

Moderation Effect of Organisational Politics on Organisational Commitment and Teaching Effectiveness

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ABSTRACT

The teaching effectiveness of a faculty is assessed on various criteria such as professional competencies, student feedback, interpersonal relationships with students and peers, personality of the teacher and last but not least teaching capabilities. There are abundant studies on teaching effectiveness, organisational politics and Organizational Commitment; however this research is the first of its kind to discuss about the relationship and its influence on teaching effectiveness. The researcher has collected the primary data source through structured questionnaire collected from 410 college teachers working in various private engineering colleges operating in Rayalaseema Region of Andhra Pradesh. Since the study is sought to understand the relationship and influence among the variables, the study adopts descriptive research design. The sample selected from the total population through convenience sampling method in selection of college teachers in collecting the primary data. The results revealed are as follows:

- *The research finds positive levels of Organisational Commitment among faculty. However it is observed employees are neutral on organisational politics.*
- *There is significant relationship between teaching effectiveness, organisational politics and Organisational Commitment.*
- *The study finds negative relationship of organisational politics with Teaching Effectiveness.*
- *The study finds insignificant negative moderation effect of organisational politics on organisational commitment and Teaching Effectiveness.*

Consequently the study has suggests that organisational politics is one among the organisational variables that influencing teaching effectiveness. The study gives a significant knowledge for managerial action and future direction of research in context of engineering colleges.

Keywords: Organisational Commitment, Organisational Politics, Teaching Effectiveness, Private Engineering Colleges.

INTRODUCTION:

Organisational politics is a quest of individual agendas and self-interest in an organization without regard to their effect on the organization's efforts to achieve its goals. Hence it is treated as a negative variable that affects environment, morale, culture and employee behavior. Private engineering colleges too cannot be exempted from Organizational politics, which can influence the overall teaching effectiveness. Hence the researchers in human resource domain are more interested in understanding the characteristics and momentous of organizational politics and its influence on performance of the institution. It is evident from the literature that organizational politics has among the various variables in negatively affecting the growth of the organization in many areas. At the outset organization commitment is a noteworthy behavioral variable that has become essential and expected by the management. In order to enhance organizational commitment the management has to think and

implement those schemes pertaining to the welfare and growth of employees in the organization. However the organizational politics is one variable that has negative effects on the employee who is engaged in his work.

After the effects of prolonged recession and at the foot hills of growth of global economy, the colleges and universities are been questioned and facing greater scrutiny on their efficiency as well as concerns about teachers ability to educate a highly diverse population. The teachers in private engineering colleges in particular are been facing enquires and reports on their productivity, rigor and contributions to the economic development and intellectual vitality, at the outset coping with reduced public funding and assuming larger academic workloads. Consequently the teachers in private engineering colleges have reported professional isolation, higher levels of occupational stress and decreasing levels of job satisfaction and retention. The present levels of economic and demographic conditions, teachers are expected to contribute higher levels of accountability pertaining to their teaching and research efforts and also to cater the needs of higher diverse and globalised society. Consequently the study is assumed to be important in understanding the various employees and organizational factors that influence teaching effectiveness. Hence the present research is sought to understand the association between Organizational Politics, Organizational Commitment and Teaching Effectiveness.

REVIEW OF LITERATURE:

Massimo Garbuio, Dan Lovallo, (2017), in their paper titled "Does organizational politics kill company growth?", has discussed about the organisational politics and its negative effects on organisation growth. The basic question behind the research is that whether the organizational politics is positively associated to organisation performance. It is observed from the literature though there are ample studies on the above research question, but are limited to the elaboration in the form of case studies, apart from a niche set of studies in international business.

Hence the above research is been aimed to investigate the above said question through a survey among managers and executives working around the world and across industries. The study was successful in determining the association between politics and the ability of a company to achieve the higher heights. The study was conducted among the 382 executives from across the world. It is evident from the study that alternative explanations of slow speed to growth are explained by power centralization and decision making layers and conflicts.

It is evident from the present study that covert action of executives in influencing the internal decision has direct negative effect on a firm's ability to reach higher growth rates. That is, not only is politics time-consuming but it may also have a detrimental impact on the selection of the best growth opportunities. Hence it can be understood that politics has negative influence on growth, it slows down the ability and creates hurdle in reaching higher growth rates of market. It is also evident from the study that the reasons for slow pace to market is not only because of too many decision making layers but also because of consultative processes in resource allocation decisions and conflicts.

