

Organizational Behaviour- II
Prof. Sangeeta Sahney
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 27
Power and Political Behaviour (Contd.,)

Namaskar. Welcome to our discussion on a Power and Political Behaviour, which is a Module VI, Lecture II. In the previous lecture, we have spoken about the concept of power, the definition of power, contrasted leadership and power, as well as contrasted authority, power and influence. So, in a way, I discussed the relationship between, you know, power and leadership and how different they are; and then again, I discussed the relationship between authority, power and influence, and how different they are. So, this is where we had stopped yesterday, and today to move further, we will be discussing the basis of power. So, let us begin with our lecture. In Lecture II of Module VI, we shall be discussing the Basis of power.

(Refer Slide Time: 01:17)



(Refer Slide Time: 01:23)

Bases of Power

There are various classifications of power:

- I Formal power and Personal Power
- II French and Raven's Classification
- III Individual based Power Bases and Organizational based Power Bases

The slide features a blue header with the title 'Bases of Power'. Below the title is a yellow box containing the text 'There are various classifications of power:' followed by a numbered list of three items. To the right of the text is an illustration of three stylized human figures in red, orange, and purple. At the bottom left of the slide are the logos for IIT Kharagpur and NPTEL. At the bottom right, there is a small video inset showing a woman with glasses speaking. The background of the slide is white with faint blue icons of gears and a network diagram.

So, when we talk about the basis of power, there are various classifications of power which have been proposed. One classification, particularly, you know, categorizes power into, you know, categorizes the basis of power into formal power and personal power. Another classification, you know, categorizes power basis, as individual based power basis and organization based power basis.

Another classification has been proposed by French and Raven.



So, if you see there are various classifications of power, which are formal power and personal power, French and Raven's classification, and the individual based power basis and the organizational power basis. So, we will be discussing each of these classifications now, and as you will see, many of the basis of power which you see in one particular classification, may also be there another classification. So, these bases are not mutually exclusive, but there are different ways in which the various basis of power have been categorized. So, some have categorized them as formal power and personal power. Some have categorized them as individual based power bases and organizational based power basis, and then we have French and Raven's classification.

(Refer Slide Time: 02:47)

I. Formal power and Personal Power

➤ Formal Power

- Formal power is the power that vests in an individual's position in an organization.
- It is derived from authority and also includes the ability to coerce or reward.
- Forms of formal power are:
 - Legitimate power
 - Reward power
 - Coercive power



IT Kharagpur

NPTEL

So, let us first start with formal power and personal power. Now what do we mean by formal power? Formal power is the power that vests in an individual's position in the organization. It is the power that vests in an individual's position in the organization, which means that by virtue of holding a position, a person has that power. The very fact that the person actually holds a position in the organization, he is vested with power to be able to get things done through and with others. And so he can exercise, you know, the potential, wherein he can make person B, C, D and E, do something which they would not do otherwise. So, the formal power is the power that vests in an individual's position in the organization. It is derived from authority, and includes the ability to coerce or reward, which means that he has the ability to punish people if they do not comply with his orders, and he also has the power, to, you know, reward people if they comply with his orders. So, the forms of formal power are legitimate power, reward power and coercive power.

(Refer Slide Time: 04:03)

• **Legitimate Power:**

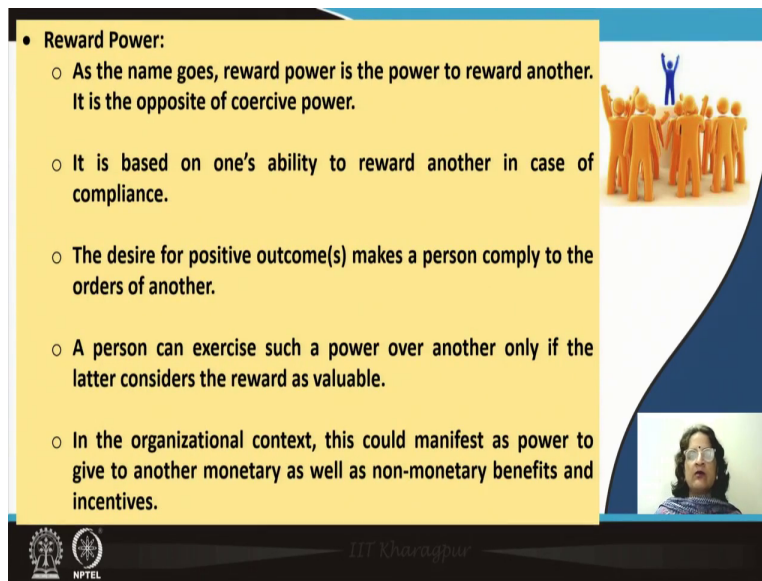
- The power that vests in a position is known as legitimate power.
- A person holds legitimate power by virtue of holding a structural position in the formal hierarchy.
- Legitimate power includes both the power to reward and punish, and hence, both reward power and coercive power are included in legitimate power.
- While legitimate power includes the reward and coercive power, reward power and coercive power may not always be legitimate.

