

Organizational Behaviour- II
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Lecture - 26
Power and Political Behaviour

Namaskar. Welcome to the course on Organizational Behaviour II. Today, we will be beginning with another topic, which is a Power and Political Behaviour in Organizations. And this is Module VI or Week VI, and we shall be completing this topic in the next five lectures. We will be speaking about the Concept of Power; the Definition of Power; Contrasting Leadership and Power; we will also be contrasting Authority, Power and Influence; We will be talking about the Basis of power; we will be discussing Power Tactics and Coalitions; Political Behaviour; Power in Politics; we will also be dealing with Factors leading to Political Behaviour in organizations, and what is the outcome of Political behaviour on employees; we shall also be discussing the various Political Strategies for Power Acquisition; we will be talking about Political and Influence Tactics; we shall also be discussing the Guidelines for reducing or for overcoming the negative impact of political behaviour in organizations; and we shall be also talking about Impression Management. So, we have a lot to cover in these five days, in these five lectures, where we will be dealing with both Power and Political Behaviour in Organizations, and will be, you know, covering a lot of topics under these two topics. So, the two topics, Power and Political Behaviour have a lot of subtopics, and we shall be covering each one of them in these five lectures in these five days. So, welcome to the next topic, and we shall now start with the first lecture of Module VI,

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ORGANIZATIONAL BEHAVIOUR-II

Power and Political Behaviour

- Concept of Power
- Definition of Power
- Contrasting Leadership and Power
- Contrasting Authority, Power and Influence

where we shall be discussing the Concept of Power, the Definition of Power; we will contrast Leadership with Power, and then we will contrast Authority and Influence with Power. So, this is what we will be covering in this in today's session.

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Concept of Power

- If you want to get things done by a person or by a group or in the organization, you need to have power.
- For a manager who desires to be powerful, it is important that he creates dependence of subordinates on him.
- Others too, want to make their managers and superiors depend on them.
- *The result is a continual tussle for power.*

Now what is Power? Any and every person, wants to exercise power. This power is something which we all want to exercise over another person, whether it is our personal lives or our professional lives. We always want to get things done through others, the way we want it to be done, and whether it is our personal lives, or our professional lives, we always want to control the other person, and to control the other person, we always want to exercise some kind of a

power.

We want to get things done through another person and so, we must exercise some kind of a power on him or her, and we want to control the thoughts and behaviours of another person, and that is what is the fundamental to power, that you want to get things done, and so, you want to exercise power, and why would you want to exercise that power? Because you realize that if you do not exercise that power, you will not be able to get things done, the way you want to get things done. So, if you want to get things done by a person, or by a group or you know, you want to get some things done in the organization, you need to have power. For example, a manager, he desires to be powerful, and it is very important that he creates a dependence of subordinates on him. Others too, they want their managers and superiors to be dependent on them. Like for example, a manager wants to be powerful. So, he wants his subordinates to be dependent on him. And the subordinates, on the other hand, or the employees or the workers, also want the manager to be dependent on them. So, both, the manager wants to exercise power; even the worker or the employee wants to, you know, exercise some kind of power. So, a manager who desires to be powerful, wants to exercise power on his subordinates, on the workers. The workers and subordinates also want to exercise some kind of a power on the manager. If you see here, we are using a word called 'dependence'. Now, why will a manager want to create dependence, and how will they be able to do it? He will want to create a dependence so that subordinate listens to, and why will this opportunity listen to him? The subordinate will listen to him because the manager controls something, or possesses something which the subordinate consider to be important. And so, the manager is able to create a dependency of the subordinate on him. The subordinate, becomes dependent on the manager because the manager has something which the subordinate considers to be important, and wants to possess it. Similarly, the workers or the employees, they have their own skills, abilities at the shop floor, at the factory, in the factory, or at the shop floor, and they also, may know that if they are not there, work may, you know, not get done, and so they want to exercise their own power over the manager, over the management because they know that the management depends on the workers. So, the workers also want to make the management dependent on them. So, if you see the result is a continual tussle for power. A manager desires to be powerful, and for that it is important that he creates a dependence of subordinates on him. Subordinates also create a dependence that the manager depends on them,

