

Organizational Outcomes

Concepts of Power

Power – the ability to influence another person

Influence – the process of affecting the thoughts, behavior, and feelings of another person

Authority – the right to influence another person

10 Sources of Power

Formal
Power.

Legitimate
Power.

Expert Power.

Referent
Power.

Coercive
Power.

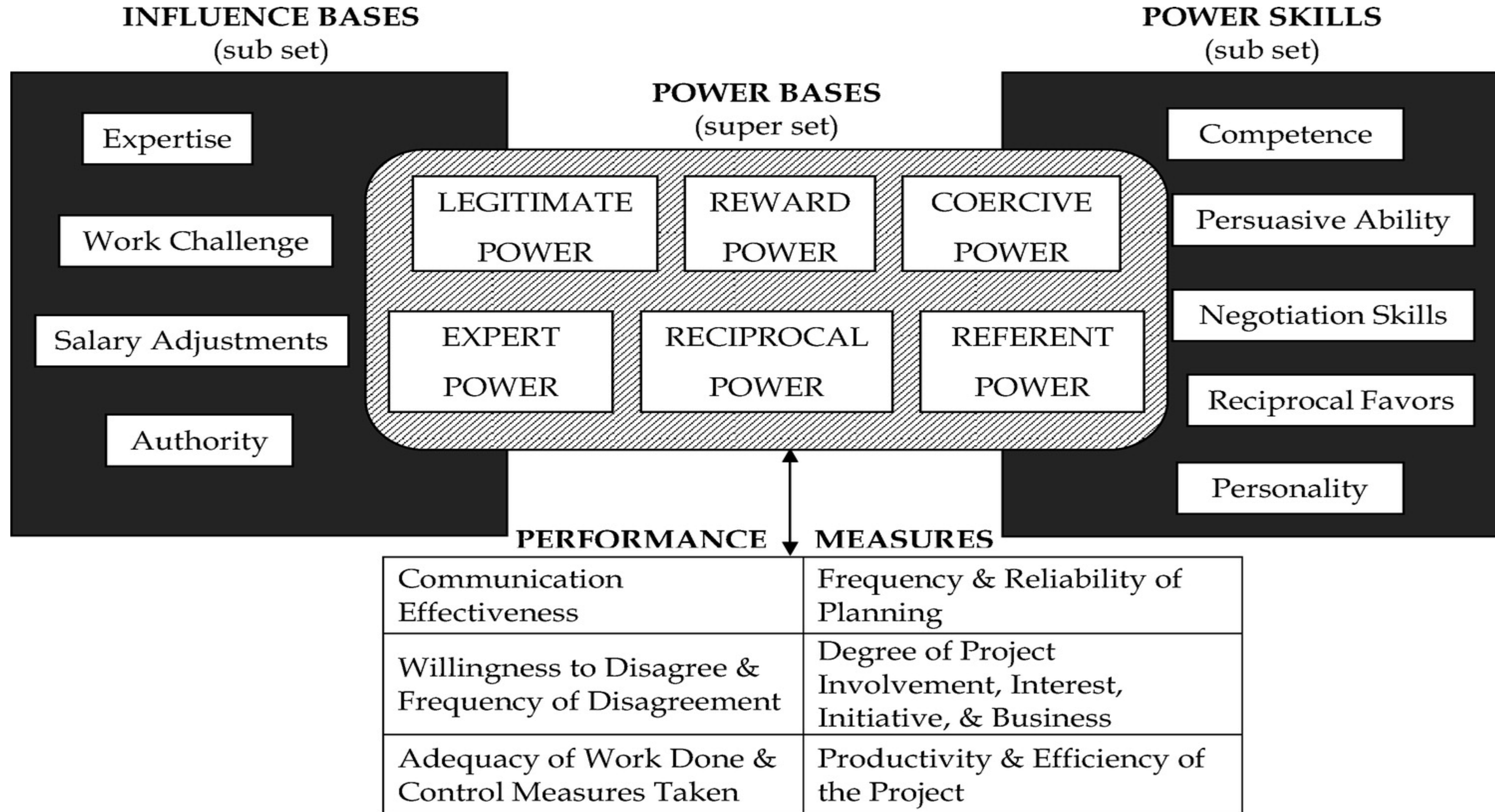
Reward
Power.

Informational
Power.

Connection
Power.

Political
Power.

Charismatic
Power.



Power Tactics.



"I was just going to say, 'Well, I don't make the rules.' But, of course, I do make the rules."

POWER TACTICS

**WAYS IN WHICH
INDIVIDUALS
TRANSLATE
POWER BASES
INTO SPECIFIC
ACTIONS.**



TACTICAL DIMENSIONS:

- **LEGITIMACY**
- **RATIONAL PERSUASION**
- **INSPIRATIONAL APPEALS**
- **CONSULTATION**
- **EXCHANGE**
- **PERSONAL APPEALS**
- **INGRATIATION**
- **PRESSURE**
- **COALITIONS**

Work-Related Stress



Stress we experience in the workplace

Sources of Stress at Workplace

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Individual Factors

- Family issues
- Financial issues
- Individual personality

Organizational Factors

- Task and role demands
- Interpersonal demands
- Organizational structure
- Leadership
- Organizational life stage

Environmental Factors

- Economic environment
- Political environment
- Technology

Individual Differences

- Perception
- Job experience
- Social support

- Belief in locus of control
- Self-efficacy
- Hostility

Experienced Stress

Physiological Symptoms

- Headaches
- High blood pressure
- Heart disease

Psychological Symptoms

- Anxiety
- Depression
- Less job satisfaction


Behavioral Symptoms

- Loss of productivity
- Absenteeism
- Turnover

Individual Consequences of Stress

PSYCHOLOGICAL

- Anxiety
- Depression
- Low self-esteem
- Sleeplessness
- Frustration
- Family problems
- Burnout



Stress

BEHAVIORAL

- Excessive smoking
- Substance abuse
- Accident proneness
- Appetite disorders
- Violence

PHYSIOLOGICAL

- High blood pressure
- Muscle tension
- Headaches
- Ulcers, skin diseases
- Impaired immune systems
- Musculoskeletal disorders
- Heart disease
- Cancer

Managing Stress

➤ Individual Approaches

- Implementing time management
- life style management -diet,exercise,yoga
- Increasing physical exercise
- Relaxation training/Meditation
- Expanding social support network
- Behavioral techniques—learn to react differently
- Cognitive technique—
think yourself out of stress



Managing Stress

➤ **Individual Approaches**

- Implementing time management
- Increasing physical exercise
- Relaxation training
- Expanding social support network

➤ **Organizational Approaches**

- Improved personnel selection and job placement
- Training
- Use of realistic goal setting
- Redesigning jobs
- Increased employee involvement
- Improved organizational communication
- Offering employee sabbaticals
- Establishment of corporate wellness programs

Impact of Stress on Performance

- **Stress:** the body's reaction to a tense situation
 - Will affect work performance
 - Influenced by self-care
 - Diet, exercise, organization
 - May cause permanent mental and/or physical harm
 - Affects work performance and personal life
 - Stress-related losses cost organizations billions of dollars annually