Now what is legitimate power? The power that vests in a position is legitimate power. As I said, by being a manager of an organization, the manager has the power to get things done through, you know, his assistant managers or through supervisors. So, because he is a manager, he has that authority in him, and he has that power in him to be able to get things done through B, C, D or anybody, through his assistant managers, or through his supervisors, and so forth. So, the person holds legitimate power by virtue of holding a structural position in the hierarchy, and legitimate power includes the power to reward, it includes the power to punish, and so both reward power and the coercive power are included in legitimate power. So, while legitimate power includes the reward power and the coercive power, reward power and coercive power may not always be legitimate, as we will see subsequently.

So, by virtue of holding a position in the organization, the manager has the power to reward another, or in case the other person listens to him, complies to his wishes, does good work, and is high on performance and productivity, so, because he is obeying orders, because he is completing the task which are assigned to him by the manager, the manager has the power to reward the assistant manager or the supervisor. So, because the supervisor and the assistant manager are working as per the command, as per the instructions of the manager, and because they are high on performance and productivity, because they are listening to what the manager tells them to do, a manager has the power to reward them, and so, reward power becomes a part of the legitimate power also. Similarly, if the assistant manager, the supervisors, the workers do

listen to the manager, the manager also has the power to penalize them, to punish them. And why? Because he has the authority to get things done, and the others are not doing what he is saying, so the manager has the power to punish or penalize the subordinates. So, we see that the manager here holds not only the legitimate power, but also the reward power and the coercive power. - So, legitimate power, which gets derived from a position, includes both the power to reward and punish. And both reward power and coercive power, are included in the legitimate power. So while legitimate power includes this, we will see subsequently that reward power and coercive power may not always be the legitimate. So, this has to be taken care off. We shall be discussing this subsequently.

(Refer Slide Time: 06:53)



• **Reward Power:**

- As the name goes, reward power is the power to reward another. It is the opposite of coercive power.
- It is based on one's ability to reward another in case of compliance.
- The desire for positive outcome(s) makes a person comply to the orders of another.
- A person can exercise such a power over another only if the latter considers the reward as valuable.
- In the organizational context, this could manifest as power to give to another monetary as well as non-monetary benefits and incentives.

The slide features a yellow background for the text and a blue background for the illustration of a group of orange figures, one of whom is raising their arms. A small video inset of a woman is visible in the bottom right corner of the slide area.

Now what is reward power? As the name goes, reward power is the power to reward another person, and it is the opposite of coercive power. So, it is based on one's ability to reward another person in case of compliance, in case of compliance to orders, or compliance to the wishes of the manager. So, the desire for a positive outcome, you know, a desire for positive outcome makes Person B comply to the wishes of Person A.



And Person A, is the one who holds that legitimate position. So, if you look at reward power as a formal power, the very fact that the manager holds a position and has a legitimate power. he also has the reward power, and the desire for a positive outcome, will make the subordinate or make the assistant manager comply to the wishes of the manager. The desire for a positive outcome

from the person in authority, from the person who holds legitimate position, will make Person B or C, comply to the wishes of Person A, who holds the legitimate position or the legitimate power.


Now, one has to remember that Person A will be able to exercise reward power only if Persons B, C and D, consider the reward to be attractive; consider the reward to be valuable. So, in the organizational context, this would mean the power that A has, or the manager has over B, C, D, - because Person A who is the manager has the power to provide to B, C and D monetary incentives, or non-monetary benefits and so that is how Person A as a manager, will be able to exercise reward power over B, C and D. B, C and D will listen to A as a manager - one, because the manager holds a legitimate position; two, because the manager has the power to reward, and the manager possesses something either in the form of monetary and non-monetary benefits and incentives, which the B, C and D value. So, as the name goes, reward power is the power to reward the other person. It is based on one's ability to reward in case of compliance. So, it is based on the ability of A to reward B, C and D, because B, C and D comply to the wishes of A, and because B, C and D comply to the wishes of A, A may reward them. So, the desire for a positive outcome makes B, C and D do something which A wants them to do. But B, C and D will only and only comply to the wishes of A, if the reward with A, or the reward that A possesses, which he will distribute is, something which B, C and D value. So, if A as a manager has, you know, the right to decide on the kind of monetary and non-monetary incentives and benefits that he can give to B, C and D, and if B, C and D consider these incentives - monetary and non-monetary incentives to be valuable, only and only then will Manager, Person A, be able to exercise power over B, C and D, because B, C and D who are the followers, will only and only comply to the wishes of A, who possesses this reward power because the reward is something which is valuable; it is something which is attractive. In case the reward here, meaning the monetary and non-monetary incentives or benefits are not valuable, are not important, are not attractive to B, C and D, then A will not be able to exercise that reward power. So, this is what we mean by reward power. Now reward power. It has been classified here under a formal power, but later we will see, you know, in French and Raven's classification, that it is defined as a separate power altogether.

