Presenting the Model of Political Behavior, Virtue, and Organizational Support with Voice

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Abstract

The purpose of this research was Presenting the Model of Political Behavior, Virtue, and Organizational Support With Voice in terms of employees of the Sports and Youth Department of Region 3 of the country. This research is descriptive-correlational. It is a field study. The statistic population of this research is all 1236 employees of sport and youth departments of the provinces of the region 3 including the East Azerbaijan, West Azarbaijan, Gilan, Zanjan, Kurdistan and Ardebil. Based on Morgan table, 297 employees were randomly selected as the research sample. Data collection tool included 4 questionnaires. Their formal and content validity was confirmed by experts and the reliability of the questionnaires was calculated using Cronbach's alpha (organizational Virtuousness: 0.948, political behavior: 0.883, organizational voice: 0.963, and organizational support: 0.812). Multivariate regression analysis was used to determine the relationship between research variables and their subsets; for the multivariate analysis, we used structural equation modeling at the significant level of 0.05. The results of testing the hypotheses showed that the path coefficient of political behavior and organizational voice by (0.376), the path coefficient of organizational Virtuousness and organizational voice by (0.259), and the path coefficient of Organizational support and organizational voice by (0.359) is accepted at a 95% confidence level. Regarding the prediction of the relationship between the predictive variables with the criterion variable, according to the results, the direct effect and the total effect of predictive variables on the criterion variable is significant at the level of 0.05.

Keywords: Political Behavior, Virtue, Organizational Support, Voice.

INTRODUCTION

One of the major obstacles to the success of an organization's programs and goals is the lack of information and the lack of what researchers call the lack of organizational voice. It is an avoidance of expressing ideas, opinions, and information about organizational problems [1]. Organizational silence is a common phenomenon in most organizations, but there has not been much research on it. Lack of organizational voice can have detrimental effects on the decision-making and change process. The cause of this is to block and prevent various alternatives, negative feedback or inaccurate information. In a research that deals with the employees' perception of organizational voice and the importance of voice behavior for organization, Hames (2012) showed that organizational performance results were significantly correlated with employees' voice, and the acceptance and understanding of voice climate by managers was an important factor for organizational effectiveness [2, 3].

On the other hand, individuals at different organizational levels work logically and rationally and are aligned with the goals of the organization to the extent that it is aligned with their individual goals. Therefore, each person acts as a policy-maker in the organization. Political behavior is a common

phenomenon in the organization [4]. When asked about political behavior in the workplace, the employees consider it a dirty phenomenon and often find it to be an activity that accomplishes personal goals at the expense of others that may be harmful to the goals of the organization or individuals. Therefore, such behavior is regarded as a potential threat to organizational effectiveness and efficiency [5]. It is here that the moral or immoral discussion arises about the use of political behavior in the organization. Many philosophers

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have turned their attention to the adherence to moral Virtuousness in the emergence of such behaviors [6].

Recent ethical scandals have led to a growing interest in issues such as organizational ethics and the organization's social responsibility, and consequently, special attention has been given to the issue of virtuousness in the organization [7]. In recent years, organizational scholars have repeatedly emphasized that unconventional and illegitimate behaviors have become widespread among employees and managers and have caused significant and costly losses to organizations. The financial and ethical scandals exposed in organizations around the world have led to a desire to rethink the role of virtuousness [8] and have led researchers to attempt to recognize virtuousness in organizations. On the other hand, researches have shown that when an organization values its employees and cares about their well-being, employees feel supported and more committed to the organization. In addition to doing all they can to do for fulfilling their responsibilities, they work, in line with the goals of the organization, beyond their responsibilities and duties. Perceived organizational support is people's real sense of the importance and care of the organization. Highly supported employees, when they need the help of an organization in some events, feel a great deal of respect for it [9]. Also, perceived organizational support gives employees the message that the organization and supervisors trust their ability and are willing to reward their efforts [10]. Therefore, by recognizing the variables of this research, namely the organizational voice, political behavior, organizational virtuousness and perceived organizational support and the relationship of variables with each other, we can help to improve the organizational voice of the Department of Sport and Youth and help the organization grow and improve further.

RESEARCH LITERATURE
Organizational Voice

Organizational Voice is a concept that, in 1970, Hirschman first defined as "any attempt to change, rather than escape from contentious issues." Also, Van Dyne & LePine (1998) have identified the voice as a behavior beyond duty that is conscious and voluntary, outside of one's job expectations [11]. It is defined as "promotional behavior rather than mere condemnation that emphasizes constructive views aimed at improving conditions" [11]. According to Travis et al. (2011), employees' voice includes talking about problems with supervisors, providing solutions and suggestions to HR units, voicing ideas for changing a work policy or consulting with unions or organizational professionals [12]. According to Goldberg et al., when employees are not given the opportunity to communicate or express themselves, or if they are not provided with information about workplace decisions, their participation in organizational activities will decline sharply [13]. Employee voice can occur at different levels: between employees and CEOs, between staff and senior managers (e.g. HR manager), between staff and the relevant unit supervisor, between team members and team leader [14].

