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# Power and Politics Organization Theory: From Power in Decision Making of Pfeffer to Power Game of Mintzberg

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### ABSTRACT

Organization is a relatively young science in comparison with the other scientific disciplines. (Ivanko, 2013) Accounts of the growth of organizational theory usually start with Taylor and Weber, but, as Scott (1987) mentions, organizations were present in the old civilizations which goes back to Sumerians (5000, BC) and which experiences its maturation phase with Taylor, Fayol and Weber, continuing to come up to present with modern management methods and principles. The modern organization may be the most crucial innovation of the past 100 years and it is a theory which will never complete its evolution as the human being continues to exist. Understanding how organizations work has been the focus of scientists and scholars until the early part of the 20th century. Just as organizations have evolved, so to have the theories explaining them. These theories can be divided into 9 different “schools” of thought (Shafritz, Ott, Jang, 2005): Classical Organization Theory, Neoclassical Organization Theory, Human Resource Theory, or the Organizational Behavior Perspective, Modern Structural Organization Theory, Organizational Economics Theory, Power and Politics Organization Theory, Organizational Culture Theory, Reform Though Changes in Organizational Culture and Theories of Organizations and Environments. This introductory paper will concentrate on the power and politics organization theory and is divided as follows: The introduction talks about the developments of the organization and organization theory from its early stages with detailed definitions. In section 2, theoretical roots in other words literature review on the subject will be presented. At further section, by looking at the perspectives of the 9 pioneering people (Pfeffer, Michels, Raven, March, Kanter and Mintzberg) main principles of the classical organization theory are presented one by one. Section 4 mentions strengths and weaknesses of the classical organizational theory and section 5 discusses and concludes the paper.

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### I. Introduction

Organization theory is not an easy concept. Unless you are naturally interested to the abstract, you probably expect this subject to be dry, unconnected to practical matters and perhaps a little boring. Even if you are interested about abstractions, it can be boring to confront as many of them at one time as organization theory asks you to do. So why would anyone sign up to study this complex and difficult subject matter?

There are many answers to this question. For some, studying organization theory is motivated by curiosity. They want to know what it would be like to think like an organization, to get inside organizing processes far enough to reveal the intricate organizational patterns that make organizations understandable. Others are motivated by the attraction of stretching their minds in new ways. For example, organization theory relies on the sciences, the humanities and the arts, and so presents the intellectual challenge of thinking in interdisciplinary ways. Some turn to organization theory in the hope that it will get better their chances of becoming successful executives in business, government or non-profit organizations. Table lists some of their specific reasons.

Man is intent on describing himself into a web of collectivized patterns. “Modern man has learned to

accommodate himself to a world increasingly organized. The trend toward ever more explicit and consciously drawn relationships is profound and sweeping; it is marked by depth no less than by extension.” This comment by Seidenberg summarizes the influence of organization in many shapes of human activity.

Some of the reasons for hectic organizational activity are found in the main transitions which revolutionized our society, shifting it from a rural culture, to a culture based on technology, industry, and the city. From these shifts, a way of life occurred and characterized by the proximity and dependency of people on each other. Proximity and dependency, as conditions of social life, harbor the threats of human conflict, capricious antisocial behavior, instability of human relationships, and uncertainty about the nature of the social structure with its concomitant roles.

Of course, these threats to social integrity are still exist to some degree in all societies, ranging from the primitive to the modern.

But, these threats become serious when the harmonious functioning of a society acts upon the maintenance of a highly intricate, delicately balanced shape of human collaboration. The civilization we have generated depends on the preservation of a precarious balance.

