UNIT 12/44
ORGANIZATIONAL BEHAVIOUR

M1. Critically analyse how the culture, politics and power of an organization can influence individual and team behaviour and performance

ORGANIZATIONAL POLITICS

"Organizational politics relates to behaviours that are outside those in which the organization has taken a specific position for or against, the behaviors are intended to obtain selfish and individual ends that are opposed to the ends of others in the organization. Organizational politics may focus on the goals of groups as well as individuals and they may well involve behaviours that are harmful to the organization as a whole. They appear to be inevitable but at the same time there are wide variations from organization to organization. Ethical issues often come to the fore and bargaining is an important consideration in organizational politics (Omisore and Nweke, 2014)."

POLITICAL ORIENTATION QUESTIONNAIRE

Instruction: answer each question, "Mostly Agree" or "Mostly Disagree", even if it is difficult for you to decide which alternative best describes your opinion. It takes a score of *sixteen or more* to conclude that a strong inclination toward playing politics exists.

		Mostly Agree	Mostly Disagree
1.	Only a fool would correct a boss's mistake	-	-
2.	If you have certain confidential information, you will release it to your advantage	-	-
3.	I would be careful not to hire a subordinate with more formal education than myself	-	-
4.	If you do somebody a favor remember to cash in on it.	-	-
5.	Given the opportunity, I would cultivate friendship with powerful people.	-	-
6.	I like the idea of saying nice things about a rival in order to get that person transferred from my department.	-	-
7.	Why not take credit for someone else's work? They would do the same to you.	-	-
8.	Given the chance, I would offer to help my boss build some shelves for his/her den.	-	-
9.	I laugh heartily at my boss's jokes even when they are not funny…	-	-
10.	I would be sure to attend a company picnic even if I had the chance to do something I enjoyed more that day….	-	-
11.	If I knew an executive in my company was stealing money, I would use that against him/her in asking for favor.	-	-
12.	I would first find out my boss's political preferences before discussing politics with him/her.	-	-
13.	I think using memo to zap somebody for his/her mistake is a good idea (especially when you want to show that person up).	-	-

14.	If I wanted something done by co-workers I would be willing to say if you don't get this done, our boss might be very unhappy.
15.	I would invite my boss to a party at my house even if I did not like him/her
16.	When I'm in a position to, I would have lunch with the "right people" at least twice a week.
17.	Richard M. Nixon's bugging the democratic headquarters would have been a clever idea if he had not been caught.
18.	Power for it's own sake is one of life's most precious commodities.
19.	Having a high school named after you would be an incredible thrill.
20.	Reading about job politics is as much fun as reading an adventure story.

HOW DOES ORGANIZATIONAL POLITICS IMPACT EMPLOYEES?

Organizational Politics & It's Impact On Employees

Politics is inevitable wherever there are groups of people and wherever there are blocks of people competing for the same set of scarce resources. In this context, it is indeed the case that organizations have their own share of office politics due to the prevalence of power centers and interest groups each with competing and conflicting agendas.

The fact that even organizations are constrained by resources such as how much money to allocate for each project and to which department as well as how many people to allocate for these aspects means that a certain element of political jockeying for these resources manifests itself.

Organizational Politics & It's Impact On Employees

Negative Effect of Politics on Organization and Employees

- Decrease In Overall Productivity

- Affects Concentration

- Spoils The Ambience

- Changes The Attitude Of Employees

- Demotivated Employees

- Increases Stress

- Spread Of Wrong Information

Organizational Politics & It's Impact On Employees

How To Win At Workplace Politics

§ **"The best way to win at office politics is to stay out of it**. Don't get involved in any of the controversies at the workplace. Avoid unnecessary disputes and conflicts.

§ **Concentrate on your own work rather than interfering in other's business**. Remember you are paid for your hard work and not for playing dirty politics at the workplace.

§ **Don't always find faults in others**. Try your level best to help your fellow workers whenever needed. Never give them wrong suggestions.

§ **Be honest**. Never break anyone's trust. If any of your colleagues has confided in you, don't ever walk up to the superiors and disclose the secrets.

§ **Don't unnecessarily react to each and everything at the workplace**. Your fellow worker might try to play a smart game against you but remember if you are honest to your job, no one ever can harm you. It is ultimately the hard work which benefits you in the long run. An individual playing politics might get instant recognition and fame but if he does not have the skills, he would soon be thrown out of the system.

§ **Don't rely much on verbal communication**. Communicate through emails. It is always advisable to keep your boss in the loop in all kinds of communication. Let your superiors know what you are up to.

§ **Never manipulate any data**. The information must be passed on in its desired form. Don't play with words.

§ **Never ever open anybody else's confidential documents or check his e mails in his absence**. Such things are considered strictly unprofessional. It is essential to respect the privacy of others. One should never overhear anyone else's conversation.

