A Review on Organizational Power: A Meta Analysis

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Abstract - **This research paper deliver a virtual review of the literature on the organizational power. Review of literature validates the purpose for our research. It manifest the topic. It gives a brief elaboration of prior studies and their outcomes. It talks about the knowledge of our field which allows us to identify the gap which our research could fill and also strengthens the topic that we chose for our research. This study will help us to diagnose and study the impact of power on individual performance and also organization. This review is needed because it enlightens the researchers on the strategies to be adopted for cutting the negative power impacts across groups, teams, departments and organization as a whole. It is also useful to remove the need for fresh research or to imitate the study. The term literature review is generally used to cover both the process of searching for relevant literature and the critical reporting of the literature. By this type of reviews, certainly handholds any manufacturing companies which is under the threat of these type of power conflicts and going towards the closure can enhance by re-organizing the power structure and re-initiating the positive communication across the organization leads to betterment and growth of organization.**

Keywords – **Organizational power, Employee's attitude, Satisfaction of employees, Power structure**

I. INTRODUCTION

This paper articulates the importance, prerequisite of review of literature and the related review of studies to the topic. This research paper provide a simulated review of the literature on the organisations power.

Any organisation will have formal and informal groups that have a great influence on the activities of the employees. It becomes necessary to maintain team coordination because the people are from different backgrounds, culture and attitudes. In order to make the employees comply with the policies of the organisation, it is important to exercise power and at the same time ensuring the code of ethics to ensure organizational effectiveness. Power is the one of the tools when effectively used, will lead the organisation to reach positive heights. On the other hand, if misused will downgrade the organisation as a whole. Ethics deals with ensuring the maximum goodness to the maximum number of people. The policy/rules may be perceived well by some set of people, if it is properly understood and those people will support the organisation to ensure mutual growth. Those who perceive it as disturbance will take different directions that may not lead to the path of success. Researchers in management in the era after World War II era developed a set of expectations about the exercise of power in organizations that they had derived from the formal structure of bureaucratic authority (Bennis, Berkowitz,

Affinity, and Malone 1958). However, a number of case studies disproved these expectations. Remarkably, these case studies exposed bases of power outside the formal structure of authority and described the games they sanctioned and the rules that made them possible.

Recently the research interests are shifted towards the issue of resistance by people against the formal organisational authorities. The great issue in organisations is that the people will have conflicts of ethical issues especially with formal authorities because the informal groups will have an influence on the decision of right or wrong in a particular situation. The concentration of power in organisations in a sensible manner that motivates the people in contributing towards the organisational effectiveness. On the other hand, if the power does not ensure the subordination of individual interest to the common interest, it will affect the attitudes of the people and makes them feel bad about the organisation. This will reduce the team synergy and hence affect the organisation growth in the long term. It is always necessary to prioritize common interest of organisational effectiveness as a whole instead of concentrating on individual goals.

1.1 Theoretical Background

Power and politics play a huge role in business, from governing how decisions are made and how employees interact with one another. In businesses, the impact of power depends on whether employees use positive or negative power to influence others in the workplace. Politics may directly influence the one who has the power and determine whether the overall culture of the workplace encourages productivity.

1.2 Positive Types of Power

Positive power in an organization involves encouraging productivity. This comprises giving employees the power to make decisions, gratifying employees for strong performance and appointing employees who perform strongly to supervise other employees. Positive power constructs employee confidence and motivates employees to work harder. It also results in those in higher-level positions gaining power through employee esteem and communication, rather than coercive efforts. Employee retaining rates are higher when employees are given the power to express concerns and work together in an organization.

1.3 Negative Types of Power

When the top authorities/heads are not in a position to be respected or communicated, it leads to negative power. The

work gets done by way of creating unwanted fear about losing the jobs, among them .The employees are punished if there are performance gaps without supporting them to rectify their mistakes. Better performances and hard work are not at all recognized .This in turn downgrades productivity and leads to increase in employee turnover rates.

1.4 Positive Workplace Politics

Employees who can understand the politics of an organization are positively influenced and if that leads to more productivity, we call them as positive workplace politics. Hence a political culture that is easy to acquire can be developed so that productivity can be ensured at no cost of wasting resources. Establishing clear guidelines and chains of command will direct employees' efforts in the right direction to ensure that quality work is being done.

1.5 Negative Workplace Politics

When the work climate creates negative situations which confuses employees as about what they have to do, because of lack of clear policies. Employees are encouraged to involve in activities that collapses the productivity and degrades the quality of work being done. This makes the employees to get frustrated and get separated from the organisation .This kind of politics leads to deterioration in quality of products/services being produced.