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|                        |  |
|------------------------|--|
| Strategy/Finance       | Those who want to improve the value of a company need to know how to organize to achieve organizational goals; those who want to monitor and control performance will need to understand how to achieve results by structuring activities and designing organizational processes.  |
| Marketing              | Marketers know that to create a successful corporate brand they need to get the organization behind the delivery of its promise; a thorough understanding of what an organization is and how it operates will make their endeavors to align the organization and its brand strategy more feasible and productive.  |
| Information technology | The way information flows through the organization affects work processes and outcomes, so knowing organization theory can help IT specialists identify, understand and serve the organization's informational needs as they design and promote the use of their information systems.  |
| Operations             | Value chain management has created a need for operations managers to interconnect their organizing processes with those of suppliers, distributors and customers; organization theory not only supports the technical aspects of operations and systems integration, but explains their socio-cultural aspects as well.  |
| Human resources        | Nearly everything HR specialists do from recruiting to compensation has organizational ramifications and hence benefits from knowledge provided by organization theory; organizational development and change are particularly important elements of HR that demand deep knowledge of organizations and organizing, and organization theory can provide content for executive training programs. |
| Communication          | Corporate communication specialists must understand the interpretive processes of organizational stakeholders and need to address the many ways in which different parts of the organization interact with each other and the environment, in order to design communication systems that are effective or to diagnose ways existing systems are misaligned with the organization's needs.        |

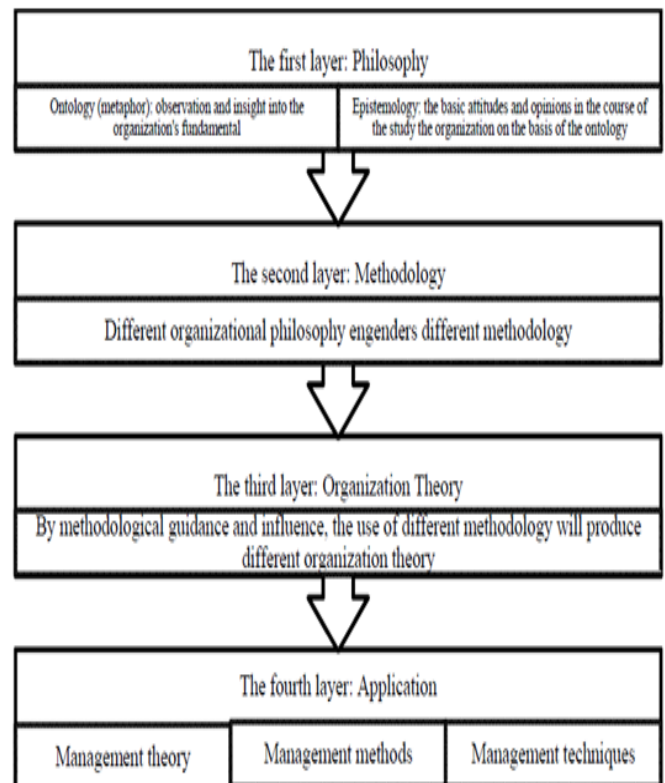
Hence, disrupting forces impinging on this shaky form of collaboration must be prohibited or minimized.

Traditionally organization is seen as a intermediary for accomplishing goals and objectives. While this approach is nifty, it tends to obscure the inner workings and internal aims of organization itself. Another fruitful way of behaving organization is as a mechanism having the ultimate aim of offsetting those forces which undermine human collaboration. In this approach, organization sloping towards to minimize conflict, and to lessen the meaning of individual behavior which deviates from values that the organization has established as worthwhile. Further, organization increases stability in human relationships by decreasing uncertainty regarding the nature of the system's structure and the human roles which are inherent to it. Parallel to this point, organization enhances the predictability of human action, because it limits the number of behavioral alternatives available to an individual. (Scott, 1961)

Furthermore, organization has built-in safeguards. Besides prescribing acceptable shapes of behavior for those who elect to submit to it, organization is also capable to counterbalance the effects of human action which transcends its established ways. Few segments of society have engaged in organizing more strongly than business. The reason is clear. Business depends on what organization offers. Business requires a system of relationships among functions' it requires stability, continuity, and predictability in its internal activities and external contacts. Business also appears to need harmonious relationships between the people and processes which creates it. In other words, a business organization has to be free, relatively, from destructive tendencies which may be caused by divergent interests. (Scott, 1961)

As a main principle for meeting these needs build upon administrative science. A major element of this science is organization theory, which gathers the grounds for management activities in a various number of crucial areas of business endeavor. Organization theory, however, is not a homogeneous science based on generally accepted principles. Different theories of organization have been, are being evolved and continued to be evolving. (Ibid.)

