

POWER & POLITICS

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Definition of Power

- ▣ Power refers to a capacity that A has to influence the behavior of B, so that B acts in accordance with A's wishes.
- ▣ The most important aspect of power is that it is a function of dependency. The greater B's dependency on A, the greater is A's power in the relationship.



Bases of Power

- ▣ Coercive Power- Power that is based on Fear.
- ▣ Reward Power - Compliance achieved based on the ability to distribute rewards that others view as valuable.

Bases of Power

- ▣ Expert Power - Influence based on special skills or knowledge.
- ▣ Legitimate Power - The power a person receives as a result of his or her position in the formal hierarchy of an organization.
- ▣ Referent Power - Influence based on possession by an individual of desirable resources or personal traits



Power Tactics

- ▣ Ways in which individuals translate power bases into specific actions.

Followings are few tactical dimensions or strategies:

- Reason: use of facts and data to make a logical or rational presentation of ideas.
- Friendliness: use of flattery, creation of goodwill, acting humble and being friendly prior to making a request.
- Higher Authority: gaining the support of higher levels in the organizations to back up requests.

Power Tactics

Followings are few tactical dimensions or strategies:

- Coalition: getting the support of other people in the organization to back up the request.
- Bargaining : use of negotiation through the exchange of benefits or favor.
- Assertiveness: use of direct & forceful approach such as demanding compliance with request, repeating reminders, ordering individual to do what is asked and pointing out that rules require compliance.
- Sanctions: use of organizationally derived reward and punishments such as preventing or promising the salary increase, threatening to give unsatisfactory appraisal or withholding promotion.

POLITICS

Those activities that are not required as part of one's formal role in the organization, but that influence, the distribution of advantages and disadvantages within the organization.

- Legitimate political behavior: Normal everyday politics. Like complaining to your supervisor, bypassing chain of command etc.
- Illegitimate political behavior: Extreme political behavior that violate the implied rules of the game like sabotage, whistle blowing etc.



Factors Influencing Political Behavior

Individual Factors

- High Self monitors
- Internal Locus of Control
- High Mach
- Organizational Investment
- Perceived Job Alternatives
- Expectation of Success

Organizational Factors

- Reallocation of Resources
- Promotion Opportunities
- Low Trust
- Role Ambiguity
- Zero sum Reward Practice
- Democratic Decision Making

Political Behavior
Low-----High

Favorable Outcomes
•Rewards
•Averted Punishment

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Managing Organizational Politics

- ▣ Jobs need to be clearly defined.
- ▣ Management should discourage the dysfunctional behavior of people.
- ▣ People should be rewarded objectively.
- ▣ Open communication among people help stop control over information.
- ▣ Making people aware of the causes and consequences of politics make them resist temptations of resorting to political behavior.

Thank You

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