

Exploring the Dark Side of Political Skill: A Review of Workplace Ostracism's Impact on Professors and Students

Priyanka Yadav

Maharana Pratap College of Technology, Gwalior, India

Abstract

This research examines the most recent discoveries about the impact of political skill in the classroom and the impacts of employment exclusion, with a focus on how these factors affect the learning environments of both instructors and students. Toxic learning environments, which are created by political manoeuvring and exclusion in the workplace, may have a severe impact on the relationships and health of both instructors and students. The study investigates the most recent discoveries about these subjects, analyses the effects they have on academic institutions, and provides recommendations for treatments and institutional support to reduce negative outcomes. Originally, ostracism in the workplace meant being ignored, rejected, or excluded from one's colleagues. There are a lot of individuals who want to know more about "cold violence" and how it appears in the workplace. Most of the material offered here is a synthesis of a significant body of literature on the issue of social exclusion in the workplace, both in the United States and throughout the world. To begin, we will look at a number of different viewpoints about the idea and characteristics of exclusion in the workplace. Second, we may provide a brief overview of the effects of exclusion in the workplace by examining a significant amount of empirical data. Finally, we point out the potential gaps in previous research and the topics that remain unsolved and need more examination.

Keywords: -Workplace Ostracism, Political Skill, Organization Behaviour, Workplace Racism, Organization Politics

Introduction

In the context of universities, teachers have a major influence on the ways in which their pupils learn. On the other side, many academics experience professional ostracism, which is a disease characterized by psychological and interpersonal isolation. This disaster might have a significant impact on their mental health and ability to perform their job responsibilities. Improving one's political skills, which include the capacity to strategically influence people and manage social networks, is one strategy to cope with academic isolation. This review article examines the evidence from 2020 to 2024 and discusses how political skill may lessen or increase the impact of social exclusion on academic performance. The study also examines how these dynamics impact the overall quality of education that students receive. This article compiles existing studies in order to shed light on the negative effects of academic marginalization. Additionally, it provides useful information for developing effective institutional interventions to reduce these negative effects and for future research goals.

Ostracism is a common occurrence in the workplace. Over the last ten years, numerous firms have performed domestic research on the topic of workplace ostracism. This issue is of interest to a large number of individuals in the academic and corporate areas. The Journal of Applied Psychology released an article in 2008 by Ferris et al. titled "When Silence Is Not Golden: Measuring Ostracism in the Workplace." This paper's formal presentation of the concept of "Workplace Ostracism" and the development of a workplace ostracism scale served as the foundation for further research on the subject. At this symposium, ostracism in the workplace was recognized as a new area of research for the first time. Furthermore, Ferris pointed out that "the next phase of the study could focus on exploring mediation mechanism between workplace ostracism and its consequences among employees, and find out the deep relation between them." We want to discover more about the growing comb, including its characteristics, the mechanisms that mediate and regulate workplace ostracism, and the linkages between ostracism and its repercussions. We will do this by examining a collection of literature that discusses social exclusion in the workplace. We also believe that there is a lot more that can be done to prepare for future research. Therefore, assessing the amount of academic progress is an important aim in and of itself.

Racism in the workplace is considered to be a social killer. Employees who are bullied at work find it difficult to build connections with their colleagues. K.D. Williams states that colleagues ostracize one other when they ignore and avoid each other. In Chennai, there are more private schools than public schools, hence private school teachers play an important role in the education and development of students who live there. To begin with, we would want to understand how organizational justice impacts exclusion in the workplace. Second, we would want to learn more about how being excluded from the workplace impacts those who speak their minds. Third, we want to investigate how political knowledge affects the link between the two. Researchers gather their results by using a descriptive research technique. The data is collected using a standardized questionnaire that contains multiple-choice questions, and SPSS is utilized to do the statistical analysis. The most important results will not only assist school administrators in improving student performance, but they will also motivate private school teachers to enjoy their work.

Feeling unloved or prejudiced is a powerful and widespread phenomenon that may have serious effects, including thoughts of suicide. It is highly troubling that most workers have experienced this common issue in the workplace. For instance, 71% of the more than 1300 workers who were questioned said that they have experienced isolation in the workplace. In a separate study, 66 percent of the participants said that they had been given the silent treatment at work.