If it is needed to give detailed definition of organization and organization theory; there are various definitions. To start with organizations, organizations are universal phenomena in human social and were explained by March and Simon (1958) as a systems of coordinated action among individuals who differ in the dimensions of interests, preferences and knowledge. Who holding the same philosophy included Arrow (1974), Mintzberg (1979), et cetera. Organizations exist when people interact with one another to implement essential (Daft, 2007), they are social units of people with recognizable boundary to reach certain goals (Robbins, 1990). Organizations are the unities composed of mental activities of member with same goals and technologies and operate in the clear relationship mode (Liu,2007). On rational, natural, and open system perspectives, there are various emphasis in the definitions of organizations. The rational perspective sees an organization with tool which is designed to meet the pre-defined goals; the natural perspective underlines that an organization is a group; and the open system perspective concentrates on that an organization as a self-regulation system and an open system, exchanging with its external environment.



Organization theories comes from organization practices and in turn serve practices. Nicholson explains them as ``a series of academic viewpoints which attempt to explain the multiplicities of organizational structure and operating process (Nicholson, 1995).`` In other words, organization theories are knowledge systems which study and explain organizational structure, function and operation and organizational group behavior and individual behavior (Zhu, 1999).

Complete organization science should include 4 layers: philosophy, methodology, theory and application, and organization theory takes place on the third layer, under the direction of methodology; it builds various management theories, management methods and management techniques by management practices. The relationship of them shows as the following figure:

## II. Literature Review

Power in and around associations has built up itself as a noteworthy part of association hypothesis in the previous couple of decades. This noteworthiness is obvious in the way that at present, there is not really a reading material on association hypothesis that does not list control among the key subjects in writing. Critical samples incorporate Hatch (1997), Scott and Davis (2007), Daft (2009) etc. The ebb and flow ubiquity of the point makes it strange to envision that around 50 years prior, force was not really an exploration enthusiasm inside of association hypothesis, not to mention a key part of the field. Dialogs on associations stayed around their structures and their capacities to perform different capacities. Control in this manner was seen as something chiefs in the hierarchical chain of importance could use to get a productive yield from their subordinates (Weber, 1958). Simon (1947) was among the first to view associations as choice making frameworks. Further research by March and Simon (1958) and others in the later years tested further into choice making inside of association. Difficulties to the normal choice making model cleared a path for models of authoritative choice making that could represent vagueness, irreconcilable situation, and different issues that couldn't be secured under the supposition or levelheadedness.

Presently social researchers, from Hellenistic savants to postmodern researchers, have utilized alternate points of view and allegories to take a gander at associations (Hatch, 1997). Contingent upon the epistemological courses taken by scholars, they can watch associations as various leveled structures intended to perform particular capacities (machines), homogenous frameworks adjusting to the adjustments in environment (creatures), examples of shared qualities (societies), learning and data preparing frameworks (brains), choice making and strife administration frameworks (political frameworks), frameworks for creating human brain science (psychic detainment facilities), works of art joining different points of view (arrangement) and last yet not minimal, devices of control (Hatch, 1997; Morgan, 2006).

The freshly discovered accentuation on choice making frameworks and peculiarities in that made an open door for supporters of the "association as political request" similitude. The dialog was not contained to the choice making forms, but rather issues like control over method for generation (assets) and techniques for preparations (activities) were additionally breathed life into back inside of the extent of associations (March and Olsen, 1984). The ubiquity of the political request analogy acquired an exceptional change the way power was seen in authoritative hypothesis writing. The machine illustration of established hierarchical scholars saw formal power as the main attractive type of force. Different types of force should offer ascent to wastefulness (Weber, 1958). The innovator view worked with a presumption of reasonability. Force was a variable that could influence soundness henceforth power was seen as an irregularity in the sane choice making process (Hatch, 1997). The political request analogy offered authoritative scholars some assistance with

researching into various types of forces and utilize them as necessary parts of the hierarchical talk.

The case for force in associations was made in the behavioral financial aspects writing when experimental studies directed by March and Simon (1958) revealed the vagueness and struggle in hierarchical choice making, instead of the presence of last and commonly pleasant answers for every single authoritative issue. The social way of force called for social clinicians to add to the idea also, henceforth we see the original work of French and Raven (1959) developing that. Of course, political researchers, for example, Dahl (1961) and Luke (1974) and numerous others, frame the majority of givers to the idea. Power in the later past has turned into a necessary piece of hierarchical studies and there have been noteworthy commitments to the writing from authoritative scholars, for example, Mintzberg (1983) and all the more as of late Clegg, Courpasson and Phillips (2006).