and why does this dependence happen we will see. This dependence happens because whether it is a manager or whether it is the subordinates, they possess something which is important to either of them. So, manager possesses something which is important to the worker. The worker possesses something which is important to the manager, and so a dependence gets created. So, if you want to get things done by a person, or by a group, in the organization, you need to have power, and manager who desires to be powerful creates a dependence of subordinates on him. The subordinates or the workers also create dependence, because they know that without them the manager will not be able to work. So, it is a continual tussle of power, which we see in organizations.

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The slide is titled "The 'Positives' of Power" and "The 'Negatives' of Power". It features a network diagram of people connected by lines, a video inset of a woman, and logos for IIT Kharyagpur and NPTEL.

➤ The 'Positives' of Power

- Improves the quality of decisions.
- Facilitates change and organizational development.
- Stimulates creativity and leads to new organizational goals.

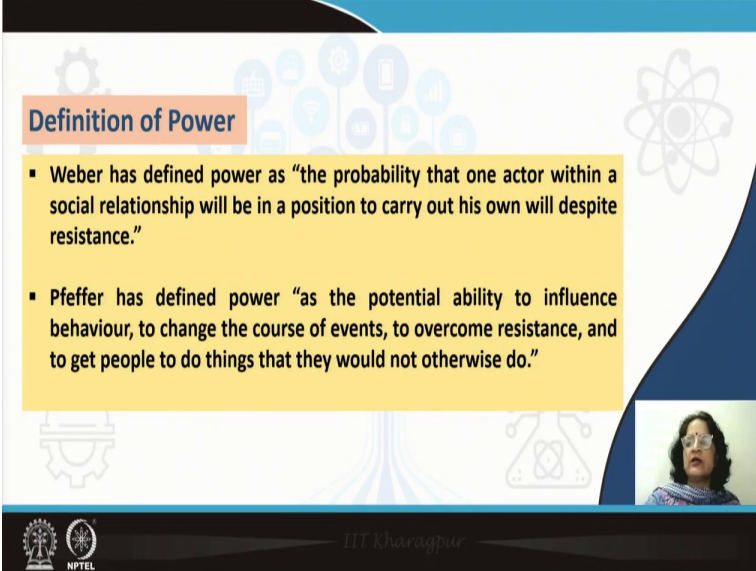
➤ The 'Negatives' of Power

- Power may be used for personal advantage and self-interest, and this has a negative impact on other people and the organization.

Now what are the positives of power, and what are the negatives of power? Now when we talk about power, exercising of power is essential. It improves the quality of decisions. It facilitates change in the organization. It leads to organizational development. It stimulates creativity, innovation, and it leads to new organization goals. But there are also negatives of power. Power may be used for personal advantage and self-interest, and this has a negative impact on other people, and on the organization. So, power is often misused for self-interest, and when that happens, it is the dysfunctional for the organization. So, power, you know, has a positive part,, power also has a negative part to it, and for exercise of power is something which is very natural, be it our personal lives, or be it our professional lives. We always want to exercise some kind of a power. We want to make others dependent on us. We want to feel more powerful. Why?

Because we want to get things done. We know that until unless we have power, we will not be able to get things done, the way we want things to be done. So, there is always this tussle for power, and while you know, this power can be positive for an organization, is also negative for an organization.

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The slide features a blue and white background with various icons like gears, a lightbulb, and a network diagram. A yellow box contains the text. At the bottom left, there are logos for IIT Kharagpur and NPTEL. A small video inset shows a woman speaking.

Definition of Power



- Weber has defined power as “the probability that one actor within a social relationship will be in a position to carry out his own will despite resistance.”
- Pfeffer has defined power “as the potential ability to influence behaviour, to change the course of events, to overcome resistance, and to get people to do things that they would not otherwise do.”