If workplace racism continues to exist, both businesses and employees might suffer major consequences. Being excluded from the workplace may have a negative impact on both your health and your self-esteem. It also promotes sabotage, workplace deviance, and employee turnover, which are behaviours that might ultimately result in significant financial losses for the organization.

What does Workplace Ostracism Mean?

In this research, workplace ostracism is described as a kind of passive interpersonal mistreatment

that includes both overt and covert forms of neglect and exclusion. Employees who are designated a target cannot be hired on an as-needed or long-term basis. Because the target is usually the one who experiences the greatest hostility in these situations, researchers have mostly studied ostracism from the perspective of the target. The current study's objectives include an attempt to take occupational exclusion into consideration.

Theories Explaining How Occupational Exclusion Affects

The usage of workplace ostracism has risen since 2008, when a credible indicator for the notion was devised. Researchers have since examined occupational exclusion from a variety of perspectives in an effort to better understand it. After reviewing the relevant literature, we found that COR, SET, and belongingness theory were the frameworks that were most often used to describe the negative impacts of workplace ostracism.

Racism in the Workplace and Employee Psychology

Research indicates that employees who are not involved in workplace choices are more likely to have negative psychological effects, such as increased stress, emotional exhaustion, despair, and unhappiness with their jobs. This hypothesis is supported by a large amount of empirical evidence. According to one research, there is a clear connection between social isolation in the workplace and mental health problems such as burnout, depression, and anxiety (Wu et al., 2017). These expectations might have an effect on job happiness, workplace disagreements, and the health of workers. According to Williams' concept of demand-side exclusion, persons who are socially excluded are less likely to get the help they need to meet their fundamental needs and achieve their objectives. Stress and anxiety in the workplace would follow, which would have an impact not only on the capacity to finish tasks but also on the ability to achieve performance goals. On the other hand, assistance from colleagues was a different kind of resource depletion. People who were excluded from the workplace often had feelings that came up when they interacted with others. People need to engage with people so they may express their feelings and thoughts. This helps them remain healthy both physically and psychologically, and it also strengthens their emotional reserves. Emotional fatigue occurs when there is not enough emotional energy to satisfy the demand for emotional expressiveness. In addition, research has shown that being restricted may lead to unpleasant and uncomfortable experiences, which can have a negative impact on people's moods.

Racism at Work and Productivity

Researchers found that workers' job performance was greatly impacted by being excluded from their workplace showed that being excluded from the workplace had a detrimental effect on job performance and that self-esteem had a role in the relationship between the two. looked at whether there was a connection between participating in unproductive activity and being fired from a job, and the results showed that there was a positive relationship. Alicia SM and her colleagues conducted another research in Hong Kong, using a sample of 19 Chinese hotel staff. Their study shows that workplace exclusion has a detrimental effect on service performance and engagement levels, which in turn lowers the quality of service. Furthermore, neurotic personality characteristics were shown to have a moderating effect on the relationship between job security and social exclusion. A mainland called Rui Li conducted an inquiry on the staff and management of the PRD organizations. He found that job engagement and organizational connection had little effect on out-role performance, but workplace ostracism had a far larger

effect.

Workplace Conduct of Employees and Racism

Employees who were ostracized had a decline in their mental and physical well-being, and they displayed a variety of undesirable behaviours as a consequence. A number of research examined how exclusion in the workplace impacted workers' behaviour, including their degree of organizational citizenship and their capacity to be productive.

Studies on the relationship between organizational citizenship behaviour (OCB) and exclusion in the workplace have produced inconsistent results. Wu et al. conducted an empirical study that looked at the negative link between OCB and social exclusion in the workplace. They confirmed that group tendency and organizational recognition play the roles of mediating and moderating, respectively. According to O'Reilly et al., a sense of belonging considerably reduced the relationship between extra-role activities and workplace ostracism. They also found that there was a negative link between the two. Studies show that workers who were excluded from the workplace felt less appreciated and were less likely to help out when requested. Furthermore, a research has shown that individuals who feel socially excluded at work are more likely to behave in a manner that is advantageous to the organization. At its core, this behaviour is a kind of organizational citizenship that is expected and aims to reduce the chance of being rejected by others.

