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Organisational Behaviour

Power & Politics

MBA - 2

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 recipient of the attempt to the user.

or,

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.

## Sources (bases) of Power

A manager, derives Power from some sources: Reward, Coercive, Legitimate, Referent and Expert Power, Information, Power and Charismatic Power.

### 1. Formal Power

#### • Coercive Power —

(Power that is based on fear)

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

#### • Reward Power —

(Compliance achieved based on the ability to distribute rewards that others view as valuable)

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'.

### ● Legitimate Power —

(The power a person receives as a result of his or her position in the formal hierarchy of an organization)

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 position of organizational members.

### ● Information Power —

Power that comes from access to and control over information.

## 2. Personal Power

### ● Expert Power —

(Influence based on special skills or knowledge)  
It exists when the agent has information or knowledge that the target needs. It is based on the proverb "Knowledge is Power".

- 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.

• Referent Power —

(Influence based on possession by an individual or desirable resources or personal traits)

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

• Charismatic Power —

An extension of referent power stemming from an individual's personality and interpersonal style.

" Thanks "

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