills of time management, self-management, and information management that allows the manager to rise to higher levels of achieving goals and becoming a role model for his subordinates.

3. The art of communication or leadership skills: The art of communication and

leadership owned by the manager are used to seek to influence human resources and lead them in achieving the desired goals.

4. Feedback: It is listening to the opinions of others about the manager's achievements and the quality of his work in the organization, and this supports the manager from self-criticism to self-confidence.

### **Components of Managerial Intelligence**

Managerial intelligence consists of human abilities (rational intelligence, emotional intelligence) (Dave Markem et al., 2002: 4-5), (Al-Ta'inisi, 2012:2), (Crusader, 2012, 225), (Zamil, 2006, 3), and (Shaaban and Salim, 2013: 6). These abilities are well explained below:

a. Rational Intelligence: Rational intelligence makes the choice of the best realistic and objective solution through the process of organized decision-making by managers when managing the organization (Greenhous & Singh 205: 2004). Rational intelligence assesses the long-term effects of decisions and attitudes based on strong truth from the ponder and analytical and logical introspection (2011: 230, Thean et al).

b. Emotional Intelligence: Emotional intelligence is the intelligent use of emotions (Saleh, 2009: 23). The rate of emotional intelligence measures the ability to implement these solutions and convince others of them (Al-Taisi, 2012 2).

### **3. The Concept of Entrepreneurial Success, its Characteristics and Dimensions**

Entrepreneurial success is the achievement of an organized harmonization in its activities and the surrounding environment in accordance with its entrepreneurial work (Shepherd & Wiklund, 72, 2005). Green & Katz (2007:588) define entrepreneurial success as the organization's ability to achieve profits and satisfaction for its owners and individuals. (Kuratko 2009: 421) shows that the entrepreneurial success is the organization's ability to achieve creativity on a permanent basis in the entrepreneurial activity in achieving the sustainable competitive. Baron (2000: 15) sees the entrepreneurial success as the ability to achieve financial and social revenues with intellectual and social components. Suuronen & Pennanen (2009: 14) view the entrepreneurial success as the profit maximization through the development of revenue, customer base, and market share. (Daouda 2011: 56) describes entrepreneurial success as a state of continuous satisfaction at work.

### **Characteristics of Entrepreneurial Success**

Entrepreneurial success has many characteristics such as the desire to run a business, continuity and perseverance at work, self-confidence, psychological and personal motives, the ability to manage risks, the ability to adapt opportunities and the external environment, the ability to adapt ambiguity, initiative and ability to achieve goals, accuracy and clarity, time management, innovation, openness, broad horizons, and financial benefits (Al-Sakaraneh, 2008: 20). Daouda (2011: 111) explains that the characteristics of entrepreneurial success appear in leadership, leadership programs, entrepreneurial

education programs, and encouraging entrepreneurial behavior.

Kritikos & Caliendo (2007: 6-10) show that the characteristics of entrepreneurial success are: The need to achieve achievements, the center of control, problem solving, and response between individuals. Hunger & Wheelen (2004: 313-312) state that the characteristics of entrepreneurial success are the ability to identify potential opportunities, speed of response, experience and learning, and skills support. The Arab Labor Organization (2011: 9) indicate that the characteristics of entrepreneurial success are: the idea, the market, the incentives, the design, the ability, and the resources.

## Dimensions of Entrepreneurial Success

The dimensions of entrepreneurial success include (external networks, alliances, resources, creativity, organizational learning, and globalization) (Hitt, et al 2002: 16) while Ireland, et al (2003: 965) considers that the dimensions of entrepreneurial success are: (creativity, networks, globalization, organizational learning, and growth). Luke & Verreynne (2005: 15) refers to the dimensions of entrepreneurial success in service organizations as consisting of: (outstanding opportunities, creativity, risk tolerance, flexibility, vision, and growth). (Daft 2006: 214-216) indicates that the dimensions of entrepreneurial success lie in (identifying opportunities, setting goals, enabling

powers, motivating, and controlling resources). Gardiner (2003: 15-16) emphasizes that the dimensions of entrepreneurial success are (creativity, stability, growth, personal satisfaction, good working conditions, health). Kwiek (2008: 23) defines the dimensions of academic entrepreneurial success as (vision, creativity, knowledge, strategic alliances, organizational learning, and growth). (Shahossiei et al. 2009: 6) explains that the success of the entrepreneur in the organization lies in (the entrepreneurial behavior of individuals, and the organizational structure). This model is the basis upon which writers and researchers in the field of strategic entrepreneur, including (Luke, 2005), (Lassen, 2007), (Tantau, 2008), (Kuratko & Audretsch, 2009) (Monsen & Boss, 2009), and (Meuleman, et al, 2009). Accordingly, the current study will depend on the following entrepreneurial success: with its dimensions consisting of (confidence, satisfaction, progress, operations, financing, and cause and effect).