The writing on force in association hypothesis originates from a few fields of sociology. As far as the for the most part acknowledged hypothetical ideal models, the idea of force in association has been talked about by functionalists (Weber, 1958; Simon, 1947), structuralists and post-structuralists (Lukes, 1974; Foucault, 1980; Foucault, 2000), new institutionalisms' (DiMaggio and Powell, 1983) et cetera. As far as hypothetical foundation, power has been concentrated on by clinicians (French and Raven, 1959; Cialdini, 2001), sociologists (Perrow, 2002; Grewal, 2008) and obviously political researchers (Bacharach and Baratz, 1962). The investigation of force was not generally seen as an indispensable piece of association studies. This was on account of force did not fit into the present day strategies for exploration, nor might it be able to be characterized as standards that could be mechanically connected. It is fascinating to note that while power has ventured into all types of hierarchical examination, its peculiar nature is still a point of study both in and outside scholarly writing. Among the allegories Morgan (2006) utilizes to take a gander at associations, an especially fascinating one is "associations as apparatuses of control". While a lot of writing can be evaluated in regards to the relationship of an association with its individuals and in addition its institutional surroundings, very little scholarly writing can be found on the force amassed in, and abused by an association as it collaborates with its social and political environment. Perrow (2002) has endeavored to dissect the huge force assembled by huge associations in the United States in the course of recent hundreds of years. He asserts that substantial associations, notwithstanding controlling countless resources, are fit for characterizing the social structure of the present day society in the US. He distinguishes two noteworthy wellsprings of this influence pick up, the gigantic accumulation of riches inside of associations as a consequence of large scale manufacturing and mass appropriation and the multinational organization's heartlessness to nearby and provincial issues.

These speculations for the most part regard power as something that can be accomplished by a specific performing artist and can be utilized to increase certain points of interest in an association. Such accomplishment and utilization of force is called governmental issues (Pfeffer, 1994). These hypotheses for the most part manage the impression of force inside of an association as far as images, assets or capacities that constitute power, recognize the on-screen characters that hold that power and the qualities or strategies that empower them to hold and utilize such power. In light of the meaning of

force and connections in the middle of inward and outside authoritative on-screen characters, these speculations can be ordered into two classifications, i.e. speculations that regard associations as shut frameworks and hypotheses that regard associations as open frameworks.

Speculations that regard associations as settled frameworks negotiations with the force contrasts inside hierarchical on-screen characters paying little respect to the connection of those performing artists with the association's surroundings. Power in such speculations is regularly constituted as one on-screen character's capacity to force the other performer to perform a specific activity. Pfeffer (1981) enrolls various definitions that characterize power as far as capacity of an on-screen character to force another on-screen character into conferring a non-deliberate activity. These hypotheses check the early commitments to the writing on force in association hypothesis and can be characterized into two noteworthy sorts, unopinionated speculations, that regard power as a true blue hierarchical asset and political hypotheses that attention on the use of force inside of associations for purposes other than satisfying expressed authoritative objectives.

Weber (1958) is one of the principal researchers who talked about the part of force in associations. He distinguished three sorts of force in a various leveled structure: Legitimate or formal, customary and appealing. He likewise recognized force and power. As per him, a force practiced by a director gets to be power when the subordinate considers it to be true blue. Formal power thusly was an attractive type of force that could guarantee improved productivity.

Conventional power was a consequence of the matchless quality appreciated by certain authoritative performing artists because of their position in the public eye. Alluring force was the force amassed by people utilizing their own characteristics, for example, information and skill or long range informal communication. While Weber displayed a clarification of the idea of force in associations, the main operational meaning of force came a couple of decades after his demise. Dahl (1961) characterized power as the capacity of a performer A to impact another on-screen character B into accomplishing something that B will generally not do. Force was in this way an element of the social relationship between two authoritative on-screen characters. Dahl's was by all account not the only voice sounding on the social way of force. French and Raven (1959) distributed their fundamental work on the wellsprings of social force around the same time. Their work lastingly affected the writing and their bases of force are still a vital part of each writing survey on force. The accompanying are the bases of force as recognized by them:

Reward power is the capacity of a hierarchical performing artist to hold assets that will be alluring to different on-screen characters. The on-screen character possessing those assets will along these lines have the capacity to impact different performing artists who will work with a foresight to get an offer of those assets as prizes. Utilization of prize force decreases resistance among authoritative connections.

