



AN EMPIRICAL STUDY ON AFFILIATION BETWEEN POLITICAL SKILLS, EMOTIONS AND EXTROVERSION WITH SPECIAL REFERENCE TO COLLEGE PROFESSORS

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Abstract

Political skill is a necessary competency to possess to be effective in organizations. The skills involved in emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills. Embracing the nuances of human emotion in the workplace can have pragmatic benefits, such as better collaboration among employees and a happier workplace, according to Rex Huppke. Extraversion is the drive for social interaction with other people. An employee with high-extraversion has a sincere interest in people. Interacting with others energizes the high- The paper aimed to analyze the affiliation between the Political Skills, Emotions and Extroversion towards college professors. These above said factors influence teaching faculties on their career with respect to various aspects; therefore, this study analyzed to find out the significance of these factors among themselves. All the three factors were taken individually as dependent and independent variables. An empirical research method was employed to find out the results. The statistical tools such as Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA) were applied for data analysis. The snowball sampling technique was used to collect the required data. The study result showed that all the three together does not have any significance.

Keywords: Political Skills, Emotions, Extroversion, CFA, SEM



1. Introduction

Political Skills are the ability to identify and understand the motivations and needs of others to influence others to ensure the attainment of individual, group or organizational goals. Political skills like building connections, fostering trust and influencing others are essential qualities of a transformational leader. Politically skilled people are good with people and can get them to buy into their ideas and objectives. And, they usually rise to top leadership positions in organizations. “Political skill is actually both innate and acquired,” Perrewé points out. It is much easier for people with outgoing personalities, but a person can learn political skills through their experiences. The first is social astuteness, which is the ability to comprehend what is going on around you and being able to observe others accurately. A second area is interpersonal influence, which is having a convincing personality and developing a style that is pleasing to others. A third attribute is networking ability.

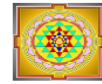
People who have strong political skills are proficient at developing contacts that can help them. And finally, a politically skilled person must be able to convey the impression of sincerity. Perrewé (2012) notes that most of the time people are truly sincere, but adds there are others whose veneer of sincerity is not genuine. “Unfortunately, we’ve all heard and maybe are personally aware of instances where a politically adept person is using their abilities to benefit themselves rather than the organization. Political skill can be a two-edged sword, having the potential to be either advantageous or disadvantageous to the organization, depending upon how an individual uses it, she acknowledges. However, since political behavior is a fact of life in most organizations, employees find it more acceptable when the initiator is perceived to be a reputable person and are more likely to regard the person’s tactics as benefiting others as well as the organization. Emotion is strong feeling deriving from one’s circumstances, mood, or relationships with others. Extroversion is characterized by sociability, talkativeness, assertiveness and excitability. The above three factors namely, Political Skills,



Emotion and Extroversion play a vital role among the teaching faculties growth. Therefore, it is tested to know if these three are significant among themselves. Literatures show that significance among these makes a human to build a good network among human to grow in their career. Extraversion is divided into two distinct subfactors: (1) it involves successful adaptation through satisfying interpersonal relationships, and (2) another that entails adaptation through dominance, mastery, and achievement. Theoretical conceptualizations of extraversion have gradually but, systematically evolved over the past 75 years. This evolution necessarily involves elements of both continuity and change. The continuity is largely reflected in the interpersonal components of the trait. Recent conceptualizations have also stressed the positive affective component of the trait. These models emphasize that extraverts are happy, enthusiastic, confident, active, and energetic. More fundamentally, it now appears that extraversion essentially taps individual differences in affectively rewarding performance. Compared to introverts, extraverts view themselves as more effectively and pleurably engaged in various aspects of their lives.