A lot of research has been done on the relationship between being excluded from the workplace and counterproductive work behaviour (CWB). Exclusion in the workplace strongly impacts CWB on both the individual and social levels, according to research anchored in self-determination theory. The people that were accepted also exhibited considerably more robust links between the three fundamental psychological needs. O'Reilly Jane states that there is a positive association between disengagement and workplace ostracism and a negative correlation between workplace ostracism and in-role conduct. She said that belonging serves as a mediator between the two parties. The research examined how workplace ostracism affects CWB in a Chinese organizational environment, including views on resources for self-control. According to the research, psychological capital had little impact on WO, whereas state-controlled regulation had a slight impact on CWB. The author of the research also found that participants were compelled to employ their emotional management systems when they were socially excluded. Any sort of dissatisfaction may escalate to physical violence, and setbacks are the core cause of all conflict between people. Therefore, when a firm is dealing with issues such as workplace exclusion, its workers will certainly take actions that might be damaging to the organization (such as CWB) in order to "attack" the company, regardless of whether the behaviour is public or primarily covert.

Objective of the Study

To comprehend how exclusion impacts teachers in private schools

To investigate the impact of job exclusion on private school teachers' ability to obtain justice

To investigate how the absence of work affects the lobbying techniques that teachers in private

schools utilize
To observe how political acumen mediates the link

Literature Review

Academic Workplace Racism (2020-2024)

Sadly, racism and sexism are still present in today's educational institutions. According to a recent study, ostracism may result in a decline in the efficiency of teaching, psychological distress, and job satisfaction. Johnson and Turner (2022) discovered that academics who are socially excluded are more likely to feel isolated in their work. As a consequence, their students and colleagues become less interested. According to Smith et al. (2023), kids who experience social exclusion may develop anxiety and sadness, which may lead to a decline in their involvement and performance in the classroom.

In addition, Wang and Zhang (2021) have shown that academics who are socially alienated from their colleagues often do not have the tools they need to work together on research projects or attend professional conferences. As a result, they are not able to take advantage of important work opportunities.

Job pressures are caused by a variety of factors, including organizational restrictions, interpersonal disputes, and the perception of unfairness in corporate justice. Disruptive actions at work are a reaction to behavioural strain, and unpleasant emotions mediate the relationship between the two. Suzy Fox (2001). There are two ways in which organizational justice has a favourable effect on organizational commitment: directly and indirectly. When employees have a strong ability to recover professionally, there is a weaker connection between workplace exclusion and the desire to quit. Kui Yin wrote in 2013. According to a study conducted by Li Xiao Cong (2014), workers who have a more interdependent self-construal are more severely impacted by being excluded from the workplace. The degree of political capital that workers have has a significant effect on how much they feel like they belong and how satisfied they are with their jobs. Gerald R. Ferris wrote this in 2009. Workers who are politically knowledgeable are less likely to feel psychological anguish and social alienation in the workplace (LongZeng Wu, 2012). On the other side, ingratiation may help improve the connection when an employee does not have strong political skills.

Due to the high level of traditionalism among workers, the relationship between employees' speaking behaviour and supervisor ostracism is weaker and less positive (Cheng-Feng Li, 2006). Diane M. Bergeron (2020) conducted a study that found that workers' perceptions of organizational politics had a negative influence on their emotions of support from their company, while employees' perceptions of their own voice have a positive effect.

Politics Proficiency in Academic Settings (2020–2024)

In academic contexts, political savvy may be used in both good and bad ways. Having political skills in the workplace has both advantages and disadvantages. These include the ability to influence people and manipulate social networks for one's own advantage. According to Ahearn

et al. (2004), "the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (p. 311), political acumen is one of these abilities. People who are politically skilled are able to adjust their conduct to meet the needs of different situations as they change, while still seeming sincere, credible, and in control of how others respond. Ferris et al. (2005), page 127, is the source that is being referenced. According to Tiwari et al. (2021), persons who are skilled in politics also have high interpersonal skills, which may be beneficial in the job. It is crucial to have good political abilities in order to succeed in any firm since these skills enable individuals to navigate the many social dynamics and strategic challenges that may develop (Tiwari & Jain 2024).