(Refer Slide Time: 11:21)

- **Coercive Power:**
 - As the name goes, coercive power is the power to punish another.
 - It is based on one's ability to punish another in case of non-compliance.
 - The fear of negative consequence(s) makes a person comply to the orders of another.
 - A person can exercise such a power over another only if the latter considers loss of job and/or benefits as damaging and detrimental.
 - In the organizational context, this could manifest as power to dismiss, suspend, demote, and deduct salary and other monetary and non-monetary benefits.

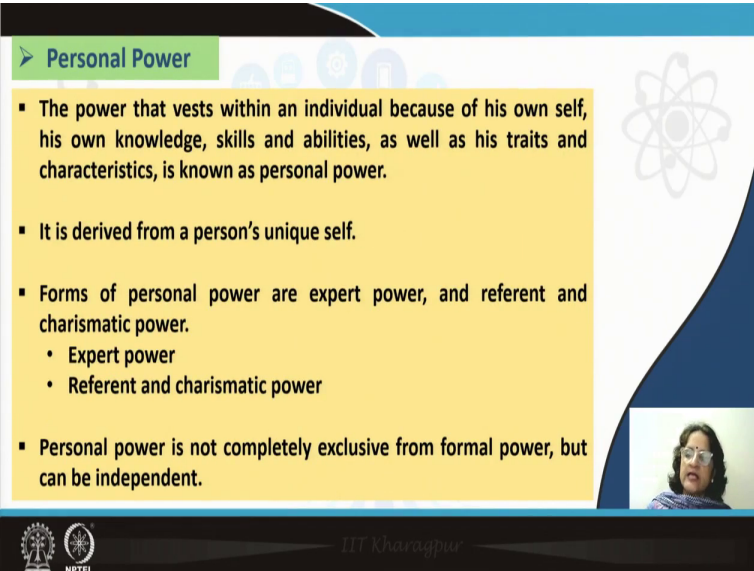
Dr. Khanna



Another formal power which we talk of is coercive power. Now as the name goes, coercive power is a power to punish another person. So, it is based on one's ability to punish another, in case of non-compliance. So, here the Person A, has the ability to punish B, C and D, if B, C and D do not listen to him; if B, C and D do not comply to the orders of A. So, the fear of this negative consequence, the fear of this negative consequence, fear that B, C and D experience, a negative consequence will make them comply to the orders of A. So, B, C and D are fearful that if we do not listen to A, we will be punished. And this fear of a negative consequence makes B, C and D comply to the orders of A. So, coercive power is the power to punish another person. It is based on the ability of A to punish B, C and D in case of non-compliance. Now if B, C and D fear that we will be punished if we do not listen to A, or if we do not comply to the orders of A, then A will be able to exercise coercive power. The fear of a negative consequence will make B, C and D, comply to the wishes of A because B, C, D know that if they do not comply to the wishes, A will use coercive power and punish them. So, this fear of a negative consequence, makes B, C and D comply to the orders of A. When will B, C and D be fearful? They will be fearful only and only when they know that A can punish them, and the form of punishment is such, which is severe, which is detrimental to the interests of B, C and D. If the punishment is slight or does not really matter to B, C and D, then B, C and D may not comply to the wishes of A, and A will not be able to exercise coercive power. So, A can exercise this power only if B, C or D consider the punishment to be severe, and detrimental to their interests, like for example, a loss of job, or a demotion, or a loss of, you know prestigious projects, or a loss of, you know,

monetary and non-monetary incentives and benefits. It is only and only then that they would comply to the wishes of A, because they realize that the punishment of non-compliance can be detrimental. If the punishment is not severe B, C and D, always have their discretion not to comply to orders of A. So, A will be able to exercise power over B, C and D only, if B, C and D are worried about loss of job, or loss of monetary or and non-monetary incentives and benefits, and B, C and D realize that A has the ability to punish in a way, which could be detrimental to B, C and D. If punishment is light or moderate or it does not really matter to B, C and D, B, C and D may not comply to the wishes of A. So, what I am trying to say is A will be able to exercise coercive power only if A has the ability to punish, and the punishment is considered to be severe and detrimental to the interests of B, C and D. So, if B, C and D feel that, you know, A has the power to dismiss, suspend, demote or deduct salary and other monetary and non-monetary benefits, and that is going to be really a big loss to them, that is going to be detrimental to their interests, only and only then, will B, C and D, comply to the wishes of A, and A will be able to exercise coercive power. If the punishment is not severe, or not considered to be detrimental to the interests of B, C, D and E, then in that case A will not be able to exercise coercive power, because the punishment is not very threatening, it is not very fearful, and so, B, C and D will always have the discretion of not abiding to the wishes of A or not complying with what A has to say.