But what is this power? How do we define power? So, Weber has defined power as a probability that one actor within a social relationship will be in a position to carry out his own will despite resistance. So, Weber has defined power as the probability that one actor within a social relationship will be in a position to carry out his own will despite resistance. So, one person within a social relationship in a position to carry out his own will, despite others opposing him, that is, what is power as Weber has defined it to be.


Pfeffer has defined power as the potential ability to influence behaviour, to change the course of events, to overcome resistance, and to get people to do things that they would not otherwise do. So, he defines it as the ability or potential ability to influence behaviour of others, to change the course of events that happen, to overcome any kind of a resistance, and to get people to do things, which they would not do otherwise. So, that is how power can be defined.

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- Robbins and Judge have defined power as “the capacity that A has to influence the behavior of B, so that B acts in accordance with A's wishes”.
 - “A capacity that Person A has to influence the behavior of Person B, so that Person B does something she or he would not otherwise do”.
- The definition implies:
 - ✓ There is a potential that Person A possesses that need not be realized to be effective,
 - ✓ There exists a dependence relationship, and
 - ✓ Person B has some freedom of choice over his or her own behavior, and may/may not do what Person A asks him to do.
- Power may be present but not be exercised, and hence, it is a capacity or a potential.
- Power is a function of dependency.

Dr. Khurshida



Now Robbins and Judge have defined power in a simple fashion. They say capacity that A has to influence the behaviour of B so that B acts in accordance with A's wishes is what is power. So, they define power as a capacity that A has, to influence the behaviour of B, so that B acts in accordance with A's wishes. A capacity that Person A, has to influence the behaviour of Person B so that B does something, he or she would not otherwise do. That is power. So, the capacity or the ability of A, to be able to influence B, and make B do something which we would not otherwise, is what is power. Person A, being able to influence B, to do something which B would not do otherwise, that is what is power. So, the definition here implies a couple of things. First, there is a potential, a capacity. There is a potential that Person A possesses that need not be realized to be effective, which means the capacity A has; it is a potential that A possesses, that need not be realized to be effective, he may use this capacity, he may use this potential, he may not. So, it is a potential that Person A possesses that need not be realized to be effective. The second thing is there exists a dependence relationship. Why will B do something which A wants him to do? Why will B act in accordance with A? Because A has something with him which B wants. So, B becomes dependent on A. You see here, capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes, or if you see capacity - the capacity the Person A has to influence the behaviour of Person B, so that B does something which he or she would not otherwise do. Now why is B going to do something which he or she otherwise may not do? That is because B is dependent on A. So, there is a dependence relationship.

The third thing which comes in is that B also have some freedom of choice over his or her own behaviour, and may or may not do what Person A asks him to do. It is not essential that Person A will be able to use his power successfully all the time; he will be able to get things done from B always; that does not hold good; it does not hold true; Person B always has some discretion; he has some freedom of choice over his behaviour, and he may or may not do what A is asking him to do. So, what this means is that there is a potential that A possesses; he may use it, may not use it; so there is a potential Person A possesses, that need not be realized to be effective. There is a dependence relationship because of which B will do or A will be asking to do. Why does this dependence happen? We will discuss it subsequently, and the third thing is that the Person B always has some level of freedom of choice. He has some discretion, and he may or may not do what Person A asks him to do. So, what we are trying to say is that power may be present, but not exercised, and hence it is the capacity or potential. That is why if you see, we are saying that power is a potential; it is a capacity; it may be present, but may not always be exercised. It is a potential that A possesses, but that need not be realized to be effective. So, power may be present but not exercised. There is a potential that Person A possesses that need not be realized to be effective. So, it is a capacity, or a potential, and the second thing which we see from here is that power is a function of dependency. So, if we say that a power is a capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes, or if we say that power is a capacity that Person A has to influence the behaviour or Person B, So, that B does something which he or she would not otherwise do, if we define power in that way, three things emerge. One, there is a potential that may not be exercised. So, power may be present, but may not be exercised. So, it is a capacity, it is a potential. Second is, there is a dependency relationship, which means power is a function of dependency. B is dependent on A, and that is the reason B will do something which A is asking him to do.

