



Organizational Behaviour

Power & Politics

Prof S Patanjali
E-MBA Sem I / 2019



Defining “Power”

✓ Power

- The capacity that A has to influence the behavior of B so that B acts in accordance with A's wishes
 - Power may Exist but it may not be used
-
- ✓ Probably the most important aspect of power is that it is a function of **dependence**
 - ✓ A person can have power over you only if he or she controls something you desire



Bases of Power: Formal Power

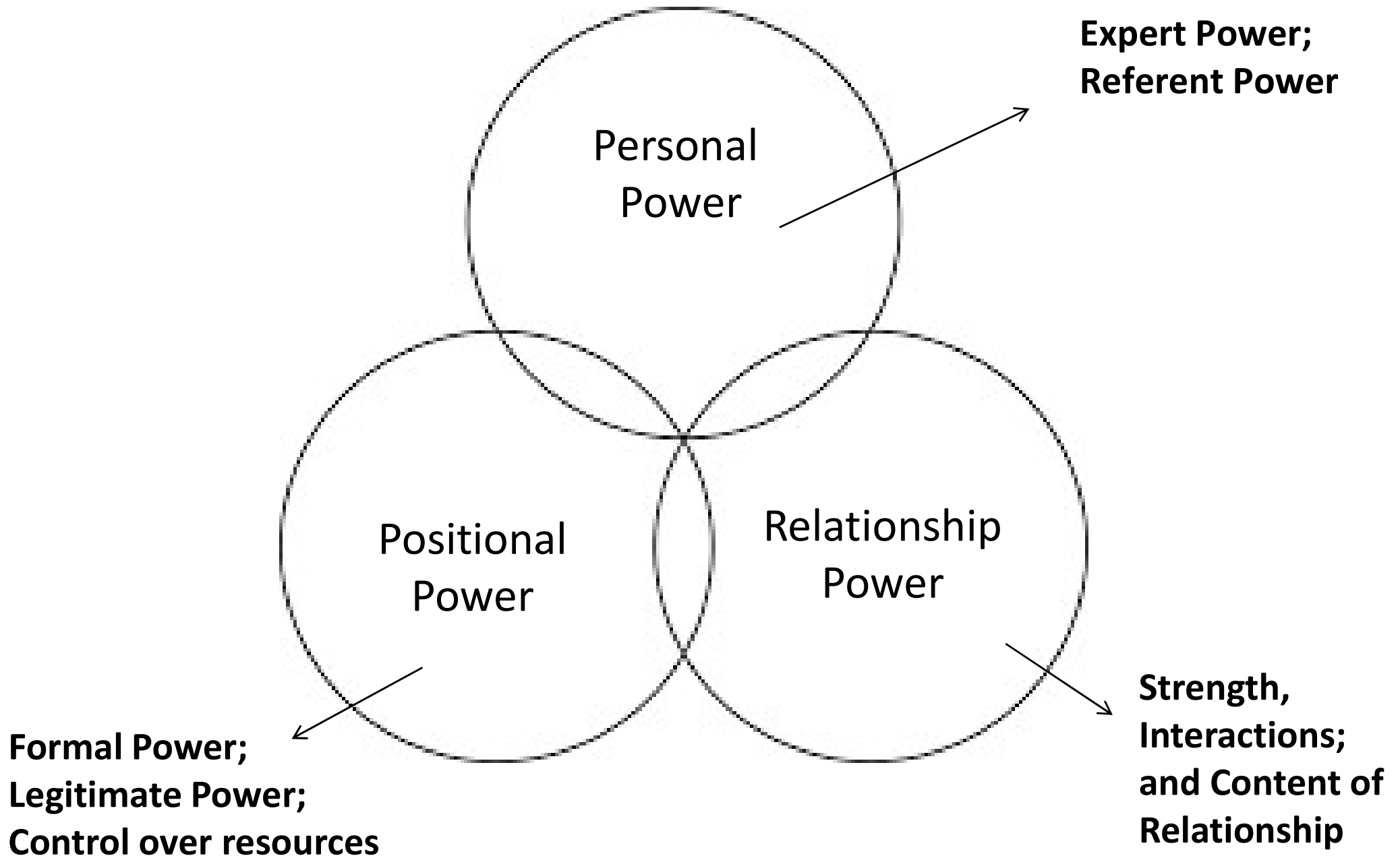
- ✓ Established by an individual's position in an organization
- ✓ Bases of formal power:
 - **Coercive Power:** A power base dependent on fear of negative consequences
 - **Reward Power:** Compliance achieved based on the ability to distribute rewards that others view as valuable
 - **Legitimate Power:** The formal authority to control and use resources based on a person's position in the formal hierarchy



