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POWER DYNAMICS IN THE INDIAN CORPORATE CORRIDORS: AN EMPIRICAL EVALUATION OF POWER STRUCTURE BETWEEN EMPLOYEE AND THEIR SUPERVISOR

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ABSTRACT

The present study which is on the power dynamics in the Indian corporate corridors conclude that, use of power bases is different in different industries and also across levels in an organization. Power shall be exercised which is most suitable for an organization, and which increases employee and organizational productivity.

KEYWORDS

Power dynamics, corporate corridors.

INTRODUCTION

ROLE OF POWER AND LEADERSHIP

Leadership is an inborn quality of an individual, which cannot be taught to an individual. There are many social and cultural characteristics that determine the qualities of a leader. From primitive age to modern age it has been observed that leaders build the bridge for our future pathways (J.B.P, 1995). In the Corporate world or in business, the leaders in varied position take challenges and accomplish their tasks, with unmatched performance and immense capability (Adhikari, 2010). Various styles of leadership such as the autocratic, the democratic or the laissez faire leadership comes into the focus of concentration, while discussing about leadership styles (Ansari, 1990). The above three styles of leadership might not always be an appropriate style of leadership in most organizations to achieve success and accomplish organizational objectives. According to (Adhikari, 2010) there is an absence of a balanced style of leadership. In the corporate world or business sectors, it assumes that the success factors are hidden within the style of leadership. According to (Saiyadain, 2003) the collegian model of management is considered an apt style of leadership for the success of the business in today's business world. The style of leadership is most critical to any business, because the most acceptable style of leadership is the one which encourages power sharing the most. Everybody can perform every piece work for the purpose of organizational benefit. It is a safe way to make an individual fit for all the business functions in an organization. So, basically it teaches fellow colleagues and subordinates to break the distance, and come out of their cocoon shell. So, in the corporate world the autocratic or democratic leadership are both not suitable for long-term success of a business. According to (Adhikari, 2010) power sharing in a decentralized manner is the most appropriate technique of leadership style in today's competitive and stressful business environment.

OBJECTIVES OF THE STUDY

- To identify the extent of reward power exercised by the Indian supervisor in the corporate sector i.e. the ability to mediate positive outcomes and avoid negative outcomes in their subordinates.
- The extent of cohesive power exercised by supervisors in the corporate sector i.e. the extent to which the subordinate believes that the supervisor will punish for not complying.
- The extent of referent power exercised by supervisors in the corporate sector i.e. the extent to which the subordinate will identify with their supervisor and their desire to maintain similarity with their supervisor.
- The extent of legitimate power exercised by supervisors in the corporate sector i.e. the extent to which the subordinates believe that his supervisor has the right to influence his actions and he himself is obligated to obey.
- The extent of expert power exercised by supervisors in the corporate sector i.e. the extent to which the subordinate believes that his supervisor has superior skills and knowledge.
- The extent of informational power exercised by supervisors in the corporate sector i.e. the importance of extent of communication provided by the supervisor in directing action.
- Type of supervisory power best accepted by subordinates.

LITERATURE REVIEW

WHAT IS POWER

In social science and politics, power is the ability to influence the behavior of people. Power, is the "probability that one individual within a social relationship will be in a position to carry out his own will despite resistance" (Max, 1947), "the ability to get things done despite the will and resistance of others or the ability to 'win' political fights and outmaneuver the opposition" (Fred, 2005) "a political ability to influence behavior, to change the course of events, to overcome resistance, and to get people to do things, that they would not otherwise do" (Fred, 2005). In the Corporate world, power is often expressed as upward or downward. With downward power, a company's superior influences subordinate's. When a company exerts upward power, it is the subordinates to influences the decisions of the leader.

POWER THEORIES

Social Psychologists John R.P. French and Bertram Raven argue that there are five significant categories of power in their Classic study "The bases of social power" (1959) (Raven, 1959).

