INTEGRATING LEADERSHIP, POWER AND POLITICS AND ITS IMPACT ON ORGANIZATION

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ABSTRACT

Organizations consist of resources in terms of both human and material. The human resources in an organization plan and organize the structure to convert the material resources into consumable products. In order to convert the resource, choices have to be made. The role of leadership helps to use his skill, knowledge, capabilities and some kind of politics to make decisions and also uses his power to ensure that his decisions are accepted. Thus, the impact of a leader using his power and politics in an organization is important to get a competitive advantage. Indeed, the survival is a political act in an organization.

KEYWORDS: *Leadership, Power, Politics, Organizational Performance*

OBJECTIVE

The paper aims to achieve the following objectives

- To understand the concept of Leadership, Power, and Politics.

- To explain the relationship between leadership and power and politics in an organization.

METHODOLOGY

Secondary data was collected from various resources such as articles, journals, and websites. A few examples are used to study this topic and to understand the relationship between leadership, power, and politics in organization.

INTRODUCTION

According to an old philosophy: "It is not the knowledge or skill you possess, it is about who you know." The role of politics and power in an organization is usually preferred by employees in order to get promotions and its influence who deserves it. Power means different to different people. Power is a concept which is very important, dynamic in its behavior in an organization. The concept of power needs to be differentiated in two prospects, i.e., authority and influence. In general, ways when we are able to change the actions which affect other people to improve their performance. Thus, Influence is the final outcome when we exercise power.

LITERATURE REVIEW OF LEADERSHIP

Times are changing very rapidly than we could visualize. Time tends to bring changes in society, politics, and business and around the world. In today's organization's environment all are changing is its the relationship between the style of leading or relationship between employee and employers. The one of the most important branches of management is Leadership (Weihrich, 2008; Odumeru, 2013). Roast (1993) defined leadership with a five-point definition. Barker (2002) defined leadership in two things, namely process and behaviors. Kruse (2013) defines "Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal". Rao and Arora (2017) explain various styles of leadership, namely autocratic leadership, democratic leadership, authoritarian leadership, bureaucratic leadership, laissez-faire leadership, situational leadership, transactional leadership and transformational leadership. They laid emphasis that nowadays the role of transformational leader has increased in order to achieve organizational success. The transformational leader reflects the mission, vision of the organization to the employees in the organization in order to motivate them, educate them and get the maximum output out of all the employees in the organization.

Literature Review of Power and Politics

In today's time, organizations can be considered as political structures. Power and politics play a significant role in the organization's decision making and efficiency. The two terms often termed as dirty words to influence one another. Different researchers have varied opinions regarding the existence and relevance of power and politics in an organization.

Pfeffner[1] defined "Power is the potential ability to influence behavior, to change the course of events, to overcome resistance and to get people to do things that they would not otherwise do." According to White and Blender[1], "Power is the ability to influence people or things, usually obtained through the control of important resources. The effect of power and politics in modern organizations and its impact on workers' productivity. Somoye (2016) states that power can be exercised in both positive and negative manner and exerts influence on politics. In order to achieve goals, power and politics should be used in a constructive manner, thereby leading to fulfillment of all interests. Too less or too much power and politics will not give the desired results to the leader. Omisore and Nweke (2014) studied "the influence of power and politics in an organization and stated the concept of organizational politics through an emphasis on power, coalition, and bargaining". The relevance of ethics in politics, climate, political tactics and types of power have been studied. They stated that politics is vital for survival in an organization; however,emphasis should be laid on positive politics than coercive or negative politics.

Impact of Leadership, Power, and Politics on Organizational Performance

Influence of leadership in an organization depends on the type of power which can be exercised by the leader over their subordinates. It can be stated that where the value system is necessary for achieving organizational goals and objectives, power is vital to making the goal effective.

Power can be understood in two aspects, namely positive power and negative power. Where positive power encourages productivity, decision making, motivation on the other hand negative power reduces productivity, demotivates employees, suppresses position and exerts coercive influence.

