ORGANIZATIONAL BEHAVIOR

18MPS21C

UNIT IV :

Communication, leadership, power and politics.

●**Communication in an organisation:**

Organizational communication refers how the organisation present, represent and constitute their organisational values,goals and cultures . Communication is not just about transfer of messages from sender to receiver.

Functions of communication

In an organisation , communication serves as four purposes :
1. Control
2. Motivation
3. Information
4. Emotional expression

Communication process

It is the process which mainly involved three elements viz:

Sender : The sender or communicator generates the message and conveys it to the receiver
Message : It is the idea , information,view,fact , feeling etc that is generated by sender and is then intended to be communication.

Encoding:

The message generated by the sender isencoded symbolically such as in the form of words , pictures, gestures etc ,before it is being conveyed.

Decoding :

It is process of converting the symbols encoded by the sender . After decoding the message is received by the receiver.

Receiver:

He is the person who is the last in the chain and for whom the message was sent by the sender. Once the receiver the message and understands it in proper perspective and acts according to the message,only then the purpose of communication is successful .

Direction of communication:

There are three forms of communication within an organisation – upward, downward and horizontal

Upward communication :

. The process of information flowing from lower levels of hierarchy to the upper levels .

Downward communication:

It flows from a top level to low level ina organization . Communication that takes place from superior to subordinate in a chain of command is a downward communication.

Horizontal communication :

When communication takes place between people at the same level of the organisation ,like between two department or between two peers called horizontal communication.

INTERPERSONAL COMMUNICATION:

It is process of exchange of information ,ideas and feelings ,two or more people through verbal and non –verb methods.

●LEADERSHIP:

Leadership is the process of influencing others in a manner that enhances their contribution to the realization of group goals. We demonstrate how social influence emerges from psychological in-group members, particularly highly in-group prototypical ones.

•Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

•In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

LEADERSHIP and MANAGEMENT:

Leadership is about getting people to comprehend and believe in the vision you set for the company and to work with you on achieving your goals, whileManagement is more about administering and making sure the day-to-day activities are happening as they should.

MAIN THEORIES IN LEADERSHIP:

•Trait theories

•Behavioral theories

•Contingency theories

Trait theories:

Trait Theory of Leadership is based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership.

Qualities of leadership:

Clarity
Decisiveness
Courage
Passion
Humility
Flexibility and empathy
Charismatic

Behavioral theories:

These theory which focus on leaders' behaviors which considered as an effective leaders. Main concept which looks on

Attention to people
Attention to vision

For eg:Cinema Director - Need to done his movie in budget and allocated days (vision) - Concerns on work issues of coordinates such artists, camera man, cinematographer, assistant etc.

The Ohio studies:

Initiative :concerns on production and output (production orientation)Organizing the work, setting goals, urging subordinate to follow the rules

Consideration : concern on mutual relationship between leader and employees (person oriented)Explaining things to them, care for their welfare, doing favours for subordinate

The Michigan studies:

Employee oriented leader: emphasize interpersonal relations
Production-oriented leader: who emphasize task aspects

Contingency theories:

Contingency or situational :

This theory proposes leaderships effectiveness depends on the situations and circumstances.

1).Fiedler contingency model:
2). SLT

•**The Fiedler Contingency Model** was created in the mid-1960s by Fred Fiedler, a scientist who studied the personality and characteristics of leaders. The model states that there is no one best style of leadership. Instead, a leader's effectiveness is based on the situation.This is the result of two factors – "leadershipstyle" and "situational favorableness" (later called "situational control").

Fiedler believed that leadership style is fixed, and it can be measured using a scale he developed called Least-Preferred Co-Worker(LPC) Scale.If your total score is high, you're likely to be arelationship-orientated leader. If your total score is low, you're more likely to betask-orientated leader.

Fiedler's contingency theory states that there are three elements that dictate a leader's situational control.

The three elements are
task structure,leader/member relations, andpositioning power.

•**Situational Leadership Theory, or the Situational Leadership Model,** is a model created by Paul Hersey and Ken Blanchard, developed while working on Management of Organizational Behavior.
This Model suggests no single leadership style is better than another. Instead of focusing on workplace factors, the model suggests leaders adjust their styles to those they lead and their abilities.

