ORGANISATIONAL BEHAVIOUR
UNIT IV

ORGANIZATIONAL CHANGE

"Organisational change refers to any alteration that occurs in total work environment". "Organisational change refers to the alteration of structural relationships and roles of people in the organization."Significance

- An organisation must develop adaptability to change otherwise it will either be left behindor be swept away by the forces of change.
- Organisational change is inevitable in a progressive culture.
- Modern organizations are highly dynamic, versatile and adaptive to the multiplicityofchanges.
- It is largely structural in nature.
- An enterprise can be changed in several ways. Its technology can be changed, its structure,its people and other elements can be changed.
- Organisational change calls for a change in the individual behaviour of the employees.
- Organizations survive, grow or decay depending upon the changing behaviour oftheemployees.
- Most changes disturb the equilibrium of situation and environment in which the individualsor groups exist.
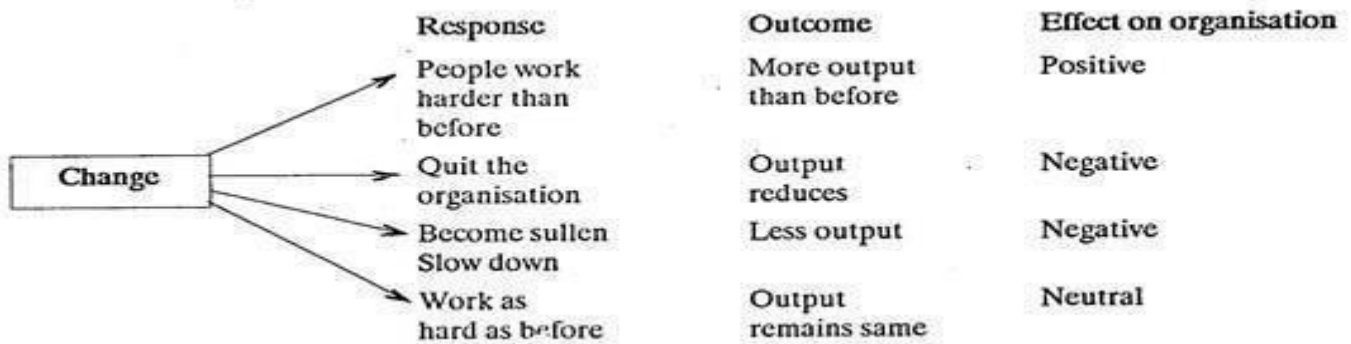- If a change is detrimental to the interests of individuals or groups, they will resist thechange.

Causes of organizational change:External Pressures:

1. **Change in Technology and Equipment**:Advancements in technology is the major cause(i.e., external pressure) of change. Each technological alternative results in new forms of organization to meet and match the needs.

2. **Market Situation**: Changes in market situation include rapidly changing goals, needs anddesires of consumers, suppliers, unions etc. If an organization has to survive, it has to copewith changes in market situations.

3. **Social and Political Changes**: Organizational units literally have no control over social andpolitical changes in the country. Relations between government and business or drive for social equality are some factors which may compel for organizational change.

Internal pressures (pressures for change from within the organisation):

1. **Changes in the Managerial Personnel:** One of the most frequent reasons for major changes in the organization is the change of executives at the top. No two managers havethe same style, skills or managerial philosophies.

2. **Deficiencies in the Existing Organization:** Many deficiencies are noticed in the organizations with the passage of time. A change is necessary to remove suchdeficienciesas lack of uniformity in the policies, obstacles in communication, any ambiguity etc.

3. **Other Factors:** Certain other factors such as listed below also demand a change in theorganization.

- Employee's desire to share in decision-making
- Employee's desire for higher wage rate
- Improvement in working conditions, etc.
- Response to Organizational Change:

   Every change is responded by the people working in the organization. These responses may bepositive or negative depending upon the fact as how they affect people.

	Response	Outcome	Effect on organisation
	People work harder than before	More output than before	Positive
Change	Quit the organisation	Output reduces	Negative
	Become sullen Slow down	Less output	Negative
	Work as hard as before	Output remains same	Neutral

Before introducing a change, the manager should study and understand employee's attitudes so asto create a positive response. Three sets of factors-psychological, personal and social- govern the attitude of people.

PROCESS OF ORGANIZATIONAL CHANGE:

Unless the behavioral patterns of the employees change, the change will have a little impact on the effectiveness of the organization.

A commonly accepted model for bringing change in people was suggested by Kurt Lewin interms of three phase process:-

(1) Unfreezing:

The essence of unfreezing phase is that the individual is made to realize that his beliefs, feelingsand behaviour are no longer appropriate or relevant to the current situation in the organisation. Once convinced, people may change their behaviour. Reward for those willing to change and punishment for others may help in this matter.