Zinta S. Byrne, Steven G. Manning , James W. Weston, Wayne A. Hochwarter, (2017), in their paper titled "All Roads Lead to Well-Being: Unexpected Relationships Between Organizational Politics Perceptions, Employee Engagement, and Worker Well-Being" has been initiated to investigate the perceptions of organizational politics and its negative influences on detrimental outcomes of the organization and employees. The recent past demand for literature on more balanced treatment, the present study is been extended to know how the positive and negative organizational politics perceptions are reasons for stressors and affecting the employee efforts through the effect on social environment. The study assumes that employees appraise of positive and negative politics is either a challenge or hindering stressors or they respond with engagement and disengagement as problem or emotion focused coping strategies. In particular employees perceiving negative politics as hindrance use both problem and emotion focused coping strategies such as (1) decreasing their engagement, (2) narrowing the focus of their engagement, or (3) disengaging. Consequently these strategies result in negative impacts on organization, but if the employees coping with negative politics leads to their positive well being.

Conversely the employees perceiving positive politics as a challenge stressors use problem focused coping strategies such as increasing their engagement to reap the perceived benefits of a positive political environment. However positive politics perceptions may be perceived as hindrance stressors in certain situations and therefore employees resort to adopt emotion focused coping wherein they use a disengagement strategy. In disengagement process they deal with negative effects of politics perceptions and resulting in positive well being. Thus the study conceptual framework suggest that any unexpected turn to the stress process of politics can lead strain provoking component of employee work environments.

Erin M. Landells, Simon L. Albrecht, (2017), in their paper titled "Positive Politics, Negative Politics, and

Engagement: Psychological Safety, Meaningfulness, and Availability as “Black Box Explanatory Mechanisms” has been initiated to investigate on the psychological mechanisms that can explain the influence of negative organizational politics on individual employees and organisational performance. Since majority of the literature is inclined towards understanding the negative outcomes such as stress, burnout and turnover intentions. Hence the present study is sought to describe more about the positive conceptualizations of organizational politics and investigate the potential associations between both positive and negative politics and employees engagement. The outcome of the present study is to propose a model exhibiting how psychological conditions such as safety, availability and meaningfulness explain the relationship between perceptions of positive and negative politics and employee engagement. Therefore it is concluded and suggested that practical interventions that support organizations developing a more positive organisational political climate.

Aviv Kidron, Hedva Vinarski Peretz (2017), "Organizational political climate and employee engagement in political behavior in public sector organizations: a mixed methods study", The study is sought to know the association between organisational politics climate and individual engagement in political behavior. Further the moderating role of organisational commitment and trust in local government organizations. Mixed and explanatory methods design were adopted and data is collected from 217 managers and employees, in addition 16 interviews were conducted.

The findings of the study suggested that political climate is associated with political behavior, further associated with trust and affective commitment and negatively associated to political climate. The moderating role of trust between political climate and political behaviors is evident from the study results. In addition it is observed that the moderation effect of affective commitment moderated by political climate and political behavior in the case of women. It is also evident that men perceive more positive than women regarding the organizational politics.

Usman Aslam, Farwa Muqadas, Muhammad Kashif Imran, Ubaid Ur Rahman, (2018) in their paper titled "Investigating the antecedents of work disengagement in the workplace" has proposed that organizations are anxious in knowing the causes of work disengagement and effecting the desired level of performance. The predictors and levels of work disengagement differ among organizations and sectors, the reason could be the differences in organisational culture Galit Meisler, Eran Vigoda-Gadot, Amos Drory, (2017). Hence the aim of the present study is to determine the predictors of work disengagement. The study is conducted among 303 employees of the public sector organizations through self administered questionnaires and cluster sampling technique. Hayes's (2013) moderation model and regressions statistical techniques reveal that work disengagement is increasing because of manager's personal preferences, unfairness, over the rule practices, negative political influence, work overload, and a lack of accountability in the workplace. It is also evident that there is positive relation among organizational injustice, organizational politics, work overload, and work disengagement. In addition it is also observed that organizational injustice is a strongest antecedent of work disengagement. Bureaucratic culture of the public sector organizations has a strong strengthening effect on above-stated relationships. The mixed methods design for studying the contextual-organizational antecedent (perception of political climate) for politicking and individual engagement in political behavior may serve to expand the theory of organizational politics Mohammed Y.A. Rawwas, Basharat Javed, Muhammad Naveed Iqbal, (2018).