Coercive power is the capacity of a hierarchical performing artist to withhold certain assets that other authoritative on-screen characters esteem. The on-screen character in control of such assets will turn out to be effective as alternate performers dread hardship of the esteemed assets as discipline for non-conformance. Utilization of coercive force builds resistance among authoritative connections.

Legitimate power originates from the part of the boss as surrounded in the formal expected set of responsibilities. It can incorporate the privilege to practice reward or coercive force. Coercive force produces lesser resistance if utilized as real power.

Referential power is a consequence of the casual connections between two authoritative performing artists. Individual fellowships and gathering brotherhood are huge wellsprings of this force. However these connections can likewise originate from backhanded affiliations among two authoritative performing artists, for example, comparative natures of occupation, comparable assignment gathering, religious or political affiliations and so on.

Expert power is the ownership of learning assets by an authoritative on-screen character that are viewed as important by other hierarchical performing artists. Master force can likewise be utilized to fortify genuine force, as the apparent authenticity of power by a subordinate is expanded with a high view of manager's skill. French and Raven (1959) inferred that power driven from each of these bases is subject to the significance given by authoritative performing artists to the assets included in the premise.

Every premise is constrained by extension henceforth master force won't not work in regions where coercive force is required. Etzioni (1973) utilized the bases of energy to one of the primary force based investigations of associations. He utilized grouping like French and Raven (1959), in any case he characterized associations are frameworks in light of one or alternate bases of force. Detainment facilities and insane person shelters hence were home to coercive force though work environments were prize force focuses where individuals went in suspicion of picking up assets. Standardizing power as characterized by him was like French and Raven's referential power and was portrayed by establishments, for example, spots of love and person to person communication bunches and so forth.

The greater part of the early speculations were worried with the sources and utilization of force for the positions of high power. Workman however saw that chance to increase master and referential forces is accessible to hierarchical performing artists paying little heed to their position in the pecking order. Lower level on-screen characters can get control in an association on the off chance that they pick up aptitude that is makes them vital in the association. Pfeffer (1981) led tests in a cigarette industrial facility where he saw that repair laborers could appreciate an extraordinary admiration from line specialists significantly higher than them as far as pay scale. One reason recognized for this was the way that the extensive preparing process for the repair work made them difficult to supplant. The position of lower level performing artists in the hierarchical structure can demonstrate another wellspring of force on the off chance that they serve as a state of access to somebody with higher power. This was in a few routes like Crozier's (1964) investigation of organization where he saw that administrators frequently utilize their mastery to increase significantly more than the real power allocated to them. The converse was concentrated on when Kanter (1979) utilized the bases of energy to clarify the authority disappointment in associations. The examination inferred that to be fruitful, an authoritative pioneer needs to makes utilization of various bases of force. For instance, reward force was to be utilized to fortify efficiency as well as to enable the subordinates that could make more backing than commonly anticipated. Additionally coercive force was to be

maintained a strategic distance from as the resistance created therefore could diminish general backing. Inability to oversee forces can bring about a circumstance where the formal power is counteracted totally by resistances in different extents of force, leaving the pioneer weak.

The investigation of associations as open frameworks was made well known by scholars such as some of them. Being open frameworks, associations were relied upon to be affected by variables outer to the association, for example, social standards of the general public, changes in innovation and information, laws and regulations and rivalry with different associations for assets, for example, capital, work, supplies and clients (Aldrich and Pfeffer, 1976). This had noteworthy ramifications on the routes by which authoritative on-screen characters would acquire and utilize power on inside and outer hierarchical performing artists. The two noteworthy ways to deal with hierarchical force and governmental issues that regard associations as open frameworks are authoritative environment speculations of force and new institutionalism point of view on hierarchical force.