In organizations that focus on employee voice, the employees find that they have the freedom to act, are respected by the manager, and ultimately their confidence increases because they feel they are valuable to the organization, and that managers want their comment because of their merits or their participation in decision making. Therefore, employee voice can be expected to have a positive impact on employee engagement [15].

Morrison (2011) describes employees' voice as behaviors such as the exchange of ideas, suggestions, concerns, and so on. that are related to work issues and are aimed at promoting organizational performance or relevant unit [16]. Van Dyne et al. (2003) focused on three main motivations and introduced three types of voices [17]:

Obedient voice: This type of voice is a state of indifference and employees will only express ideas and opinions in support of the current situation with the belief that they cannot change the status quo. Obedient voice, given its motivations, is the expression of ideas, information, and opinions based on the feeling of submission. This type of voice is a non-participatory behavior based on the feeling in the person that he or she is not capable of changing the situation. Therefore, this type of voice leads to statements of agreement and support for the status quo given the motivation proposed. Like the other two voices, it is based on intentional statements of work-related ideas, information, and opinions. However, its difference with the other two voices is that it is less non-passive than they are.

Defensive Voice: In this type of behavior, one fears that expressing his ideas or opinions or providing specific information on a subject can lead to bad consequences such as punishment and insult. The motivation for this type of voice is self-protection. Given these characteristics, defensive voice is the expression of ideas, information, or opinions related to work based on fear and aimed at protecting oneself.

Altruistic Voice: The motive for this kind of voice is altruism and goodwill, which is opposed to self-interest. In this type of voice behavior, the individual assumes that expressing his or her ideas and opinions can benefit his or her organization or colleagues. Altruistic voice like altruistic silence requires awareness and insight; its necessity may never be declared by the organization. In fact, speaking candidly and making suggestions for change may be one of the types of organizational citizenship behaviors; in fact, there is a three-element framework for the voice offered by these researchers, including altruistic voice, defensive voice based on motivation of self-protection and obedient voice based on submitting to and satisfying the existing situation.

According to researchers, employee participation or voice is one of the most important elements in the field of work relationships and high-performance work systems [5]. Research results show that when supervisors or managers take poll and respect subordinates in their decisions,

employees are motivated and their attitudes and behaviors improve [18]. Voice makes it easier for employees to discuss issues, share ideas and opinions, share their knowledge with others, and help each other effectively. Empowering and expanding the voice of the employees opens the way to a transcendent future. It also improves inter-organizational relationships and employees' engagement in different areas and avoids wasting the organization's material and non-material capital [19].

Political behavior

Political behavior, like other dynamic aspects of the organization, is not a simple process and differs from organization to organization and even from unit to unit [20]. Political behavior is a natural process in the organization through which the conflicts and disagreements between groups and stakeholders can be resolved and emphasized on the interests and satisfaction of different groups, effective decision-making and increased productivity [5]. Political behavior is often called power in practice. It depends on individual and organizational factors. Individual political behavior is created by individual power-love, personality and contextual factors, and environmental conditions at work. On the other hand, the type of organizational culture, the transparency of organizational goals and roles, and the attitude of employees to senior management are some organizational factors that constitute political behavior [21]. Jeffrey Pfeiffer considers political behavior as a set of activities that are undertaken by individuals to gain, to increase and exercise power and to use other resources to achieve their desired goals in uncertain and turbulent situations. Political behavior affects all aspects of an organization, including structuration, conflict resolution, decision making, and so on [5]. Factors affecting the formation of political behaviors can be divided into two categories: individual and organizational factors. Individual factors that influence the formation of political behavior include high self-control, internal self-control, seeking to position, activating organizational capital, job choices, and expecting success. Organizational factors shaping political behaviors can include resources reallocation, promotion opportunities, low trust, role ambiguity, unclear performance appraisal system, fixed rate of reward (if it is given to one person it is not given to other) or the win-lose reward system, the democratic decision-making system, the overburden, and the old selfish managers [22].

Researchers have come to the conclusion that the perception of organizational policies creates an imbalance in the exchange of relationships between employees and organizations, leading to organizational silence [23]. Xue et al also found in their researches a positive relationship between political skill and employee voice behavior [24]. Researches have also shown that the less trust an employee has in each organization, the political behavior will become more intense and more people will take illegal actions. Therefore, trust-building can reduce the level of political behavior in organizations and halt illegal activities [25]. The results of some researches show that there is a negative relationship between employees' political behavior in organizations and their commitment, performance and job satisfaction. It is positively related to employees' inactivity and their tendency to leave the organization. Also, the escape of communication in the meetings is directly related to their perception of the organization's political environment [26].

Organizational Virtuousness

Organizational Virtuousness refers to the context and atmosphere of the organization whereby habits, aspirations, and practices such as chivalrousness, honesty, forgiveness, and trust are promoted both at the individual and group levels. These aspirations and actions are continually up and running in the organization [27]. Hessel (2013) defines organizational virtuousness as the ethical core of relationships with other institutions, prioritizing societal goals over organizational goals, and the importance of social consequences of actions [6]. Organizational Virtuousness leads to the improved physical and mental health of employees. Health and positive energy in turn increase employees' adherence and prevent them from quitting [28].