(2) Changing:

Once convinced and ready to change, an individual, under this phase, learns to behave in newways.He is first provided with the model in which he is to identify himself. Gradually he will accept that model and behave in the manner suggested by the model. In another process (known as internalisation), the individual is placed in a situation where new behaviour is demanded of him if he is to operate successfully.

(3) Refreezing:

During this phase, a person has to practice and experiment with the new method of behaviour andsee that it effectively blends with his other behavioural attitudes. Reinforcement, for creating a permanent set in the individual, is provided through either continuous or intermittent schedules.

Resistance to organizational change:

Resistance to change is perhaps one of the baffling problems a manager encounters because it can take many shapes. People may resign, they may show tardiness, loss of motivation to work, increased absenteeism, request for transfer, wild-cat strikes, shoddy work, reduction in productivityetc.

Classification of resistance to change:Individual Resistance:

Economic Reasons:

1. **Obsolescence of Skills:**

   When a person feels that with the introduction of newer processes, his skills will just become obsolete, he will resist the change. For example, a twenty years experienced accountant is quite likely to resist the introduction of a computer for preparing the wage bills because he feels that might affect his pay and position.

2. **Fear of Economic Loss:**

   People resist change if it opens the possibility of lowering their income directly or indirectly.

   Personal Reasons:

1. **Ego Defensiveness:**

   A sales manager may turn down the suggestions of a salesman simply because the manager perceives that his ego may be deflated by accepting the suggestion.

2. **Status Quo:**

   Most of the people feel comfortable with status quo and strongly resist change as it may involve uncertainty and risk.

3. **Fear of Unknown:**

   Change presents unknown and unknown poses a constant threat and sores people. For fear of unknown, a manager may refuse promotion that requires his relocating in another state.**SocialReasons:**

   Social Displacement:

   Introduction of change (e.g., relocating) may result in breaking up of work groups and thus result in disturbance of the existing social relationships of people.

1. **Peer Pressure:**

   Whenever change is unwilling to the peers, they force the individual subordinate employees who are bent of accepting the change, to resist it.

2. **Organizational Resistance**:

   Resistance may also be present at organizational level. Some organizations are so designed that they resist innovations.

Some of the reasons of organizational resistance are:

1. **Threats to Power and Influence:**

   Some people (especially sitting at the top levels) resist change because they feel that a change might affect their position, power and influence in the organization.

   2. **Organizational Structure:** Some organization structures (e.g., bureaucratic structure) have inbuilt mechanism for resistance to change.

   3. **Resource Constraints:** Non-availability of financial, material and human resources may also act as a resistance to change.

   4. **Sunk Cost:** In some companies, heavy capital is blocked in the fixed or permanent assets. If such an organization wishes to introduce change, then difficulty arises because of these sunk costs.

   5. **Overcoming Resistance to Organizational Change**: Change creates tension and emotional turmoil in the minds of employees. Change thus results in resistance quite frequently, negative reactions doom the success of the change program especially when a manager is unable to handle it properly

TECHNIQUES TO HANDLE THE CHANGE PROPERLY AND TO DEAL WITH RESISTANCE TO CHANGEARE:

1. **Education and Communication:** One of the easiest techniques to overcome resistance to change is to educate the people who resist it. In many cases, people do not properly understand the change and hence become afraid of its consequences and resist change.

2. **Participation and Involvement:** If subordinates are allowed to participate and involve themselves in the change process (decision-making regarding the implementation of the change), their misunderstandings about the consequences of change arecleared, they generally feel satisfied and do not oppose change.

3. **Support:** Support may be facilitative and emotional. Managers sometimes deal with potential resistance by being supportive. This includes listening, providingemotional support, providing training in new skills etc.

4. **Incentives:** Offering incentive is another fruitful way to overcome resistance to change.

5. **Manipulation:**Managers generally indulge in manipulation when all other tactics have failed to overcome resistance to change.

6. **Coercion:**At times, there is no way except to deal with resistance coercively. People are forced to accept change by threatening them with loss of their jobs, promotion possibilities and so forth.

Kurt Lewin Change Theory

Lewin's theory proposes that individuals and groups of individuals are influenced by restraining forces, or obstacles that counter driving forces aimed at keeping the status quo, and driving forces, or positive forces for change that push in the direction that causes change to happen.

The 3 Stages of Change

Step 1: Unfreeze. Lewin identifies human behavior, with respect to change, as a quasi-stationary equilibrium state. ...

