




Designing a Political Intelligence Model for Human Resource Managers of Medical Sciences Universities in the Northwestern Region of the Country

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ABSTRACT

The present study was conducted with the aim of designing a political intelligence model for human resource managers of medical sciences universities in the northwestern region of the country. In terms of purpose, this research is applied, and from a methodological perspective, it was designed as a qualitative study. The statistical population of the study consisted of academic experts and executive practitioners in the field of human resources who were familiar with the concept of political intelligence. Accordingly, the research sample in the qualitative phase was selected through non-probability sampling, using a combination of purposive, judgmental, and snowball sampling methods. A purposive sample of 17 experts with specialized knowledge and professional experience in this field participated in semi-structured interviews. In the qualitative phase, the data analysis method was theoretical coding, which was carried out using MAXQDA software. Qualitative data were analyzed through thematic analysis, including the extraction of basic themes, organizing themes, and global themes. The findings of this phase led to the identification of five main dimensions and eleven sub-components for the political intelligence model. The main dimensions included individual political intelligence, environmental context and requirements, political executive competencies, outcomes of political intelligence, and strategies for the development of political intelligence.

Keywords: Political intelligence, political skill, medical sciences universities.

Introduction

In contemporary organizations, human resource management has increasingly moved beyond a purely administrative or technical function and has become a strategically and politically embedded domain of organizational governance. Human resource managers are now required to navigate complex power structures, competing stakeholder interests, and dynamic institutional environments in order to secure resources, implement policies, and sustain organizational effectiveness. This shift has intensified the relevance of political intelligence as a critical managerial capability, particularly in public and semi-public institutions where decision-making processes are deeply intertwined with political considerations and external pressures (1, 2). Political intelligence enables



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managers to understand, interpret, and effectively respond to formal and informal power relations, thereby transforming political dynamics from sources of constraint into opportunities for strategic action.

Political intelligence, as an emerging construct in management and human resource studies, refers to a manager's capacity to accurately perceive political cues, anticipate political resistance, regulate behavior within power-laden contexts, and strategically influence others to achieve organizational goals without violating ethical standards (3, 4). Unlike overt political behavior, which is often associated with self-serving actions and organizational dysfunction, political intelligence emphasizes awareness, judgment, and adaptive competence. Research has demonstrated that when political skills and intelligence are exercised constructively, they can enhance decision quality, facilitate cooperation, and reduce destructive conflict within organizations (5, 6). In this sense, political intelligence functions as an integrative capability that aligns individual behavior with organizational and societal expectations.

The importance of political intelligence becomes particularly salient in the field of human resource management, where managers act as intermediaries between senior leadership, employees, regulatory bodies, and external stakeholders. Human resource managers are frequently tasked with implementing policies that affect resource allocation, career advancement, performance evaluation, and organizational change—domains that are inherently sensitive and politically charged (7, 8). In such contexts, insufficient political awareness can result in resistance, policy failure, or erosion of trust, whereas high levels of political intelligence can facilitate consensus-building, protect employee interests, and reinforce organizational legitimacy (1, 9).

In public sector organizations, and particularly in knowledge-intensive institutions, the political environment is further complicated by multiple layers of governance, professional autonomy, and public accountability. Medical sciences universities represent a distinctive organizational context in which administrative, academic, and clinical logics intersect. These universities operate under strict governmental regulations, are highly sensitive to national political changes, and are subject to continuous scrutiny by oversight bodies, media, and the public. As a result, human resource managers in medical sciences universities face heightened political complexity compared to their counterparts in private organizations (4, 10). Managing human resources effectively in such environments requires not only technical competence but also advanced political intelligence.

Prior studies have explored various dimensions of political behavior, political skills, and organizational politics and their effects on employee attitudes and performance. Empirical evidence suggests that organizational politics can have both positive and negative consequences, depending on how political processes are perceived and managed (1, 9). While destructive politics may lead to cynicism, hypocrisy, and reduced productivity, constructive political competence can support coordination, innovation, and adaptive performance (5, 11). These findings highlight the need to distinguish between dysfunctional political behavior and politically intelligent action, particularly in human resource contexts where fairness and legitimacy are paramount.