Because of the important consequences of organizational Virtuousness, some experts have incorporated research on the virtuousness into the organizations' research programs [29-31]. Some have also studied practically the organizational virtuousness and designed a scale to measure it [27]. Cameron (2004) introduced a tool for measuring organizational virtuousness including a five-factor model consisting of organizational forgiveness, trust, honesty, optimism, and compassion [32]. Despite the recent importance of virtuousness in organizational sciences, research in this field is still scarce [27]. Much of the researches on the organizational virtuousness has typically addressed organizational Virtuousness outputs, with the exception of a few studies that have examined the impact of organizational virtuousness on the social capital [33], servant Leadership [34] and genuine leadership [8]. Empirically, the results also show that organizational Virtuousness has a significant relationship with the emotional commitment [35], organizational commitment [36], organizational loyalty, organizational performance [27], Organizational citizen behavior [37], happiness and mental well-being in the workplace [38] and improvement of the moral space [39].

Virtuousness is mainly a discussion in philosophy, but it is currently used theoretically and structurally in organizational researches. While early Virtuousness researches have focused on the behavior of managers, recent researches discuss the role of virtuousness in other areas of organizational performance, such as creativity, turnover, quality, and profitability [40]. Therefore, organizational virtuousness has recently attracted attention because of its effective role in organizations and in particular its impact on the employees' performance [27].

Perceived organizational support

In an age when organizations and workplaces are facing many challenges and pressures every day and their staffs handle the burden and deal with problems, the organizational support may be a good balm for these challenges and pressures [1]. Social exchange theory is one of the most important paradigms for understanding employees' attitudes; the concept of perceived organizational support has been based on this theory. Perceived organizational support is the feeling of individuals about the organization, that the organization values the cooperation of its employees, the people are valuable to the organization, and the organization is concerned about them [41].

The importance of organizational support has been so high that according to Check (2005), much of the literature on the relationship between organization and employee has focused on perceived organizational support. Based on the literature on organizational behavior, perceived organizational support will play an important role in employee performance, function, and attitudes [42]. Organizational Support Theory of Eisenberger et al., 1986 [43], Islage and Eisenberger (2003), Sure and Sure (1995) and Rhoads and Eisenberger (2002) [44] suggest that the reason for the development of perceived organizational support is that employees are highly sensitive to their human attributes and characteristics to be valued [45]. Perceived organizational support is one of the factors considered very effective in shaping work attitudes [46]. Some research has shown that there is a positive relationship between perceived organizational support and positive work attitudes [47, 48]. According to organizational support theory, employees will have general assumptions about the number of resources provided by the organization as well as the amount of attention paid to their efforts [49].

Studies have shown that the perception of organizational support can have positive psychological consequences for employees [50]. For example, Ooi et al. (2014) found in their study of sports coaches [51] that perceived organizational support increases their emotional commitment by influencing their coaches' intrinsic motivation. In addition, perception of supervisor support can also play an important role in the perceived organizational support by employees because, from the perspective of employees, supervisors are the agents of the organization [52]. In Iran, Sahrayi et al. (2015) in their study concluded that there is a direct relationship between perceived organizational support and empowerment on the one hand and job satisfaction [53]. In general, we can say that if managers can increase the level of perception of supervisor support and perceived organizational support level, they can, therefore, promote positive work attitudes and behaviors among employees [54]. Organizational support provides productivity, performance, peer support, organizational development, emotional organizational commitment, and citizenship behavior (organizational citizenship); using the support provided by the organization to create a sense of independence, responsibility and employee competence, contributes to their growth in the organization environment. Therefore, in addition to empowerment, the role of organizational managers, especially the Department of Sport and Youth as a social institution influencing the sport of the country, is to provide the conditions for employees to empower themselves through the organizational support [55].

Therefore, according to abovementioned, this research calculates and measures the relationship between political behavior, virtuousness and perceived organizational support on the one hand and organizational voice on the other; so the variables used in this research are as follows:

Based on theoretical foundations and studies, and based on existing evidence, the researcher's conception or hypothesis is that the variables specified in Figure (1) can be appropriate for estimating organizational voice.
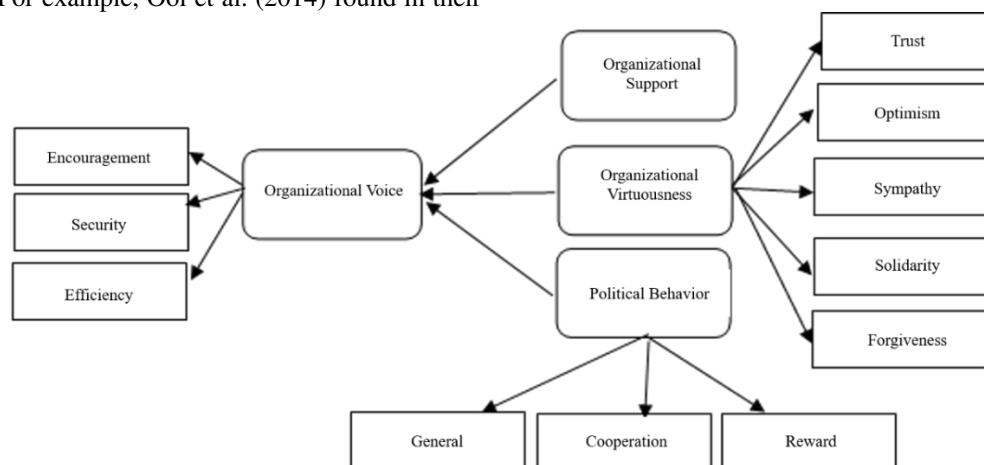
Figure 1. Relationship model between the variables designated for the research

