

# POWER

## POWER

- Power is the potential ability to influence behavior,
- to change the course of events,
- to overcome resistance,
- and to get the people to do the things they would not otherwise do.
- The greater A's **DEPENDENCY** on B, the greater B's power over A.
- Dependency arises as some body has control over the resources and due to:
  - Importance of the resource to the organization
  - Scarcity of the resource
  - Non-substitutability of the resource

# Sources of Power

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graph TD; A[Sources of Power] --> B[INTERPERSONAL SOURCES]; A --> C[STRUCTURAL SOURCES]; B --- D["1. Legitimate power<br/>2. Reward power<br/>3. Coercive power<br/>4. Referent power<br/>5. Expert power"]; C --- E["1. Knowledge<br/>2. Resource<br/>3. Decision making"];
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## INTERPERSONAL SOURCES

1. Legitimate power
2. Reward power
3. Coercive power
4. Referent power
5. Expert power

## STRUCTURAL SOURCES

1. Knowledge
2. Resource
3. Decision making

# 1. Legitimate Power

## Legitimate Power

refers to the ability to influence others because of the position one holds in the organization.

It is also called authority, or the right to command.

### Characteristics

- i. It is invested in a person's position.
- ii. It is accepted by subordinates.
- iii. Authority is used vertically, flows from the top down.
- iv. Both reward and coercive.

## 2. Reward power

- Reward Power—The power to give pay raises, promotion, praise, interesting projects, and other rewards to subordinates.
- Greater the perceived value of reward greater the power.
- Both extrinsic and intrinsic.

# 3. COERCIVE POWER

- Coercive Power—the power to punish or withhold punishment.
- Opposite to reward
- It is based on fear. More the fear, greater the coercive power.
- It can come from legitimate power.
- It can come informally, e.g., fear of rejection by co-workers.
- EX: Demotion, firing etc

## 4. Referent/Charismatic Power

- Referent Power - Informal power that developed from being liked, admired, and respected.
- The stronger the association greater the referent power.
- An intense form of referent power that stems from an individual's personality or physical or other abilities, which induce others to believe in and follow that person.
- Ex: Follow celebrities.

# 5. Expert Power

- Expert Power—based on an individual's special and valued expertise or specialized knowledge that others don't have
- The lower the substitutability of the expertise, the greater the expert's power.
- Ex: Doctors and CA professional.

# STRUCTURAL SOURCE

## 1. KNOWLEDGE

- Who possesses critical knowledge are powerful people.
- People who control the flow of information and information about current operation or future events.



# STRUCTURAL SOURCE

## 2.Resource Power

- Person ability to provide recourses.
- Ex: money, material etc
- Who have the gold makes the rules.

# STRUCTURAL SOURCE

## 3. Decision Making

- Person authority to make decision or ability to influence the person who make decision.
- CEO ask task force ...even CEO takes decision task force have the power.

# POLITICS

Politics are the activities that are not part of one's formal role in the Organization

influence the distribution of advantages and disadvantages within the organization.

Politics = Power in Action

- Legitimate Political Behavior : Normal everyday politics.
- Illegitimate Political Behavior : Extreme political behavior that violates the implied rules of the game.

# Characteristics of organizational politics

- Use Power, authority pressure .
- Reward and punishment.
- Self serving ,use organizational resources for the benefits of self.
- Outside job requirement.
- Political decisions are Irrational. But is made to acquire power.

## In general

**Organizational Politics** - the use of power and influence in organizations

**Political Behavior** - actions not officially sanctioned by an organization that are taken to influence others in order to meet one's personal goals