And the third thing that emerges here is that, Person B always has some discretion; There is some freedom of choice over his or her behaviour, and he may or may not always do something what A is asking him to do. Now this brings us to what we refer to as dependency.

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Dependency

- Dependency may be described as a condition of Person B's relationship to Person A, when the latter possesses something that the former requires.
 - The greater the dependence of Person B on Person A, the greater will be the power that Person A will possess.
 - A person can have power over another only if he or she controls something that is desired by 'another', and the 'another' regards it to be of importance.


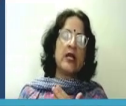
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Now what is dependency? Why will A be able to make B do something which he or she would not otherwise do. Now, A would be able to make B do something, because B depends on A. So, dependency, may be described as a condition of Person B's relationship to A, because A possesses something that B requires. Dependency may be described as a condition of B's relationships to A because A possesses something, which B requires. The latter here, A processes something that the former here, B requires. So, dependency is described as a condition of Person B's relationship to A, when the latter possesses something that the former requires; we mean to say, A possesses something, which B requires. Now, the greater the dependence of B on A, the greater will be the power that A will have. The greater the dependence of Person B on Person A, the greater will be the power that Person A will possess. A person can have power over another only and only if he or she can control something that is desired by the other party, and other party considers that to considers that possession to be important. I am repeating a person will have power over another, only if he or she controls something, that is desired by another, and the another regards it to be of importance. The other regards, whatever A possesses to be of importance. So, Person B will depend on A. Why will he depend on A? Because Person A possesses something, which B regards to be important. Person A will have power over Person B only if a Person A controls something that is desired by Person B, and Person B regards it to be of importance. So, this leads us further to the dependency postulate.

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Dependency Postulate

- Dependency is the fundamental basis of power.
 - The greater one depends on 'another', the greater power 'another' holds.
- Dependency is based on the importance, scarcity and non-substitutability of the resource held by 'another'.
 - Importance: Whatever is held by 'another' must be important to other(s).
 - Scarcity: Whatever is held by 'another' must be scarce; scarcity creates dependency.
 - Non-substitutability: Whatever is held by 'another' must be non-substitutable. There should be absence of equally valued substitutes.

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So, dependency is a fundamental basis of power. People will be able to hold power only and only if others are dependent on them. When will the others be dependent on them? When they hold something which is of importance to the others. So, dependency is a fundamental basis. Person A is able to make B do something, because A possesses something which B regards to be important, and so, B depends on A; and B knows that if I listen to A, I will be able to get what A possesses. So, dependency is the fundamental basis of power. The greater one depends on the another, the greater power another holds. So, the greater Person B depends on Person A, the greater power, A will hold over B. Now what does dependency depend on? Dependency is based on – one, importance of the resource. Whatever resource is held by A, should be considered to be important by B. So, whatever is held by another must be important to others. Whatever is held by Person A, must be important to Person B, C, D. Only then B, C and D will be dependent on A, and A will be able to make B, C and D do something which Person A wants, or which he wants, he or she wants. The second is scarcity. Whatever is held by A, is scarce. Whatever resource A has, is something which is scarce and valuable. So, this scarcity creates a dependency. So, whatever resource is held by Person A, is something which is scarce; and B wants it, C wants it, D wants it, and so, they all actually want this scarce resource.

The third is, non-substitutability. So, whatever is held by another, that means Person A, must be non-substitutable. It does not have an alternative. There is absence of equally valued substitutes. I will give you an example here; whatever is possessed by A is something which cannot be

substituted with equally valued resources. Whatever resource A has cannot be substituted with equally valued substitutes. So, whenever there is a dependency, this dependency of Person B on A happens, because A possesses something which is important for B, one; two, whatever A possesses is something which is scarce, and desired by many; and three, whatever A possesses is something which is non-substitutable. So, this dependency of B on A, happens because A possesses something which is important to B. Whatever A possesses is scarce, and whatever A possesses is non-substitutable. That is why B begins to depend on A, because A possesses something which B wants. A possesses something which is important to B, A possesses something which is scarce. A possesses something which is non-substitutable. For example, one person can be promoted to a particular position, and there are three people, who desire the promotion.