- 1) **Reward Power** – Reward power refers to the degree to which an individual can give others a reward of some kind such as benefits, time-offs, desired gifts, promotions or increase in pay or responsibility. The problem with this type of power is that managers may not have complete control over salary increases, and other benefits, and often cannot control promotions all by themselves. Even a CEO needs permission from the board of directors for some actions to be taken. So when you use up available rewards or the rewards that do not have enough perceived value to others, your power weakens. One of the negatives of using reward power is that they always need to be bigger each time, if they are to have the same motivational impact. Also, if rewards are given frequently to people, chances are that it might lose its effectiveness. (Raven, 1959)
- 2) **Coercive power** – Coercive power is the use of negative influences. It means the ability to withhold other's rewards. Sometimes subordinates obey their seniors out of compulsion, since they fear that their rewards might be withheld with their supervisor. Coercive power is known to be the most common type of power exercised by managers, but unfortunately it is the least effective form of power as it builds resentment and resistance among the people who face it. Threatening and punishment are the most common tools of coercion. Punishing or threatening that you will be fired or demoted or denied privileges or given an undesirable assignment are examples of using coercive power. Excessive use of coercive power is rarely appropriate in an organizational setting, and relying only on this type of power, will result in a very cold, impoverished style of leadership. (Raven, 1959)

- 3) **Referent Power** - Referent power is the power or ability of individuals to attract people and build loyalty. It is based on the qualities and skills of the leader. A person may be admired because of some specific personal attributes or traits, which influences others. Here the person under power desires to familiarize with these personal qualities of the power holder, and gains immense satisfaction from being an accepted follower. For an example, advertisers use referent power of sports figures for product advertisements. The charismatic appeal of the sports star supposedly leads to an acceptance of the brand as such. Referent power is not enough alone for a leader who wants longevity and respect. When combined with other kinds of power, it can help you achieve great success. (Raven, 1959)
- 4) **Legitimate Power** - It is the power of an individual because of the relative position and duties of the holder within an organization. "Legitimate power is formal authority delegated to the holder of the position" (Raven, 1959). It is also called as 'Positional Power'. (Raven, 1959)
- 5) **Expert Power** - Expert power is an individual's power deriving from the expertise of the person within an organization. When you have knowledge and skills in a particular field, people look up-to to you for suggestions and expertise. They seek your guidance and trust and respect you. (Raven, 1959)
- 6) **Informational Power** - Informational power stems from the logic, reasoning, thinking and analytics capabilities of the power holder, who influences his subordinates to seek guidance and information from him. (Raven, 1959)

POWER AND BUSINESS

India is an emerging nation and has been experiencing fast growth in its varied business sectors in the past decade. The Superior-subordinate relationship has been a long time focus of discussion and investigation. In this age of such intense inter-company and intra-company rivalry, dynamics of such a relationship can make or break an organization. (Afza, 2003-2005). Intense competition is on the rise in a fast emerging industrialized country like India (Raman, 2000). How to manage the superior-subordinate relationship to serve an organization's long-term objectives is a debatable question. However, all agree that somehow the relationship has to be managed to provide superior performance and productivity. "Power is the core of the superior-subordinate relationship". "Several classifications of the supervisory power have been presented by researchers over a period of time" (Afza, 2003-2005). The 'Bases of social power' by French and Raven (1959) which are coercive, reward, legitimate, expert and referent are significantly representative as well as well accepted by other researchers (AT, 1980) (Shukla, 1982). In this fast-paced environment, leadership and power have become the central behavioral concerns. French and Raven's (1959) 'five bases of social power' have been used to examine the relationship between different types of power that a supervisor uses and the subordinates work-related behavior such as organizational commitment, attitudinal and behavioral compliances, motivational level, etc. (Afza, 2003-2005).