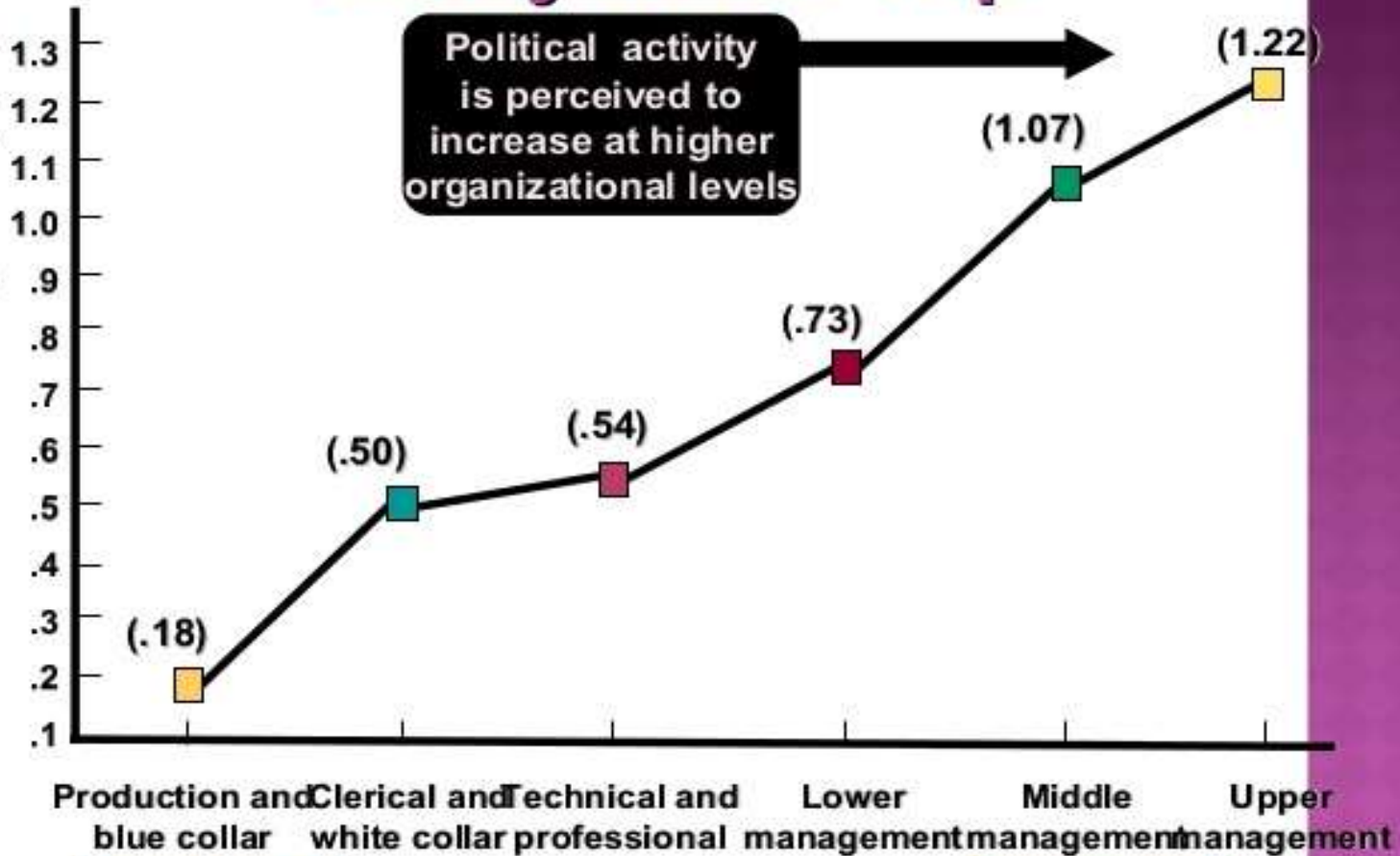
The use of power in nonprescribed ways (means) and/or for nonprescribed purposes (ends).