Bases of Power: Personal Power

- ✓ Power that comes from an individual's unique characteristics – these are the most effective
- **Expert Power:** Influence based on special skills or knowledge
- **Referent Power:** Influence based identification with a person who has desirable resources or personal traits

. . . An Additional Factor





Dependency: The Key to Power

- ✓ The General Dependency Postulate
 - The greater B's dependency on A, the greater the power A has over B
 - Possession/control of scarce organizational resources that others need makes a manager powerful
 - Access to optional resources (e.g., multiple suppliers) reduces the resource holder's power
- ✓ Dependency increases when resources are:
 - Important
 - Scarce
 - Non-substitutable



Politics: Power in Action

✓ Political Behavior:

- Activities that are not required as part of one's formal role in the organization, but that (attempt to) influence the distribution of advantages or disadvantages within the organization
- Activities aimed at improving one's status within the organization
- Encompasses efforts to influence decision making goals, criteria, or processes
- Includes such behaviors as withholding information, whistle blowing, spreading rumors, and leaking confidential information



The Reality of Politics

- ✓ Politics is a natural result of resource scarcity
 - Limited resources lead to competition and political behaviors

- ✓ Most decisions are made under ambiguous conditions
 - Lack of an objective standard encourages political maneuvering of subjective reality



Politics is in the Eye of the Beholder

Political Label

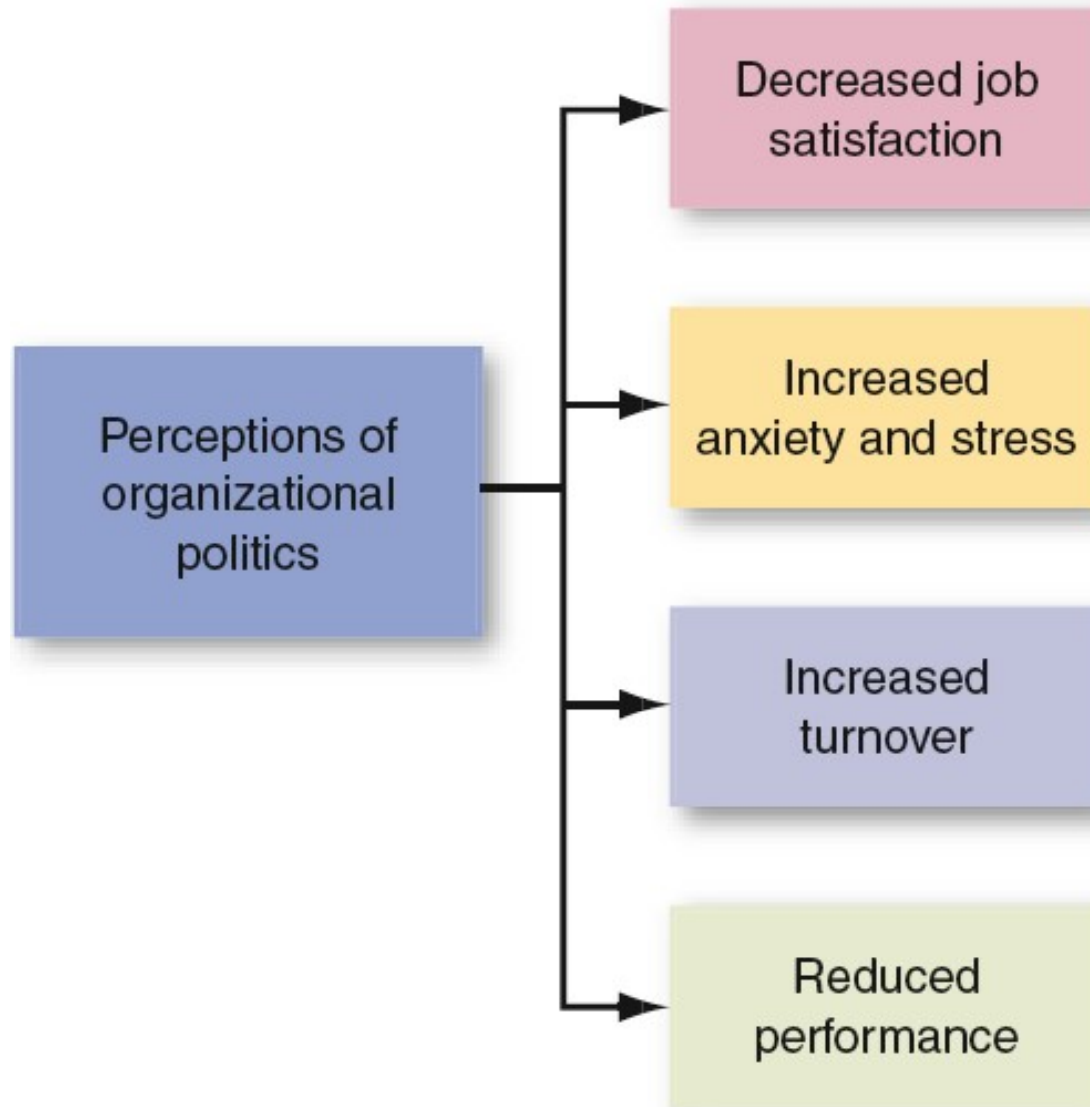
1. Blaming others
2. “Kissing Up”
3. Apple Polishing
4. Passing the buck
5. Covering your rear
6. Creating Conflict
7. Forming coalitions
8. Whistle-blowing
9. Scheming
10. Overachieving
11. Ambitious
12. Opportunistic
13. Cunning
14. Arrogant
15. Perfectionist

