A CASE STUDY ON - IMPACT OF POWER AND POLITICS ON THE PROGRESS OF EDUCATIONAL INSTITUTIONS WITH SPECIAL REFERENCE TO XYZ INSTITUTION AT MAHARASHTRA

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ABSTRACT

The case concerns an educational institution that failed due to competing interests, alliances, and power bases caused by unfavourable authority and hierarchical governmental problems. An organization that was founded by one of Maharashtra's most illustrious educational groups and is successfully managing several prestigious educational foundations, including a college, was ultimately forced to close its doors due to errors in thought and deed in the politics of organizational life. The XYZ Institute's leadership attitude and intentions are the primary factors influencing the firm's direction. The case is based on the fulfilment of the impact of organizational politics and leadership styles on the life of the organization. It also stresses on how organisation politics is harmful.

Keywords: *Work Culture, Organizational Life, Politics, Ineffective Leadership, Authority Styles, Power Base.*

Introduction

The conception and establishment of XYZ Institute of Engineering in 2008 by using one of the reputed academic organizations in Kolhapur district turned into and try to nurture an expert institute wherein gaining knowledge is ready to empower expression, innovation and creativity.

Organizations are political structures that provide platforms for people to develop careers as well as to express individual interests and goals. In higher positions, career development is dependent on gaining power, which paves the way for the transformation of individual interests into action that affects people. People often tend to compare themselves with others, and sometimes this is the foundation of a person's self-esteem. One can compare oneself with other people and deal with erosion in one's power base based on changes or shifts in power sharing. This psychology of comparison and scarcity takes two forms. First, when individuals gain absolute power at the expense of others, and secondly when they gain not at the expense of others, but because of certain changes in the distribution of power.

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Organizations, on the one hand, require collaborative efforts and commitment to common goals, and on the other hand, they experience conflicts of interest among people who share the same destiny and are expected to work together. Too many interesting contradictions make business more political and ideological and rationalistic. This story is the story of an engineering organization that is in the dark due to power and political issues in the life of the management organization. XYZ Institute of Engineering cannot sustain itself even though it is launched and supported by one of the most prestigious educational institutions. The case introduces readers to the dynamics of organizational politics and leadership.

About The Group: The group is one of the most prominent Educational Groups in Maharashtra running various schools, and polytechnics, and has made a mark in the education scenario of the state. This group also runs an accredited Engineering Institute by NAAC, which caters to students not only across the country but also internationally. This group provides diploma, graduate, post-graduate and doctoral programs in education.

Background

With the AICTE approval process for technical institutions being launched online, it has become much easier to start a new technical institution and increase the number of seats. Maharashtra also saw its share of growth in technical institutions during this period as Kolhapur grew with many engineering and management institutions. Many technical institutions have seen their growth and many institutions have been established for almost 5 years since 2008. Many existing institutions have increased their intake of students, the second shift has started, with the intake increasing almost three times and many new institutions have been established during this period. time.

Theoretical Framework

When going up the hierarchy, because the organization is a pyramid, job shortages occur, and with inequality, these shortages must be recognized in the context of the organization. If the same has very little desire for a high position, one must face the situation of unfulfilled ambition or transfer his interest to another organization (Zaleznik, 1967).

However, another factor that exacerbates power rivalry is the constant need to use existing power. Corporations have a clear banking system for electricity transactions. The initial capital that formed the basic power base had three elements. The first is the amount of formal authority vested in one position relative to another position. Second, authority is based on experience, reputation, and competence based on how important an area of expertise is to the growth of the corporation relative to its traditional area of operation. The third factor is individual attraction, a combination of respect and likability, but these two sources of attraction are mutually exclusive (Zaleznik, 1970).

Research Gap:

Various research articles on organisational power and politics has been published with rigorous study on primary data and surveys. This case study is based on facts of the organisation and some assumptions made to implement strategy to support institution and kind of leadership style can be adopted to handle such kind of situation and which will not affect growth of the institution.

