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**“MODERATION EFFECT OF ORGANISATIONAL POLITICS WITH  
 REFERENCE TO PRIVATE ENGINEERING COLLEGE FACULTY”**

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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 employee engagement, 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 study findings reveal that college teachers have mediocre perception levels towards organizational politics and employee engagement.*
- *The study finds significant association organisational politics, employee engagement and its influence on teaching effectiveness.*

- *In addition the study finds negative association of organizational politics and Teaching Effectiveness.*
- *However the study fails to prove significant moderation effect of organizational politics on the relationship between employee engagement and teaching effectiveness.*

*Even though study fails to prove the moderation effect of organisational politics, it should be considered as critical variable in influencing teaching effectiveness. Consequently the study suggests management of private engineering colleges need to design appropriate policies and programmes to free the institutions from politics.*

**KEYWORDS:** *Employee Engagement, Organisational Politics, Teaching Effectiveness, Private Engineering Colleges.*

## 1. 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 other end employee engagement is a noteworthy behavioral variable that has become essential and expected by the management. In order to enhance employee engagement 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, Employee Engagement and Teaching Effectiveness.

## 2. 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).

### 3. Objectives

The following are the objectives of the study:

1. To investigate the demographic profile of faculties working in private engineering colleges in Andhra Pradesh
2. To determine the negative effects and moderations of organisational politics on relationship between employee engagement and teaching effectiveness.

### 4. Hypothesis Development

**H1:** *There is significant association between employee engagement and Teaching Effectiveness*

**H2:** *There is negative association of Organisational Politics on Teaching Effectiveness*

**H3:** *Organisational Politics negatively moderates the relationship between employee engagement and Teaching Effectiveness.*

### 5. Research Design

The aim of the present study is determine the perception levels of engineering colleges teachers and direction of relationship between Employee Engagement, Organizational Politics and Teaching Effectiveness. Consequently the study assumes employee engagement, organisational politics and teaching effectiveness as independent, moderating and dependent variables. The engineering college teachers are the respondents of the study. Hence the study is sought to describe the levels and relationships between the study variable, descriptive research design is adopted.

#### Sample Design and size:

Andhra Pradesh is a geographically dispersed state, classified with two regions –Rayalaseema and Coastal with 13 districts. Convenience sampling techniques is followed to select the respondents among the populations. Since the faculty members working in private engineering colleges working are geographically dispersed, it is difficult to get access, because of their availability during the visit to the colleges; hence the study adopts convenience sampling method.

Even though convenience sampling method is adopted at most care is taken in selecting the colleges and faculty members for collection of the primary data. The study in the first stage divides Andhra Pradesh into Rayalaseema region comprising of four districts and Coastal region comprising of nine districts, then among the two regions Rayalaseema Region is selected for the study. Rayalaseema region is selected since the density of private engineering colleges to area is high comparatively to Coastal region. In Rayalaseema region, i) Kadapa (21 colleges), ii) Chittoor (32 Colleges) iii) Kurnool (21 colleges) and iv) Anantapur (15 Colleges) have 89 private engineering colleges are selected as sample in first stage.

The researcher has visited the above engineering colleges as stated in the above towns randomly, before visiting the colleges the faculty members and principals of the respective

colleges are been requested for permission to conduct the survey. Hence the survey is conducted only in those colleges where the permission is granted.

The sample size of the study is calculated using [www.raosoft.com](http://www.raosoft.com) website. The inputs to be given for calculating sample size are i) Margin of error accepted ii) Confidence level iii) Population size and iv) Response distribution.

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. Hence the study collected primary data from 400 engineering college faculty to the nearest value. The 400 sample is been distributed equally among the four districts of Rayalaseema Region, Hence from each district the study has collected the primary data from 100 engineering college faculty members. The details are as follows.

**TABLE 1: SAMPLE DISTRIBUTION**

SL.No	District	Sample Size
1	Kadapa	110
2	Chittor	100
3	Anantapur	100
4	Kurnool	100
<b>Total Sample Size</b>		<b>410</b>

### **Data Collection:**

The present study has collected the primary data by distributing structured questionnaire among engineering college faculty members working in Andhra Pradesh. Enough care has been taken so that the data 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.

### **6. Data Analysis**

The study states Organizational Politics negatively moderates the relationship between Employee Engagement and Teaching Effectiveness. The hypothesis is tested by conducting regression analysis, Teaching Effectiveness is considered as dependent variable, Organizational Politics as moderating variable and Employee Engagement as independent variable. Results are summarized in the following **Table 2**.

**TABLE 2: MODERATION EFFECT OF ORGANIZATIONAL POLITICS ON EMPLOYEE ENGAGEMENT AND TEACHING EFFECTIVENESS**

Regression Parameters	Employee Engagement(EE)	Organisational Politics(OP)	EE*OP	Model Summary
<b>R<sup>2</sup></b>			.0017	.119

<b>Df</b>			406	406
<b>F</b>			.791	18.44
<b>P</b>			.374	.000**
<b>B</b>	.459	-.203	.0989	4.204 (Constant)
<b>T</b>	6.407	-2.947	.889	103.129
<b>P</b>	.000**	.003**	.374	.000**