**1. Confidence:** The result of using the confidence indicator in performing business tasks will determine the extent to which the entrepreneurial individuals tend to turn towards self-work to perform those actions. Hence, the higher the level of this indicator, the more there will be a tendency towards self-performance of the business and therefore increasing the level of confidence in doing the business of the organization (Jallab and Al-Jubouri, 2015: 13).

**2. Satisfaction:** entrepreneur depends on individual satisfaction as a result of what he presents of new ideas and initiatives without being asked, which leads to their feeling that they can make valuable contributions to the

organization (Hashemi et al. 300: 2012) and (Al-Hasani, 2015: 177).

**3. Progress:** Since there was a difficulty in judging and measuring the performance level of newly established organizations at the beginning of their work, satisfaction to progress was used for obtaining a statement of the positions, the expected progress for the coming period, and confidence in the organization achieving the expected progress in the coming period (Jallab and Al-Jubouri, 2015: 14).

**4. Operations:** This process includes identifying opportunities and using resources. It is not a simple process, but rather needs to use entrepreneurial commercial strategies to enter into the adventure, and it is a major tool for economic growth and job creation (Ismail, 2010: 71).

**5. Cause and Effect:** The measurement of entrepreneurial success depends on measuring the entrepreneurial behavior, which calls for identifying the level of entrepreneurial awareness of the organization (Jallab and Al-Jubouri, 2015: 14).

## Measuring Reliability and its Nature

To determine the reliability measure, the Cronbach's Alpha test was used. As indicated in Table (1), Cronbach's alpha values for all variables ranged from (0.791) to (0.956), and therefore a good level of reliability was achieved by the tool used in the current study.

It was also noted from the results in Table (1) that the collected data fulfill the conditions of a normal distribution, as the important levels of (Kolmogorov - Smirnov) values for political behavior, managerial intelligence and entrepreneurial success

**Table 1:** Results of reliability test and normality distribution test

	Variables	Cronbach's Alpha	Kolmogorov-Smirnov	Kurtosis	Skewness
1	Managerial intelligence	0.791	0.077	-0.027	0.231
2	Entrepreneurial success	0.956	0.094	-0.460	-0.499
3	Political behavior	0.872	0.112	-0.041	-0.408

were higher than (0.05), and the maximum value obtained (Kurtosis) was between (-0.460) and (-0.027) is greater (7) or less. The acceptable values (Skewness) ranged between (0.231) and (-0.499), which are acceptable values between (-3 and 3) according to (Kline 2011).

## Field Part

The field part includes the nature of the data distribution and the measurement of its reliability.

**Source: Prepared by researchers based on program outputs (SPSS)**

## Participants

The population of this study consists of the managerial leaders of Duhok Technical University and Erbil Technical University in Kurdistan Region / Iraq (number = 122). A total of (130) questionnaires were distributed to them during February 2021, and there were (122) valid and reliable questionnaires representing a response rate of (94%). Among the respondents, (81%) were males, and (19%) were females. Also, (79%) of them were those who hold a doctorate degree, (21%) have a master's degree, (4%) have a professor title, (8%) have an assistant professor, (51%) a lecturer, (37%) an assistant lecturer, and (78%) managerial leaders who have practical experience (more than 6 years), (22%) have practical experience less than (6), (97%) are older than 56 years, and (3%) are less than (36), and (84%) are married and (16%) are not married, (91%) have participation in training courses, (9%) do not have participation in training courses, (88%) have participation in scientific conferences, and

(12%) do not have participation in conferences.

## Results

The results of Table (2) shows the values of the means (M), standard deviations (SD), and correlation coefficients (the coefficients) for the three variables. According to the respondents' responses in Table (2), there is an interest for the two universities in practicing the managerial intelligence approach, as it ranked first with the highest average (SD = 0.447 M = 3.334), and the use of political behavior in their activities with an average of (SD = 0.673 M= 3.242) came in second place. By making distinguished efforts to (Entrepreneurial success) according to the university's orientations, it ranked the third with an average of (SD = 0.732 M = 3.242). These values show that respondents agree to big extent on practicing the managerial intelligence approach and using political behavior in their activities and by making distinguished efforts towards entrepreneurial success according to the orientations of the two universities. It is clear from the table that most of the respondents affirm the existence of a high level of practicing managerial intelligence as a means to reach continuous entrepreneurial success.

**Table 3 : Results of sample Regression analysis**

Managerial Intelligence							
Model	B	Beta	R <sup>2</sup>	F	t	df	Sig.
Entrepreneurial Success	0.884	0.813	0.661	234.046	15.299	121	0.000



The results indicate in Table (2) that all three variables are positively and significantly interrelated, which also indicate that the highest correlation was between political behavior and entrepreneurial success ( $P < 0.01$ ,  $r =$

coefficient of determination ( $R^2$ ) to test this effect is (0.661) for simple linear regression.