OBJECTIVES:

The following are the objectives of the study:

1. To examine the demographic profile of faculties working in engineering colleges in Andhra Pradesh
2. To examine the influence of organisational politics on relationship between organisational commitment and teaching effectiveness.

HYPOTHESIS DEVELOPMENT:

H1: There is significant influence of Organisational Commitment on Teaching Effectiveness

H2: There is significant influence of Organisational Politics on Teaching Effectiveness

H3: Organisational Politics negatively moderates the relationship between Organisational Commitment and Teaching Effectiveness.

RESEARCH DESIGN:

The present study is sought to understand the levels and direction of relationship among Organisational Commitment, Organizational Politics and Teaching Effectiveness in private engineering college faculty.

Organisational Commitment is an independent variable, Organisational Politics is considered as moderating

variable and Teaching Effectiveness is considered as dependent variable. The entire faculties working in private engineering colleges are the respondents in the study. Since the study is sought to describe the levels and relationship between the study variables, the study follows a descriptive research design.

Sample Design and Size:

The study considered a Margin of error equal to standard of 5%, Confidence level 95%, Population size of 20,000 (Assumed value, since the exact number of faculty members is not known) engineering faculty members in Andhra Pradesh and Response distribution of 50%. Finally the calculated value of sample size is 377. The study has considered 400 sample size by rounding to the nearest value of calculated sample size. Therefore, the study has planned to collect from 100 samples each from four districts of Rayalaseema region. However the study has collected four hundred and ten samples as follows.

Table 1: Sample Distribution

SL.No	District	Sample Size
1	Kadapa	110
2	Chittoor	100
3	Anantapur	100
4	Kurnool	100
Total Sample Size		410

Data Collection:

In this paper, the data type we have used is primary data. The data collected from the faculty who are working in private engineering colleges of Andhra Pradesh. The data which we have collected is not biased. We have distributed questionnaires to each and every faculty and the opinions given by them are truly confidential.

Statistical Tools:

Data is analyzed by using SPSS 16.0 version. Statistical tools like correlation and regression analysis were employed for this study.

DATA ANALYSIS:

Organizational Politics shows negative moderating effect between Organizational Commitment and Teaching Effectiveness. To test hypothesis regression analysis is employed by considering Teaching Effectiveness as dependent variable, Organizational Politics as mediating variable and Organizational Commitment as independent variable. The results are shown in the following **Table 2**.

Table 2: Moderation Effect of Organizational Politics on Organizational Commitment and Teaching Effectiveness