The aim of this paper is to examine to which range and how power within organisation can affect the team and its performance.

II. SUMMARY OF LITERATURE REVIEW

Md. Nurun Nabi and Md. Monirul Islam has conducted a study on "Impact of Motivation on Employee Performances: A Case Study of Karmasangsthan Bank Limited." Their study is a self-conducted research on how motivational tools impact the performance of employee for betterment. They have thrown a light on de-motivation factors affecting employee performance negatively. In their research, they have clearly came out with a good ideology stating cooperation, coordination and healthy relationship between employees leads to high performance.

Mayer N. Zald made a review on "Power Balance and Staff Conflict in Correctional Institutions" and highlighted on the patterns of conflict and their impact on operations and organisational effectiveness. They have clearly analyzed staff group and others in terms of communication and their impact on organisational goals. Problem solving techniques and also strategies to be used to resolve high level conflicts and making all of them align to the goals of the organisations."

Elizabeth A Mannix made a review on "Organizations as Resource Dilemmas - The effects of power balance on coalition formation in small groups" researched elements deciding work administration relations in 50 organizations. Of

the nine elements studied, the two incorporated into the best condition scope for headway and grievance taking care of were observed to be the most basic determinants. Together these two elements represented 58 percent of the variety in labor administration relations over the 50 organizations".

Lindred L Greer in their handbook "Power in teams: Effects of team power structures on team conflict and team outcomes" made it clear that power influences lot on teams. He highlightedon creation and managing appropriate team power structures is a vital skill for managers. By knowing the nature of team power structures, managers may be able to help these teams to perform better. Team power structures, levels, dispersion, and variety – can have significant consequences for team conflicts and results. By accommodating the effects of these different types of power structures is serious for the effective management of organizational teams.

Kent K Alipour and Susan Mohammed in their study specified that their purpose of their study was to investigate the conditional effects of power values diversity and relationship conflict. They highlighted how and under what conditions power values diversity influences team outcomes. Consistent with the contingency approach recommended by both team diversity and conflict scholars, we help to elucidate the conditional effects of both power values diversity and relationship conflict. Results support the utility of considering team participative safety climate to better understand the conditions under which differences in power values, among team members, are likely to reduce relationship conflict and subsequently benefit team performance. Their findings also highlights the moderating role of workload sharing for understanding the conditions under which relationship conflict is more likely to undesirably impact team performance. Their present study adds to the emerging research advocating for more complex models that consider both the moderating and mediating effects of team diversity, as well as more research on team values diversity in particular. Furthermore, although research on the complementary effects of team diversity has commonly proposed diversity variables relevant to skills, information, and expertise, they demonstrate that power values diversity, or differences in the desire to attain social status and prestige as well as social influence or control over others, warrants future consideration with respect to beneficial effects on both team processes and team performance.

Kirsten Michelle Keller in his study titled "Power Conflict: Struggles for Intragroup Control and Dominance", states that his overall Study is to provide strong support for power conflict as a new construct. His study helps to establish power conflict as a significant fourth factor of intragroup conflict and provides sustenance for its divergence from the other three conflict types as well as from dominating conflict management strategies. This research also provided evidence for the negative implications of power conflict for group

functioning, predominantly in terms of increased group level stress and turnover. His research findings build upon earlier conceptualizations of conflict that have failed to capture the possible for struggles over power and status. In specific, his research would benefit from exploring the different tools through which the various conflict types are related as well as the contextual conditions that may exacerbate or suppress such associations. Furthermore, his research may be helpful to explore the extent to which individuals actually perceive these types of conflict as distinct from one another such as could be done through a multi-dimensional scaling study.

Lindred L Greera et al in their research entitled "The dysfunctions of power in teams: A review and emergent conflict perspective" highlighted that they have reviewed the new and growing body of work on power in teams and used this review to develop an emergent theory of how power impacts the team outcomes. Their research paper offers three primary contributions. Firstly, their review highlights potentially incorrect assumptions that have arisen around the topic of power in teams and documents the areas and findings that appear most vigorous in explaining the effects of power on teams. Secondly, they compare the findings of their review with what is known about the effects of power on individuals and highlighted the directionally oppositional effects of power that emerge across different levels of analysis. Lastly, they have combined findings across levels of analysis into an emergent theory which explains why and when the benefits of power for individuals may paradoxically explain the potentially negative effects of power on team results. They have suggested in their research paper that power can have a negative influence on the functioning and outcomes of organizational teams. They made it clear on why and when this negative influence comes into play is essential for both researchers and practitioners seeking to improve team effectiveness. They have also developed an emergent theory to suggest that the very reasons that make power great for individuals may paradoxically make power problematic for teams.