2. Review of Literature

Political skills reflect the capacity to effectively exercise influence over others at work. Individuals high in political skill know which particular type of influence tactic or strategy to employ in each situation. These individuals also know precisely how to execute a specific tactic or strategy in just the right way to demonstrate the desired effect, thus ensuring the success of the influence attempt. For example, ingratiation and self-promotion can be quite differently perceived and interpreted based on whether the actor is more or less, politically skilled (Ferris, Treadway, Perrewé, Brouer, Douglas, & Lux, 2007). In the early 1980s, both Pfeffer (1981) and Mintzberg (1983) advocated political perspectives on organizations, and both suggested that to be effective in political environments, individuals needed to possess political skill. Unfortunately, despite appeals by scholars for more work in this area, research on political skill lay dormant until recently, when Ferris and his colleagues



(Ferris et al., 1999; Ferris, Treadway et. al., 2005) developed a measure of the construct and a program of research. Political skill is characterized as a comprehensive pattern of social competencies, with cognitive, affective, and behavioral manifestations, that have both direct effects on outcomes and moderating effects on predictor–outcome relationships. Political skill helps to succeed in the corporate world, as well as in government, education, and sports settings (Ferris, Davidson, & Perrewé, 2010). (Barchard, 2003) and two studies have found significant relationships between understanding emotions and academic success (O’Connor, 2003). However, Rode et al. (2008) found no correlation between emotional intelligence and academic performance. Extroversion is positively associated with intrinsic career success. As Watson and Clark (1997) note, extroversion is closely linked to positive emotionality (also known as positive affectivity), which in turn expresses itself in positive moods, greater social activity, and more rewarding interpersonal experiences. Meta-analytic evidence indicates that extroverts report higher levels of job (Judge et al., 2002) and life (Deneve & Cooper, 1998) satisfaction. Gerald Matthews (1997), stated that the processing characteristics associated with extraversion provide the foundation for the acquired skills needed in certain overload environments, those associated with multiple information sources and social interaction. Boudreau et al. (2001) found that both American and European extroverts reported higher levels of career satisfaction.

Extraversion has also been linked with negative emotional responding, although findings have been considerably more mixed. Most researchers note little relationship with negative affect, which is more strongly associated with neuroticism (Diener et al., 1984; Gross et al., 1998). Others have found extraversion to be associated with decreased experience of negative affect. Extraverts experience less negative affect during sad films (Lischetzke and Eid, 2006) and when imagining themselves in unpleasant situations (Larsen and Ketelaar, 1991), and report lower levels of negative mood across the day than introverts (Stewart et al., 2005). On the other hand, some researchers have reported



a positive relationship between extraversion, crying and sadness (Choti et al., 1987; Peter et al., 2001). It is not clear how to reconcile these conflicting findings, and it may be that differences in the context, or the method of induction and measurement of emotion and personality exert an important, although as yet unspecified, moderating effect on these relationships.

Friedman (1979) suggested that there was a connection between ability to express emotions and specific personality characteristics such as extraversion, dominance, and affiliation, and later found some limited empirical support. Specifically, posed encoding of basic emotions was significantly positively correlated with dominance, but not significantly with extraversion or affiliation (Friedman, Riggio, & Segall, 1980). Yet, there is more to emotional expressiveness than simply posing emotions on cue. Friedman et al. (1980), suggested that the construct of emotional expressiveness involved both the posed and spontaneous expression of emotions and feelings, and that this construct of a “natural” emotionally expressive style is a key element of what people refer to as personal “charisma.” Moreover, emotional expressiveness is conceptually distinct from extraversion, even when self-report methods are used to measure both constructs (Friedman, 1983).

3. Objective of the study

- To explore the concepts and importance of political skills, emotions and extroversion towards college professors in India.
- To analyze the affiliation between political skills, emotions and extroversion factors with reference to college professors in India.

4. Research Methodology

Email addresses of teaching faculties were collected from different institutes which were conducting regular workshops, conferences and seminars worldwide by using snow-ball sampling technique. From the collected email addresses a careful analysis was made to remove all the repeated and wrong email addresses. Finally, there were 5717 email addresses



to proceed for data collection. The researcher also approached participants at official events at various colleges and universities and collected 285 email addresses. The Primary Data needed for the study were collected by using structured questionnaire. Researcher emailed 6002 questionnaires which will lead them to Google documents link to fill the questionnaire of which 1270 returned, of which only 1221 is used for analysis. The study used Snow Ball Sampling technique to collect the data by using a well-structured questionnaire which was fit to post by emails.