(Refer Slide Time: 16:19)



Personal Power

- The power that vests within an individual because of his own self, his own knowledge, skills and abilities, as well as his traits and characteristics, is known as personal power.
- It is derived from a person's unique self.
- Forms of personal power are expert power, and referent and charismatic power.
 - Expert power
 - Referent and charismatic power
- Personal power is not completely exclusive from formal power, but can be independent.

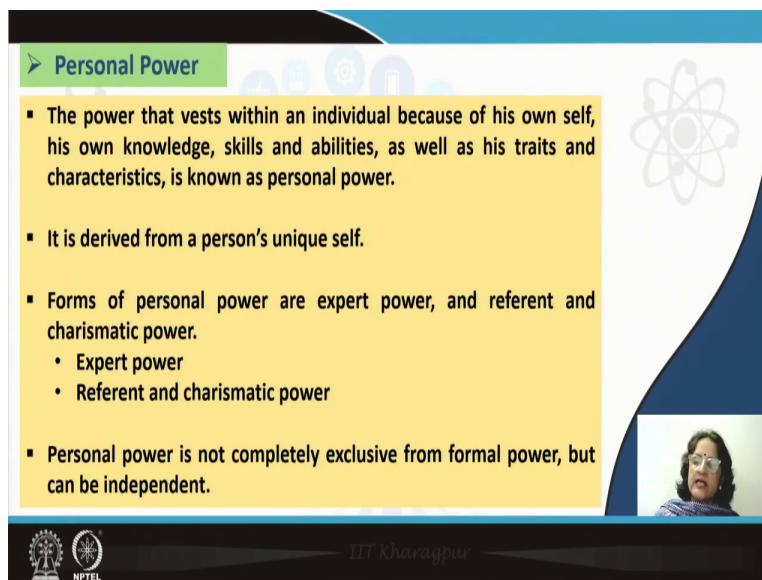
IT Khanna

NPTEL

The second classification here, is personal power. So, we were doing the first classification,

formal power and personal power, and in formal power, we have discussed legitimate power, reward power and coercive power. Under personal power, we have two powers, which is expert power and charismatic and referent power. So, what is personal power? The power that vests within an individual because of his own self, his own knowledge, skills, abilities, as well as his traits and characteristics, is known as personal power. So, it is actually derived from a person's own unique self. As I just said, the forms of personal power are expert power, and the referent and charismatic power. I will make a point here, that personal power may not completely be exclusive of formal power, but it can be independent. So, you know what I am trying to say here is that personal power, which is expert power or referent and charismatic power, is not totally exclusive from, you know, a formal power, but it can be independent.

(Refer Slide Time: 17:19)



➤ **Personal Power**

- The power that vests within an individual because of his own self, his own knowledge, skills and abilities, as well as his traits and characteristics, is known as personal power.
- It is derived from a person's unique self.
- Forms of personal power are expert power, and referent and charismatic power.
 - Expert power
 - Referent and charismatic power
- Personal power is not completely exclusive from formal power, but can be independent.

DT Kharagpur
NPTEL


Now what is expert power? The basis of expert power is specialized knowledge, skills and abilities which a person possesses, and a person is able to influence another person because of his expertise in a particular domain. Like in yesterday's lecture, I mentioned that, you know, there may be a graduate engineer; graduate trainee engineer who may be very well-equipped with handling a machine, but may not know how to weld it, and so, he has to depend on a welder, and the welder will exercise huge influence over the engineer; in fact the graduate engineer depends on the welder; why? because the welder holds expert power; he has knowledge and skills and abilities to be doing the welding job, which the graduate trainee engineer does not know. So, while in terms of organizational hierarchy the graduate trainee engineer may hold a