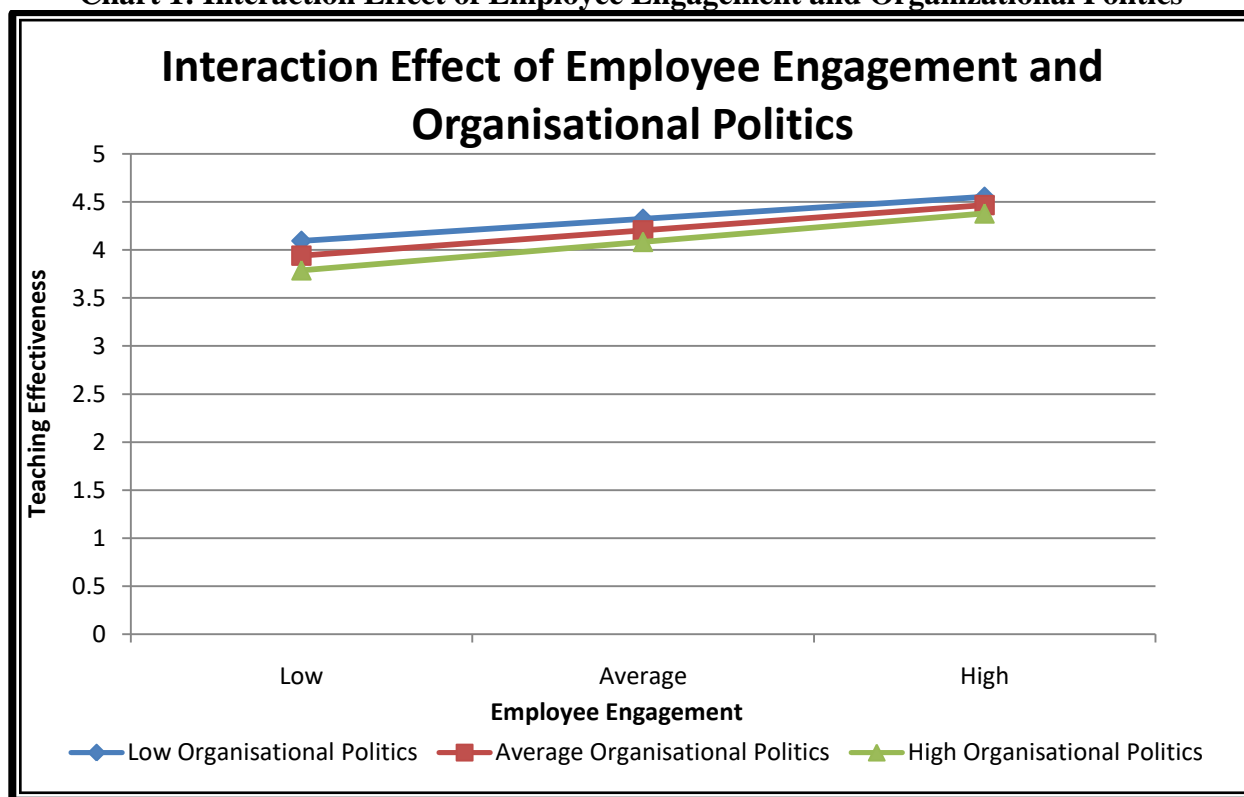
\*\*Significance at  $P < 0.01$ .

\* Significance at  $P < 0.05$ .

**Model:** Employee Engagement (Predictor), Organisational politics (Moderating Variable) and Teaching Effectiveness (Dependent Variable).

The regression of Organizational Politics on teaching effectiveness is significant at  $\beta = -.203$ ,  $t(406) = -2.947$ ,  $p = .003$ . The regression of Employee Engagement on Teaching effectiveness is significant in presence of Organisational Politics at  $\beta = .459$ ,  $t(406) = 6.407$ ,  $p = .000$ . The total model summary is significant at  $R^2 = .119$ ,  $F(406) = 18.44$ ,  $p = .000$ . Interaction effect of Organisational Politics and Employee Engagement is insignificant at  $R^2 = .0017$ ,  $F(406) = .791$ ,  $p = .374$ ,  $\beta = .0989$ ,  $t(406) = .889$ ,  $p = .374$ .

**Chart 1: Interaction Effect of Employee Engagement and Organizational Politics**



It is observed from the above interaction plot chart 1, Teaching Effectiveness is low at High Organisational politics and Low Employee Engagement. Further, it is inferred that Teaching

Effectiveness is high in the conditions of Low Organisational Politics and High Employee Engagement. However, study fails to prove statistically the moderation effect of Organizational Politics on relationship between Employee Engagement and Teaching Effectiveness. Hence **H1 and H2 are accepted and H3 is rejected**.

## 7. DISCUSSION

The study find faculty has neutral opinions 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 study finds relatively positive levels of Employee Engagement among faculty in engineering colleges. The faculty opines that they are fascinated being a member of their organisation; highly engaged in their job and they feel concern regarding the activities happening in their organization. Hence the study opines faculties are engaged in their job and organisational activities.

The study examines relationship between organisational politics, employee engagement and teaching effectiveness, finds that there is significant relationship. However the study fails to proves significant moderation effect of Organisational politics.

The study finding shows that Organisational Politics and Employee Engagement have significant variance in Teaching Effectiveness in isolation. Conversely interaction plot reveal unresponsive lines indicating Organisational Politics have insignificant moderation effect on Employee Engagement and Teaching Effectiveness. Additionally the statistical results reveal Organisational Politics have insignificant moderation effect. Hence the study opines Organisational Politics has no influence on the relationship between Employee Engagement and Teaching Effectiveness.

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