Step 2: Change. Once you've "unfrozen" the status quo, you may begin to implement your change. ...

Step 3: Refreeze.

Grievance

Grievance may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and it's nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization.

Grievance – Features

i. Grievance reflects dissatisfaction or discontent experienced by employees.

ii. It is a sense of injustice to one's job meted out by the employer.

iii. It may be expressed or implied.

iv. It may be verbal or written.

v. It may be real or imaginary.

vi. It may be valid and legitimate or may not be so.

vii. Grievance may arise out of something related to employee's service contract.

viii. Grievance, not addressed in time, gives rise to discontent, frustration, poor morale and low productivity.

Types of Grievances

1. Visible Grievances or Hidden Grievances:

When the grievances are clearly visible to the others is called visible grievances. But it is not necessary that all times these are visible then these are called hidden one. It is called hidden grievances.

Type # 2. Real or Imaginary:

The grievances may be real or imaginary also. These may be called genuine or imaginary too. When a grievance is due to a valid reason and related to the terms of employment only. The management or concerned party responsible for redressing of grievance is called real, genuine or factual grievance. Second, imaginary grievance is that when it is there not for any valid reason. The management is not at fault. It is called imaginary only.

Type # 3. Expressed or Implied:

There may be expressed or implied grievances. When an employee felt the grievance and expressed or reports to the management in written or oral forms, is called express because it has been made clear. When it is not made clear but from the situation it can be inferred or judged thatthere is a grievance. That type of grievance is called implied grievance.

Type # 4. Oral or Written:

According to the way of expression, the grievances can be oral or written. When orally it is reported or expressed then it is called oral grievance. An employee makes a written complaint then it becomes written grievance. Entirely according to their expression the grievances are classified.

Type # 5. Disguised Grievances:

Sometime the grievances take place but the employees do not know the reasons of grievances. The causes of grievances are unknown. These are called disguised grievances. This type of grievances take place due to mental pressure or frustration due to other factors and not related to work.

Type # 6. Individual or Group Grievances:

The grievances may be related to individual employee or a group of employees. In group we may include team, department, etc. When an individual is affected then it is called individual grievance. When a group is affected due to the grievances and reported then it becomes a group grievance. Other factors for formation of types are not considered other than party affected.

Type # 7. Union Grievances:

The union presents the grievances to the management on behalf of member employees then it becomes union grievance. It is presented in the interest of everyone in the union and not for individual employee. When the employees felt that the terms of employment are violated then union takes the initiative in reporting of the grievances. The union presents the case for collectiveagreements in this case.

Type # 8. Policy Grievances:

When a grievance is related to policy of the company relating to terms of employment is called policy grievance. The terms of employment may include appointment, training, compensation, promotion and transfer, rewards and incentives, bonus, allowances, etc. When these are violated by the management and reported by employees' union then it becomes a policy grievance.

Process of Grievance Handling

Ist Step:

The first step involves a presentation of the employee's grievance to the immediate supervisor because he is the first step of the ladder. If the organisation is unionized, a representation of theunion may also join him. This step offers the greatest potential for improved labour relations.

The large number of grievances are settled at this stage but grievance, which are related to the issue of policies of the organisation are beyond the limit of supervisor, then the aggrieved movesto next step.

IInd Step:

If the employee is not satisfied with decision of 1st step or fails to receive an answer within the stipulated period, he shall, either in person or accompanied by his departmental representative if required, present his grievance to the head of department designated by the management for the purpose of handling grievance. (A fixed time shall be specified during which of any working day, aggrieved employee could meet the departmental head for presentation of grievances).

The departmental head shall give his answer within three days of presentation of his grievance. Ifthe action cannot be taken within that period, the reason for the delay should be recorded.

IIIrd Step:

If the decision of the departmental head is unsatisfactory the aggrieved employee may request for forwarding of his grievance to the Grievance Committee which shall make its recommendations
to the manager within seven days of the employee's request. If the recommendations cannot bemade within the time limit, the reason for such delay should be recorded. The unanimous

recommendations of the grievance committee, the views of the members and the relevant papersshall be placed before the manager for final decision.

In either case, the final decision of the management shall be communicated to the concernedemployee by the personnel officer within three days from the receipt of the Grievance Committee recommendations.

IVth Step:

If the decision of the management is not communicated to the employee within stipulated periodor if it is unsatisfactory for him, he shall have right to appeal to the management for revision., if he so desires,he shall have the right to take a union official along with him to facilitate discussion with management. Management shall communicate its decision to him within a weekof the presentation of the employee's revised petition.

