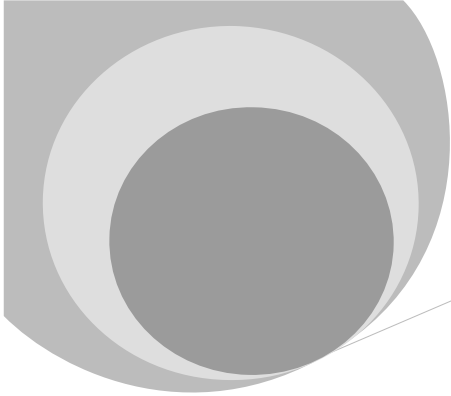


# **Influence, Power & Politics In The Organization**



**A Report by  
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## POWER & i N F L U E N C E

### Power

- The ability to get someone to do something you want done or the ability to make things the way you want them to.

#### *DEPENDENCE THEORY OF POWER*

*"If B is dependent on A, then A has power over B"*



### Influence

- A behavioral response to the exercise of power.

### Sources of Power:

#### ✓ Five Sources of Power (French and Raven, 1960):

1. *Referent or Personal Power*– The ability of leaders to develop followers from the strength of their own personalities.
2. *Expert Power*– the ability to control another's behavior because of the possession knowledge, experience, or judgment that the other person does not have but needs.
3. *Legitimate or Position Power*– stems from an authority's legitimate right to require and demand compliance
4. *Reward Power*– the extent to which a manager can use extrinsic and intrinsic rewards to control other people.
5. *Coercive Power*– The extents to which a manager can deny desired rewards or administer punishment to control other people.



### ✓ Three Bases of Power (Etzioni, 1968):

1. **Coercive Power**– involves forcing someone to comply with one's wishes.
2. **Utilitarian Power**– is power based on a system of rewards or punishments.
3. **Normative Power**– is power which rests on the beliefs of the members that the organization has a right to govern their behavior.

### Possible Responses to the Use of Power:

1. **Resistance** – resisting the request without apparent cause or in an arrogant manner. *This is most likely response to Coercive Power.*
2. **Compliance** – complying with the request by meeting minimal expectations while withholding extra effort. *Legitimate and Reward Powers usually results in Compliance.*
3. **Commitment** – enthusiastic release of energy and talent to satisfy the leader's request. *Referent and Expert Powers are most likely to produce commitment.*

### Figure 1. Common Employee Reactions to Bases of Power



### Some Techniques for Exercising Influence

Reason, Friendliness, Coalition, Bargaining, Assertiveness, Higher Authority, Sanctions



## Organizational Politics

- Intentional behaviors that are designed to enhance or protect a person's influence and self-interest.
- In terms of self-interest, the management of influence to obtain ends not sanctioned by the organization.
- As a necessary function, the art of creative compromise among competing interests.
- Not automatically good or bad as it also serves a number of important functions like overcoming personnel inadequacies, coping with change, and substituting for formal authority.



### *Impression Management*

- **The ability to protect a person's self-image while intentionally affecting another's assessment of them.**
- **The tool used to increase influence by self-monitoring capacity and political skills in order to rise to the top of modern organization.**



### Some Tactics in Gaining Political Power:

1. ***Social Exchange***– relies on the powerful norm of reciprocity in society, where two people in a continuing relationship feel a strong obligation to repay their social “debts” to each other.
2. ***Alliances***– two or more persons join in a longer-term power group to get benefits that they usually desire.
3. ***Identification with Higher Authority***– gaining special privileges by becoming identified with a powerful figure in the organization.
4. ***Selective Service***– giving service selectively to gain support, often by bending the rules.
5. ***Power and Status Symbols***– acquiring power and status symbols that imply that you are an important person in the firm.
6. ***Power Plays***– aggressive tactic involving grabbing of power from others.
7. ***Networks***– joining or forming interest groups that have a common objective. The group operates on the basis of friendships and personal contacts.



### Common Strategies in Self-Protection

1. ***Avoidance***– adhering strictly to the rules and “playing dumb.”
2. ***Redirecting Responsibility***– defining the task in such a way that it becomes someone else’s formal responsibility.
3. ***Defending Turf***– defending the group from encroachment of other groups.



## Suggested Readings:

### INTERNET RESOURCES

- ü **ROYBELEN.COM – DWCL-MBA Unofficial Portal**  
<http://mba.roybelen.com>
- ü **OBNotes by WILF H. RATZBURG**  
<http://www.geocities.com/Athens/forum/1650/htmlobtoc02.html>
- ü **The Ethics of Power, Influence, and Persuasion: Points to Honor**  
[http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item\\_detail.jhtml?referral=1935&id=5511BC](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?referral=1935&id=5511BC)
- ü **Power and Political Behavior**  
<http://users.dickinson.edu/~jin/Power.html>

### REFERENCE BOOKS

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- ü Martires, Concepcion Rodil, **HUMAN BEHAVIOR IN ORGANIZATIONS**, 3rd Ed., National Bookstore, 2006, pp.79-126.
- ü Newstrom, John W. & Davis, Keith, **ORGANIZATIONAL BEHAVIOR: HUMAN BEHAVIOR AT WORK**, 11TH Ed. McGraw Hill. 2002, pp.46-75, 184-202, 272-279.
- ü Schermerhorn, John, Jr. , Hunt, James G., & Osborn Richard, **ORGANIZATIONAL BEHAVIOR**, 9th Ed., Wiley Publishing, 2005. pp.266-291, 294-311.
- ü Scott, William G., & Mitchell, Terence R., **ORGANIZATION THEORY: A STRUCTURAL AND BEHAVIORAL ANALYSIS**, Irwin-Dorsey Limited, 1972, pp.137-164, 211-223.