The literature on political skills and proactive personality further underscores the role of individual differences in shaping political effectiveness. Studies have shown that managers with proactive personalities and well-developed political skills are better able to influence decision-making processes, mobilize support, and maintain productivity under challenging conditions (12, 13). However, much of this research has focused on individual traits and outcomes, with limited attention to contextual factors and institutional settings that shape the enactment of political intelligence. This gap is especially evident in public sector and academic healthcare institutions, where structural constraints and professional norms significantly affect managerial behavior.

Recent research in political human resource management has begun to address this limitation by conceptualizing political intelligence as a multi-level phenomenon that emerges from the interaction between individual capabilities, organizational structures, and environmental conditions (3). From this perspective, political intelligence is not solely an individual attribute but also a function of supportive systems, organizational culture, and strategic leadership. Such an integrative view is particularly relevant for human resource managers operating in environments characterized by regulatory complexity, professional pluralism, and political volatility.

Medical sciences universities exemplify these conditions. These institutions must reconcile academic values with bureaucratic requirements, respond to macro-level political decisions, and manage intense competition for funding and talent. Human resource managers are often positioned at the center of these tensions, balancing the expectations of senior administrators, faculty members, clinical staff, and external authorities. In the absence of political intelligence, HR policies may be undermined by informal power networks or external pressures, leading to inefficiency and conflict (14, 15). Conversely, politically intelligent HR managers can leverage informal networks, anticipate resistance, and align HR initiatives with broader institutional goals.

Despite the growing recognition of political intelligence as a critical managerial competency, there remains a lack of context-specific models that capture its dimensions within medical sciences universities, particularly in developing and transitional systems. Existing competency models for human resource managers have largely emphasized technical, ethical, and strategic skills, with limited systematic attention to political intelligence as an integrated construct (7, 8). Moreover, many studies rely on quantitative approaches that may overlook the nuanced, context-dependent nature of political processes in organizations.

Qualitative research offers a valuable avenue for addressing this gap by capturing the lived experiences and tacit knowledge of managers operating within politically complex environments. Through in-depth exploration of expert perspectives, qualitative studies can identify latent dimensions of political intelligence that are not readily observable through standardized measures (3, 14). Such approaches are particularly well-suited to uncovering the informal practices, interpretive frameworks, and adaptive strategies that characterize political intelligence in practice.

In addition, the integration of political intelligence into human resource development aligns with broader debates on responsible management and organizational sustainability. Politically intelligent HR practices can contribute to fairness, transparency, and social responsibility by ensuring that power is exercised judiciously and in alignment with organizational values (6). In public institutions, this alignment is essential for maintaining public trust and institutional legitimacy, especially in sectors as socially sensitive as healthcare and medical education.

Furthermore, the development of political intelligence has implications for managerial career growth and organizational performance. Evidence suggests that managers who are adept at navigating political environments are more likely to gain credibility, secure resources, and achieve sustainable influence within their organizations (4, 5). For human resource managers, such influence can translate into more effective advocacy for employee development, improved job satisfaction, and reduced resistance to organizational change (1, 9).

Despite these theoretical and practical insights, there is still limited empirical understanding of how political intelligence is structured, enacted, and developed among human resource managers in medical sciences universities. Contextual factors such as regulatory pressures, professional hierarchies, and cultural expectations may shape political intelligence in ways that differ from other organizational settings. Addressing this gap requires

a systematic exploration of political intelligence indicators that are grounded in the specific realities of these institutions.

Accordingly, this study seeks to contribute to the literature by developing a comprehensive and context-sensitive model of political intelligence for human resource managers in medical sciences universities, drawing on expert insights and existing theoretical frameworks (3, 4, 6). By identifying key dimensions, capabilities, and environmental conditions associated with political intelligence, the study aims to provide both theoretical enrichment and practical guidance for human resource management in politically complex academic healthcare settings.

The aim of this study is to design and explain a comprehensive model of political intelligence among human resource managers in medical sciences universities based on expert perspectives and existing theoretical foundations.