Vth Step:

If no agreement is possible, the union and the management may refer the grievance to voluntary arbitration within a week from the date of the receipt by the employee of the management's decision. The formal conciliation machinery shall not intervene till all the steps in the model grievance procedure have been exhausted. A grievance shall be presumed to assume the form of a disputeonly when the final decision of the top management in this respect is not acceptable to the employee.

ORGANIZATIONAL CULTURE

Meaning

"Culture is the set of important understandings that members of a community share in common." It consists of a basic set of values, ideas, perceptions, preferences, concept of morality, code of conduct etc. which create a distinctiveness among human groups.

"Culture is a combination of factors that are learned through our interaction with the environment during our developmental and growth years".

Definitions

"The organizational culture is a system of shared beliefs and attitudes that develop within an organization and guides the behaviour of its members."

"The corporate culture consists of the normal values and unwritten rules of conduct of an organization as well as management styles, priorities, beliefs and inters personal behaviour that prevails. Together they create a climate that influences how will people communicate, plan and make decisions."

" Organizational culture can be defined as the philosophies, ideologies, values, assumptions,

beliefs, expectations, attitudes and norms that knit an Organization together and are shared by its

employees." According to Edgar Schein, " Organizational culture can be defined as a pattern of basic assumptions- invented, discovered or developed by a given group as it learns to cope with its problems ofexternal adaptation and internal integration-that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems."

Objective of Organizational Culture:

1. **Cooperation:** By providing shared values and assumptions, culture may enhance goodwill and mutual trust, encouraging cooperation.

2. **Decision Making:** Shared beliefs give members a consistent set of basic assumptions. It may lead to a more efficient decision-making process due to fewer disagreements.

3. **Control:** Control is provided by three mechanisms

- Market control mechanism: relies on price. If results fall short ofgoals, prices are adjusted to stimulate necessary change

- Bureaucratic control mechanism: relies on formal authority. The control process consists of adjusting rules and regulations and issuing directives

- Clan control mechanism: relies on shared beliefs and values. Provide a map that members can rely on to choose appropriate course of action.

4. **Communication:** Culture reduces communication problems in two ways:

- No need to communicate in matters for which shared assumptions already exist (things go without saying)

- Shared assumptions provide guidelines and cues to help interpret messages that are received

5. **Commitment:** Strong cultures foster strong identification which causes commitment

6. **Perception:** What an individual sees is conditioned by what others sharing the same experience say they are seeing

7. **Justification of behavior:** Culture helps organization members make sense of their behavior by providing justification for **it.**

Characteristics of Organizational Culture:

1. **Individual Autonomy:** The degree of responsibility, freedom and opportunities of exercising initiative that individuals have in the Organization.

2. **Structure:** The degree to which the Organization creates clear objectives and performance expectations. It also includes the degree of direct supervision that is used to control employee behaviour.

3. **Management Support:** The degree to which, managers provide clear communication, assistance; warmth and support to their subordinates

4. .**Identity:** The degree to which, members identify with the Organization as a whole rather than with their particular work group or field of professionalexpertise.

5. **Performance Reward System:** The degree to which reward system in the Organization like increase in salary, promotions etc. is based on employee performance rather than on seniority, favouritism and so on.

6. **Conflict Tolerance:** The degree of conflict present in relationships between colleagues and work groups as well as the degree to which employees are encouraged to air conflict and criticisms openly.

7. **Risk Tolerance:** The degree to which, employees are encouraged to be innovative, aggressive and risk taking.

8. **Communication Patterns:** The degree to which, Organizational communications are restricted to the formal hierarchy of authority.

9. **Outcome Orientation:** The degree to which, management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.

10. **People Orientation:** The degree to which, management decisions take into consideration the impact of outcomes on people within the Organization. When we appraise the Organization on the basis of the above characteristics, we get a complete picture of the organization's culture. This picture becomes the basis of shared norms, beliefs and understanding that members have about the Organization, how things are done in it and how the members are supposed to behave.

Types of cultutre

Cultural Typology: Goffee and Jones have identified four distinct cultural types. They argue that these four culture types are based on two dimensions which they call sociability and solidarity. Sociability refers to high concerns for people i.e. it is people oriented and focuses on processes rather than on outcomes. The second dimension i.e. solidarity is however task oriented. **These two dimensions create four distinct cultural types:**

1. **Networked Culture:**

Networked culture is high on sociability and low on solidarity. Which means that the Organization treats, its members in a quite friendly manner and there is open sharing of information. However, this culture type may lead to poor performance as the focus is on the people rather than on tasks.

2. **Mercenary Culture:**

It is low on sociability and high on solidarity. The Organizations with mercenary culture are task oriented and believe in competition. The people are highly focussed and goal oriented but, this type of culture may at times lead to frustration and stress among poor performers.