According to Gao et al. (2023), academics who have outstanding political abilities may be able to achieve their career goals and excel in departmental politics, but they may also misuse their position to eliminate their co-workers. Such manipulation has the potential to deepen workplace ostracism, leading to a toxic work culture where trust and connections between colleagues are eroded.

Lee et al. (2022) found that an excessive show of political acumen might lead to bias and increased marginalization of people who do not have it. If you throw about political tactics that injure other academics, you could accidentally make individuals resent one another and contribute to the suffocating climate in the department.

The Impact of Racism on Academics (2020–2024)

Racism may have a significant impact on the emotional well-being and productivity of academics in the workplace. Miller and Johnson (2021) found that academic ostracism has led to an increase in burnout, emotional depletion, and unhappiness with their work among academics. These repercussions have a detrimental effect on their ability to be effective as educators and researchers. When teachers feel excluded, they are less likely to engage with their pupils, which may have a detrimental impact on student satisfaction and teacher effectiveness (Chen and Zhang, 2020).

Furthermore, being socially isolated may make it more difficult to adapt to changes in the institution or course, as well as to new course materials. According to Thompson and Harris (2022), academics who feel disconnected from their school may be less inclined to take part in professional development opportunities, which might make them less competitive in their sector.

The Ripple Effect's Effect on Student Learning Environments (2020–2024)

Both teachers and students are affected by racism in the classroom. Sharma et al. (2024) state that teachers' effectiveness as educators declines when they experience emotional distress due to exclusion. Professors may become less interested in, less motivated for, and less engaged in participating in the classroom and interacting with students. As a result, all students experience a decline in academic performance and the quality of their education. Johnson et al. (2021) state that when instructors feel lonely in the classroom, students frequently feel less interested and effective in their learning.

According to studies conducted by Martin and Lee (2023), students are also able to perceive the emotional states of their teachers. A professor's capacity to create a positive and helpful learning environment may be affected if they feel alienated or have emotions of scorn. As a consequence,

students may be less motivated and engaged. If these exchanges persist, the negative impacts of exclusion on both children and instructors might lead to a vicious cycle.

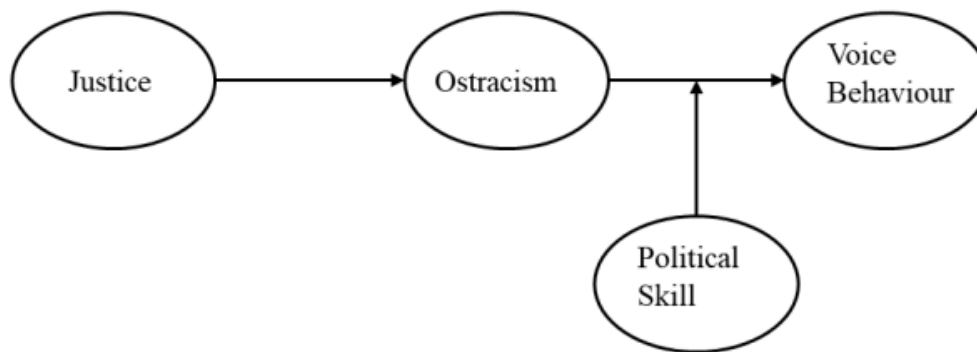
Discussion

There is a complex relationship between academic environments, vocational marginalization, and political capacity. Professors who are politically savvy may be able to help their institutions thrive, but if they are not employed carefully, they may also offer a risk of exclusion. This demonstrates how crucial it is for schools to create an environment that is friendly and inclusive for all students and staff members. Research shows that social isolation has a detrimental impact on the academic performance and learning experiences of both students and instructors. More research is needed to figure out how colleges might build inviting settings and reduce the negative effects of social isolation in order to discover answers to these challenges.

Research Deficits and Prospects

Compared to political acumen and occupational exclusion, which have both been the focus of a lot of studies, academic qualifications have not gotten as much attention. In the future, researchers should examine the differences and similarities between the dynamics of other academic subjects, such as the sciences and the humanities, in order to determine how these fields affect political manoeuvring and exclusion. Future studies may focus on institutional treatments and methods that might help reduce social isolation and assist educators in sustaining professional ties. It may be able to improve the overall learning environment by gathering insights from students' views and reactions to teacher exclusion.