The diagrammatic presentation of the relationship between leaders in an organization with the sources of power and its applicability within an organization. There are three types of leaders, namely Senior Managers who have authority to use any of the power, middle -level managers who have limited power and subordinates who are the ultimate bearers of power. There are seven types of power which are identified, namely reward power, legitimate power, referent power, knowledge, power, information power, coercive power, expert power.
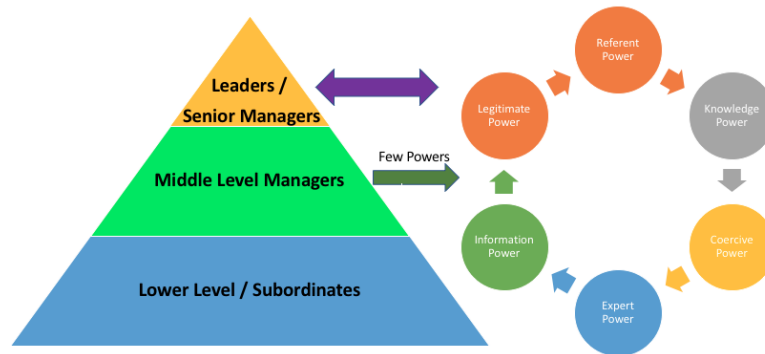

Figure 1

Reward Power

This power can be exercised by rewarding the employees. A leader can provide monetary and non-monetary benefits to its subordinates, thereby acting as motivators. However, if the rewards are given too often by the leader then they affect the overall functioning of the team. Let's take a case where there are two leaders, A and B; leader A follows the reward policy, whereas B does not provide monetary rewards nor non-monetary perks. A subordinate will be more influenced and satisfied by leader A as he is understanding the efforts and hard-work of the subordinates and thereby providing them with some benefits.

Legitimate Power

This power is purely based on the position and title one holds in an organization. For effectiveness of this power, a leader should have earned his rank in a legitimate manner. A subordinate at this level will out of respect for title obey the orders of the leaders. Thus a leader can exercise, positive power because of his legitimate authority in the organization.

Referent Power

This power which is based on likeliness, trust, respect, and idolise. In this, the subordinates will look up to a leader in their goals and a relationship of trust is developed over time. Referent power is usually seen in charismatic leaders who have the ability to make other subordinates/employees comfortable in his / her presence.

Informational Power

Usually, this power can be exercised on the basis of knowledge one possesses and also on the basis of information one has. This power relates to access to some valuable information which they possess, it gives them an edge over the other due to which exercise of power becomes easy.

Expert Power

This is different from information power as in this one has some specialized skills or knowledge via which he has the capability to step the ladder upwards. This power is crucial as it can have the influence on other powers. A person who has expert knowledge will be approached for all complex tasks.

Coercive Power

Power can be used in a negative manner as well. Under coercive power, one makes use of threat and punishment over its subordinates. This type of power results in demonization, fear, and un-satisfaction. An employee will not be able to give his best without his willingness to do any task.

Knowledge Power

This means that the use of knowledge is more powerful if we compared to physical strength. Knowledge acts as a powerful factor which empowers people to achieve great heights in terms of results. No work can be done perfectly without the use of knowledge. The more knowledge an individual has, the more power will be enjoyed by the employee / individual. Example: A scientist enjoys the use of knowledge power in his area of expertise. The inventions they do in their field are remarkable which gives them the power to show their knowledge as an important source of power.

CONCLUSIONS

Within a business the role of power and politics is huge, starting from governing about how decisions are made in-order to see how employees within an organization interact with one another. All businesses are it small, medium or large the impact of the power depends on leaders within an organization which influences employees and other by means of positive or negative power**.** Power and politics are often used in an organization when scarcity persists. We can terminate the use of power in scarcity as an organizational pyramid. The outcome of a use of power and politics in an organization is a commitment, compliance, and resistance. The more the use of power and politics in negative from within an organization results in resistance, whereas in case of the positive form it leads to commitments and the blend of both positive and negative leads to compliance.

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