higher position in the organizational hierarchy, Yet because of the expert power, the welder, you know, can exercise his power over the graduate trainee engineer, and can not only do the job but also teach the graduate training engineer how to do the welder's job, and the graduate trainee engineer will comply with the process of the procedure, as illustrated by the welder because the welder is an expert in the field. So, the welder is able to influence, exercise influence on the graduate trainee engineer. If the welder says that this job is going to take two days, the graduate trainee engineer would not be able to argue with him and say that do it in two hours, and if the welder says that he needs to complete the task in two days, or three days or four days, the graduate engineer trainee will have to comply to the wishes of the welder, because of the kind of knowledge, skills, and abilities that the welder has, and the experience that the welder has that this job actually needs to be done or can be completed in two days; it needs some time for the process to happen; it takes some time for the cooling, or for other, you know, technicalities. And on the other hand, if the welder even tries to dictate his wishes about how it is to be done, or when it is to be done, or you know, the graduate engineer would have no option but to listen to what the welder says because the welder holds expertise in that field. So, so that is what we mean by expert power. We also have something called referent power and charismatic power. Now the basis of referent and charismatic power is the kind of unique personality traits and characteristics, interpersonal styles, and other unique characteristics, as well as the admiration that people hold. A person is able to influence another because of his looks, because of his physical appearance, because of his admiration, because of his interpersonal styles, because of his personality, and so he is able to command a lot of respect from others, and he is able to influence others because of his charisma, because of his personality, because of the way he talks, the way he walks, the way he carries himself, the way he interacts with people, his interpersonal styles. So, because of the admiration that he holds, he or she is able to exercise tremendous influence over another and that is what we refer to as the referent power and the charismatic power. We have large number of, you know, world personalities, who have this kind of referent and charismatic power, be they political leaders, or be the religious leaders, or be they social reformers and so forth. So these are people who actually can influence others because of the referent and the charismatic power that they hold.

(Refer Slide Time: 21:36)

II. John French and Bertram Raven's Classification of Power

- Reward Power
- Coercive Power
- Legitimate Power
- Referent Power
- Expert Power



IT Kharagpur
NPTEL

Now we come to the second classification, which was proposed by John French and Bertram Raven, and according to French and Raven there are five bases of power - reward power, coercive power, legitimate power, referent power and expert power. So, if you see, all these five power bases, we have already discussed in the previous classification when we classified these bases as formal basis and personal basis. So, if we go and discuss them, you know, as five distinct bases according to French and Raven, this is how we will go by.


(Refer Slide Time: 22:09)

➤ Reward Power

- The basis of reward power lies in one's ability to control resources and reward others.
- The reward must be considered valuable by the 'other'.
- Eg. Salary hikes, promotions, prestigious projects and assignments, responsibility, praise, and recognition.

➤ Coercive Power

- The basis of coercive power lies in fear.
- The person who possesses coercive power has the ability to punish the 'other'.
- Eg. Firing, demotions, removal from prestigious projects, and stopping of incentives etc.



IT Kharagpur
NPTEL

So, the reward power is the power to reward another, as we just discussed. So, basis of reward power lies in one's ability to control resources and reward others. So, Person A is able to control

resources and reward others, and the reward is something which Person B, C and D, consider to be valuable. So, a manager will be able to exercise reward power if he has control over resources, and he can reward B, C and D who are his subordinates, and resources which are held by Person A are considered to be valuable by the subordinates B, C and D. So, salary hikes, promotions, prestigious projects and assignments, responsibility, praise, recognition - these are all different forms of reward, which may be given to people in the organization, and in order to seek these rewards, people comply to the wishes of their seniors and of their supervisors and of their managers.

The second is coercive power. Now the basis of coercive power lies in fear. So, the person who possesses coercive power has the ability to punish others. So, Person A has the ability to punish Person B, C and D, and the forms of punishment may be very detrimental to B, C and D and so B, C and D, out of fear of consequences, will comply to the wishes of A. So, B, C and D are subordinates, are fearful of consequences in case of non-compliance of orders of A, and so, B, C and D comply to the wishes of A, because A holds coercive power. So, B, C and D, out of fearful consequences of non-compliance of orders of A, will actually abide by the orders of A, or comply to the orders of A because they know A holds coercive power, and A can punish B, C and D in place of non-compliance. So, in case B, C and D, as subordinates or as workers, fear firing or demotions or removal from prestigious projects, and stopping of incentives in case they fear all of these, and they fear that this could be detrimental to their interests, so they would actually abide to the orders of A or to the orders of their manager.

(Refer Slide Time: 24:30)

➤ **Legitimate Power**

- The basis of legitimate power lies in authority vested in a position.
- The person who holds legitimate power also has the power to reward and punish.

➤ **Referent Power**

- The basis of referent power lies in one being attractive and possessing desirable characteristics worthy of respect and admiration.
- It is based on the desire of the 'other' person to be like the powerful person and identify with him regardless of the outcomes.

IIT Kharagpur
NPTEL

The third is legitimate power. The basis of legitimate power, as we just discussed, lies in the authority vested in the position. So, the person who holds legitimate power also has the power to reward and punish, which I just said. But you must remember, that while reward and coercive is a part of legitimate power, reward power and coercive power may not always be legitimate. I repeat, reward power and coercive power can be a part of legitimate power, and go with legitimate power, and they are derived from the position; they can be related to legitimate power. So, the person who holds legitimate power also has the power to reward and punish by virtue of the position that he holds in the company, and by virtue of the fact that the position gives him some authority. So, that authority is there in him to order, to command, and in case of compliance to those orders, he has the power to reward; in case of non-compliance to the orders, he has the power to punish.