Figure 1: Present-Day Research Structure



Conclusion

According to our research, political savvy and job discrimination are harmful to both teachers and their students. The findings of the current study indicate that ostracism may lead to burnout, decreased job satisfaction, and a reduction in teaching effectiveness, all of which negatively affect student learning (2020–2024). Political savvy may be beneficial in intellectual conversations, but if it is utilized irresponsibly, it can also result in marginalization. Schools have

to provide more friendly and encouraging settings in order to reduce the effect and enhance the health of both instructors and pupils. To sum up, when workplace exclusion is common, relationships degrade, and both organizations and their employees are negatively affected. This review improves our understanding of workplace ostracism and its negative consequences by offering a thorough account of the repercussions of this phenomena. Although this image only shows a small fraction of the challenges that come with ostracism, it is crucial for both practitioners and academics to understand this since research has not focused sufficiently on both perceived and generated forms of ostracism in the workplace.

References

- [1] Chen, Y., & Zhang, M. (2020). The consequences of workplace ostracism for faculty: A study of burnout in academic settings. *Journal of Higher Education*, 91(4), 509-523.
- [2] Gao, Y., Li, J., & Liu, Z. (2023). Political skill and interpersonal relationships in academia: A review of current literature. *Journal of Organizational Behavior*, 44(2), 148-165.
- [3] Jain, V., & Tiwari, S. (2024). The Role of political skill in Bigg Boss: Strategies for survival and behavioral competencies in reality show. *Information & Media*, 99, 145-163.
- [4] Johnson, A., & Turner, J. (2022). The effects of workplace ostracism on professors' emotional well-being and teaching performance. *Educational Psychology Review*, 34(1), 45-60.
- [5] Johnson, P., Park, H., & Lee, K. (2021). Academic engagement and student satisfaction in classrooms affected by professor ostracism. *Journal of Educational Psychology*, 113(2), 314-327.
- [6] Lee, S., Kim, S., & Park, T. (2022). The dual impact of political skill: Navigating academic politics and fostering collaboration. *Academy of Management Perspectives*, 36(3), 101-118.
- [7] Martin, R., & Lee, J. (2023). The impact of ostracized professors on student learning environments. *Teaching and Teacher Education*, 101, 124-136.
- [8] Miller, A., & Johnson, R. (2021). Emotional exhaustion among professors due to workplace ostracism: An academic perspective. *Journal of Educational Administration*, 59(6), 623-641.
- [9] Smith, D., Liu, Y., & Zhang, Y. (2023). The emotional cost of ostracism for professors in higher education. *Journal of Applied Psychology*, 108(5), 768-780.
- [10] Thompson, R., & Harris, B. (2022). Academic resilience in the face of ostracism: How professors cope and thrive. *Journal of Higher Education*, 93(4), 432-449.
- [11] Wang, J., & Zhang, Y. (2021). Professional isolation and career development: The role of workplace ostracism in academia. *Academy of Management Journal*, 64(2), 451-469.
- [12] Ferris, D.L., et al. (2008) The Development and Validation of the Workplace Ostracism Scale. *Journal of Applied Psychology*, 93, 1348-1366
- [13] Ferris, D.L., et al. (2008) When Silence Isn't Golden: Measuring Ostracism in the Workplace. *Academy of Management Annual Meeting Proceedings*, 1-6.
- [14] Hitlan, R.T., Clifton, R.J. and DeSoto, M.C. (2006) Perceived Exclusion in the Workplace: The Moderating Effects of Gender on Work-Related Attitudes and Psychological Health. *North American Journal of Psychology*, 8, 217-235.
- [15] Chughtai, A.A. (2008) Impact of Job Involvement on In-Role Job Performance and Organizational Citizenship Behaviour. *Journal of Behavioral and Applied*