Methods and Materials

The present study is applied in terms of purpose and qualitative in terms of method. In order to design the research model, thematic analysis was employed. In the qualitative phase, given that the objective was to develop a theoretical model, it was necessary to engage individuals with comprehensive knowledge of management, political intelligence, and human resources. Accordingly, in the qualitative phase of the study, the statistical population consisted of academic experts and executive practitioners in the field of human resources who were familiar with the concept of political intelligence. Therefore, the research sample in the qualitative phase was selected through non-probability sampling, using a combination of purposive, judgmental, and snowball sampling methods. This study was conducted with 17 academic elites as well as managers and experts from various departments who had comprehensive familiarity with human resource management and were directly involved with organizational personnel and employees. Among them, 11 were university faculty members and 6 were managers and executive experts in the field of human resources. In this study, library research methods and semi-structured interviews with experts were used to collect data in the qualitative phase. In the present study, interviews were conducted in person. After conducting interviews with experts and specialists, the interviews were transcribed, and then the collected data were analyzed and integrated. In this study, thematic analysis was used to analyze the collected data. In the thematic analysis method, information is obtained through coding. In this research, both manual coding and coding using MAXQDA software were employed.

Findings and Results

In this study, interviews were conducted in a semi-structured manner based on the main research question, “What is the political intelligence model of human resource managers in medical sciences universities in the northwestern region of the country?” The interviews were carried out with experts who were purposively selected and continued until theoretical saturation was achieved, such that saturation was reached after interviewing 17 participants. Initially, in order to gain a clearer understanding, a summary of the viewpoints of the interviewees—each of whom was active in a specific field—is presented below.

Expert 1: Political intelligence begins with environmental awareness and perceptiveness. A manager must be able to sense the hidden power currents within the organization (Code 1). This means quickly recognizing which human resource decisions will encounter political resistance behind the scenes (Code 2), and having a clear mental map of the organization’s power structures (Code 13). I emphasize that awareness of the organization’s political

history (Code 4) is vital for predicting the future. Ultimately, the application of this intelligence manifests in reducing employees' resistance to change (Code 91), which is a key managerial outcome.

Expert 2: A significant part of political intelligence relates to self-awareness and self-regulation. An intelligent manager knows that in sensitive meetings, emotional reactions must be carefully managed (Code 37). Sometimes, the height of prudence lies in knowing when to remain silent (Code 40) and conceal one's true emotions from one's objectives (Code 42). Furthermore, for development purposes, the university should incorporate political intelligence assessment into managerial selection processes (Code 94), rather than relying solely on grade point averages and purely executive records, because individuals with high political intelligence maintain composure in the face of failure (Code 43).

Expert 5: Lobbying constitutes the core of political executive competence. A manager must possess the ability to persuade the board of directors (Code 47) regarding transformational human resource initiatives. The critical point is to frame HR demands in terms of the organization's overall benefit (Code 52) in order to minimize resistance. From a development perspective, a culture of transparent dialogue (Code 93) should be promoted within the organization so that new managers avoid covert political games.

Expert 8: In the domain of managerial career advancement, political intelligence is highly influential. An intelligent manager is capable of enhancing credibility and influence among senior executives (Code 92), and information technology tools (Code 77) should be utilized to monitor internal political dynamics. The manager must recognize colleagues' informal roles (Code 34) and know how to interact effectively with them.

Expert 10: Legal instruments must be utilized. A manager should use legal knowledge to prevent political abuses (Code 51) and preserve the legal authority of the HR department (Code 73). A culture of trust and cooperation (Code 76) within the organization must be strengthened so that the manager is not alone in pursuing objectives.

Expert 12: My primary responsibility is to defend employees and manage resources. A manager must effectively protect employees' rights and interests against unreasonable pressures (Code 49) and manage resource allocation in favor of HR objectives (Code 53). In all circumstances, I am able to identify key stakeholders (Code 3) and assess their level of influence, which enables me to exert nonverbal influence (Code 28).