POWER AND INDIAN CORPORATE SECTOR

'Survival of the fittest' is becoming an issue of utmost priority, since it is very clear to everyone that a typical formal organization involves lot of politics, power and rivalry, and is very difficult to survive. Power and politics are very closely related to each other and determine the power dynamics between the supervisor and his subordinate and its impact on the subordinate's performance. Internal politics, power struggle, manipulation, rivalry, etc are very common in formal organizations. Power and politics are closely intertwined and influence the organizational goals and performance. "Organizational politics is caused by factors such as: criticality, scarcity, and introduction of new resources, ambiguity, complexity, technology, unplanned changes, turbulent environment, etc" (C, 2008). To have a healthy relationship between the supervisor and the subordinate, the organization must ensure that there is transparent communication, healthy work environment, mentoring, building team work, training, etc. This reduces the probability of power struggle, ambiguity, poor performance, high attrition rates, low productivity, absenteeism, etc. The performance of any formal organization ultimately depends on how its people channelize its competencies and exploit the technology and other resources available in the organization. Given the two characteristics of human errors (they are unintentional and it is difficult to detect one's own error), error prevention for quality performance requires a systematic management approach. "In the new competitive environment, zero-defect performance has become the new norm of working, which demands new behavior, new attitudes, new skill sets, new learning and problem solving systems" (Bhattacharya, Dec 2007). Such an organizational change would require people to work together and learn to solve organizational problems as a team (Bhattacharya, Dec 2007). Also, Kotter's work on leadership (P, 1999) provided some very useful guidance on how to handle leadership problems through more leading and less managing. Training, mentoring, coaching, counseling, improve team resource utilization, encourages free flow and exchange of ideas, improve team and inter-team communication, conflict management, etc are critical for employee performance and productivity (Bhattacharya, Dec 2007).

RESEARCH METHODOLOGY

INSTRUMENT DEVELOPMENT

In order to study the factors influencing power dynamics, a questionnaire was framed. The questionnaire had items for demographics and items relevant to analysis of power dynamics in the Indian corporate corridors. The items of the questionnaire were measured using a five point Likert scale, wherein the respondents indicate their degree of agreement or disagreement (Completely Disagree, Disagree, Neutral, Agree, and Completely Agree).

SAMPLE DESIGN

- Sampling Method - A questionnaire was prepared, in order to understand the power structure between employee and their supervisor in the Indian corporate sector.
- Sample size - 95 respondents (working professionals) have answered the questionnaire, giving their opinion of their supervisors in their respective organizations.
- Data Collection - Photocopies of the questionnaire were circulated to Executive MBA students, who are working professionals in varied industries.

STATISTICAL TOOLS

To analyze the data collected through the questionnaire, four statistical tools have been employed. Descriptives, One way Anova, Regression model and Frequencies.

RESULTS AND DISCUSSION

DESCRIPTIVE (LEVEL IN THE ORGANIZATION)

TABLE 1: DESCRIPTIVE

| | | N | Mean | Std. Deviation | Std. Error |
|-------------|--------------|----|--------|----------------|------------|
| Reward | Entry Level | 15 | 3.0778 | .70392 | .18175 |
| | Middle Level | 41 | 3.2927 | .67266 | .10505 |
| | Senior | 20 | 3.1417 | .70768 | .15824 |
| | Total | 76 | 3.2105 | .68495 | .07857 |
| Referent | Entry Level | 15 | 2.6111 | .94631 | .24434 |
| | Middle Level | 41 | 2.7846 | .89694 | .14008 |
| | Senior | 20 | 3.1167 | .60481 | .13524 |
| | Total | 76 | 2.8377 | .84939 | .09743 |
| Information | Entry Level | 16 | 3.3958 | .75247 | .18812 |
| | Middle Level | 40 | 3.8833 | 2.18588 | .34562 |
| | Senior | 19 | 3.3860 | .76387 | .17524 |
| | Total | 75 | 3.6533 | 1.68409 | .19446 |
| Coercion | Entry Level | 15 | 2.7067 | .85813 | .22157 |
| | Middle Level | 38 | 2.9368 | .82016 | .13305 |
| | Senior | 20 | 3.0900 | .62061 | .13877 |
| | Total | 73 | 2.9315 | .77976 | .09126 |
| Expertise | Entry Level | 16 | 3.0469 | .62562 | .15641 |
| | Middle Level | 39 | 3.2724 | .61430 | .09837 |
| | Senior | 18 | 3.2569 | .79228 | .18674 |
| | Total | 73 | 3.2192 | .66137 | .07741 |
| Legitimate | Entry Level | 15 | 3.0889 | .99576 | .25710 |
| | Middle Level | 39 | 3.2906 | .82426 | .13199 |
| | Senior | 19 | 3.2105 | .89035 | .20426 |
| | Total | 73 | 3.2283 | .86936 | .10175 |

FINDINGS

- From the above table, we can see that for Reward power, the mean value is highest at the middle level of the organization, which reward power is more frequently used than other powers in the middle level management of an organization.
- Similarly, for referent power, Senior level has scored the highest in the mean value, which means referent is mostly used in senior positions of an organization.
- Similarly, for information power, the mean value is highest in the middle level management, which means information power is most used at the middle level.
- Coercion power has scored highest in Senior level management, which means it is used more frequently at senior level positions in organizations.
- Similarly, expertise power has a highest mean value at middle level management, which means it is most frequently used at middle level positions in organizations.
- And lastly, legitimate power has scored highest in middle level management, which means it is used most frequently at middle level management.