Aldrich and Pfeffer (1976) estimated that the outside environment of an association gives various assets that the association is indigent upon. These assets incorporate fundamental inputs and open doors for yield utilization. The association, however imparts those assets to various different associations. Because of the shortage of assets, associations are dependably in rivalry with each other.

The key possibility hypothesis (Salancik and Pfeffer, 1977) conveys this discourse into the association. The association's reliance on rare outer assets adds altogether to the estimation of advantages equipped for gaining those assets. This thankfulness in worth relegates energy to the people in the association who are in control of the advantages. This task is reflected in the structure of the association that places those people on positions of high formal power and expanded self-rule. Organizing of an association as a reaction to its outside surroundings has likewise been examined by Mintzberg (1979) who considers nature as one of the variables that decides the multifaceted nature of an association's structure.

As indicated by the vital possibility hypothesis, an adjustment in the outside environment may change the structure of the assets it offers to the association. Key possibility hypothesis will accordingly require rearrangement inside of association. This rearrangement will bring about the choice of performing artists who are equipped for getting to the outer assets in the changed environment. Henceforth power may move hands from a few people to alternate as an association endeavors to adjust itself to its surroundings. As a conclusion, capacity of an authoritative performing artist to foresee and adapt to vagueness can turn out to be a standout amongst the most critical wellsprings of clutching force (Morgan, 2006; Pfeffer, 1981).

Note that the key possibility hypothesis, similar to the speculations examined in the past area, places power as an element of the association's structure (Pfeffer, 1981; Salancik and Pfeffer, 1977). However control for this situation is exogenous (March and Olsen, 1984) while the prior models regarded power as producing inside of the association.

The arrival of institutionalism or "new institutionalism" in sociologies opened new boulevards for examination in numerous ranges of sociologies. DiMaggio and Powell (1983) conveyed new institutionalism to association hypothesis.

The appearance of New Institutionalism to association hypothesis brought about the rediscovery of various

association hypothesis ideas by institutionalisms (DiMaggio and Powell, 1983). This new line of exploration opened up roads for the investigation of various ecological variables that had been ignored in asset reliance writing. These variables included societal standards, tenets and regulations, shared qualities and progression in shared information and innovation. The effect of societal qualities and their effect on an association was talked about by researchers as ahead of schedule. As indicated by new institutionalisms', hierarchical situations collect standards and qualities that characterize levelheaded conduct through social and specialized learning over a timeframe. An association, as a balanced performer feels pressurized to fit in with these standards and qualities. DiMaggio and Powell (1983) separate between various types of weights a domain puts on an association for such consistence. The weights that make an association adjust with nearby laws and regulations and global guidelines and sets of accepted rules are named "coercive weights". Then again, experts inside of an associations frequently attempt to accommodate with the standards created by nearby or global expert associations, thus influencing the association to receive those standards too. For instance, specialists in the US, paying little mind to their healing facility alliance, are prone to acclimate with standards set up by the American Medical Association, bringing about a uniform conduct among doctor's facilities everywhere throughout the nation in the territories of practice administered by those standards. Such weights originating from expert associations with no lawful power are called "regularizing weights" (DiMaggio and Powell, 1983; Meyer and Rowan, 1977). In questionable circumstances, associations may feel pressurized to take after the strides of different associations in an applicable industry. Such weights are titled by DiMaggio and Powell as "mimetic weights". While both talk about an's association with its surroundings, the principle distinction between new institutionalism perspective of force and the key reliance hypothesis is about the way authoritative structures create. Vital possibility hypothesis considers an association as reacting to nature by indigenously making its structure. Institutionalism then again proposes that the hierarchical structures are produced by adjusting existing societal structures to the association. By end product, the significant distinction between institutional hypothesis of force and the asset based speculations is that in asset based hypotheses, force is dealt with as a social marvel. Institutionalism then again sees power as a complementary wonder. It fits not into Dahl's (1961) impact based definition, but rather it just characterizes how the powerful in an organization are differentiated from the powerless.