Expert 13: Without political intelligence, securing financial resources is not feasible. A manager must have the ability to obtain budgets for training (Code 48) through negotiation and to attract the support of influential figures outside the organization (Code 19) for large-scale initiatives. Political intelligence allows us to observe improvements in employees' job satisfaction (Code 90), which represents the most important outcome.

Expert 15: A political manager must possess flexibility (Code 64) in order to interact effectively with diverse personalities and to highlight HR interests within strategic programs (Code 54). The manager must also have the ability to delay decisions when necessary (Code 69) in order to gain additional opportunities for lobbying.

Expert 16: Organizational systems should support political intelligence. The reward system must take managers' political intelligence into account (Code 75), and managers should channel external pressures toward HR objectives (Code 63). In recruitment processes, I consistently monitor indications of informal actors' influence (Code 6) in appointments.

Expert 17: Transparency in appointments (Code 71) is both an ethical and political issue. A manager must carefully manage political considerations in managerial appointments (Code 89). The manager should be able to exert influence over ordinary employees (Code 29), not only senior managers, to ensure effective policy implementation.

These comprehensive viewpoints indicate the attainment of theoretical saturation regarding the indicators of political intelligence among human resource managers in medical sciences universities and provide a strong scientific foundation for data analysis.

Based on the analysis of the conducted interviews, the indicators of political intelligence among human resource managers in medical sciences universities are articulated in five overarching themes, eleven organizing themes, and ninety-seven categories, as presented in Table 1.

Table 1. Themes, Categories, and Conceptual Statements

Global Themes	Organizing Themes	Initial Themes (Initial Codes)
Individual political intelligence	Environmental awareness and perceptiveness	Identifying hidden power flows within the organization; anticipating political resistance in human resource (HR) decisions; rapid identification of key stakeholders and their influence; awareness of the organization's political history for current policymaking; rapid understanding of contradictory positions among vice-chancellors; monitoring informal actors in appointments; recognizing the importance of oral culture and informal information for environmental understanding; extracting individuals' hidden objectives from formal discourse; assessing political risks and opportunities of HR initiatives prior to implementation; perceptiveness in selecting the appropriate timing and audience for expressing opinions; deep understanding of internal support networks; rapid identification of conflicts of interest to stay one step ahead; transparency of organizational power maps (formal and informal); identifying key actors in high-risk meetings; reviewing historical documents and records to understand the current situation; integrating indirect evidence to construct a comprehensive picture.
Individual political intelligence	Networking influence and	Establishing communication with senior policymakers at the ministry or upper-level authorities; using informal channels to obtain critical information; attracting support from influential figures outside the organization (e.g., parliamentary representatives); creating communication bridges between opposing departments during conflicts; strengthening relationships with peer-level managers; offering reciprocal services to gain support from key individuals; maintaining continuous networking rather than only during crises; rapidly forming temporary coalitions to approve regulations; gaining the trust of key individuals in formal and informal settings; using personal influence to reduce resistance to change; maintaining ties with former influential managers; exerting nonverbal influence (body language) in meetings; maintaining influence over ordinary employees (beyond managers); articulating viewpoints in ways that minimize opposition; attracting emotional support from colleagues and subordinates; managing relations with organizational media and news; sustaining effective communication across all organizational levels (senior, middle, operational); recognizing colleagues' informal roles and appropriate interaction methods; creating and sustaining constructive reciprocal relationships; using humor to reduce tension in sensitive situations.
Individual political intelligence	Self-awareness and control	Full management of emotional reactions in high-tension meetings; presenting a professional, calm, and consistent demeanor; adjusting behavior according to the audience's position and expectations; knowing the appropriate time to remain silent in political discussions; avoiding violation of ethical principles to gain power; ability to conceal true emotions to advance objectives; maintaining composure in the face of political failures and seeking solutions; precise awareness of one's own political strengths and weaknesses; careful review of statements before making political remarks; striving to appear non-political while maintaining behavioral integrity.
Political executive competencies	Lobbying bargaining and	Persuading the board of directors regarding HR initiatives; securing required budgets through political bargaining; effectively defending employees' rights and interests against unreasonable pressures; applying negotiation skills to fulfill HR demands; using legal knowledge and regulations to prevent political abuses; framing HR demands in terms of the organization's overall interests; managing resource allocation in favor of HR objectives; emphasizing the role and importance of HR in strategic programs; using political influence to advance initiatives despite resistance from middle managers; integrating conflicting viewpoints to achieve maximum consensus.
Political executive competencies	Managing power games	Transforming negative rumors into opportunities for improvement; maintaining neutrality in conflicts among major organizational groups; using political information to strengthen positions in negotiations; managing opposing political groups and preventing their disruptive actions; appropriate timing for announcing important and political news; ability to deflect blame away from HR during crises; channeling external and internal pressures toward HR objectives; flexibility in dealing with diverse political personalities; recognizing senior managers' personal motivations to manage political games; ability to dismantle opposing coalitions and create new alliances; understanding ambiguous and indirect messages; managing the emotions of colleagues and rivals in power dynamics; ability to delay political decisions when necessary.