**I'll support your  
bill if you  
support mine**

# Organizational Politics: More Likely at the Top

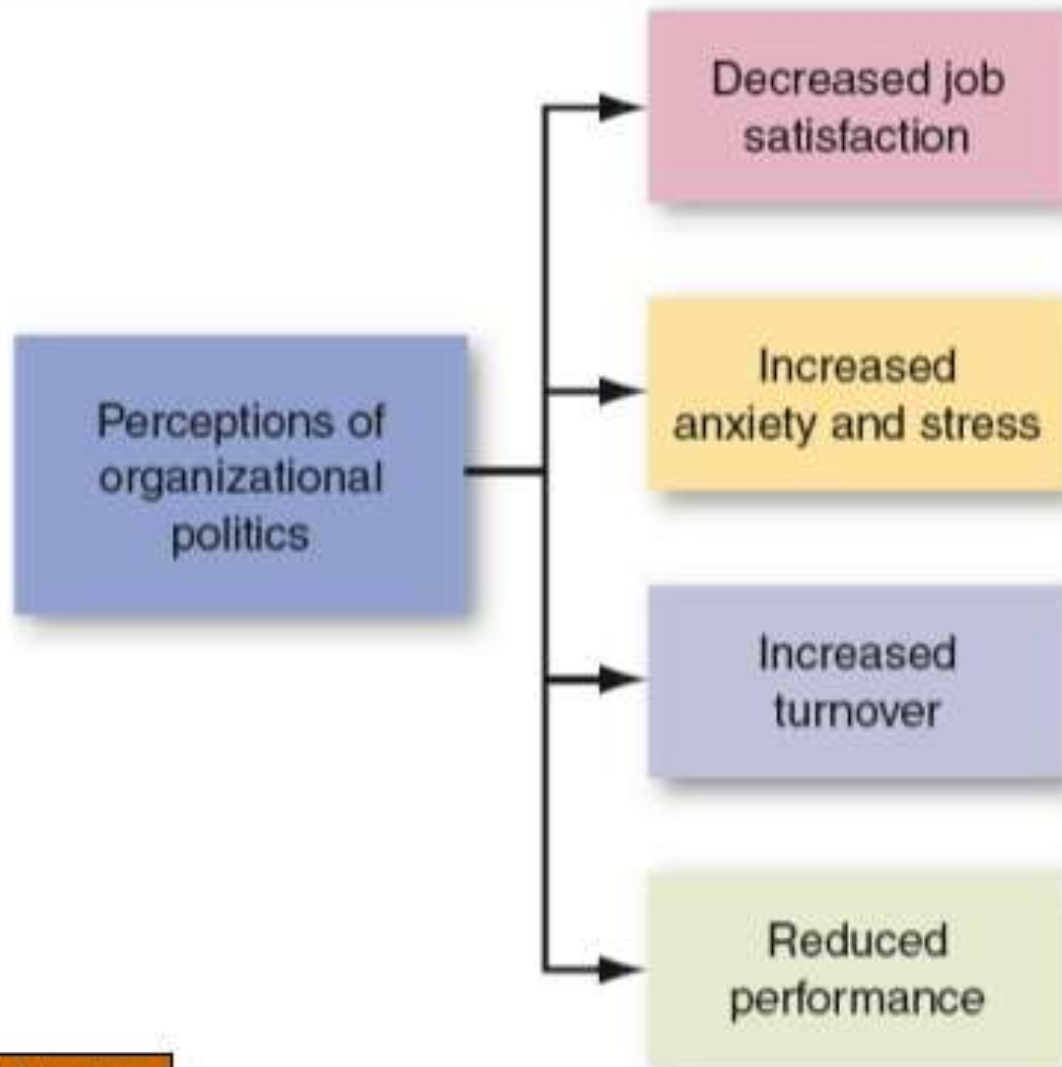
Extent to Which Political Activity is Likely (range 0-3)



# POLITICAL BEHAVIOUR

- Attacking or blaming others.
- Creating a favorable image.
- Developing a base of support.
- Withholding information.
- Whistle blowing.
- Spreading rumors.
- Leaking confidential data.
- Lobbying.
- Horse trading
- Ingenious compromises