- Management, 9.
- [16] Le, J.A., Peng, Z.L. and Gao, Y. (2013) The Influence Mechanism Research between Workplace Ostracism and Compulsory Citizenship Behavior. *East China Economic Management*, 2, 106-111.
 - [17] Heaphy, E.D. and Dutton, J.E. (2008) Positive Social Interactions and the Human Body at Work: Linking Organizations and Physiology. *The Academy of Management Review*, 33, 137-162.
 - [18] O'Reilly, J., et al. (2014) Is Negative Attention Better than No Attention? The Comparative Effects of Ostracism and Harassment at Work. *Organization Science*, 26, 774-793.
 - [19] Su, C. (2011) Workplace Ostracism and Depression: The Mediating Role of Clarity Self-Concept. *Journal of Chinese Health Psychology*, 4, 423-425.
 - [20] Tiwari, S., Jain, V., & Anis, S. (2021). Variation of political skill dimensions across different industries. *Vision*, 09722629211065601.
 - [21] Wu, L., Wei, L. and Hui, C. (2011) Dispositional Antecedents and Consequences of Workplace Ostracism: An Empirical Examination. *Frontiers of Business Research in China*, 5, 23-44.
 - [22] Williams, L.J. and Anderson, S.E. (1991) Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17, 601-617.
 - [23] Lee, R.T. and Ashforth, B.E. (1996) A Meta-Analytic Examination of the Correlates of the Three Dimensions of Job Burnout. *Journal of Applied Psychology*, 81, 123-133.
 - [24] Williams, K.D. (2001) *Ostracism: The Power of Silence*. Guilford, New York.
 - [25] Leung, A.S.M., et al. (2011) The Impact of Workplace Ostracism in Service Organizations. *International Journal of Hospitality Management*, 30, 836-844.
 - [26] Zhao, H., Peng, Z. and Sheard, G. (2013) Workplace Ostracism and Hospitality Employees' Counterproductive Work Behaviors: The Joint Moderating Effects of Proactive Personality and Political Skill. *International Journal of Hospitality Management*, 33, 219-227.
 - [27] Li, R. (2010) The Influence of Workplace Ostracism on Employee Job Performance outside: The Mediating Role of Organizational Identification and Job Involvement. *Management Science*, 3, 23-31.
 - [28] Arden, J. B. (2002). *Surviving job stress: How to overcome workday pressures* (pp. 105-108). Career Press.
 - [29] Balliet, D., & Ferris, L. (2013). Ostracism and prosocial behavior: A social dilemma perspective, *Organizational Behavior and Human Decision Processes*, 120, pp. 298-308.
 - [30] Baumeister, R. F., & Leary, M. R. (1995). The Need to Belong: Desire for interpersonal attachments as a fundamental human motivation, *Psychological Bulletin*, 117, 497-529.
 - [31] Bartels, A. L., Peterson, S. J., & Reina, C. S. (2019). Understanding wellbeing at work: Development and validation of the eudemonic workplace well-being scale. *PloS one*, 14(4), e0215957.
 - [32] Bibi, Z., Karim, J., & Din, S. (2013). Workplace incivility and counterproductive work behavior: Moderating role of emotional intelligence. *Pakistan Journal of Psychological Research*, 28(2), 297-314.
 - [33] Borg, M. G. (1990). Occupational stress in British educational settings: A review. *Educational Psychology*, 10(2), 103-126.

- [34] Chung, Y. W. (2017). The mediating effects of organizational conflict on the relationships between workplace ostracism with in-role behavior and organizational citizenship behavior. *International Journal of Conflict Management*, 26(4), 366-385.
- [35] De Bruin, G. P. (2006). The dimensionality of the general work stress scale: A hierarchical exploratory factor analysis. *SA Journal of Industrial Psychology*, 32(4), 68-75.
- [36] Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45, 331-351.
- [37] Fatima, T., Bilal, A., & Imran, M. K. (2019). Workplace Ostracism and Employee Reactions Among University Teachers in Pakistan. *The Qualitative Report*, 24(11), 2759-2777.
- [38] Ferris, D. L., Lian, H., Brown, D. J., & Morrison, R. (2015). Ostracism, self-esteem, and job performance: When do we self-verify and when do we self-enhance? *Academy of Management Journal*, 58(1), 279-297.
- [39] Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The development and validation of the workplace ostracism scale. *Journal of Applied Psychology*, 93(6), 1348-1366
- [40] Fogg, P. (2008). Academic bullies, *Chronicle of Higher Education*, 55(3), 48- 70.