3. **Fragmented Culture:**

Fragmented culture is low on both sociability and solidarity. There is little or no identification with the Organization. It is the individual members' commitment, productivity and quality of work which is of utmost importance. This type of culture however suffers from lack of collegiality.

4. **Communal Culture:**

It is high on both sociability and solidarity. The Organizations with communal culture value both people and tasks. Work accomplishment is from committed people, and there is a relationship of trust and respect.

The following diagram explains the four cultural typology:
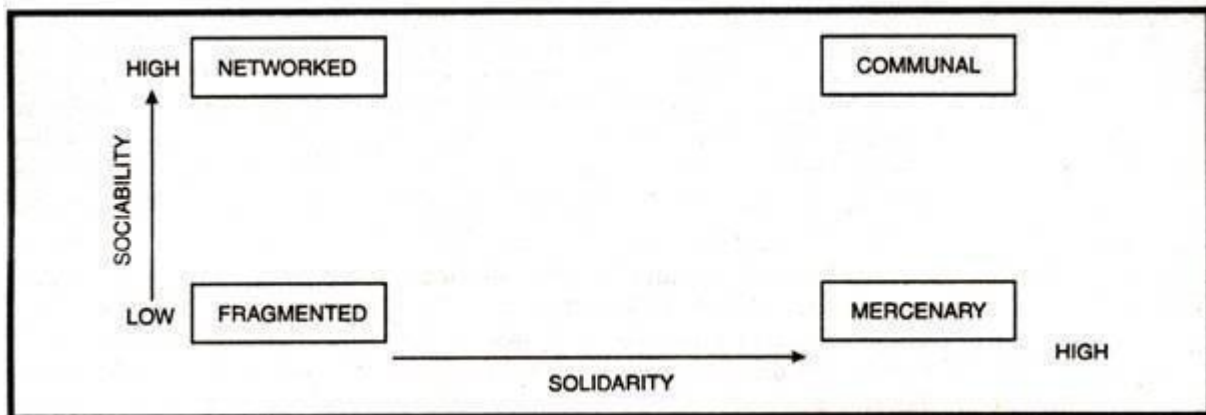
Changing Organizational Culture:

Sometimes an Organization determines that its culture is unfavorable to the Organizational effectiveness and it has to be changed.

For example, if there is a change in the external environment, the Organization must adapt itself to the changing conditions or it will not survive. Though it is very difficult to change the old cultures, but it is something which the management cannot do without.

The following conditions must be present only then a cultural change can take place:

1. Dramatic Crisis: Any dramatic crisis in the Organization like a major financial setback, loss of a major customer, or atechnological breakthrough by a competitor may force the management to look into the relevance of the existing culture.

2. New Top Leadership: If some top executives leave the Organization and new leadership takes over, they may provide an alternative set of key values or a new culture. This new leadership may be more capable of responding to the crisis.

3. Young and Small Organization: When the Organization is new and its size is small, it will be easier for the management to change the culture.

4. Weak Culture: Weak cultures are more amenable to change than strong ones. The higherthe agreement among the members on the Organizational values, the more difficult it will be to change.

Methods to improve organizational culture:

(ii) The top management people should become the positive role models. They should set the examples through their own behaviour.

(iii) As employees learn the culture through stories, symbols and rituals, the old stories, rituals and symbols should be replaced by creating new ones which are currently in vogue.

(iv) Adding new members, particularly at the higher level, is a powerful strategy to change the culture, provided the new members bring in new culture.

(v) The socialization processes should be redesigned to align with the new values.

(vi) Reward system establish and reinforce specific cultural behaviours and therefore, a change in culture can be initiated and supported by change in corporate reward systems.

(vii) Unwritten norms and beliefs should be replaced with formal rules and regulations that are tightly enforceable.

(viii) Extensive use of job rotations should be made to shake current subcultures.

(ix) Change in the top management can have significant impact on others in the Organization, because he may be, in a real sense, the personification of the culture.

(x) Change in culture will be comparatively easy if peer group consensus is got through use of employee participation and creation of a climate with a high level of trust.

POWER AND POITICS POWER

Power is the ability to influence other people. It refers to the capacity to affect the behaviour of the subordinate with the control of resources. It is an exchange relationship that occurs in transactions between an agent and a target. The agent is the person who uses the power and target is the receipt of the attempt to use 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."

This definition implies a potential that need not be actualized to be effective and a dependency relationship. Power may exist but not be used. It is, therefore, a capacity or potential. One can have power but not impose it. Probably the most important aspect of power is that it is a function of dependency.