Research Method

In general, the purpose of this research is to examine the relationship between political behavior, organizational Virtuousness, and perceived organizational support on the one hand and the organizational voice on the other hand, from the viewpoints of the staff of the department general of sport and youth in the provinces of region 3. This is a descriptive-correlational survey conducted in the field. It is an applied

research with a quantitative approach. The target population of this research is all employees of the Departments of Sport and Youth of the provinces of the region 3 of the country that work in this organization from 2017 to 2018. The total number of employees is 1236. The sampling method in this research was a simple random quota and the sample is 297 according to the Krejcie-Morgan table (Table 1). Data collection tool consisted of 4 questionnaires whose formal and content validity was confirmed by the experts; reliability of questionnaires was calculated using Cronbach's alpha (organizational virtuousness: 794, political behavior: 0.841, organizational voice: 0.773, and perceived organizational support: 0.886) (Table 2). In this research, t-test was used to analyze the significance of the relationship between variables and single-sample t-calculations, coefficients of determination to specify the structural equation relations and path analysis, multiple regression to determine the causal relationship between research variables and their subsets, and structural equation modeling was used for multivariate analysis. All statistical activities were performed with SPSS 21 software. PLS software has also been used to provide structural equations patterns.

Table 1: Population number and statistical sample

| Subjects	Population number	Number of statistical sample
The total number of staff of the Administration of Youth and Sports of East Azerbaijan	226	53
The total number of staff of the Administration of Youth and Sports in West Azerbaijan	226	49
The total number of staff of the Administration of Youth and Sports in Kurdistan	145	31
The total number of staff of the Administration of Youth and Sports in Zanjan	179	33
The total number of staff of the Administration of Youth and Sports in Ardebil province	198	38
The total number of staff of the Administration of Youth and Sports in Guilan province	262	93
Total	1236	297

Table 2: reliability of Questionnaires

Questionnaire	Number of questions	Number of Questionnaires distributed	Cronbach's Alpha
organizational virtuousness	15	30	0.794
organizational voice	18	30	0.773
political behavior	15	30	0.841
organizational support	8	30	0.886

FINDINGS

According to the pls algorithm, the criterion coefficients of significance Z, R2 and Q2 were used to investigate the goodness of fit of the structural model of the research.

Significance coefficients of Z values (t-values)

The fit of the structural model is that the coefficients must be greater than 1.96 to confirm their significance at a 95% confidence level.
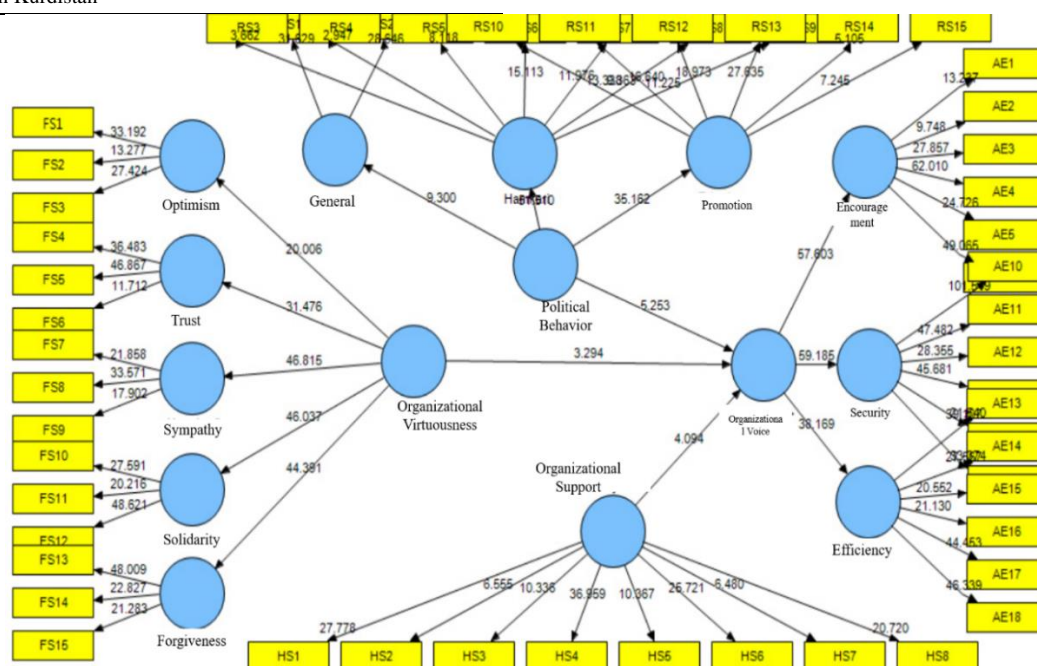
Figure 2. Model drawn along with standardized values of factor load

As shown in Figure (2), all coefficients of paths among the variables in this research were greater than 1.96, indicating the significance of all paths and the suitability of the structural model.