§ Never take sides at the workplace. One should not blindly support anyone. Promote open communication at the workplace. Let the two parties sit face to face and discuss issues on an open platform to sort out differences.

§ **Always hold back your temper at the workplace**. One should learn to keep a control on his tongue. Be nice to everyone. Avoid using derogatory sentences against any of your fellow workers.

§ **Don't spread rumors against anyone at the workplace**. It is always better to discuss things face to face rather than backbiting. Avoid criticizing others. Try to look at the positive aspects of life.

§ **Set a goal for yourself and stay focused**. Don't let others influence you and affect your performance.

(Juneja, 2015, sec. 1)"

HOW DOES ORGANIZATIONAL CULTURE IMPACT EMPLOYEES?

Organizational Culture & It's Impact On Employees

To find characteristics of culture that might have influence on business behavior, Geert Hofstede implemented one of the most comprehensive studies of how values in the workplace are influenced by culture. He analyzed a large database of employee value scores collected within IBM between 1967 and 1973 and identified four dimensions of culture (later six) in his study of cultures:

◦ Power distance

◦ Individualism vs Collectivism

◦ Uncertainty avoidance

◦ Masculinity vs Femininity

◦ Long-Term Orientation vs Short-Term Orientation

◦ Indulgence vs Restraint

Organizational Culture & It's Impact On Employees

Key differences between collectivist and individualist cultures	
Collectivism	Individualism
Employees pursue the in-group's interest.	Employees pursue the employer's interest.
Hiring and promotion decisions concidering in-group members.	Hiring and promotion decisions are based on skills and performance.
The relationship between employees is basically moral.	The relationship between employees is established with a contract.
The internet and email are less attractive and less frequently used.	The internet and email hold strong appeal and are frequently used to link individuals.

Table 2: Key differences between collectivist and individualist cultures

Key differences between small-power-distance and large-power-distance cultures	
Small power distance	Large power distance
Decentralization is popular.	Centralization is popular.
Managers rely on their own experience.	Managers rely on formal rules.
Subordinates expect to be consulted.	Subordinates expect to be told what to do.
Subordinate-superior relations are pragmatic.	Subordinate-superior relations are emotional.
Privileges are unacceptable.	Privileges are normal.

Table 1: Key differences between small- and large-power-distance cultures

Organizational Culture & It's Impact On Employees

Key differences between feminine and masculine cultures

Femininity	Masculinity
Management based on intuition and consensus.	Management based on decisive and aggressive actions.
Resolution of conflicts by compromise and negotiation.	Resolution of conflicts by letting the strongest win.
Reward system is based on equality.	Reward system is based on equity.
People work in order to live.	People live in order to work.
More leisure time is preferred over more money	More money is preferred over more leisure time

Table 3: Key differences between feminine and masculine cultures

Key differences between weak and strong uncertainty avoidance cultures

Weak uncertainty avoidance	Strong uncertainty avoidance
There should be no more rules than strictly necessary.	There is an emotional need for rules, even if they will not work.
Work hard only when needed.	There is an emotional need to be busy and an inner urge to work hard.
Time is a framework for orientation.	Time is money.
Tolerance for ambiguity and chaos.	Need for precision and formalization.
Belief in generalists and common sense.	Belief in experts and technical solutions.
Focus on decision process.	Focus on decision content.
Entrapreneurs are relatively free from rules.	Entrapreneurs are constrained by existing rules.
Motivated by achievenment.	Motivated by job security.

Table 4: Key differences between weak and strong uncertainty avoidance

How Does Company Culture Impact Employees?

- https://good.co/blog/company-culture-impact-employees/

- https://activecollab.com/blog/collaboration/team-culture-and-the-impact-on-team-performance

- https://www.managementstudyguide.com/impact-of-culture-on-group-behavior.htm

CLASS ACTIVITY

PREP FOR P1/M1 ASSIGNMENT

CLASS ACTIVITY – 30 MIN. (Teams of 3)

1. What is organizational culture and why is it an important consideration when seeking to enhance organizational performance?

2. **BRIEFLY** Evaluate the pros and cons of Charles Handy's 4 dimensions of organizational culture (Person, Task, Power, Role) applied to Ryde South Florida. Afterwards, state which of the cultures is better suited for RYDE.

References

◦ Omisore, B. and Nweke, A. (2014). The Influence of Power and Politics in Organizations (Part 1). International Journal of Academic Research in Business and Social Sciences, [online] 4(7), pp.160-170. Available at: https://www.researchgate.net/publication/287696445_The_Influence_of_Power_and_Politics_in_Organizations_P art_1 [Accessed 27 Feb. 2020].

◦ Juneja, P. (2015). Effect of Politics on Organization and Employees. [online] Managementstudyguide.com. Available at: https://www.managementstudyguide.com/effect-of-politics.htm [Accessed 3 Mar. 2020].