A capacity that **A** has to influence the behavior of **B**, so that **B** acts in accordance with **A**'s wishes.

The definition implies a potential that need not be actualized to be effective and a dependency relationship. Power may exist but not be used. It is, therefore, a capacity or potential.

Contrasting Leadership and Power:

Essentially, leaders achieve goals, and power is a means of facilitating their achievement

Leadership involves the goals of the leaders and followers - Power does not

Leadership focuses on downward influence (leader - subordinate) - Power does not

Distinction between Power, Authority and Influence

Power is the ability to influence someone else. Influence is the process of affecting the thoughts, behaviour and feelings of another person. Authority is the right to influence another person. Authority is a legitimate right to influence others.

(1)   Authority is right to influence others but power is ability to influence people.

(2)   Authority is legitimate while power is not.

(3)   Authority confers legitimacy to power but power itself need not be legitimate.

Bases of Power Formal Power

1. **Coercive Power :** Coercive power is use of force to get an employee to follow an instruction or order, where power comes from one's ability to punish the employee for non-compliance. This power is in use, for example, when an employee carries out an order under fear of losing their job or their annual bonus

1. **Reward Power :** Reward power is the power of a manager to give some type of reward to an employee as a means to influence the employee to act. Rewards can be tangible or intangible. Promotion, bonus, incentive , increment etc.,

2. **Legitimate Power** : Legitimate power is power you derive from your formal position or office held in the organization's hierarchy of authority. For example, the president of a corporation has certain powers because of the office he holds in the corporation.

3. **Information Power:** Informational Power is the power of having information that another does not have, or, the distribution of information as a means of effecting change. This could be positive or negative propaganda, knowledge of an opponents strategy, or detailed information that is used in decision support .

Personal Power

1. **Expert Power** : Influence based on special skills or knowledge. When an individual possesses in-depth information, knowledge, or expertise in the area that they are responsible for. This type of power is often the most effective type of power. Because the person has this high level of expertise, they can often persuade others do to things for them using trust and respect. This expertise and therefore this type of power are greatly valued in leadership roles.

2. Referent Power :Influence based on possession by an individual or desirable resources or personal traits. Referent Power is the "cult of personality". This is the power and ability for an individual to attract others and to build loyalty within them. Referent Power is also the power of respect. This can occur through time if a leader is successful and has a well known track-record   of success

3. Charismatic Power: An extension of referent power stemming from an individual's personality and interpersonal style. A leader with charisma exercises something like divine powers over his or her followers. This is power based upon the ability to charm, to persuade, to hypnotise people solely with the power of personality. The charismatic leader may have no authority based upon anything except the ability to persuade and charm

Sources (Base) of Power

According to French and Raven, a manager drives power from five sources : Reward, Coercive, Legitimate, Referent and Expert power.

Reward Power

It is based on the agent's/manager's ability to control rewards the target/employee wants. The common, e.g., of it are managers control rewards of salary increases, bonuses and promotions. This power is based on old saying that 'wealth is power'.

Coercive Power

It is opposite of reward power. It is based on a manager's ability to cause an unpleasant experience for its people. In organizational situation, it may be in the form of action for or threat for dismissal, suspension, or demotion, for the people working in organization.

Legitimate Power

It is based on position and mutual agreement. Both the agent and target agree that the agent has the right to influence the employees. It is in the form of authority which is delegated to the positions of organizational members.

Referent Power

It is an elusive power that is based on interpersonal attraction. Charismatic individuals are often thought to have referent power. Here, people take somebody as ideal and behave accordingly upto a certain stage.

Expert Power

It exists when the agent has information or knowledge that the target needs. It is based on the proverb, "knowledge in power". Three conditions to be fulfilled are :

(1) The target must trust that the information given by the agent is accurate and correct.

(2) The information should be relevant and useful to the target.

(3) The target must consider the agent as an expert. (See p. 477, 478)

Acquisition of Power

Some people enjoy more power than others because :

1. Extraordinary Works : Doing things in a non-routine or extraordinary works contribute to power. For example, negotiating a new contract, developing a new product, or formulating a new programme.

2. Visible Activities : Even extraordinary activities not known to others do not generate much power. Therefore, activities need to be visible or known to others. Activities announced and appreciated by the people of higher echelons bring more power.

3. Cultivate Right People : Individuals can also increase their personal power by developing their interpersonal relationships with their superiors, subordinatesand peers.

4. Coalitions : Coalescing is yet another way to earn power. The philosophy behind joining together is gaining increased capability to influence others.