**Source: Prepared by researchers based**

**Table 2: Descriptive Statistics and Correlation Matrix**

Variables		Descriptive Statistics		Correlation Matrix		
		M	SD	Political behavior	Managerial intelligence	Entrepreneurial success
1	Political behavior	3.262	0.673	1	0.656**	0.813**
2	Managerial intelligence	3.334	0.447	0.656**	1	0.704**
3	Entrepreneurial success	3.242	0.732	0.813**	0.704**	1

0.813\*\*), then there is a correlation between managerial intelligence with entrepreneurial success ( $P < 0.01$ ,  $r = 0.704^{**}$ ), and the correlation between managerial intelligence and political behavior was ( $P < 0.01$   $r = 0.656^{**}$ ).

**on program outputs (SPSS)**

**Source: Prepared by researchers based on program outputs (SPSS)**

**Hypothesis: Testing the Results**

In order to reach to the effect of political behavior on the relationship between managerial intelligence and entrepreneurial success, simple linear regression F-test and coefficient of determination ( $R^2$ ) were used to test this effect.

Through the data of Table (3) from the simple linear regression for prediction, the effect of managerial intelligence as an independent variable on the entrepreneurial success and show the dependent variable appears according to ( $Beta = 0.813$   $t = 15.299$ ,  $p = 0.000$ ), which confirms that the (F) value of (234.046) significant at ( $0.000 < 0.05$ ) in Table (5), and the value and

**The Analysis of Inside Effect**

To identify the modified effect of the independent variable on the dependent variable and the presence of the internal variable, the study used the analysis of the modifier effect method to identify the role of the internal variable (political behavior) in the influence of the relationship of the independent variable (managerial intelligence) in the dependent variable (entrepreneurial success). The results of the analysis shown in Table (4) revealed the results of the effect involved in the regression equation at the total level. With the presence of the internal variable, most of the values of the statistical indicators decreased, and in terms of the value (t), which was in the direct effect (15,299), it reached (4.588), i.e. the difference in the decrease is (10.711), and this is confirmed by the value of (f), which was in the direct effect (234.046), and it reached (147.096), meaning a decrease in its value to (86.95),

while the explanatory value of (R<sup>2</sup>) increased from (0.661) to reach (0, 665), which confirms the existence of political behavior in increasing the factors involved in influencing managerial intelligence on entrepreneurial success.

Therefore, these results confirm the negative presence of the political behavior variable into the influence relationship of the independent variable represented by

The correlation analysis proved that there is a strong, moral and important relationship between managerial intelligence and entrepreneurial success in the two universities, and this means that continuous entrepreneurial success is linked to a high level of managerial intelligence.

In light of the negative role of political behavior in the relationship between managerial intelligence and successful

**Table 4: Results of sample Regression analysis**

Model	B	Beta	R <sup>2</sup>	F	t	Df	Sig.
<b>Modifier effect</b>	0.884	0.813	0.661	234.046	15.299	121	0.000
<b>Unmodified effect</b>	0.489	0.299	0.665	147.096	4.588	120	0.000
<b>Rate modifier</b>	<b>0.395</b>	<b>0.514</b>	<b>-0.004</b>	<b>86.95</b>	<b>10.711</b>	<b>-</b>	<b>0.000</b>

managerial intelligence and the dependable represented by entrepreneurial success.

**Source: Prepared by researchers based on program outputs (21.SPSS.V)**

## Discussion and Conclusion

The research used the average effect method to identify the role of the internal variable (political behavior) in the influence relationship of the independent variable (managerial intelligence) in the dependent variable (entrepreneurial success). The results of the descriptive statistics revealed a high level of political behavior, managerial intelligence and entrepreneurial success in the two universities, which indicates their interest in practicing managerial intelligence as an important element to reach continuous entrepreneurial success.

entrepreneurial leadership, which appeared in the research hypothesis test, we can deduce that the practice of political behavior at the university negatively affects the following: job performance measures, non-programmed, ambiguous and complex decision-making, and variation in setting goals. The political behavior may also cause the university in losing many benefits of entrepreneurial success such as, cooperation between teaching staff and helping others, improving university performance and the university's stance in the community throughout showing the desire of the managerial leaders to bargain and negotiate and to maintain their responsibilities and positions.

All in all, it can be said that the entrepreneurial success at the university is achieved through the practice of managerial intelligence with high levels of managerial leaders. The percentage of achieving entrepreneurial success in the university

decreases by practicing political behavior in the activities of the university in which they work.

According to the intangibility of political behavior in organizations in general and universities in particular, the research recommends open and real communication and its exploitation for all members of the university to see its activities and what is happening behind special interests related to managerial leaders, and to raise awareness among the university's staff about the negative effects of political behavior in achieving their future goal. It is also recommended to give subordinates a sufficient degree of independence, powers and feedback since this reduces political behavior on their part. Reducing uncertainty by setting clear rules and processes for evaluation, and ensuring that rewards are directly linked to performance.

### Further Research

This study has also limitations like most of other studies since it is based on field survey. The study was limited in terms of its size in that it has a small size of the study sample of the opinions of the managerial leaders at Duhok Technical University and Erbil Technical University in the Kurdistan Region. The future study could include other universities to increase the sample size that focused on the higher education sector. Another study is suggested to be taken place with the same variables as the current study but in another sector to see if these results are different.

### Resources

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