

## Power Distribution in Organisations

- \* In an Organisation having Hierarchical structure, there are various amounts of power based on the Roles.
- \* The higher the level of the person, greater is the amount of his power.
- \* The amount of power in an organisation is variable and changes from time to time.
- \* In an Orgn, if one group gains power, another loses (Zero-sum game)

## Concentration of power

- \* There is a "School of thought" that argues that power may concentrate in the hands of few.
- \* This is based on the fact that / depends on
  - (i) Significance of organisation size
  - (ii) Clash of interest within any highly specialised orgn.
- \* As the size of orgn increases, there will not be any mass participation, so few people acquire absolute control over important functions and establish themselves in power.
- \* As orgn grows and becomes complex, Role of Individuals will be specialised. So fewer people will have competence to fill unique positions and gain power.

## Tactics to gain power

- (1) Creating and Managing Uncertainties.
- (2) Norm of Reciprocity.
- (3) Identification with power centres.
- (4) Impression Management. (Protection of self image by the person and Intentionally affecting others assessment of him)  
Eg:- Sending Nonverbal cues, doing favours.

- 5) Pressure Building
- 6) Competition
- 7) Coalition
- 8) Co-optation

## POLITICS

It refers to the structure and process of the use of authority and power.

Organisational Politics: It is a politics whereby individuals or group use whatever power they can amass to influence organisational decisions in the direction of their own interests.

### Reasons for Organisational politics

- (1) Competition for power.
- (2) Discretionary Authority
- (3) Ambiguity in Organisations
- (4) Subjective Evaluation of Performance.
- (5) Saturation in Promotion
- (6) Joint Decision-making

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### Various Forms of Political Behaviour

- |                                |                                  |
|--------------------------------|----------------------------------|
| (1) Scape Goating              | (7) Associating with influential |
| (2) Passing the buck           | (8) Image building               |
| (3) Sabotage                   | (9) Hiding of Information        |
| (4) Attacking & Blaming others |                                  |
| (5) Praising others            |                                  |
| (6) Creating power coalitions  |                                  |

## V4: Power & politics

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Power: It is the one of the means to influence others for getting results.

### Characteristics of Power

- (1) Power includes influencing others.
- (2) Power also include a Negative Decision or Action of Non-Decision.
- (3) Power is Extra-Organisational in Nature.

### Importance of power

- (1) It is necessary for Co-ordinated Activities.
- (2) Power is the bases for Authority and Responsibility. (obligation to discharge duty)

### TYPES OF POWER

I Etzioni has Identified three Bases of power:

- (1) Coercive
- (2) Remunerative
- (3) Normative

II French and Raven has Identified 5 types of power:

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

#### ① Coercive power:

It is defined as the power which rests upon the application or threat of application of Physical sanction.

Eg:- Restriction of Movement of workers, controlling the satisfaction of Basic Needs.

In orgn, it includes Dismissal, Suspension, Demotion

## ② Reward Power:

It is opposite of Coercive power.

- \* ~~The power~~. In orgn situations, this type of power is based on control of salaries, wages, Commission, fringe benefits.
- \* usually ~~this~~ people comply with this type of power because they get benefits if they comply.

## ③ Legitimate Power

- \* It is based on agreement and held values and allowing one person to have power over another person.
- \* In orgn, these Legitimate power is formal in Nature
- \* In orgn, this type of power is delegated to members of orgn, (Superior to Subordinate).

## (3) Referent power:

- \* It is based on Identification ~~of a person~~ ~~use~~ with the person whom have some form of power.
- \* This type of power is because of his personality characteristics.

## 4) Expert Power:

- This type of power is based on famous wordings "Knowledge is power".
- This type of power is as a result of one's Experience, special skill or knowledge.