5. Co-opt : Individuals can increase their personal power by co-opting people or groups. Co-opting, seeks to eliminate threats and opposition to an individual's base of power. **Personal and Position Power**

Doing extraordinary things contribute much to personal power. It is possible for a person to affect the behaviour of others even when he does not have any formal authority. They do so because of superior qualities. The basis of such personal power lies in the competence, charisma and leader-like qualities of the person concerned.

Legitimate power is power that is based on position. Authority confers legitimacy to power. Authority is an institutionalised form of power vested in a position or office. Position power is an exercise of the authority delegated to a person.

Meaning of Organizational Politics

It means the use of power and influences in organizations. Actions not officially sanctioned or acceptable by an organization that are taken to influence others in order to meet personal goals refer to politics.

Reasons for Organizational Politics

There are many reasons that contribute to political behaviour in organizations. Some of them are:

1. Clear Goals : Organizations are human groups work for achieving certain goals. The more unclear and complex the goals are, the more politics will be.

2. Discretionary Authority : Organizations provide position with discretionary authority that is used based on individual judgement.

3. Autocratic Decisions : The leader dictates the decisions or orders and the subordinates have no right to disobey. This leads to low employee morale and doubts about what the manger-leader decides. Therefore, in order to safeguard their interests, workers involve in politics by forming coalitions and associations.

4. Power Politics : Power is also a limited in supply. Hence, there is a competition among mangers/executives to acquire more and more power. They try to acquire more power and resources than their competitors. Managers' such behaviour becomes quite dysfunctional.

5. Saturation in Promotion : Some people reach maximum level of promotion. They feel dissatisfaction and resort to the organizational politics. Some people may like work performance more than positional achievement and therefore, may not resort to politics.

6. Biased Performance Appraisal : When the job performance of a personnel cannot be measured quantitatively, performance appraisal is made on the basis of the judgement of the superior. As such the performance appraisal is likely to be subjective and biased. This may force the subordinates into dysfunctional political behaviour.

Characteristics (Symbols) of Power and Powerlessness (Negative aspects)

Kanter has identified several symbols of power or characteristics of powerful people in organization. These are :

1. Ability to intercede for someone in trouble : An individual who can pull someone of a jam has power.

2. Ability to get placement for favoured employees : Arranging and getting a key promotion for an employee is a sign of power.

3. Exceeding budget limits : A manager who can go beyond and above budget limits without being reprimanded has power.

4. Procuring above-average raises for employees : A manager who can pull incentives above average for his/her employee has power.

5. Getting items done on own terms at meetings.

6. Access to early information : Having access to information before anyone else is an indication of power.

7. Top managers seeking out opinion : Top managers may seek advice from their lower- level managers. These lower-level managers have power.

Unlike Katner, Michael Korda has identified three symbols of power.

(1) Office furnishing,

(2) Time power and

(3) Standing by.

Office Furnishing : Office furniture is a message about power one has. Size of the manager's table conveys the amount of power the manger has.

Time Power : The powerful executives value time much. A full calendar of the day is a proof of manager's power.

Standing by : People are obliged to stay close to their phones so that the executives can have access to them. The idea is that the more you can impose your schedule on your people, the more power you have.

Symbols of Powerlessness (Lack of Power)

The first-line supervisors often display three symptoms of powerlessness. These are :

(i)   Overly close supervision

(ii)   inflexible adherence to rules;

(iii)   a tendency to do the jobs themselves rather than educating and training their subordinates to do these.

When staff professionals (accountants and lawyers) feel powerless, they resist change and try to protect their turf.

The key to overcome powerlessness is to share power, i.e., empowerment and delegate tasks to subordinates.

Empowerment is the sharing of power in such a way that individuals learn to believe in their ability to do the job. Empowerment has four dimensions:

1. **Meaning:** A fit between the work role and the employees values and beliefs.

2. **Competence:** A belief that one has the ability to do the job well.

3. **Self-determination:** Having control over the way one does one's work.

4. **Impact:** The belief that one's job makes a difference within the organization.

As a manager, you can use these guidelines for empowering your employees. Express confidence in employees, set high performance expectations, create opportunities for participative decision making, remove constraints that slow autonomy and set inspirational and meaningful goals.

EFFECTIVE USAGE OF POWER

- Use power in ethical ways.

- Understand and use all the various types of power and influence.

- Seek out jobs in the organization that allow you to develop your power skills.

- Use power tempered by self-restraint and maturity.

- Accept that influencing people is an important part of a manager's job.

French and Raven's Five phases of Power

Social psychologists French and Raven, in a now-classic study (1959), developed a schema of sources of power by which to analyse how power plays work (or fail to work) in a specific relationship.