TABLE 2: ANOVA MODEL

| | | ANOVA | | | | |
|-------------|--------------|-------|-------|----|-------|------|
| | | N | mean | df | F | Sig. |
| Reward | Entry level | 15 | 3.077 | 2 | .672 | .514 |
| | Middle level | 41 | 3.29 | | | |
| | Senior level | 20 | 3.14 | | | |
| Referent | Entry level | 15 | 2.611 | 2 | 1.725 | .185 |
| | Middle Level | 41 | 2.784 | | | |
| | Senior level | 20 | 3.11 | | | |
| Information | Entry level | 16 | 3.39 | 2 | .795 | .455 |
| | Middle level | 40 | 3.88 | | | |
| | Senior level | 19 | 3.38 | | | |
| Coercion | Entry level | 15 | 2.70 | 2 | 1.039 | .359 |
| | Middle level | 38 | 2.93 | | | |
| | Senior level | 20 | 3.09 | | | |
| Expertise | Entry level | 16 | 3.04 | 2 | .693 | .504 |
| | Middle level | 39 | 3.27 | | | |
| | Senior level | 18 | 3.25 | | | |
| Legitimate | Entry level | 15 | 3.088 | 2 | .291 | .748 |
| | Middle level | 39 | 3.290 | | | |
| | Senior level | 19 | 3.210 | | | |

H0: There is no significant difference in the kind of power used in different levels of the organization.
 H1: There is a significant difference in the kind of power used in different levels of the organization.
 Thus null hypothesis is accepted and H1 does not find support. (Sigma value > 0.05)

TABLE 3: DESCRIPTIVE (INDUSTRIES)

| Descriptive | | N | Mean | Std. Deviation | Std. Error |
|-------------|-----------------------|----|--------|----------------|------------|
| Reward | Retail | 2 | 2.9167 | 1.29636 | .91667 |
| | Banking | 4 | 3.4583 | .99420 | .49710 |
| | IT | 12 | 3.1389 | .64680 | .18672 |
| | Health Care | 1 | 3.1667 | . | . |
| | Tourism & hospitality | 1 | 3.0000 | . | . |
| | Pharmaceuticals | 3 | 3.3889 | .19245 | .11111 |
| | Others | 68 | 3.2721 | .72500 | .08792 |
| | Total | 91 | 3.2546 | .70900 | .07432 |
| Referent | Retail | 2 | 2.8333 | .94281 | .66667 |
| | Banking | 4 | 2.8333 | .83887 | .41944 |
| | IT | 12 | 2.8750 | .85317 | .24629 |
| | Health Care | 0 | . | . | . |
| | Tourism & hospitality | 1 | 1.6667 | . | . |
| | Pharmaceuticals | 3 | 3.2222 | .53576 | .30932 |
| | Others | 69 | 2.8599 | .87710 | .10559 |
| | Total | 91 | 2.8590 | .85452 | .08958 |
| Information | Retail | 2 | 2.8333 | 1.17851 | .83333 |
| | Banking | 4 | 3.9167 | .16667 | .08333 |
| | IT | 12 | 3.6667 | .71067 | .20515 |
| | Health Care | 1 | 3.0000 | . | . |
| | Tourism & hospitality | 1 | 3.3333 | . | . |
| | Pharmaceuticals | 3 | 3.3333 | 1.45297 | .83887 |
| | Others | 66 | 3.6364 | 1.77034 | .21791 |
| | Total | 89 | 3.6142 | 1.57145 | .16657 |
| Coercion | Retail | 2 | 2.7000 | .42426 | .30000 |
| | Banking | 4 | 3.2500 | 1.18181 | .59090 |
| | IT | 11 | 2.8000 | .68118 | .20538 |
| | Health Care | 1 | 3.4000 | . | . |
| | Tourism & hospitality | 1 | 2.4000 | . | . |
| | Pharmaceuticals | 3 | 3.6667 | .30551 | .17638 |
| | Others | 67 | 3.1313 | 1.65751 | .20250 |
| | Total | 89 | 3.0989 | 1.48297 | .15719 |
| Expertise | Retail | 2 | 3.0625 | .44194 | .31250 |
| | Banking | 4 | 3.3438 | .38696 | .19348 |
| | IT | 11 | 3.4545 | .51621 | .15564 |
| | Health Care | 1 | 3.2500 | . | . |
| | Tourism & hospitality | 1 | 2.2500 | . | . |
| | Pharmaceuticals | 3 | 3.5417 | .59073 | .34106 |
| | Others | 66 | 3.2670 | .72087 | .08873 |
| | Total | 88 | 3.2869 | .67385 | .07183 |
| Legitimate | Retail | 2 | 2.6667 | .94281 | .66667 |
| | Banking | 4 | 3.9167 | .16667 | .08333 |
| | IT | 11 | 3.2727 | .91674 | .27641 |
| | Health Care | 1 | 3.6667 | . | . |
| | Tourism & hospitality | 1 | 2.0000 | . | . |
| | Pharmaceuticals | 2 | 4.3333 | .47140 | .33333 |
| | Others | 67 | 3.2587 | .83449 | .10195 |
| | Total | 88 | 3.2917 | .84390 | .08996 |