Coefficient of determination of R2 (RSquares)

Table 3: determination Coefficient of R2

Variable	Value R^2
Organizational voice	0.519

According to the table above, we can say that R^2 values related to the organizational voice index are high.

-Prediction quality (Q^2)

Table 4: Prediction Quality (Q^2)

Structure	SSO	SSE	1-SSE/SSO
organizational voice	3546.000	1362.239096	0.615838

According to the table above, the Q^2 value for the structure of the organizational voice is strong, indicating that the model has high predictive power over its indices.

Evaluation of the research general model is done using the GOF criterion. This criterion is the geometric mean of the average of the multiple coefficients of determination on the average of the communalities. The geometric mean is R^2 and the average of the communalities.

$$GOF = \sqrt{Communality \times \overline{R^2}} = 0.8994882 \times 0.519 = 0.683252$$

Hypothesis 1: Calculating the values of political behavior and its subscales from the perspective of the staff of sport and youth departments in the provinces of region 3 of the country.

Table 5: Descriptive statistics of political behavior and its subscales

	Number	Mean	Standard deviation	Standard deviation error
Political behavior	297	2866.3	60701.0	04325.0
General	297	8147.3	94082.0	06703.0
Cooperation mediator	297	2393.3	59650.0	04250.0
Reward	297	1658.3	71379.0	05086.0

Table 6: One-sample t-test of political behavior and its subscales

	Assumed mean = 3					
	t-statistic	Degree of freedom	Significance level	Mean difference	Confidence level of 95%	
					lower limit	upper limit
political behavior	628.6	296	0.000	28663.0	2013.0	3719.0
General	154.12	296	0.000	81472.0	6825.0	9469.0
Cooperation mediator	631.5	296	0.000	23930.0	1555.0	3231.0
Reward	261.3	296	0.000	16580.0	0655.0	2661.0

The One-sample t-test value (6.628) in the table shows that there is a statistically significant difference between the two actual and assumed averages with confidence of 0.99 and error levels less than 0.01. Therefore, we can say that the political behavior and its subscales from the point of view of the staff of the sport and youth departments of the provinces of region 3 are higher than the average assumed and are desirable.

Hypothesis 2: Estimating the amount of organizational virtuousness and its subscales from the perspective of the staff of sport and youth departments of the provinces of region 3.

Table 7: Descriptive statistics of organizational Virtuousness and its subscales

	Number	Mean	Standard deviation	Standard deviation error
Organizational virtuousness	296	7827.3	2866.0	06109.0
Optimism	296	1557.4	85682.0	06105.0
Trust	296	8190.3	47298.0	07645.0
Sympathy	296	6667.3	84978.0	07479.0
Consistency	296	5144.3	74352.0	07435.0
Forgiveness	296	7580.3	87131.0	06208.0

Table 8: Single-sample t-test of organizational Virtuousness and its subscales

	Assumed mean = 3					
	t-statistic	Degree of freedom	Significance level	Mean difference	Confidence level of 95%	
					Lower limit	Upper limit
organizational Virtuousness	12.813	296	.000	.78274	.6623	.9032
Optimism	18.931	296	.000	1.15567	1.0353	1.2761

Trust	10.713	296	.000	.81895	.6682	.9697
Sympathy	8.913	296	.000	.66667	.5192	.8142
Consistency	6.919	296	.000	.51438	.3678	.6610
Forgiveness	12.211	296	.000	.75804	.6356	.8805

The value of a one-sample t-test (12.813) in the table indicates that there is a statistically significant difference between the two actual and assumed averages with the confidence of 0.99 and error level less than 0.01. In addition, based on the above table, the actual average value (3.7827) is higher than the assumed average value (3). So, we can say that the Organizational Virtuousness and its subscales from the perspective of the staff of youth and sports departments of the provinces of region 3 of the country are more than the assumed mean and are desirable.

Hypothesis 3: Estimating the amount of perceived organizational support and its subscales from the perspective of the staff of sport and youth departments of the provinces of region 3 of the country.

Table 9: Descriptive statistics of perceived organizational support and its subscales

	Number	Mean	Standard deviation	Standard deviation error
Organizational support	296	4.2132	1.11106	.07916

Table 10: One-sample t-test of perceived organizational support and its subscales

Research variable	Assumed mean = 3					
	t-statistic	Degree of freedom	Significance level	Mean difference	Confidence level of 95%	
					Lower limit	Upper limit
Organizational support	15.326	296	.000	1.21320	1.0571	1.3693

The value of a one-sample t-test (15.326) in the table shows that there is a statistically significant difference between the two actual and assumed averages with the confidence level of 0.99 and error level less than 0.01. In addition, based on the above table, the actual mean (4.2132) is higher than the

assumed mean (3). So, we can say that the organizational support and its subscales are more than the mean assumed and are desirable from the perspective of the staff of youth and sports departments of the provinces of region 3 of the country.