So, the manager is there. He wants to promote somebody as an assistant manager. There are three candidates, or three people who are due for a promotion in the next one year. Now the three of them will compete with each other, and the manager has control over the three of them. Why? Because the manager possesses the right to promote somebody. The post is only one; that post is important to all the three; the post is something which is only one, so, scarce; and the post is something which is non- substitutable - So, all the three people who are contenders for being appointed as assistant managers in the next one year, would do whatever the manager will tell them to do, and so the manager will be able to exercise huge power over them is not it. The three people who have to be promoted as assistant manager - the manager here has a huge power over all three of them, because the manager knows that he possesses something;

something being the right to decide, who will be the next assistant manager; who will be promoted to the next level; he has the right to decide that; and because he has the right to decide that by virtue of his position of being a manager, by virtue of the fact that he holds a legitimate position, the three people will be hugely dependent on the manager, and they will do whatever the manager tells them to do, because they know that the manager possesses something, something being the right to decide who the next assistant manager will be. And so, these three people will depend on the manager because they know the manager has a right to decide; the manager is the one who is going to promote; the position is one, and non-substitutable. So, that is

how they would depend on the manager, and they would do whatever the manager asks them to do. Because they know that the manager holds something or has something which they value, which the three of them value they consider it to be important, they consider it to be scarce, and they consider it to be non-substitutable.

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The slide features a title 'Contrasting Leadership and Power' in a blue box. Below it, a yellow box contains two bullet points: 'Leaders make use of power as a means to achieve group and organizational goals.' and 'Leaders aim at achieving goals, and power acts as a means of achieving goals.' The slide is decorated with icons of gears, a lightbulb, and a musical note. There are two illustrations of groups of people: one with white figures and one with black figures where one is red. A small video inset shows a woman speaking. The footer includes the IIT Kharagpur and NPTEL logos.

Now let us know contrast Leadership and Power. When we talk about power, we know a capacity that A has over B, to make B do something which B may not otherwise do. Similar is leadership. Leadership is also the act of influencing others willingly and enthusiastically towards achieving certain goals. But there is a difference here. Leaders make use of power as a means to achieve group goals and organisational goals. Leaders make use of power as a means to achieve group goals and individual goals, and leaders aim at achieving the goals, and power acts as a means to achieve those goals. So, leaders have goals to achieve, and power is used by the leader as a means to achieve the goals. So, leaders make use of power, as a means to achieve group goals if it is a team or departmental goal or overall organizational goals. So, leaders aim at achieving goals, and power acts as a means of achieving those goals, and leaders make use of this power as a means to achieve you know, group goals, departmental goals or organizational goals.

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Difference between Leadership and Power

I Goal compatibility:



- Power does not require compatibility of goals; it requires mere dependence.
- Leadership requires that there is a goal compatibility between the leader and those being led.



II Direction of influence:

- Leadership is all about a downward influence on the followers.
- Power flows can be downwards, upwards and even lateral.

III Research orientation:

- The research focus in leadership is on the style.
- In the case of power, the focus is on tactics to gain compliance.



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And we see there is some difference between Leadership and Power. We can differentiate on the basis of three - goal compatibility, direction of influence, and research orientation. The first is goal compatibility. So, power does not require compatibility of goals. It is just about dependence, mere dependence. On the other hand, leadership requires that there is a goal compatibility between the leader and the followers. Power does not require compatibility of goals. It is merely dependence. It denotes a dependency relationship. So power does not require compatibility. It only requires dependency, but leadership requires that there is goal compatibility between the leader and those being lead, between the leader and the followers.

The second is direction of influences. Leadership is all about downward influence on the followers. So the leader and the follower. The leader commands, the leader gives orders, and the followers or the subordinates, you know, obey. So, leadership is about downward influence, but power flows in all directions. Power can be downwards; power can be upwards; power can be lateral; anyway, power is free flow, as we shall see subsequently. When we do the basis of power, we will see how power flows can be downwards, can be upwards, or can be lateral.