Therese Thanh in her research study titled "The Relationship between Political Behavior, Team Cohesion and Team Effectiveness" enlightened that there is a missing link in the literature regarding political behavior in teams and how it affects team effectiveness. Her determination for this study is to examine the effect of political behavior in management teams on task performance and team member satisfaction through its effect on team cohesion. Hypothetical and practical implications are provided for management teams about how they can become more effective by reducing political behavior and maintaining team cohesion. She has also highlighted the necessary to have an understanding of the effects of political behavior in the context of management teams in order to avoid negative team outcomes. Her research outcomes suggests that a negative indirect effect of political behavior on team outcomes should be discussed in the light of

diminished emergent states, like cohesion, and negative excitements and environment that may be provoked in a context characterized by politics. Management teams can benefit from being cohesive if they are capable of keeping political behavior to a minimum. By reducing political behavior and creating better conditions for team member interaction resulting in cohesion, management teams can become more effective.

Yeliz Cantimur in his abridgment entitled "When and why hierarchy steepness is related to team performance" helps to develop and tests a contingency theory on the functions of status hierarchy steepness in teams. Their findings from a field study among 438 employees working in 72 work teams across diverse business settings validate that task complexity regulates the relationships between status hierarchy steepness, different types of team conflict, and team performance. In their research paper, they have provided comprehensive substantiation for using a contingency theory to specify the effects of hierarchy steepness on organizational work teams, as they show that teams only benefit from steeper status hierarchies under less complex task conditions. In additional they have shed light on why hierarchy steepness can have an impact on team performance, as they found clear evidence that it particularly reduces task related types of conflict. They feel more confident that the theory and outcomes presented in this research paper provide an important conceptual and practical toolkit that aids hierarchy researchers in resolving the puzzle on the functions of hierarchy steepness in organizational work teams. They highlighted the fact that hierarchy steepness did not yield straightforward negative effects in teams working on more complex tasks, their outcomes suggest that organizations may even benefit from steeper hierarchies under this task condition as well, provided that managers closely monitor their effects on process and task conflict and manage these conflicts effectively in case they arise. So, on the basis of their research, they conclude that instead of abolishing steeper hierarchies, management should try to capitalize on their merits for team functioning.

Remi Alapo has conducted a study on "Organizational Power Politics and Leadership Experiences on the View and Use of Power in Organizations." He has interpreted how organizational power politics permeates all actions within an organization. He defined power has one person's ability to exert change on another person's way of life and actions. Usage of power is a valuable means to influence and achieve intended desires and future action in others. Power is influential; it's a means to achieve goals other than the attainment of power itself. Power may also be articulated as one person's dependence on another. Power can sometimes is a goal; its basic use is instrumental in the achievement of one's goals or aims. He clearly states the use of power can also mean explicit or implicit behaviors that are assigned to an individual or prohibited to lead others in leadership positions. A leader's capability to handle and manipulate the different

forms of power will directly have effects on his or her leadership in an organization. From his study, section on power is that the view, meaning and use of power emerged as the ability to openly display power based on certain environmental and organizational.

Ugwu Kelechi Enyinna et al. in their research investigated that the effect of organizational politics on employees' performance in the private sectors. Their research also identified bad political behavior affects negatively employees' performance and lowers organizational productivity; while good political behavior affects positively employees' performance and increases organizational productivity. They strongly recommend that every political maneuvering should be managed within reasonable bounds. They also highlighted that positive political behavior in independent work environment inspires good performance through collaborative team work and brainstorming of employees which leads to high productivity. On the other hand, their extensive study also found that negative political behavior hampers employees' individual and collaborate effort due to unfriendly or unconducive working environment full of conflict, hatred, and bitterness among employees. In their research study also found that good political behavior promotes employees performance. Their research study also noted that bad political behavior does not affect negatively employee's performance. This information is always contradictory to the case. Again, the study also reveals that the culture of the company has a system of managing and controlling bad political behavior that will result to conflict and destruction of people mindsets. The culture of every organization permits politics to prevail in every sector but management should know how to use it for their own betterment and advantage to increase productivity. As per the outcomes, research concludes that good political behavior affects positively employees' performance, productivity and position of superior/subordinate. On the other side, bad political behavior also affects negatively employees' performance, organizational productivity and position of superior/subordinate but have insignificant effect on productivity and position of superiors/subordinates in other company due to its culture.

