

Research on the Influence Effect of Team Political Skills

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Abstract. Based on the study of team political skills, this paper firstly sorts out the connotation of team political skills, and then explains the double-edged sword effect mechanism of team political skills and the influencing factors of team political skills. It is expected that this study can guide the further development of the theoretical research on team political skills and provide some references for the practice of team management.

Keywords: Team political skills; Team effectiveness.

1. Introduction

Organizational politics has gradually become the focus of practice and theory of organizational management in various countries. Pfeffer (1981) firstly proposed the concept of individual political skills and pointed out that the key to the success of an individual in an organization lies in the possession of individual political skills. The various behaviors in organizations are also caused by the differences in individual political skills. When individuals want to succeed in groups, they must have political skills (Mintzberg, 2004). However, the initial focus on political skills was based on the individual level, or individual political skills. With the progress of research, especially under the background that team forms are more and more common in organizations, researchers find that it is incomplete to only study individuals, so they turn their attention to the team level. For example, Ferris et al. (2006) pointed out that in daily work activities, leaders and members of a team must have team political skills. Semadar et al. (2006) pointed out that when compared with other social effectiveness structures, it is more necessary to consider the prediction ability of those with excellent political skills, which will affect the development of the team.

2. Definition of Team Political Skills

Mintzberg (1983) first proposed the concept of team political skill, which is a kind of interpersonal ability to influence the ability of others in the team, improve team members' sense of cooperation and achieve common cooperation goals through interpersonal strategies such as persuasion, influence and control. Brass and Burkhardt (1993) pointed out that team political skill refers to the special power of effective communication between team members. Douglas and Ammeter (2004) pointed out that team political skills are the social skills and communication skills that employees in a team must master to successfully manage the team. Ferris et al. (2005) further pointed out on the basis of previous studies that team political skills belong to the unique ability of team members, which can effectively understand and influence other members and lay a good foundation for the realization of team or individual goals.

In addition, Ferris et al. (2007) combined the theory of team political skills and resource conservation, and pointed out that team political skills are also unique personal resources, that is, when members face team risks or opportunities, unique personal resources owned by employees are conducive to obtaining valuable team resources and help. Lwin, Johns and Vandenberghe political skills (2015) from the team as a team and the ability of precious resources perspective, points out that the team political skill is the intangible assets and capabilities, to provide team competitive advantage at the same time improve their performance, and allow the other team to the effectiveness of resource utilization, such as coordination, technical skills, or mental ability.

At present, scholars define team political skills mainly from the perspective of capability or resource. Based on the competency perspective, team political skill is regarded as a kind of

interpersonal ability or special ability. Based on the resource perspective, team political skill is regarded as an important resource. Later, some scholars integrated the ability view and resource view and regarded team political skills as an important team ability and resource (Ivina et al., 2015). Whether as a capability or as a resource, team political skills are considered to have an important influence on the team. It is for this reason that the study of team political skills is attracting more and more attention from scholars.

3. Effect Mechanism of Team Political Skills

3.1 Positive Influence and Internal Mechanism of Team Political Skills

In a team, individuals with team political skills can meet their own needs and achieve success by looking beyond the team and finding social networks outside the team structure. In the workplace, individuals with high team political skills are able to adjust their behavior to different people in different places, at different times, and can hide their true purpose in a sincere way. When individuals are in a turbulent team environment, their team political skills can be improved by obtaining high-value resources and even team performance. A large number of empirical studies show that political skills of employees have a positive impact on job performance. Semadar et al. (2000) compared the prediction level of political skills and self-monitoring on performance and found that the relationship between political skills and management performance was more significant and the reliability of performance prediction was higher. This laid a foundation for later scholars to study the relationship between political skills and performance. Ferris et al. (2005) found the relationship between team political skills and job performance evaluated by superiors, and the former could predict the latter. Ferris et al. (2007) mentioned that there is a strong difference in the prediction of team political skills in performance, and the effectiveness of team political skills in predicting team relationship performance is better than that in predicting team relationship performance. Bing et al. (2011) believe that political skills have a significant positive impact on both task performance and relationship performance.

Lvina (2015) found that individuals with high political skills know how to effectively control their emotions and adjust their behaviors according to the requirements of the situation, so that members can effectively interact with each other socially and promote team cohesion, thus improving team effectiveness. Xue yilun (2017) pointed out that high team political skills can avoid workplace exclusion and enhance employees' confidence. Lvina (2015) pointed out that team task cohesion has a positive mediating relationship between team political skills and subjective team performance. Individuals with political skills are good at developing and using different interpersonal networks, so they are directly connected with many individuals inside and outside the team. Lvina (2015) further pointed out that in a team with a lot of political skills, this will further enhance the attraction of the team, thus improving social cohesion. Finally, similar to task cohesion, social cohesion can lead to higher team performance.

In addition to the aforementioned main effect effect and intermediary effect mechanism, team political skill itself also has certain moderating effect, interaction effect and mediating effect. In terms of interaction effect: such as by building a double regulation model, and Hais (2007) find that the political skills and impression management strategies taken by the employee (deterrence, demonstration and begged) leading to employee performance evaluation.

3.2 Negative Influence of Team Political Skills

According to the above research results, it can be seen that team political skills have different degrees of influence on the development, performance and non-performance of employees and the team, and they play their role as an invisible resource. Not all team political skills are positive. For example, Kolodinsky et al. (2004) discussed the relationship between team political skills and career satisfaction. The study found an inverse relationship between political skills and job satisfaction. When the political skills of the team are at the average level, employees are most satisfied in the workplace.

Pierce and Aguinis (2013) pointed out that the effect of political skills on team cohesion and performance is uncertain. Zhang Shengtai (2012) also pointed out that through the study found that when the team goal conflict with the employee's goal is not the same, the individual's own team is a lack of trust, often in direction to achieve your goal, in this case, the team the higher political skills, team cohesion will destroyed, more conducive to the construction of the team.

It can be seen that team political skills may have a negative impact on the team. Low team political skills can affect the development of a team, and may also make members fall victim to resource conflicts. Just as organizational politics is often regarded as a negative factor, team political skills can be detrimental to the long-term development of both the team and the individual if used improperly, with too much emphasis on their political nature and self-inclination for personal gain.

4. Conclusion and Future Research Prospect

The political skill of the team is beneficial to the team as a whole. In general, team political skills have a positive impact on team effectiveness. On the one hand, they can directly promote the improvement of team performance; On the other hand, they can promote the improvement of team performance by improving team cohesion and other team processes. However, it needs to be emphasized that team political skills may be a double-edged sword. Too high or too low team political skills may destroy the harmony of the team and negatively affect the effectiveness of the team. Based on this, the problem of team political skills needs to be treated carefully, and the concept of "too much of a good thing" is also suitable for the field of team political skills. Certain team political skills are conducive to the development of interpersonal relationships, and strive for valuable resources of the team. However, too much emphasis on the political skills of the team may lead to negative evaluation, which will bring unfavorable results to the whole team.

Research on the development and influence effect of internal orientation and external orientation of team political skills. Political skills can be used both internally and externally. Externally oriented team political skills are conceptually related to team boundary crossing (Ancona, 1990), and can effectively promote the team's ability to coordinate and manage cross-border relationships, such as relationships with customers and supervisors. Further empirical tests and discussions are needed in the future to find out the influence mechanism and difference between externally oriented political skills and internally oriented skills.

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