Objectives of the study:

- To look at and assess the impact of organizational politics and leadership styles on the life of the organization.

- To recognize and comprehend the significance and effect of authority styles on the work culture in an institutional setting.
- To feature the degree and determination of harming impacts of politics and ineffective leadership in the organization structure.

The Case

Being the beginning of one of the most prominent educational groups in Kolhapur, it is considered a threat to other players in the market. The Institute does not invest heavily in marketing through advertising or other promotional campaigns. However, the institution had a reputation even before its start, because it was part of a popular group that found a niche not only in primary and secondary education but also in technical programs and allies.

First-year students claim to have good academic records and most are products of schools run by groups or want to enroll because of the group's name. While most engineering institutes struggle to fill their seats, the institute filled all its seats.

The project proposal was prepared by Dr. Shah, a professor at the Institute of Management. Initially, because he was aware of the norms of the university, he was responsible for staff, infrastructure, research, communication, etc. participating in all related decisions and He intervened when XYZ Institute was in crisis.

Mr. Jadhav, the nephew of the founder of XYZ Institute, was responsible for supervising the construction work of the project. As one of the close relatives of the founder of the institution, he had a good position in the organization. Once the institution was operational, he was given the designation of Chief Information Officer. The founder didn't trust him much but felt that since he wouldn't be able to devote much time to him due to his busy schedule, Jadhav could also give him regular feedback.

The wrong combination and unconscious conspiracies are the results of the leader's need to defend himself. This need is consistently expressed as the manager's desire to increase the self-esteem of the leader. It is tolerated to a significant degree, and the adverse effects persist long before they are seen by top management, thus regulating the distribution of power in the organization.

Mr. Sharma was also one of the first people involved in helping Dr. Shah with the project proposal. He joins the work of the faculty but becomes a coordinator who will assist the administration in day-to-day operations. A young man of hardworking ambition and talent, Mr. Sharma also has his weaknesses. He will try to overthrow the boss. Among the staff, he will note that the person running the exhibition has no experience running an engineering institute. The need for power and recognition is very high. He is a worker who explains the dominance of paranoid thinking, distortion of reality, parental authority, and compulsive behaviour as a result of the problem of power to deal with and act on real problems.

This staffing is done following the norms of the approved organization and the respective universities, and the appointed director is not an engineer. The managing engineer was keen to recruit but could not find the right candidate.

Prof. Salawi principal of the institute is an honest and diligent person. He sought to introduce a system by assigning responsibility for specific tasks to individuals. His lack of an engineering background made him dependent on Sharma for certain decisions.

Leadership Issue or Organisational Politics

Prof. Salawi's leadership style encourages employee participation, ideas and suggestions to improve the system. He established committees for various issues and tasks. As a principal, he paid particular attention to academics and results. An academic himself, he is committed to improving the academic performance of students and creating a fully evidence-based system that focuses on the development of all students. He will take the class and make sure that the lecturer prepares the lesson plan and completes the schedule on time. Faculty are encouraged to develop Question Banks and identify deficient students for special attention. During his tenure, he ensured a good academic environment in the institution.

While the organizational culture during his tenure was academically structured, there was no teamwork. There is a lot of politics in the organization, and employees are aware that there are different centres of power that have emerged in the past two years. Although Jadhav did not have much confidence from the top management, he made a different impression on the staff. Living in the founder's house and interacting with the founder evoked an image of intimacy and understanding. Sharma will show his superiority by showing the weakness of the director and his desire for power.

While Sharma tries to show his superiority and ability and Jadhav tries to show his authority and power, the culture in the office tends towards negativity and politics. With low commitment, there is negativity around and many employees tend to physically or mentally withdraw from the workplace, and people at work think elsewhere.