FINDINGS

- In regards to this, Banking has scored highest in use of reward power in its industry, mean value being 3.45.
- Pharmaceutical industry has scored highest in the use of referent power in its industry, mean value being 3.22

- Banking industry has scored highest in use of information power, mean value 3.91
- Pharmaceutical industry has scored highest in the use of coercion power in its industry, mean value is 3.66
- Pharmaceutical industry has scored highest in the use of expertise power in its industry, mean value is 3.54
- Again, Pharmaceutical industry has scored highest in the use of legitimate power in its industry, mean value is 4.33

TABLE 4

| ANOVA | | N | Mean | df | F | Sig |
|-------------|-----------------------|----|------|----|-------|------|
| Reward | Retail | 2 | 2.91 | 6 | .221 | .969 |
| | Banking | 4 | 3.45 | | | |
| | IT | 12 | 3.13 | | | |
| | Healthcare | 1 | 3.16 | | | |
| | Tourism & Hospitality | 1 | 3.00 | | | |
| | Pharmaceuticals | 3 | 3.38 | | | |
| | Others | 68 | 3.27 | | | |
| Referent | Retail | 2 | 2.83 | 5 | .485 | .786 |
| | Banking | 4 | 2.83 | | | |
| | IT | 12 | 2.87 | | | |
| | Healthcare | 0 | | | | |
| | Tourism & Hospitality | 1 | 1.66 | | | |
| | Pharmaceuticals | 3 | 3.22 | | | |
| | Others | 69 | 2.85 | | | |
| Information | Retail | 2 | 2.83 | 6 | .149 | .989 |
| | Banking | 4 | 3.91 | | | |
| | IT | 12 | 3.66 | | | |
| | Healthcare | 1 | 3.00 | | | |
| | Tourism & Hospitality | 1 | 3.33 | | | |
| | Pharmaceuticals | 3 | 3.33 | | | |
| | Others | 66 | 3.63 | | | |
| Coercion | Retail | 2 | 2.70 | 6 | .216 | .971 |
| | Banking | 4 | 3.25 | | | |
| | IT | 11 | 2.80 | | | |
| | Healthcare | 1 | 3.40 | | | |
| | Tourism & Hospitality | 1 | 2.40 | | | |
| | Pharmaceuticals | 3 | 3.66 | | | |
| | Others | 67 | 3.13 | | | |
| Expertise | Retail | 2 | 3.06 | 6 | .615 | .718 |
| | Banking | 4 | 3.34 | | | |
| | IT | 11 | 3.45 | | | |
| | Healthcare | 1 | 3.25 | | | |
| | Tourism & Hospitality | 1 | 2.25 | | | |
| | Pharmaceuticals | 3 | 3.54 | | | |
| | Others | 66 | 3.26 | | | |
| Legitimate | Retail | 2 | 2.66 | 6 | 1.555 | .171 |
| | Banking | 4 | 3.91 | | | |
| | IT | 11 | 3.27 | | | |
| | Healthcare | 1 | 3.66 | | | |
| | Tourism & Hospitality | 1 | 2.00 | | | |
| | Pharmaceuticals | 2 | 4.33 | | | |
| | Other | 67 | 3.25 | | | |

H0: There is no significant difference in the kind of power used in different industries.