So, the person who holds legitimate power also has the power to reward and punish. But coercive power and reward power need not always be legitimate. A person may have the power to reward another, without holding a legitimate position. Without holding a legitimate position, he may have the power to reward like, for example a person in the company does not have a formal, authoritative position; he does not have a position of authority, but yet he is able to, you know, propose your name in a project, or he may be able to, you know, be helpful in advancement of your career as an influencer to the manager. So, he has a power to reward, and so you will actually listen to what he or she says, although he or she does not have a formal position.

Similarly, you see a lot of people in the world who are powerful, who have muscle power; they can, you know, use threat, intimidation and, you know, use force on you and get things done. Muscle men - their position is not legitimate, you do what they say, because you are scared that you know, the person will kill me if I do not listen to what he says, or he will beat me or he will thrash me. Do you think that musclemen have that legitimate position or legitimate power? No. So, there are people who have the power to reward. There are people who have the power to punish. But the power to reward, the power to punish, may not always be associated with a position and a legitimate position.

So, while legitimate position brings with it reward power and coercive power, coercive power and reward power may not always be legitimate.

The fourth is referent power. Referent power we just spoke of, as charismatic power as well. So, the basis of referent power lies in one being good looking, attractive, good personality and possessing very desirable characteristics which are worthy of respect and admiration.

So, it is based on the desire of other people, you know, to be like the powerful person, like the person holding a referent power regardless of the outcomes. So, the referent power here is more to do with charisma, and you know, a person's unique characteristics, unique traits, interpersonal relationships, style of walking, talking; overall, some kind of an admiration which people are in awe off, and so they listen to that person. Why do they listen to the person? Because the person has some charisma; he holds traits which are admired; he is attractive; he is good looking; he possesses a good personality, you know; he interacts in a very good manner, he has good interpersonal relations; he has a good interactive style. So, people listen to him or her, and would want to comply with the orders of that, him or her.

(Refer Slide Time: 28:55)

➤ **Expert Power**

- The basis of this power lies in knowledge and expertise that one possesses.

IIT Kharagpur

NPTEL

Finally, we have expert power. Expert power is, you know, power which is vested in knowledge and expertise that one holds. So, a person holds expert power when he possesses knowledge, skills and abilities in a particular domain. He has an expertise in a particular domain, and everybody around them knows that what this expert says and does is right; what this expert says and does should be, you know, listened to, adhered to, and so the expert is able to exercise power over another. Like, for example, there is a very highly experienced sales manager who has had years of experience in sales territories, and now he actually is transferred to the marketing division, and one day he has a meeting with the production manager, R&D manager and so forth. Now there are managers there, there are senior managers there. There is a CEO there. This manager by very virtue of the fact that he has held a sales managers position for many years in many territories, has diverse experience and has been one of the best sales managers in the company, whatever this person says or suggests or advises will hold meaning to people at the senior manager level or even at the top management level, because of the kind of experience that this person has had; the kind of knowledge, the kind of skills and abilities that this person has had in the sales domain, so people will respect what he says. So, any and every advice that comes from this manager, will be respected and complied with by people above him in the organizational hierarchy.

That is why we said that power flows in all directions. Power does not have to be downwards, power flows in all direction. This person, say has 20 years of experience, in the sales domain, but

there may be people having 25 or maybe even 30 years of experience at a higher level than him, but because of his knowledge, his abilities, diverse experiences, and because of the expertise he holds in sales and marketing, as and when he is included in the marketing domain and role and has a meeting with the senior management, whatever ideas, whatever suggestions he gives, is something which is heard off and respected and complied to. So, that is what is a expert power. That is wherein we say that power flows in all directions; it is not necessary that power is downwards. This person as an expert could influence anyone above, below or even laterally.

(Refer Slide Time: 31:42)

▪ Apart from these five sources of power, French and Raven recognized other sources of power, viz.,

- Power of task interdependence, and
- Use of information as a source of power.

The difference between information power and expert power lies in the fact that the former requires one to be in the “right place at the right time” to distribute information and to ensure the flow of the same in the right direction.

Now apart from these five sources of power, French and Raven have recognized other sources of power as well, like power of task interdependence, whether it is a sequential or reciprocal task interdependence. I have spoken about this in the previous sessions. And another thing which they talk of, is use of information as a source of power. Now difference between information - power and expert power lies in the fact that information power requires a person to be in the right place at the right time to distribute information and to ensure the information is updated and relevant for the moment. So, a person may be an expert, but he may not be updated; I mean, he may not have the latest information on something related to his domain or other domains. So, the difference between information, power and expert power lies in the fact that information power requires one to be at the right place at the right time to distribute information, and to ensure that information flows, you know, in the right direction. So, these are two other sources of power which French and Raven have mentioned.