Hypothesis 4: Calculation of Organizational Voice and its Subscales from the Perspective of the staff of youth and sports departments of the provinces of region 3 of the country.

Table 11: Descriptive statistics of organizational voice and its subscales

	Number	Mean	Standard deviation	Standard deviation error
Voice	296	4.4021	1.12410	.08009
Reward	296	4.0795	1.40058	.09979
Security	296	4.3629	1.24100	.08842
Efficiency	296	4.7640	1.10387	.07865

Table 12: Single-sample t-test of organizational voice and its subscales

	Assumed mean = 3					
	t-statistic	Degree of freedom	Significance level	Mean difference	Confidence level of 95%	
					Lower limit	Upper limit
Voice	17.507	296	.000	1.40214	1.2442	1.5601
Reward	10.818	296	.000	1.07953	.8827	1.2763
Security	15.415	296	.000	1.36294	1.1886	1.5373
Efficiency	22.429	296	.000	1.76396	1.6089	1.9191

The one-sample t-test value (17.507) in the table shows that there is a statistically significant difference between the two actual and assumed averages with the confidence level of 0.99 and error level less than 0.01. In addition, based on the above table, the actual mean (4.4021) is higher than the assumed mean (3). So, we can say that the organizational voice and its subscales are more than the assumed mean and desirable from the perspective of the staff of youth and sports departments of the provinces of region 3 of the country.

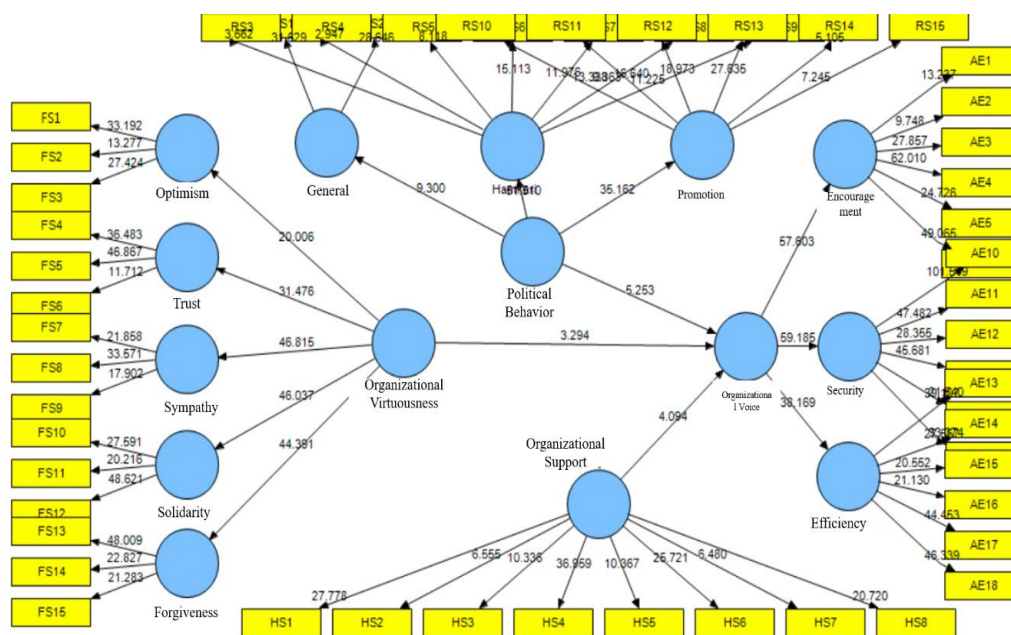The following is a review of the rest of the research hypotheses using PLS software:

Figure 3. Structural model of research along with coefficients of factor loads
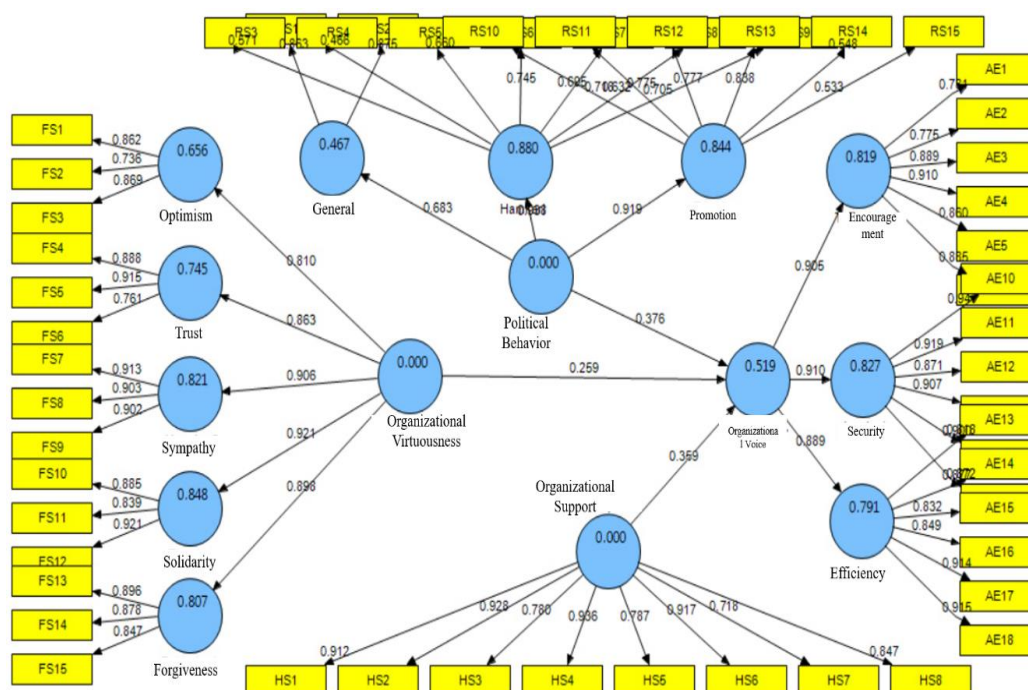