Effective Management Label

1. Fixing responsibility
2. Developing working relationships
3. Demonstrating loyalty
4. Delegating authority
5. Documenting decisions
6. Encouraging change & innovation
7. Facilitating teamwork
8. Improving efficiency
9. Planning ahead
10. Competent & capable
11. Career minded
12. Astute
13. Practical minded
14. Confident
15. Attentive to detail



Employee Responses to Organizational Politics





Power Tactics: Nine Influence Tactics

- ✓ **Legitimacy:** Relying on your authority or organizational policies or rules
- ✓ **Rational persuasion.** Presenting logical arguments and factual evidence
- ✓ **Inspirational appeals.** Developing emotional commitment by appealing to a target's values, needs, hopes, and aspirations
- ✓ **Consultation.** Increasing the target's support by involving him or her in deciding how you will accomplish your plan
- ✓ **Exchange.** Rewarding the target with benefits or favors
- ✓ **Personal appeals.** Asking for compliance based on friendship or loyalty
- ✓ **Ingratiation.** Using flattery, praise, or friendly behavior
- ✓ **Pressure.** Using warnings, repeated demands, and threats
- ✓ **Coalitions.** Enlisting the aid or support of others



Guidelines for Using Power

Basis of Power	Guidelines for Use	
REFERENT POWER	<ul style="list-style-type: none">• Treat subordinates fairly• Defend subordinates' interests• Be sensitive to subordinates' needs, feelings	<ul style="list-style-type: none">• Select subordinates similar to oneself• Engage in role modeling
EXPERT POWER	<ul style="list-style-type: none">• Promote image of expertise• Maintain credibility• Act confident and decisive	<ul style="list-style-type: none">• Keep informed• Recognize employee concerns• Avoid threatening subordinates' self-esteem
LEGITIMATE POWER	<ul style="list-style-type: none">• Be cordial and polite• Be confident• Be clear and follow up to verify understanding• Make sure request is appropriate• Explain reasons for request	<ul style="list-style-type: none">• Follow proper channels• Exercise power regularly• Enforce compliance• Be sensitive to subordinates' concerns
REWARD POWER	<ul style="list-style-type: none">• Verify compliance• Make feasible, reasonable requests• Make only ethical, proper requests	<ul style="list-style-type: none">• Offer rewards desired by subordinates• Offer only credible rewards
COERCIVE POWER	<ul style="list-style-type: none">• Inform subordinates of rules and penalties• Warn before punishing• Administer punishment consistently and uniformly• Understand the situation before acting	<ul style="list-style-type: none">• Maintain credibility• Fit punishment to the infraction• Punish in private



Impression Management (IM)

- ✓ The process by which individuals attempt to control the impression others form of them
 - Impressions people convey are not necessarily false – they might truly believe them
 - Intentional misrepresentation may have a high cost