At the same time, senior management decided to hand over Dr.Shah to manage the administrative affairs as an interim measure for the smooth running of the institution. He has been given the additional responsibility of managing the group's Administration Office to effectively manage the organization's approvals and affiliations. At the same time, the management was looking for a full-time job when they selected Mr. Bharati, who has extensive experience as a director of an engineering institute in Maharashtra.

Mr. Bharat seemed ideal for the job with his engineering skills and experience, as well as his experience as a director at the Maharashtra Institute of Engineering. Its mode of operation is different from the type of leadership found in other group agencies. He believes in complete autonomy in running the institution and does not want any interference from top management. His leadership style is autocratic with little or no trust in his team. He believes in independent judgment and is quite subjective in his assessment of his team. During his tenure, Jadhav became more powerful as those who had a hard time supporting and working with Salah would go and gossip with Jadhav. Salawi saw Jadhav as an enemy and organizational politics began to silence and distort people's voices and ideas, creating defence mechanisms and supporting uncertainty. In organizations, employees are threatened by the uncertainty, ambiguity, and self-interest that occurs with individuals. Salawi's autocratic style seems to have led to delays, layoffs, job losses, and harassment of some employees that are not in his good books. There is a dominant situation in the organization.

During this period, the environment in which the engineering college operates became very challenging. In most institutions, the institutional culture is becoming more business - like. With the destruction of admissions, the role of faculty has also changed in most of the engineering colleges in Kolhapur where they

are responsible for the admission process. Faculty are now more than admission agents who are paid a commission in terms of admissions. This, in turn, made the work culture at XYZ even more challenging because he felt that most of the XYZ faculty were representatives of other engineering colleges in Kolhapur. It was clear that management would not accept this model, and some faculty were attracted to become agents by other engineering institutions in the area. This, in turn, increased the level of mistrust among employees, who started biting each other to show their superiors that they can be trusted.

The crisis

At the same time, many policies, procedures, and systems were developed that were inconsistent with top management policies. A different culture began to develop in the institute, which was more distrustful. There was a power plant that he started building. Sharma is very comfortable with Bharat and one of the reasons why Bharat joined XYZ. Jadhav, who is supposed to be the owner's representative, believes in projecting his status even though his owner never believed him. Bharat always sees Jadhav as his rival and tries to show him off. Instead, Jadhav will show the staff that policy decisions are in his hands, which will make the staff see him differently.

Organizational life is highly susceptible to the effects of suspicious thinking, as it arouses comparison and at the same time raises expectations of added power or fears of diminished power. It further complicates the situation and suggests how ambiguous organizational decisions become that there may be some truth and substance behind the suspicion, mistrust and jealousy that inflames thought. Suspicious thoughts can grow out of distrust and jealousy and take the form of fantastic ideas and justify one's power and

control. This type of misrepresentation causes mood swings from joy to despair, from feelings of empowerment to helplessness. Seeking complete control creates the very disaster that the original misinformation is trying to overcome.

Divide and conquer politics was prominent in the organization under Bharat, but he was able to run the show and manage the institution despite a decline in enrolment, which the management attributed to the changing environment.

As administrators ignored funding, the stability of the faculty decreased. In general, the XYZ project does not attract managers but being knowledgeable and visionary, the founder does not think twice to invest more in the project to support it. Jadhav is seen as a threat by the boss who feels that he has no constructive role or contribution to the organization other than grapevine and policy making. Meanwhile, Sharma dropped out to join another engineering institute. Eventually, after two years on the job, Bharat submitted his application to join the agency, realizing that Jadhav was here to stay and that the bickering and bickering among the staff made his status questionable.

The management once again sees Shah's presence as a precautionary measure for the Institute, which does not have a director. Meanwhile, many seats are empty and students and parents feel frustrated.