Under the model, successful leadership is both task-relevant and relationship-relevant. It is an adaptive, flexible style, whereby leaders are encouraged to consider their followers—individuals or a team—then consider the factors that impact the work environment before choosing how they will lead. This ensures they will meet their goals.

●**A DEFINITION OF POWER:**
Power refers to a capacity that A has to influence the behaviour of B, so that B acts inaccordance with A's wishes.2 This definition implies that there is a potential for power ifsomeone is dependent on another. But one can have power and not impose it.Probably the most important aspect of power is that it is a function of dependency.The more that B depends on A, the more power A has in the relationship. Dependence,in turn, is based on the alternatives that B perceives and the importance that B places onthe alternative(s) that A controls. A person can have power over you only if he or she con   trols something you desire. If you are attending college or university on funds totally pro   vided by your parents, you probably recognize the power that your parents hold over you.You are dependent on them for financial support. But once you are out of school, havea job, and are making a good income, your parents' power is reduced significantly. Whoamong us, though, has not known or heard of the rich relative who is able to control alarge number of family members merely through the implicit or explicit threat of "writ   ing them out of the will"?

Power Base and Statement:

Coercive :The person can make things difficult for people, and you want to avoid getting him or her angry.

Reward: The person is able to give special benefits or rewards to people, and you find it advantageous to tradefavours with him or her.

Legitimate :The person has the right, considering his or her position and your job responsibilities, to expect you to comply with legitimate requests.

Expert: The person has the experience and knowledge to earn your respect, and you defer to his or her judgment in some matters.

Referent: You like the person and enjoy doing things for him or her.

Information : The person has data or knowledge that you need.

Evaluating the Bases of Power:

Generally, people will respond in one of three ways when faced with the people who use the bases of power described above:

• Commitment. The person is enthusiastic about the request and shows initiativeand persistence in carrying it out.

• Compliance. The person goes along with the request grudgingly, puts in mini   mal effort, and takes little initiative in carrying out the request.

• Resistance. The person is opposed to the request and tries to avoid it with suchtactics as refusing, stalling, or arguing about it.

POLITICS: POWER IN ACTION:

Organizational behaviour researchers have learned a lot in recent years about how peo   ple gain and use power in organizations. Part of using power in organizations is engag   ing in organizational politics to influence others to help you achieve your personal objectives. Lobbying others to get them to vote with you on a particular decision is engaging in organizational politics.When people get together in groups, power will be exerted. People want to carve out niches from which to exert influence, to earn rewards, and to advance their careers.When employees in organizations convert their power into action, we describe them as engaged in politics. Those with good political skills have the ability to use their bases of power effectively.Below we cover the types of political activity people use to try to influence others as well as impression management. Political skills are not confined to adults, of course. When your Vancouver author's six-year-old nephew wanted the latest Game Boy knowing full well his parents did not approve, he waged a careful, deliberate campaign to wear them down, explaining how he would use the toy only at assigned times, etc. His politicking paid off: Within six weeks he succeeded in getting the toy.

Definition of Political Behaviour:

There has been no shortage of definitions for organizational politics. One clever definition of politics comes from Tom Jakobek, Toronto's former budget chief, who said, "In pol   itics, you may have to go from A to C to D to E to F to G and then to B."For our purposes, we will define political behaviour in organizations as those activ   ities that are outside one's formal role (i.e., not part of one's specific job duties), and that influence, or try to influence, the distribution of advantages and disadvantages within the organization.

This definition encompasses key elements from what most people mean when they talk about organizational politics. Political behaviour is outside one's specified job require   ments. The behaviour attempts to use one's bases of power. Our definition also encompassesefforts to influence the goals, criteria, or processes used for decision making when we state that politics is concerned with "the distribution of advantages and disadvantages withinthe organization." Our definition is broad enough to include such varied political behav   iours as whistle-blowing, spreading rumours, withholding key information from decisionmakers, leaking confidential information about organizational activities to the media,exchanging favours with others in the organization for mutual benefit, and lobbying onbehalf of or against a particular individual or decision alternative. Exhibit 7-5 ,provides a quick measure to help you assess how political your workplace is.