(Refer Slide Time: 32:58)

III. Individual based Power Bases and Organizational based Power Bases

Some power bases are derived from the organization, while some lie with the individual.

- Individual based
 - Expert power
 - Referent power
- Organizational based
 - Coercive power
 - Reward power
 - Legitimate power

The slide features a blue header, a yellow text box, a green list box, and an illustration of a child with a soccer ball. It also includes logos for IIT Kharagpur and NPTEL, and a small video inset of a presenter.

Third classification is, individual based power basis and organizational based power basis. So, some power bases are derived from the organization, some lie within the individual. So, individual based power sources are similar to the personal sources like expert power and referent power; and organizational based power bases are what we referred to as formal basis, which was position power or legitimate power, and coercive power, and reward power.

(Refer Slide Time: 33:23)

▪ People respond variedly to the various power bases.

▪ Legitimate power is not harmful, but does not help build positive attitudes towards performance or commitment within employees.

- People obey the superior by virtue of the position that he holds, and hence, comply to the requests made by the superior.

▪ Coercive power is undesirable and must be avoided as much as possible.

- Coercive power brings negative results; it creates fear and suspicion, and reduces satisfaction.

▪ Reward power helps improve performance and productivity, as well as increases commitment to the job and to the organization if rewards are what subordinates consider as valuable.

The slide features a blue header, a yellow text box, an illustration of a man running with a clock and numbers, and logos for IIT Kharagpur and NPTEL. It also includes a small video inset of a presenter.

Now coming to the dynamics of the use of power. People respond variedly to various power basis. Now we have to see legitimate power is not harmful. It is also called position power; it is

not harmful; but it does not help build positive attitudes towards performance or commitment within the employees. Legitimate power is not harmful. But it does not help build positive attitudes towards performance or commitment within employees.

People obey the person, the manager, obey the person in power by virtue of the position that he holds, and hence they comply to the request because they fear punishment and they seek rewards. So, legitimate power here, you know, is something which people are going to abide by, people will obey the superior, because of the position that he holds; and because by virtue of the position that he holds, the manager can reward the subordinates or reprimand or punish the subordinates. And that is the reason people will comply to the wishes of the manager. They know that if they do not listen to the manager who holds a legitimate position and if they do not listen to the manager, who holds legitimate power, they will be punished. If they comply to the wishes they will be rewarded. So, because of the reward, desire for reward, and because of the fear of punishment, the subordinates will obey the superior. So, that does not mean that the subordinates are fully committed, or they have a positive attitude to work. No. So, let the exercise of legitimate power is not harmful, but it does not help create the right attitudes. It does not help build positive attitudes. It does not contribute towards, you know, building positive attitudes for job commitment or organizational commitment or towards task performance, no.

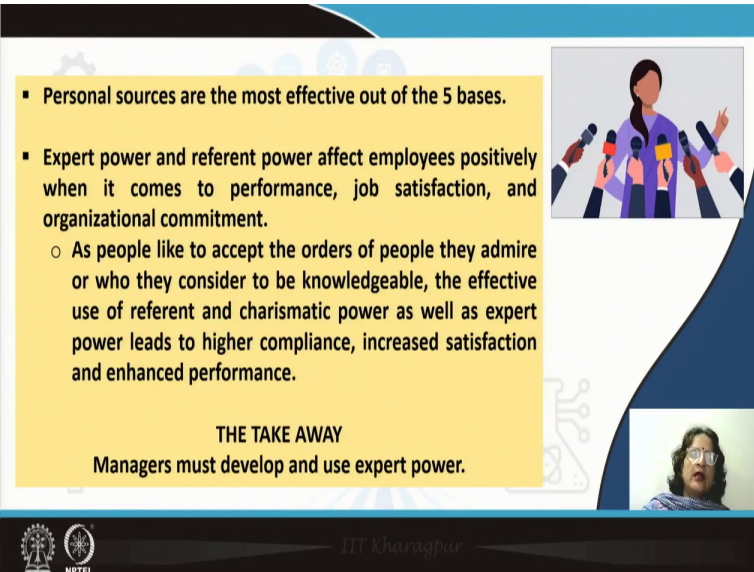
People will listen to the superior because they know if they do not listen to the superior they will be punished, and if they listen to the superior, they will be rewarded. So, it actually is either a desire for a reward, or a fear of a punishment, that makes the subordinates comply to the wishes of the superior. So, that is why we say, that legitimate power can be ok; it will help get work done, but it will not help in developing positive attitudes towards continued task performance and full-hearted, whole-hearted commitment, within the employees.