Looking for a new leader

It was the turn of another Principal to be appointed now and the management expanded its search across the country by interviewing candidates at the National level. It was now Srivastava's turn to take charge as the principal. His leadership skills didn't align a bit with the management philosophy and

moreover, the employees at different levels were also a source of information for his incompetency to the management. Unfortunately, he was asked to leave in six months. It didn't take long for the government to realize that it was being used to achieve its own goals and that its position was an excuse for others to disobey the moral code that bound them. He dreamed of a position of power, which he lost more passionately because he wanted fame, success, and recognition. His lack of competence, initiative, and leadership skills made him a failure, and it didn't take long for management to ask him to leave after three months in the organization.

Meanwhile, the administration trained one of the female faculty who was previously appointed as a faculty member and is now appointed as a vice principal. The senior management receives regular feedback from Ms. Sharma and various committees and sub-task forces are formed for the smooth running of the institution. Although staff empowerment through various task forces and committees, things are not good. His acceptance in the group was not very good because there was one group that was willing to get to know him and the other did not give his best.

With the ability to charge the atmosphere in the image of the conflict of power, all mass relations can be directed to intensity. The difficulty is basically creating and expanding structures, procedures, and other rituals that create the illusion of solving problems, but actually, only give people to release precious energy. This is the traditional approach of bringing people together in a committee and taking it as a solution to a real problem because the discussion will lead to a solution. Problems still arise because of great jealousy and differences of opinion.

Once more new leader!

Meanwhile, a new manager must be appointed and Nayan, an industrialist, and engineer with vast experience is the next decision from the management. The current administration is leaving no stone unturned to revive the institution. The creator makes it a point to visit the office every day. XYZ's performance is not very promising, and management hopes Dr. Nayan will turn it around. Really trying to consolidate by closing some branches and expanding by adding new branches. His leadership style is democratic, and he is unwilling or unable to participate effectively in the group's decision-making process. It cannot be the same directive to see that the instructions are carried out correctly. It is looking for new opportunities to revitalize top-line growth, but not focusing on cost structure. The investment in the building increased significantly and the costs were very high. The management realized that there were necessary expenses and that they could not leave everything to Nayan, so Shah joined the meeting with Nayan to accommodate the senior management.

Nayan was also influenced by Jadhav which made him mistrust his position in the organization. He will leave no stone unturned to show Jadhav, while Jadhav will also play petty politics.

Actually taking what he thinks is the right course of action. He was involved in the practice without understanding the principles of the use of force, without understanding the structure and potential of the powerful coalition of the task force he created.

But despite the strategies, processes, and systems created by Nayan, nothing is different. The fees are high, and forty percent of the admissions are unfilled and many remain vacant. It's time for management to call. The

founder applied for the closure of the university and the same documents have submitted the institution was closed in 2018, unable to survive despite the team's brand image.

Conclusion

A problem-solving approach had to be implemented by management long ago because the organizational structure is a tool rather than an end, which would mean that the structure had to be adjusted quickly, rather than mitigated by thinking as if there was only one. the best solution to the energy allocation problem. Here, Jadhav has harmed the system more than building it. The structure of the organization cannot be tampered with, and as the leader of the organization, we must rely on the structure, which must be implemented without uncertainty resulting from constant changes in the work profile and thus the organizational chart.

The organization structure represents a working association associated with the CEO in other words a working coalition must be created de facto for the structure to display anything. If there is no coalition, what is the purpose of putting it on the table of organization, as was the case with this institution? The organization's priority must be to describe the structure to suit competent people, but here the structure represented only a mixture of people and job definitions.

Competent resources are difficult to find, and management must therefore ensure the efficient use of the least resources, rather than the best version of power relations, as a principle of action. It cannot be ignored that the organizational structure is a product of negotiation and agreement between managers who have a semi-autonomous power base, and the higher the power base of an executive, the greater the proven competence, autonomy of power, and therefore the ability to determine implications of power distribution.

In conclusion, the author wants to raise some discussion questions such as

1. In your opinion, what strategy should be implemented by the management to support the institution?

2. Evaluate the impact of politics and leadership style in the life of XYZ.

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