Figure 4. Structural research model along with significance coefficients

T-test or t-value was used to examine the significance of the relationship between variables.

Hypothesis 5: Calculation of causal relationship and coefficient of determination of political behavior and its subscales with the organizational voice from the perspective of the staff of youth and sports departments of the provinces of region 3 of country.

According to Figures (3) and (4), political behavior has a significant effect on the organizational voice. In the study of the hypothesis, the path coefficient of political behavior and organizational voice is equal to (0.376) and according to the t-statistic (5.253) it is accepted at the confidence level of 95%.

Hypothesis 6: Calculating the causal relationship between coefficients of determination of organizational virtuousness and its subscales with the organizational voice from the

perspective of the staff of youth and sports departments of the provinces of region 3 of country.

According to Figures (3) and (4), organizational virtuousness has a significant effect on the organizational voice. In the study of the hypothesis, the path coefficient of organizational virtuousness and organizational voice equals (0.259) and according to t-statistic (3.294), it is accepted at the confidence level of 95%.

Hypothesis 7: Calculating the causal relationship and the coefficient of determination of perceived organizational support and its subscales with organizational voice from the perspective of the staff of youth and sports departments of the provinces of region 3 of country.

According to Figures (3) and (4), organizational support has a significant effect on the organizational voice. In the study of the hypothesis, the path coefficient of organizational support and organizational voice equals to (0.359) and according to t-statistic (4.094), it is accepted at the confidence level of 95%.

Hypothesis 8: Predicting the Relationship between Political Behavior and Its Subscales with Organizational Voice from the perspective of the staff of youth and sports departments of the provinces of region 3 of the country.

Table 13: Structural Model of Predicting the Relationship between Political Behavior and Its Subscales and Organizational Voice

Relation	Effects	B	t
Relationship between political behavior and its Subscales $\rightarrow$	General political behavior	0.132	0.618*
	Success through cooperation	0.038	0.275
Organizational Voice	Policy of reward & promotion	0.078	0.717*

According to the table above, we can see that the general political behavior and the policy of reward and promotion of political behavior on organizational voice are significant at the level of 0.05. Thus, with a 95% probability and based on the coefficients of the proposed model, the relationship between political behavior and its subscales on organizational voice can be predicted.

Hypothesis 9: Predicting the Relationship between Organizational Virtuousness and its Subscales with Organizational Voice from the perspective of the staff of youth and sports departments of the provinces of region 3 of country.

Table 14. Structural Model of Predicting the Relationship between Organizational Virtuousness and its Subscales and Organizational Voice

Relation	Effects	B	t
Relationship between political behavior and its Subscales $\rightarrow$ **Organizational Voice**	Optimism	0.003	0.179
	Trust	0.084	0.107*
	Sympathy	0.000	0.058
	Consistency	0.107	1.014**
	Forgiveness	0.066	0.152*

Based on the above table, we can see that trust and forgiveness of organizational virtuousness on organizational voice is significant at the level of 0.05, and consistency of organizational virtuousness on organizational voice is significant at the level of 0.01. Therefore, with a 95% probability and based on the coefficients of the proposed model, the relationship between organizational virtuousness and organizational voice can be predicted.

Hypothesis 10: Predicting the Relationship between Organizational Support and its Subscales and Organizational Voice from the perspective of the staff of youth and sports departments of the provinces of region 3 of the country.

Table 15. Structural Model of Predicting the Relationship between Organizational Support and Its Subscales and Organizational Voice

Relation	Effects	B	t
Relationship between Organizational Support and its Subscales $\rightarrow$	Direct	0.217	0.975*
	Indirect	0.000	0.242
Organizational Voice	Total	0.217	1.104*

According to the above table, we can see that the direct and total effect of organizational support on organizational voice is significant at the 0.05 level. Therefore, with the 95% probability and based on the coefficients of the proposed model, we can predict the relationship of organizational support with the organizational voice.

Hypothesis 11: Modeling the Relationship between Political Behavior, Virtuousness, and Perceived Organizational Support and Organizational Voice.