Coercive power is absolutely, always undesirable. It must be avoided at all costs because it always brings negative results. It creates a lot of fear, it creates a lot of suspicion, and it reduces job satisfaction of people. So, people will comply to the wishes out of fear. Sooner or later this fear will lead to a lot of dissatisfaction, and it will lead to negative results for the organization. People may quit the organization; they may retaliate one day; they may resort to, you know,

unpleasant actions. So, so it is always best that coercive power is avoided as much as possible.

Now reward power helps improve performance, helps improve productivity; it also increases commitment to the job and to the organization, if those rewards are something which subordinates value. So, you know, it is a positive reinforcement to them that work, do good, they are rewarded. So, they work harder, they are rewarded. So, there is some kind of encouragement that they get. So it will help improve performance and productivity. It will increase people's commitment to the task to the organization. It will help improve their overall performance and productivity organization. People will tend to begin to become more committed to the job, to the organization, but it will happen; only and only when the rewards are such, that the subordinates value those rewards.

(Refer Slide Time: 37:33)



- Personal sources are the most effective out of the 5 bases.
- Expert power and referent power affect employees positively when it comes to performance, job satisfaction, and organizational commitment.
 - As people like to accept the orders of people they admire or who they consider to be knowledgeable, the effective use of referent and charismatic power as well as expert power leads to higher compliance, increased satisfaction and enhanced performance.

THE TAKE AWAY
Managers must develop and use expert power.

Now personal sources, which we refer to as expert power and charismatic and referent power are the most effective of all the five bases of power. Expert power and referent power effect employees positively when it comes to the job performance, organization commitment, job satisfaction. This is because people always like to accept orders from people who they admire, or who they consider to be knowledgeable.

So, if I know that I am being given instructions by somebody who is an expert in that field, or I know that I am being given orders by somebody who is an authority figure in, you know, in

terms of the knowledge, skills and abilities that he possesses, I will be very much motivated to comply to his wishes. Also, if I am being led by a charismatic leader, by somebody who has referent power, even I will be, you know, I will be, you know, highly motivated to comply to his or her wishes because of the admiration that the person holds. And so overall, if we see both expert power and referent power, they lead to higher compliance, they lead to increased task performance, job satisfaction and enhanced performance, and organizational commitment. So, expert power and referent power greatly effect, you know, people's compliance to orders in a positive manner. Increased satisfaction, task performance, organizational commitment and overall well-being of both the person as well as the organization. So, what are the takeaways here? Takeaway is that managers must try and use expert power, because any and every subordinates would actually be very keen to comply to wishes of a manager who is knowledgeable; who is experienced; who possesses knowledge, skills and abilities; who is an expert in a particular area; So, expert power is something which managers must try to develop. They must also be charismatic in their, you know, and they must hold some kind of a referent or charismatic power so that, you know, people would be willingly and wholeheartedly ready to abide by their wishes and comply to their wishes. So, expert power and referent power effect employees positively when it comes to job performance, job satisfaction and overall organizational commitment, and managers must develop and make use of expert power.

(Refer Slide Time: 40:22)

REFERENCES

- Aswathappa, K. (2014). *Organisational Behaviour: Text, Cases, Games*. Himalaya Publishing House, Mumbai.
- French, J. and Raven, B. (1959). The Bases of Social Power. In *Studies in Social Power*, D. Cartwright, Ed., pp. 150-167. Ann Arbor, MI: Institute for Social Research.
- Greenberg, J. (2013). *Behavior in Organizations*, Tenth Edition, Prentice Hall of India, Delhi.
- Luthans, F. (2011). *Organizational Behavior: An Evidence-based Approach*, Published by McGraw-Hill/Irwin, Twelfth edition, New York.
- Prasad, L.M. (2020), *Principles and Practice of Management*, Sultan Chand & Sons, Delhi.
- Robbins, S.P. and Judge T.A. (2017). *Organizational Behavior*, Seventeenth edition, Pearson Education UK.
- Robbins, S.P., Judge T.A. and Vohra, N. (2018). *Organizational Behavior*, Eighteenth edition, Pearson Education India.

NPTEL

(Refer Slide Time: 40:25)

CONCLUSION

This brings us to an end of the second lecture on the topic "Power and Political Behaviour".

We shall continue with the topic in the next lecture.

IIT Kharagpur

NPTEL

The slide features a dark blue header with the word "CONCLUSION" in yellow. Below the header, a yellow box contains the main text. A small video inset in the bottom right corner shows a woman with glasses speaking. The footer includes the IIT Kharagpur and NPTEL logos.

So, with this, I come to a conclusion of this lecture. We shall continue with the topic in the next lecture. Thank you.