Faisal Alsalamah in his research, determine the effects of organizational culture on job performance and productivity in the setting of United States, which is the center of multinational organizations. His study has focused on technology industry with key objectives: To know and examine the effect of power and politics on organizational units. From his overall analysis, he has interpreted that Apple Inc is under the conflicting political and power issues. There is need to boost the workplace power and politics to make the organization more productive and advanced. The organizations are transcendently progressive these days that posture incredible challenges and opportunities for the leadership. Seeing such dynamism is extremely vital to seek after the organizational key destinations that analyze the effect of organizational culture on job performance of employees. The results of his research show that organizational culture essentially impacts job performance of employees and profit in the element developing setting.

Lawrence I Nwaeke and Ugiabe Maxwell A in their research reviewed descriptively, the impact of power and politics in organizations using a global context and found that power and politics are interpersonal in organizations and form the pivots around which group and individual activities revolve. They have concluded that power and politics are basic needs as well as behavioural tendencies of individuals and groups. Individuals use power to gratify their needs or get what they want. Power and politics are combined processes that have to be managed and used effectively in order to achieve individual and organisational cohesion and ventilate their differences. They reveal the general truth of the all the time that every employee knows that his fate lies in the hand of the employer, and that the employer has the power to ensure that his services are delivered at the time, in the quantity and quality, and at the place chosen for him. This power, which derives from the ownership of the means of production, including the instruments of labour, is one of the greatest powers that any individual can wield over another-and by its nature represents the root of all contradictions under capitalism. Their research findings is to support the implications of the relationship between power and politics and group and individual behaviour.

Kehinde Gbolahan Somoye has conducted a study and interpreted that in one aspect, power can be used to get a job done, on the other hand, it can also be used for the immoral reasons and politics is the influence gained from power. The effect of power in contemporary organizations depend on whether an employee uses the positive or negative type of power to control other employees. He states that there is a focus on developing and using power in an organization because political behavior penetrates organizational life, and it often gives power to people who do not have it from their organizational position. There should be a steadiness in the use of power and politics in achieving organizational goals and objectives. After the critical analysis he came to know that, realities of power and politics in modern organizations, it is believed that professionalism and appropriate use of politics in an organization is very dynamic for a leader in acquiring and retaining power in other to accomplish main goals. He has revealed what is required for an organization to be highly productive, there should be a balance in the use of power and politics in achieving organizational goals and objectives and these include giving independence to employees to make decisions, compensating employees who put in effective performance in their works and making them to oversee other employees whilst also emerging a political system straightforward for employees to comprehend.

2.1 Excerpts from the Literature Review

It's a tremendous effort made by all the researchers in their respective research to analyze the power and its impact on organization in terms of growth, development, peer relationship and sustainability. Every research article puts a complete light on the impacts but failed to demonstrate on how to overcome those power impacts and choosing a strategy which enables the organization in achieving the visionary goals along with the profit and sustainability in the market.

In this ten years, in Manufacturing sector there is lot of internal disturbance and conflicts between the teams, groups, managements and intra-departments, which in turn causing the entire organization in terms of performance & productivity of employees, effectiveness and efficiency of teams, imbalance in hierarchy levels and also in terms of profit margins.

All the levels of management teams and employees groupshould align themselves to the organizational goal and maintain work culture so that these power conflicts will end up with a healthier relationship otherwise the organization will lose control on every aspects and leads to closure of business.

III. CONCLUSIONS

Even though experts have articulated great anxiety about the power and politics in the organization, which is creating lot of impact on individuals and groups behaviour towards the maintaining relationship amongst all. These days in the manufacturing sector is getting lot of trouble because of these cultural issues which can be resolved easily by maintaining the positive communication amongst all between all the levels of management.

Despite an awareness on the potential for conflicts over power and status, previous research has failed to incorporate this phenomenon into conceptualizations of conflict or our understandings of power dynamics at higher levels. This research provides support for the existence of power conflict as a new and important type of intragroup conflict and highlights the insight it can provide into group functioning and effectiveness. As these results reveal, power conflicts seem as prevalent in organizations as disagreements over the task or personal incompatibilities, and its inclusion helps to broaden both our theoretical and practical understanding of conflict in the workplace.

The prior studies above have been concentrated on the topics of various aspects like employee ethics, morale and coordination between all the levels of management, communication between groups and individual attitudes and behaviour.

Future researchers shall concentrate on the development of model, which will definitely eradicate the power conflicts and disturbances with respect to all the levels of employees in the organization.

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