### III. Major Theorists and Contributions

#### Jeffrey Pfeffer – *Understanding the Role of Power in Decision Making*

Most definitions include an element stating that power is the "Capability of one social actor to overcome resistance in achieving a desired objective". Power becomes defined as force; a force exerted from one actor onto another. The enforcement changes the behavior. Legitimacy is defined and is accepted as a series of activities that are accepted and expected. Therefore, power that is accepted and expected becomes authority. A preference (be it willing or unwilling) to such procedures of power strengthen the concept of authority. They become defined as activities through which power is used to obtain a certain catalogue of desired results. Usually, in a setting in which politics are used or seen, belief is widespread. Power is then the property of the system at rest,

politics is the system seen in its most dynamic setting. Influence is the key to organizational politics.

*Understanding the Role of Power in Decision Making* was the basic contribution to Power and Politics Organization Theory. "Power is the ability to get things done the way one wants them done; it is the latent ability to influence people." This definition offers several advantages for understanding organizations. First, it emphasizes the relativity of power. As Pfeffer points out, "power is context or relationship specific. A person is not powerful or powerless in general, but only with respect to other social actors in a specific relationship." Second, the phrase "the way one want them done" is a potent reminder that conflict and the use of power often are over the choice of methods, means, approaches, and/or "turf." They are not limited to battles about outcomes. This point is important because power is primarily a structural phenomenon, a consequence of the division of labor and specialization (Shafritz, Ott, Jang, 2005).

**Robert Michels – *Democracy and the Iron Law of Oligarchy***  
*Democracy and the Iron Law of Oligarchy* was the basic contribution to Power and Politics Organization Theory.

Argue power in organizations from a political perspective. "Organization implies the tendency to oligarchy. In every organization ... the aristocratic tendency manifests itself very clearly. The mechanism of the organization, while conferring a solidity of structure, induces serious changes in the organized mass, completely inverting the respective position of the leaders and the led. As a result of organization, every political party or professional union becomes divided into a minority of directors and a majority of the directed.

Organizations are oligarchic by their nature because majorities in organizations are not able to rule themselves. The mechanism of the organization induces serious changes in the organized mass, completely inverting the respective position of leaders and the led. As a result, every party or union becomes divided into a minority of directors and a majority of directed.

According to Marxist theory;

The capitalist's mode of production transforms the great majority of the population into proletarians, and so digs its own grave. As soon as it attains maturity, the proletariat will seize political power and will immediately transform private property into state property (Shafritz, Ott, Jang, 2005).

**John R. P. French Jr. & Bertram Raven – *The Bases of Social Power***

*The Bases of Social Power* was the basic contribution to Power and Politics Organization Theory. Identifies the major types of power and define them systematically. Power, Influence and Change

#### **Psychological Change**

Is defined as any alteration of the state of the state of behavior, opinion, attitude, goal, need, value, etc. over time.

#### **Social Influence**

Influence on a person by a social agent (person, role, norms, group, or a part of a group)

#### **Social Power**

The strength of power of a social agent in a person's system is defined as maximum potential ability to influence.

#### **The Bases of Power**

##### **Reward power**

Power whose basis is the ability to reward.

##### **Coercive power**

Power whose basis is the ability to punish.

#### **Legitimate power**

Legitimized power by cultural values, acceptance of social norms, and designation by a legitimate agent.

#### **Referent Power**

Attractiveness of a social agent (influencer) to the person (being influenced)

#### **Expert power**

Extent of the knowledge or perception which person attributes to the social agent.

French and Raven examines the effects of power derived from these 5 different bases of attraction and resistance to the use of power. They conclude that the use of power from the different bases has different consequences (Shafritz, Ott, Jang, 2005).

#### **James G. March – *The Power of Power***

*The Power of Power* was the basic contribution to Power and Politics Organization Theory.

"The power of power" is not limited to power inside of organizations. March reviews alternative definitions, concepts, and approaches for empirically studying social power in organizations and communities. His observations about "community power" are more than tangentially germane to organization theory because of the current enthusiasm for "boundary less organizations," "virtual organizations" and networks.

March discusses the advantages and limitations of three approaches to the study of power: experimental studies, community studies, and institutional studies. In addition six models of social choice existed: Chance Models, Force Activation Models, Force Depletion Models, Basic Force Models, Force Conditioning Models, Process Models.

He concludes: "Although power and influence are useful concepts for many kinds of situations, they have not greatly helped us to understand many of the natural social – choice mechanisms to which they have traditionally been applied (Shafritz, Ott, Jang, 2005).