# Employee Responses to Organizational Politics

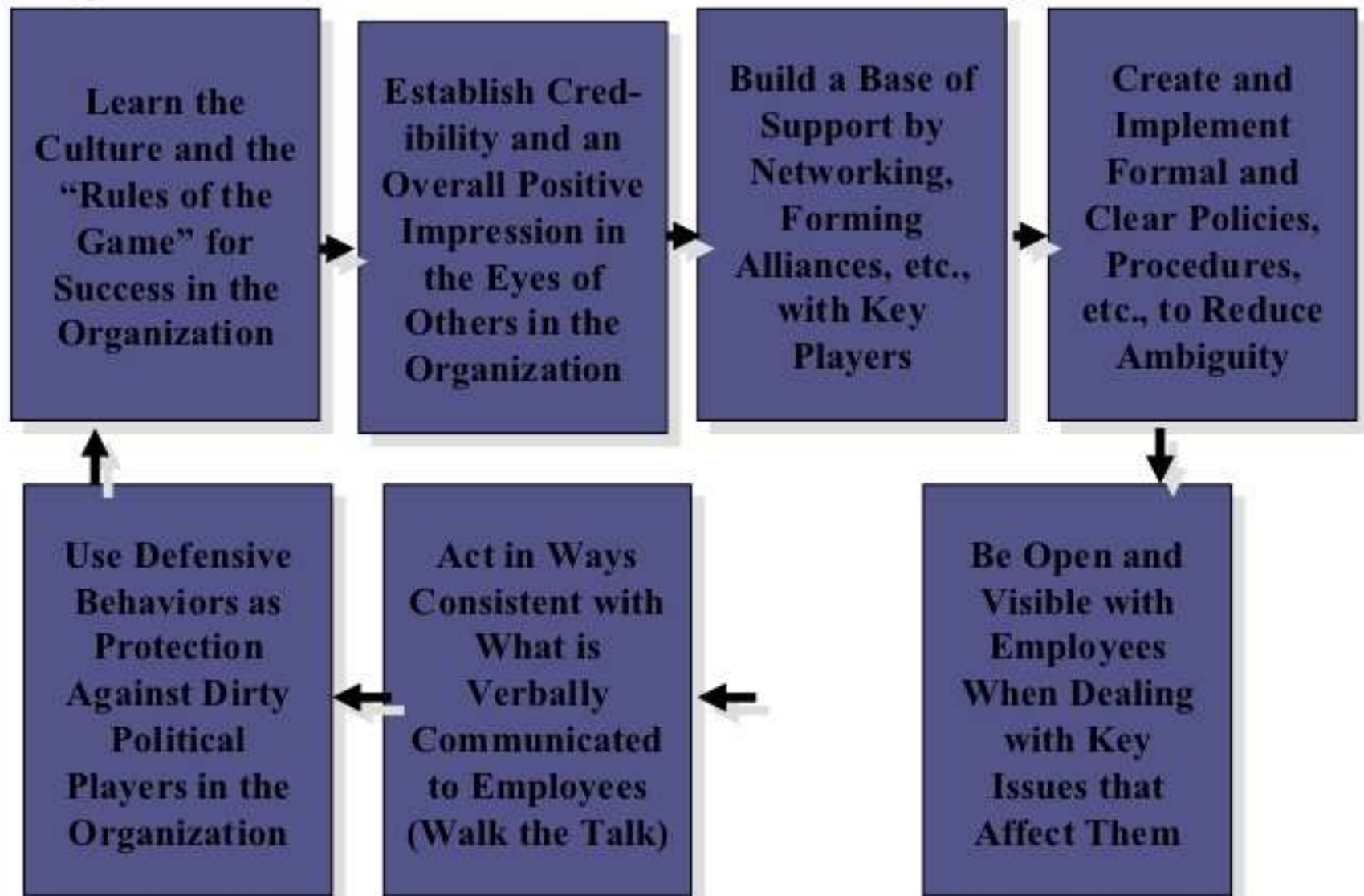




# Limiting the Effects of Political Behavior

- Open communication
- Provide Sufficient Resources
- Introduce Clear Rules
- Free Flowing Information
- Measure performance, not personalities
- Remove Political Norms
- Hire Low-Politics Employees
- Increase Opportunities for Dialogue
- Peer Pressure Against Politics

# The Bottom Line: Managing Organizational Politics Effectively



The end

Thank

you