Environmental context requirements	and	Facilitating organizational structure	Formality and stability of HR processes; full transparency in managerial appointment procedures; firm support of the university president for HR's decision-making independence; preservation of HR's legal authority in policy implementation; adequate flexibility in organizational structure; consideration of managers' political intelligence within reward systems; culture of trust and cooperation for positive political performance; use of information technology tools to monitor internal political dynamics; existence of clear guidelines for addressing pressures from external stakeholders; provision of general staff training regarding the boundaries of acceptable political behavior.
Environmental context requirements	and	University characteristics	High susceptibility to macro-level governmental relations and decisions; challenges arising from the tension between clinical and administrative cultures; very strong influence of external stakeholders (media, supervisory bodies); difficulty of political action due to the specialized nature of the environment; high sensitivity to national-level political changes; managerial complexity due to the presence of multiple professional reference groups (medical, educational, administrative); increased need for political intelligence due to competition among universities; sensitivity of HR management to public pressures (especially social media); necessity of political intelligence due to managerial instability; fundamental challenges of political considerations in managerial appointments.
Outcomes of political intelligence	of	HR performance effectiveness	Political intelligence leads to improved employee job satisfaction; political intelligence leads to reduced employee resistance to change.
Outcomes of political intelligence	of	Managerial career growth	Political intelligence leads to enhanced credibility and influence among senior managers; use of informal weekly meetings with senior managers to approve projects and facilitate personal career advancement.
Strategies for developing political intelligence	for	Training and development	Necessity of incorporating simulations of real organizational political issues into the training of future managers; prioritizing the political and professional interests of key groups (e.g., continuing education credits) in the design of training programs to gain support.
Strategies for developing political intelligence	for	Culture building	Transforming political intelligence assessment into a core criterion for selecting HR managers; identifying and converting informal leaders and primary opponents of cultural change into active supporters through the assignment of minor responsibilities.

Based on the evaluation of sources, the research background, and the results of semi-structured interviews, the political intelligence model of human resource managers in medical sciences universities is presented in Figure 1.