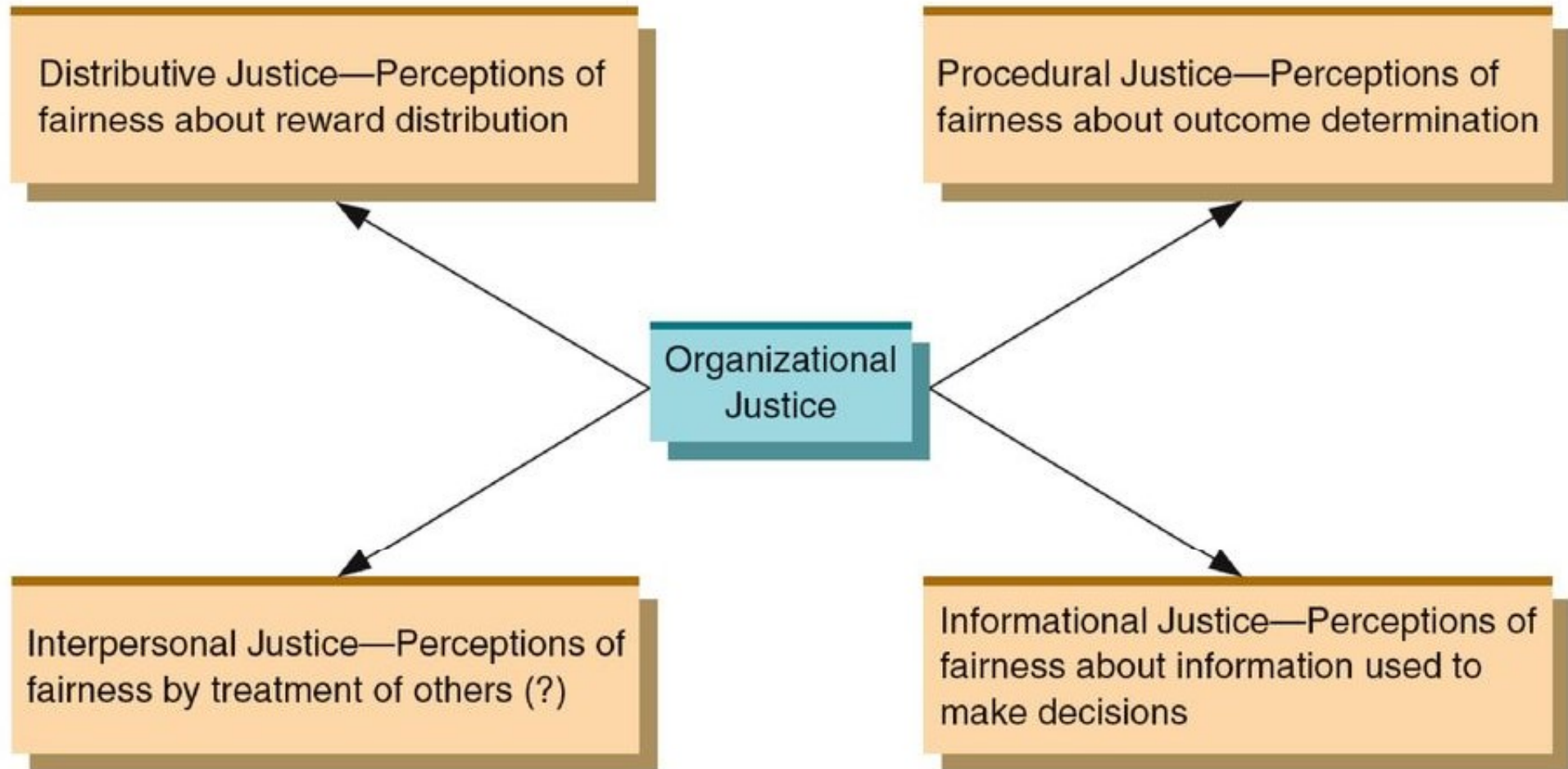
- ✓ Studies show the effectiveness of IM depends on the situation:
 - Job interviews; and
 - Performance evaluations



Organizational Justice

Organizational justice refers to the perceptions of people in an organization regarding fairness.

Four Basic Forms of Organizational Justice





End!

SIBM
Bengaluru
Birthplace of Business Leaders

Any Questions?