#### **Rosabeth Moss Kanter – *Power Failure in Management Crisis***

Rosabeth Moss Kanter has touched upon the double yard stick of gender appropriateness and managerial efficiency, which often leaves women in an unbreakable double bind. If the women are an unbreakable double bind, if the norm is male, women will always be the other, the deviant. Superior or inferior, she is not the same. Sexuality puts an added burden on women already carrying a heavy load of trying to compete as managers.

Moss Kanter, existing patterns of thinking and existing assumptions about the organization, its markets, customers and relationships have to be challenged. Thus, change agents should realize that there is more than one right solution. The change agent has to be able to evaluate facts from different points of view, e.g. from the customer's or competitor's perspective.

Furthermore, Moss Kanter stresses the importance of coalition building, which she describes as an often-ignored step in change processes. Change agents should identify and involve opinion leaders, decision makers on resources, functional experts and other important persons as early as possible in the project-planning phase. Moss Kanter, existing patterns of thinking and existing assumptions about the organization, its markets, customers and relationships have to be challenged. Thus, change agents should realize that there is more than one right solution. The change agent has to be able to evaluate facts from different points of view, e.g. from the

customer's or competitor's perspective. Furthermore, Moss Kanter stresses the importance of coalition building, which she describes as an often-ignored step in change processes. Change agents should identify and involve opinion leaders, decision makers on resources, functional experts and other important persons as early as possible in the project-planning phase.

The importance of the factor motivation is well described with the phrases transferring ownership to a working team and making everyone a hero. Moss Kanter gives the most important preconditions for successful change management – the involvement of the people – with these two phrases. Members of the change team and other employees affected by the change initiative must not feel like as if they are just the tools for change or the subject of change. But, it may not enough to have a convincing vision. Real commitment can only be gained by giving people the chance to become actively involved, to contribute their own experiences. Every employee needs to know that his contribution to the project is important and is valued. Thus, people will develop a sense of ownership for the project, which, in turn may serve as a major source of motivation when it comes to the inevitable problems and barriers. Rosabeth Moss Kanter provides a great summary of the characteristics of a good change agents when she writes that the most important things a leader can bring to a changing organization are passion, conviction, and confidence in others (Shafritz, Ott, Jang, 2005).

#### Henry Mintzberg – *The Power Game and the Players*

*The Power Game and the Players* was the basic contribution to Power and Politics Organization Theory.

He stresses that, organizational behavior is viewed as a power game. The players are influencers with varying personal needs who attempt to control organizational decisions and actions. Thus to understand the behavior of organization, it is necessary to understand which influencers are present, what needs each seeks to fulfill in the organization, and how each is able to exercise power to fulfill them.

General Bases of Power are: Dependency, Non-substitutable, Concentrated (short supply), Formal Power, Derives from access to those who can rely on all 4 Types of Influencers (Shafritz, Ott, Jang, 2005).

| External Coalition    | Internal Coalition           |
|-----------------------|------------------------------|
| Owners                | Top Management               |
| Associates            | Operators                    |
| Employee associations | Line managers                |
| Public                | Support staff                |
| Directors             | Analysts of techno-structure |
|                       | Ideology                     |

#### IV. Strengths and Weaknesses

##### Strengths

- Adds a lens of power and politics to organizational function and behavior.
- Emphasizes that human behavior is not always rational.
- Builds on understanding of goal setting factors.
- Attempts to identify all aspects and players of political power and influence.

##### Weaknesses

- Raises awareness of competition, not necessarily solving them.
- Doesn't explain, very well, how to increase immunity from power and politics.
- Attempts to discredit rational schools and their benefits.

#### V. Discussion and Conclusion

The power and politics school rejects the assumptions about organizations as being naive and unrealistic, and therefore of minimal practical value. Instead, organizations are viewed as complex systems of individuals and coalitions, each having its own interests, beliefs, values, preferences, perspectives, and perceptions. The coalition's continuously compete with each other for scarce organizational resources. Conflict is inevitable. Influence – as well as the power and political activities through which influence is acquired and maintained – is primary “weapon” for use in competition and conflicts. Thus, power, politics, and influence are essential and permanent facts of organizational life.

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