The third is a research orientation. The research focus in leadership is on styles, on leadership styles, but the research focus in power is more on tactics used to gain compliance. So, this is the difference between leadership and power.

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▪ **Leadership:**

- Requires goal congruence between the leader and the followers, and aims at achievement of goals.
- Influence is downwards.
- The research focus is on leadership styles and relationships with followers.

▪ **Power:**

- Does not require goal congruence, and is used as a means for achievement of goals; there exists an element of dependency.
- Influence is vertical and lateral.
- The research focus is on use of strategies and tactics for gaining compliance.

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Now leadership actually also requires a goal congruence between the leaders and the followers - goal compatibility, and aims at achievement of goals. The influence is downwards. The research focus is on leadership styles and relationships with followers. But if you look at power, power does not require any goal compatibility or goal congruence, and it is used as a means to achieve goals. So there exists only and only an element of dependency. It flows in all directions. It can be upwards, downwards, which means it can be vertical; it can also be lateral, and the research focus in power, is more on the use of strategies and tactics to gain compliance.

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Contrasting Authority, Power and Influence

Authority

- Authority legitimizes and is a source of power; it is the right to make others do something.
- It is associated with a position in an organization; it increases as one goes up the organizational hierarchy.
- The authority given to a position is legitimate.
- The extent of authority vested in a position is specified in advance.
- Authority is prescribed formally and flows down vertically.

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Similarly, we can also contrast Power with Authority and Influence. So, when we look at

authority, authority legitimizes and is a source of power; it is the right to make others do something. When we do the basis of power, we will see that power may be legitimate, or power may not be legitimate. But when it is legitimate power, it is authority which legitimizes the power. Authority here is associated with the position in the organization. It increases as one goes up the ladder, as one goes up the organizational hierarchy, and authority is given to the position, and it is legitimate. Authority given to position is legitimate. By virtue of being a manager, a person can exercise power over others. So, that is a legitimate power. The power of a manager comes by virtue of his holding a manager's position in the organizational hierarchy. The day he ceases to be a manager, he will lose that legitimate power. So, when we do the basis of power, we will see that power can be legitimate, can be illegitimate; can be formal, can be personal; and then we talk of formal power, and when we talk of legitimate power, we have something called a legitimate power, which actually arises out of a position. So, power which arises out of a position in the organization is legitimate power. And by virtue of being on a position, the manager can exercise authority. So authority legitimizes, and is a source of power. It is associated with a position in the organization, and it increases as one goes up the ladder. Authority given to a position is legitimate. So, because a Person A is a manager, he possesses legitimate power, and can make others do what he wants them to do. The very fact that he is a manager, he holds a legitimate position, he holds legitimate power, and he can make others do what he wants to get done. And how does he do it, through use of authority. So, authority given to a position is legitimate. Authority legitimizes power. It is a source of power. It is right to make others do something by virtue of holding that position. So, the extent of authority vested in a position is specified in advance, and authority is prescribed formally, and flows down vertically. So, one of the basis of power is legitimate power, and that comes out of a position.

Power vests in a position, or that arises out of a position is legitimate power. And so, because of this legitimate power, a manager has the authority to get things done through and with people, and he can make other people do something because he possesses a position, and the position gives him an authority. So, the authority given to the position is legitimate. Authority legitimizes and is a source of power.