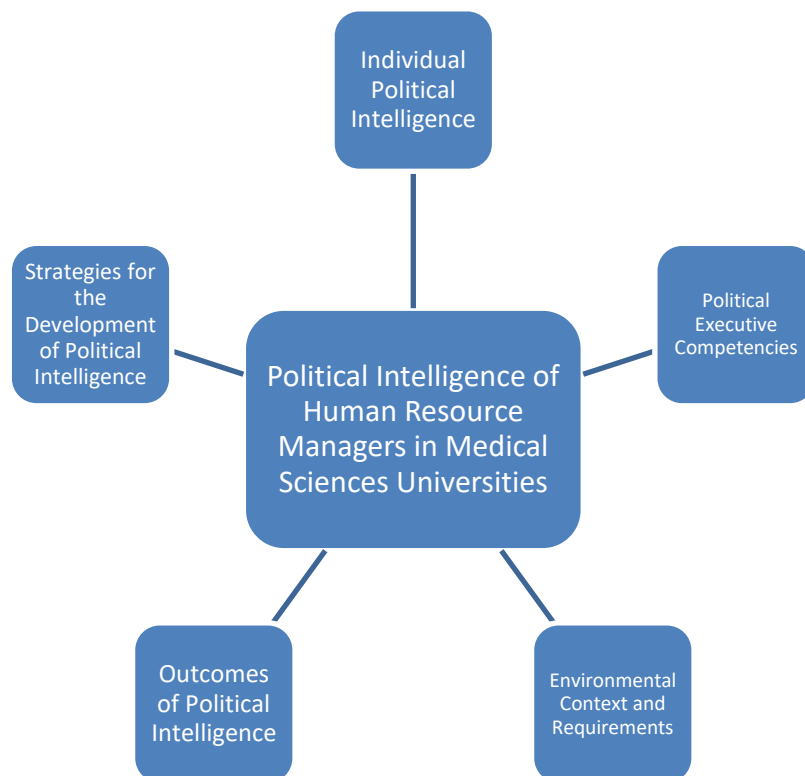


Figure 1. Political Intelligence Model of Managers

Discussion and Conclusion

The findings of this study led to the development of a comprehensive model of political intelligence for human resource managers in medical sciences universities, consisting of five core dimensions: individual political intelligence, political executive competencies, environmental context and requirements, outcomes of political intelligence, and strategies for developing political intelligence. This multidimensional structure reflects the complex and embedded nature of political intelligence in public, knowledge-intensive organizations and confirms that political intelligence cannot be reduced to a single skill or personal trait. Rather, it emerges from the dynamic interaction between individual cognitive–emotional capacities, managerial action, organizational structures, and broader political environments (3, 4).

One of the central findings of this study is the prominence of individual political intelligence, particularly environmental awareness, perceptiveness, self-awareness, and emotional control. Interview data showed that the ability to detect hidden power flows, identify key stakeholders, and interpret informal signals is fundamental for effective HR decision-making in medical sciences universities. This finding aligns with prior research emphasizing that accurate political perception is a prerequisite for constructive political behavior and managerial effectiveness (1, 5). In politically dense environments, such as public universities affiliated with the healthcare sector, decisions are rarely evaluated solely on technical merit. Instead, they are filtered through layers of professional interests, institutional histories, and informal power relations. The results of this study reinforce the argument that political intelligence enables managers to anticipate resistance and strategically time their actions, thereby reducing conflict and implementation failure (7).

The emphasis on self-awareness and emotional regulation further supports the distinction between politically intelligent behavior and manipulative or unethical political conduct. Participants highlighted the importance of managing emotional reactions, knowing when to remain silent, and maintaining professional composure under pressure. These findings resonate with studies suggesting that political skill is effective only when combined with emotional regulation and ethical restraint (12, 13). In the context of human resource management, where fairness and legitimacy are critical, uncontrolled emotional or impulsive political behavior may undermine trust and intensify perceptions of organizational injustice. Thus, political intelligence, as identified in this study, functions as a stabilizing force rather than a disruptive one.

Another key contribution of this research is the identification of political executive competencies, particularly lobbying, bargaining, and managing power games, as distinct but interconnected dimensions of political intelligence. The findings demonstrate that HR managers in medical sciences universities frequently engage in negotiations over budgets, staffing, training programs, and policy priorities. These negotiations often occur in environments characterized by scarce resources and competing professional agendas. The ability to frame HR demands in terms of overall organizational interests, persuade senior leadership, and integrate conflicting viewpoints was identified as essential for success. This result is consistent with earlier studies indicating that constructive political behavior can enhance organizational productivity and facilitate strategic alignment (1, 11).

Managing power games emerged as a particularly salient competency in this study. Participants emphasized skills such as coalition-building, neutralizing opposition, redirecting external pressures, and delaying decisions strategically when necessary. These findings extend previous research on organizational politics by illustrating how political intelligence operates not only reactively but also proactively, enabling managers to shape political dynamics

rather than merely respond to them (4). In medical sciences universities, where multiple reference groups coexist—including academic faculty, clinical staff, administrators, and external regulators—such competencies are critical for maintaining balance and preventing political escalation.