Based on the results, we present a model of the relationship between political behavior, Virtuousness, and perceived organizational support and organizational voice.

If we show organizational voice with Y, political behavior with X, Virtuousness with Z, and organizational support with W, our relationship pattern is as follows.

$$Y = 5.253 * X + 3.294 * Z + 4.094 * W$$

CONCLUSION

-Political behavior has a significant effect on the organizational voice. The path coefficient of political behavior and organizational voice is equal to (0.376) and according to t-statistic (5.253) at the confidence level of 95%, it is accepted. This hypothesis examines the effect of political behavior on employees' voices. According to the results of the analysis of research hypotheses based on which the relationship between political behavior and employees' voices is significant, the political behavior has a significant and positive effect on the defensive and obedient voices. The research hypothesis based on which the relationship between altruistic voice and political behavior is significant was accepted. The results are in line with those of Darwish and Shams (2017). It is also in line with Naqshbandi's (2015) research. Its most important finding is that managers should try to reduce as much as possible the political behaviors in their organization and increase the social capital of their employees [56]. In this way, they must reduce the silence in their organization and have employees who are not neutral about the organization and state their ideas and opinions in favor of the organization or colleagues [56]. In addition, the results of this hypothesis are consistent with the research of Baharloui (2013).

Also, other subscales of the hypothesis at the error level of less than 5% are significant. That is, the independent variables have high explanatory power and are able to explain well the variation of the dependent variable variance. The results of this hypothesis, which examine the effect of political behavior on defensive voice, show that the hypothesis is significant at the error level less than 5%. That is, the independent variables have high explanatory power and are able to explain the variation of the dependent variable variance. The result is in line with Karami's (2011) research. Its most important finding is that there is a negative and significant relationship between interpersonal trust and political behaviors and silence [57]. Consequently, due to a climate of distrust, the increased political behaviors increase the defensive voice. In addition, confirming this hypothesis, we can compare its results with those of Jiang et al. (2018), which were consistent [58].

Organizational Virtuousness has a significant effect on the organizational voice. The path coefficient hypothesis of organizational Virtuousness and organizational voice is equal to (0.259). According to t-statistic (3.294) and at the confidence level of 95%, it is accepted. In this regard, Nikpei and Malekian (2016) concluded in their research that organizational trust and organizational commitment increase the impact of ethical leadership on organizational virtuousness [59]. Doostar et al. (2016) also showed that ethical leadership is of effect on the organizational silence and voice [60]. The results show that the organization expects its employees to be more responsive and innovative due to intense competition and high customer expectations and to provide solutions to organizational problems.

- Organizational support has a significant impact on the organizational voice. In the investigation of the hypothesis, the path coefficient of organizational support and organizational voice was (0.359). According to t-statistic (4.094), it is accepted at the confidence level of 95%. The results of this research are in line with those of Keshtgar, et al. (2017). The results show that if the organization gets the feedback and ideas from the colleagues about the problems, the organizational trust is lost. That can have detrimental effects on decision-making and change. As a result, blocking and preventing the presentation of alternative views can destroy the organizational voice. In this regard, the results of Karolina's (2018) research on the relationship between the perceived organizational support in EU government agencies and organizational voice show the concordance of the results [61]. Both studies have shown a positive and significant relationship between organizational support and organizational voice of employees [61]. Also, the results of the research conducted by Sergeeva and Roehrich (2018) show the consistency of the findings of these two studies [62]. The results of the research done by Anderson et al. (2019) also show consistency [63].

Recommendations

In line with organizational voice, it is suggested that managers reduce the silence in the organization; it is necessary to reduce the indifference of employees. Employing incentives such as increased efficiency and increased facilities for employees can also be helpful.

It is advisable to provide an environment where employees can be attentive to the organization and express their ideas and opinions in favor of the organization or colleagues. In this regard, it is necessary to welcome voluntary collaboration in projects, to provide positive feedback to employees who are most involved with management, and to consult with staff.

We recommend that the managers avoid political behavior and spend time on available resources towards utilizing highly communicative and creative employees in the organization. We also suggest that managers emphasize intra-organizational collaboration rather than the multipart organization.

One of the antecedents of hypocritical behaviors in the interpersonal relations in the organization is management that can create organizational silence and reduce organizational voice and altruism. Thus, we remind the importance of intergroup relations.

The use of overwhelming security and control units can eventually lead to silence in the organization that eventually causes political behavior. It is better to avoid creating

conditions that could create an atmosphere devoid of trust, job satisfaction and commitment to the organization.

Encouraging voluntary cooperation can reduce the political behavior of employees in the organization, and ultimately, individuals spend their energy and insight to improve their abilities in the organization. The use of material and spiritual policies encourage individuals.

Organizational voice requires that employees make their suggestions and criticisms safely without having to be scared of the direct manager or supervisor's revenge and find that their opinions and criticisms lead to desirable results.

Applying participatory management, two-way relations, addressing individuals' social needs and self-development can create a climate of trust in the organization; so, the employees will be willing to participate, thereby preventing defensive voices.

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