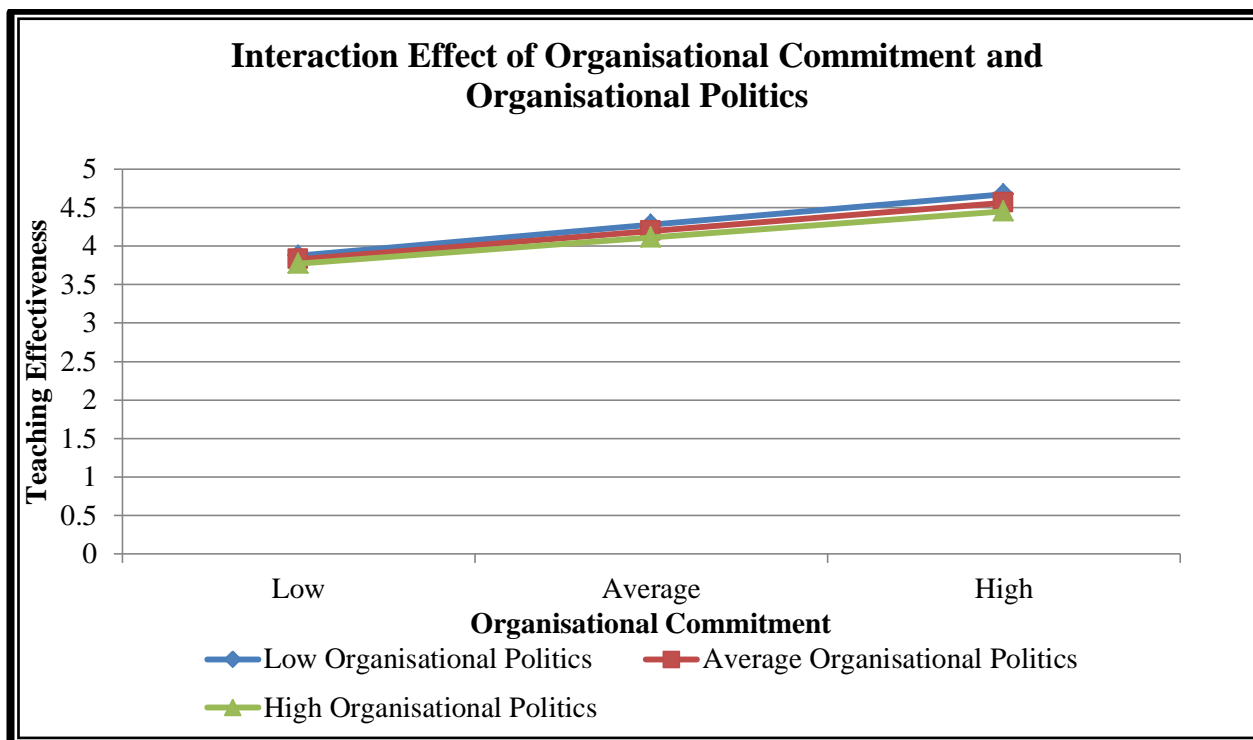
Regression Parameters	Organisational Commitment(OC)	Organisational Politics(OP)	OC*OP	Model Summary
R ²			.0014	.199
df			406	406
F			.721	33.68
p			.396	.000**
β	.427	-.138	-.059	4.194 (Constant)
t	9.225	2.076	-.849	106.88
p	.000**	.038**	.396	.000**

**Significance at P < 0.01.

* Significance at P < 0.05.

Model: Organisational Commitment (Predictor), Organisational politics (Moderating Variable) and Teaching Effectiveness (Dependent Variable).

Chart 1: Interaction Effect of Organizational Commitment and Organizational Politics



The study finds significant influence of Organisational politics on Teaching Effectiveness at $\beta = -.138$, $t(406) = 2.076$, $p = .038$. The regression on Teaching effectiveness is significant in presence of Organisational Commitment at $\beta = .427$, $t(406) = 9.225$, $p = .000$. The total model summary is significant at $R^2 = .199$, $F(406) = 33.68$, $p = .000$. However the study finds insignificant negative interaction effect of Organisational Politics and Organisational Commitment is insignificant at $R^2 = .0014$, $F(406) = .721$, $p = .396$, $\beta = -.059$, $t(406) = -.849$, $p = .396$.

From the above chart 1, it is identified that there is no moderation effect of Organizational Politics. It results that there is insignificant negative moderating effect of organizational Politics between Organizational Commitment and Teaching Effectiveness. Hence H1 H2 and H3 is rejected.

DISCUSSION:

It is observed that faculty has positive perceptions on Teaching Effectiveness. In faculty opinion about their colleagues, knows subject matter, uses class timings effectively; give multiple examples during subject teaching; faculty are friendly to speak and approachable; encourage discussions and quires from the students; focuses on important points in class; respect students and helpful.

Faculty opined they are neutral regarding organizational politics. Politics is a constraint for organisational development. In the context of private engineering college the study opines Organisational Politics being neutral as a positive setting. In the opinion of faculty and personal observation, Organisation rewards people working hard; favoritism is less in the organization. Conversely the faculty opine, they fear to speak due to retaliation of others; there are some influential group in organisation on which no one crosses.

The results points out that the faculty has positive levels of commitment towards the organisation. Unexpectedly, the faculty with neutral level of satisfaction has exhibited positive level of commitment. It is observed from individual items and personal observation that faculty has to work committed even though they don't get what they want. The faculty feels possessive about their organisation; they opine organisational problems as their own; faculties are proud to work in their organisation and feel happy to work until they retire.

Organisational Politics and Organisational Commitment in separation are able to explain significant variance in Teaching Effectiveness. But interaction plot shows lines with apathetic slopes indicating insignificant moderation of Organisational Politics. The results of the study findings also indicate insignificant interaction effect of Organisational Politics on relationship between Organisational Commitment and Teaching Effectiveness. Consequently study opines Organisational Politics has no influence on the relationship between Organisational Commitment and Teaching Effectiveness.

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