5. Analysis and Interpretation

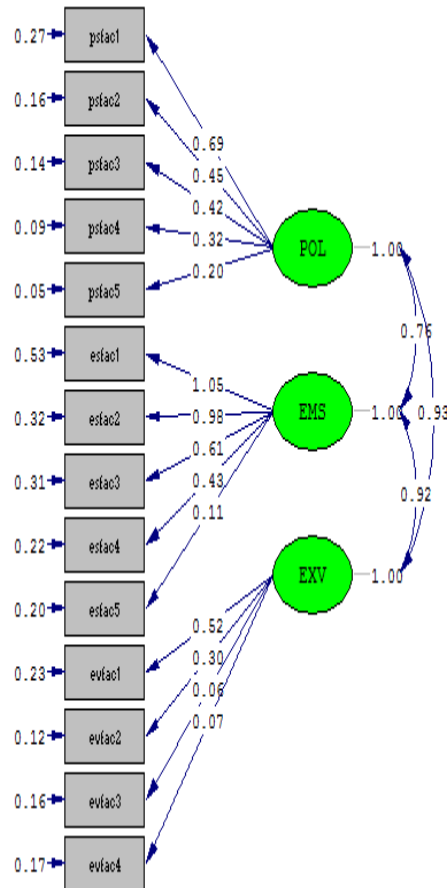
5.1 Confirmatory Factor Analysis (CFA)

Based on the factor scores, CFA is used to find out the items used are related to the construct. The CFA is otherwise called Measurement Model because it measures relationship between item and construct. CFA is also called Reflective Model because the arrow is going from construct to item.

In the study, five items are placed under the construct, Political Skill (POL), five items to measure Emotions (EMS), four items for Extroversion (EXV), three items for Career Motivation (CMO), three items for Networking Practice (NET) and five items for Social Networking (SOC). Therefore, it is necessary to check whether those items are relevant to the particular constructs or not, for that purpose CFA is used. In the structural model, the relationship between constructs is measured. To find out the influence of one statement on another statement, the simple regression can be used. But, to find out the influence of one construct on another construct, the regression can't be used, because the constructs don't have any values. For example, in the study, the information is collected only for the items not for constructs. At the same time, the construct can't be treated as additions of all the items (Statements) because some statements are more relevant to constructs than some other items, in these cases Structural Equation Model is used. So CFA can be performed if one looks at the construct closely. Structural Equation modeling is used to determine the strength of the



relationship between unobserved variables (Latent variables). The above figure displays the path diagram resulting from the structural modeling analysis from **Linear Structural Relations** (LISREL). The findings of the structural equation model show the strength of the relationship between the three latent or unobserved variables; here dependence relationships are shown in the diagram.



Chi-Square=2253.79, df=74, P-value=0.00000, RMSEA=0.155

6. Findings

First relationship between Political Skill (Exogenous Variable) and Emotions (Endogenous Variable) is 0.76 (Covariance) and it is greater than significant level value. Theoretically, it means that Political Skills are not having an impact on Emotions Scale. Second relationship between Political Skill (Exogenous Variable) and Extroversion (Endogenous Variable) is 0.93 (covariance) and it is greater than significant level value.



Theoretically, it means that Political skills are not having an impact on Extroversion too and final relationship between Emotions (Exogenous Variable) and Extroversion (Endogenous Variable) is 0.92 (covariance) and it is greater than significant level value. Theoretically, it means Emotions has no impact on Extroversion too.

7. CONCLUSION

It is concluded that Political Skill, Emotions and Extroversion influence teaching faculties individually but all the three within them is not significant; therefore, if a teacher has all these three factors together, then, he or she is definite to be influenced by all these factors for his career success.

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