The study also highlights the crucial role of environmental context and organizational requirements in shaping political intelligence. Facilitating organizational structures, transparent HR processes, supportive leadership, and reward systems that recognize political competence were identified as enabling conditions. This finding supports the argument that political intelligence is not solely an individual capability but is deeply influenced by organizational design and culture (3, 8). Without institutional support, even highly politically intelligent managers may struggle to act effectively or ethically. Conversely, organizations that provide clarity, legitimacy, and structural flexibility allow political intelligence to be exercised in ways that benefit both employees and the institution.

The specific characteristics of medical sciences universities—such as sensitivity to macro-level political decisions, strong external stakeholder influence, professional pluralism, and managerial instability—were found to significantly increase the demand for political intelligence. These findings align with research suggesting that political competence becomes more critical as environmental uncertainty and institutional complexity increase (2, 10). In such contexts, HR managers act as boundary spanners who must translate political pressures into workable HR policies while safeguarding organizational integrity.

Regarding outcomes of political intelligence, the results indicate that politically intelligent HR management contributes to improved employee job satisfaction, reduced resistance to change, enhanced HR effectiveness, and increased managerial credibility and influence. These outcomes are consistent with prior empirical evidence showing that constructive political behavior can mitigate negative perceptions of organizational politics and foster more positive work attitudes (1, 9). By anticipating concerns, managing perceptions, and aligning HR initiatives with organizational priorities, politically intelligent managers are better positioned to secure employee cooperation and sustain long-term performance.

The link between political intelligence and managerial career growth identified in this study further corroborates earlier findings that political competence is a key determinant of leadership advancement in public organizations (4, 5). However, the findings suggest that such advancement is not merely personal but also instrumental in strengthening HR's strategic position within the organization. When HR managers gain credibility and influence, they are more capable of advocating for employee development, ethical standards, and organizational sustainability.

Finally, the study identifies strategies for developing political intelligence, including targeted training, simulation of real political scenarios, integrating political intelligence into managerial selection criteria, and transforming informal leaders and opponents into allies. These strategies echo calls in the literature for embedding political competence within human resource development systems rather than treating it as an informal or implicit skill (14, 15). Moreover, by aligning political intelligence development with responsible HR practices, organizations can ensure that political competence supports, rather than undermines, ethical governance and social responsibility (6).

Overall, the findings of this study contribute to the growing body of knowledge on political human resource management by offering a context-specific, empirically grounded model of political intelligence for HR managers in medical sciences universities. The results confirm that political intelligence is a multifaceted construct with significant implications for individual effectiveness, organizational performance, and institutional legitimacy in politically complex environments.

Despite its contributions, this study has several limitations that should be acknowledged. First, the research employed a qualitative design with a relatively limited number of participants, which may restrict the generalizability of the findings to other organizational contexts or sectors. Second, the data were based on self-reported experiences and perceptions of experts, which may be subject to recall bias or social desirability effects. Third, the study focused specifically on medical sciences universities, and therefore the identified model may not fully capture political intelligence dynamics in private-sector organizations or non-academic institutions.

Future studies could build on these findings by testing the proposed political intelligence model quantitatively across larger and more diverse samples to assess its validity and predictive power. Comparative research across different public sectors, such as education, healthcare administration, and municipal governance, could further clarify how contextual factors shape political intelligence. Longitudinal studies are also recommended to examine how political intelligence develops over time and how it influences long-term career trajectories and organizational outcomes.

From a practical perspective, organizations should formally recognize political intelligence as a core competency for human resource managers and integrate it into recruitment, selection, and promotion processes. Training programs should incorporate real-world political simulations and reflective learning to enhance managers' political awareness and ethical judgment. Finally, senior leadership should create supportive organizational structures and cultures that encourage transparent, responsible, and constructive use of political intelligence in human resource management.

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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

All ethical principles were adhered in conducting and writing this article.

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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