Power is the ability to influence someone According to French and Raven, power must be distinguished from influence in the following way: power is that state of affairs which holds in a given relationship, A-B, such that a given influence attempt by A over B makes A's desired change in B more likely. Conceived this way, power is fundamentally relative - it depends on the specific understandings A and B each apply to their relationship and, interestingly, requires B's recognition of a quality in A which would motivate B to change in the way A intends. A must draw on the 'base' or combination of bases of power appropriate to the relationship, to effect the desired outcome. Drawing on the wrong power base can have unintended effects, including a reduction in A's own power.

French and Raven argue that there are five significant categories of such qualities, while not excluding other minor categories. Further bases have since been adduced - in particular by Morgan (1986: Ch. 6), who identifies 14, while others have suggested a simpler model for practical purposes -for example, Handy (1976), who recommends three.

In a notable study of power conducted by social psychologists John French and Bertam Raven in 1959 power is divided into five separate and distinct forms. As we know leadership and power are closely linked. This idea shows how the different forms of power affect one's leadership and success. This idea is used often in organizational communication and throughout the workforce. "The French-Raven power forms are introduced with consideration of the level of observability and the extent to which power is dependent or independent of structural conditions. Dependency refers to the degree of internalization that occurs among person's subject to social control. Using these considerations it is possible to link personal

processes to structural conditions". (Donald Warren 1968) (Lazarfeld and Menzel 1961) French & Raven introduce five bases of power Coercive, Reward, Legitimate, Referent and Expert.

STRESS

Stress is defined in terms of how it impacts physical and psychological health; it includes mental, physical, and emotional strain. Stress occurs when a demand exceeds an individual's coping ability and disrupts his or her psychological equilibrium.
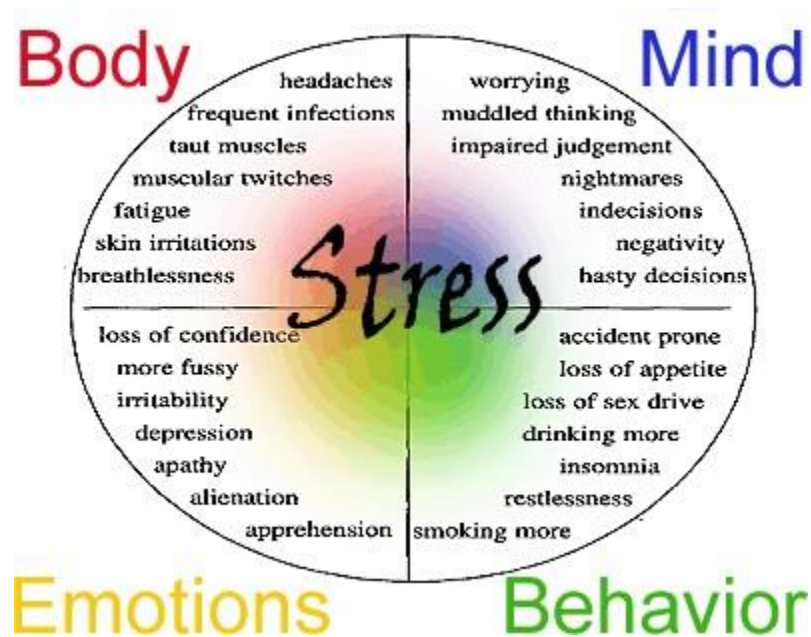
Consequences of stress on individual and organization

Indeed, stress symptoms can affect the body, thoughts and feelings, and behavior. Being able to recognize common stress symptoms can help to manage them. Stress that's left unchecked can lead to many health problems, such as high blood pressure, heart disease, obesity and diabetes.

Clearly, any of the individual consequences just discussed can also affect the organization. Other results of stress have even more direct consequences for organizations. These include decline in performance, withdrawal, and negative changes in attitudes.

Consequences of stress at work

High levels of work stress also lead to increased absenteeism and turnover, chronic burnout, or other negative long term health conditions, with serious costs to organizations and society, ranging between . 5% and 3% of the gross. Research has identified several sources of employee stress.

Causes of stress

- Being under lots of pressure.
- Facing big changes.
- Worrying about something.

- Not having much or any control over the outcome of a situation.
- having responsibilities that you're finding overwhelming.
- not having enough work, activities or change in your life.
- times of uncertainty.

Managing / Coping with Work related Stress

- Developing Self-Awareness. Individuals can increase awareness of how they behave on thejob.
- Developing Outside Interests. In addition, individuals can develop outside interests to taketheir minds off work.
- Leaving the Organization.
- Finding a Personal or Unique Solution.
- Physical Exercise.
- Cognitive Perspective.