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Power

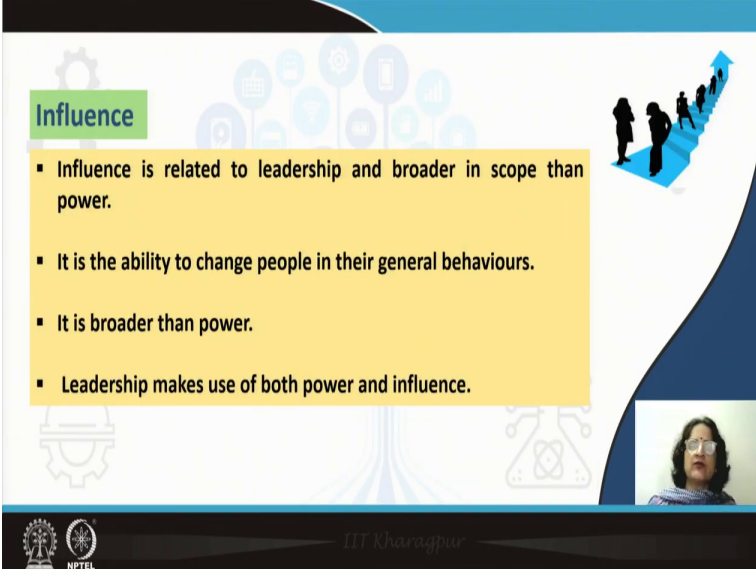
- Power is the ability to get a person or a group to do something. It may/may not be legitimate.
- The exercise of power may be between two or more persons and an organizational relationship may not always be necessary.
- Power centers may not always be associated with a position. They may be located even at lower levels in the organization.
- Power flows in all directions.
- It is much broader in scope than authority.

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Now we all know what power is. It is the ability to get a person to do something. It may or may not be legitimate. That is the difference between authority and power. Authority comes out of a position; it is legitimate; but power may be legitimate, may not be legitimate; and the exercise of power maybe between two or more persons, and an organizational relationship is not always necessary. It is not necessary that power is always vested in a position. Power may or may not be, as we will see subsequently, in the next lecture, we will see power has a number of bases - legitimate power, coercive power, reward power, expert power, referent power, charismatic power - but only one of these bases is position power or legitimate power. The others need not be associated with a position, and so, power centers may not always be associated with a position. They may be located even in the lower levels, and power flows in all directions. It is much broader in scope than authority. So, power is the ability to get things done from somebody - may or may not be legitimate; and the exercise of power between two or more people for exercise of such power, an organizational relationship may not be necessary. For Person A to make me do something, will not only be based on a legitimate authority. No. Person A may make me do something out of fear which may not be legitimate, out of power to reward, which may not be associated with the position; he may he may be able to make B do something because of the expert power that he possesses. Again therein also, an organizational relationship may not be necessary. And power centers may be located even at lower levels. Like, for example, there is a fresh graduate engineer who has joined in a plant. He specializes in, you know, with machines and with, you know, the maintenance, etcetera of the machines, and he is very good, but he may

not be skilled at, say, welding, for example. And so, once the machine breaks down, this graduate engineer may have to call a welder. The welder may be just having a knowledge of welding; he may not even be having a formal degree for that. But he may have some idea as he specializes in welding. Now this freshly appointed graduate trainee engineer, will have to depend on the welder, and the welder will exercise his expert power over the graduate engineer. Why? Because the welder possesses expert power. So, at the level, the graduate engineer may be at a higher level, much higher level than the welder, but the welder is able to exercise the power over the graduate engineer, because of what - because of what, we call as an expert power. So, power center is not essentially associated with a position at the top, no. It can also be located at lower levels. It flows in all directions and is much broader in scope than authority.

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The slide features a blue and white background with various icons representing technology and industry. A central yellow box contains the following text:

- Influence is related to leadership and broader in scope than power.
- It is the ability to change people in their general behaviours.
- It is broader than power.
- Leadership makes use of both power and influence.

In the bottom right corner, there is a small video inset showing a woman with glasses speaking. The slide also includes logos for IIT Kharagpur and NPTEL at the bottom left.

The third is influence. Now, influence is related to leadership, and it is broader in scope than power. It is the ability to change people's behaviours, change people's general behaviours. It is much broader than power, and leadership makes use of both power as well as influence. So, leaders make use of both power and influence. Influence is related to leadership, but it is broader in scope than power, because influence actually, it relates to the ability to change people in their general behaviours. So, this is how we can contrast power, authority, leadership and influence.

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CONCLUSION

This brings us to an end of the first lecture on the topic “Power and Political Behaviour”.

We shall continue with the topic in the next lecture.



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So, with this I come to an end of this lecture, and we shall continue with the topic in the next lecture. Thank you.