H1: There is a significant difference in the kind of power used in different industries

Thus null hypothesis is accepted since sigma value >0.05

REGRESSION MODEL

TABLE 5: MODEL SUMMARY

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1 | .694 ^a | .482 | .475 | .73637 |
| 2 | .714 ^b | .510 | .496 | .72122 |
| a. Predictors: (Constant), Expertise | | | | |
| b. Predictors: (Constant), Expertise, Referent | | | | |

The higher the value of R square, the better is the regression line. If R square is 48.2%, which means 48% of the dependent variables have been explained by independent variables and the rest by other factors.

TABLE 6: CO-EFFICIENTS^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | -.352 | .416 | | -.846 | .400 |
| Expertise | 1.045 | .124 | .694 | 8.408 | .000 |
| 2 (Constant) | -.487 | .413 | | -1.179 | .242 |
| Expertise | .887 | .144 | .589 | 6.160 | .000 |
| Referent | .231 | .113 | .197 | 2.056 | .043 |

a. Dependent Variable: Acceptance

$y = .231(\text{referent}) + .887(\text{expertise}) - .487$

SAMPLE PROFILE

TABLE 7: AGE

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid | <20 | 1 | 1.1 | 1.2 | 1.2 |
| | 20-40 | 83 | 87.4 | 96.5 | 97.7 |
| | 40-60 | 2 | 2.1 | 2.3 | 100.0 |
| | Total | 86 | 90.5 | 100.0 | |
| Missing | System | 9 | 9.5 | | |
| Total | | 95 | 100.0 | | |

Frequency is highest in the age group of 20-40

TABLE 8: GENDER

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 60 | 63.2 | 69.0 | 69.0 |
| | Female | 27 | 28.4 | 31.0 | 100.0 |
| | Total | 87 | 91.6 | 100.0 | |
| Missing | System | 8 | 8.4 | | |
| Total | | 95 | 100.0 | | |

Male respondents are more to have answered the questionnaire

TABLE 9: QUALIFICATION

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Graduation | 64 | 67.4 | 77.1 | 77.1 |
| | Post graduation | 18 | 18.9 | 21.7 | 98.8 |
| | Professional | 1 | 1.1 | 1.2 | 100.0 |
| | Total | 83 | 87.4 | 100.0 | |
| Missing | System | 12 | 12.6 | | |
| Total | | 95 | 100.0 | | |

Maximum respondents had graduation as their highest degree qualification

TABLE 10: REGION

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid | North | 13 | 13.7 | 17.3 | 17.3 |
| | South | 21 | 22.1 | 28.0 | 45.3 |
| | East | 8 | 8.4 | 10.7 | 56.0 |
| | West | 33 | 34.7 | 44.0 | 100.0 |
| | Total | 75 | 78.9 | 100.0 | |
| Missing | System | 20 | 21.1 | | |
| Total | | 95 | 100.0 | | |

Maximum respondents are from the West region

TABLE 11: INDUSTRY

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------|-----------|---------|---------------|--------------------|
| Valid | Retail | 2 | 2.1 | 2.1 | 2.1 |
| | Banking | 4 | 4.2 | 4.2 | 6.3 |
| | IT | 12 | 12.6 | 12.6 | 18.9 |
| | Health Care | 1 | 1.1 | 1.1 | 20.0 |
| | Tourism & hospitality | 2 | 2.1 | 2.1 | 22.1 |
| | Pharma | 3 | 3.2 | 3.2 | 25.3 |
| | Others | 71 | 74.7 | 74.7 | 100.0 |
| | Total | 95 | 100.0 | 100.0 | |

Maximum respondents are from Other's industry

TABLE 12: LEVEL IN ORGANISATION

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------------|-----------|---------|---------------|--------------------|
| Valid | Entry Level | 16 | 16.8 | 20.3 | 20.3 |
| | Middle Level | 43 | 45.3 | 54.4 | 74.7 |
| | Senior | 20 | 21.1 | 25.3 | 100.0 |
| | Total | 79 | 83.2 | 100.0 | |
| Missing | System | 16 | 16.8 | | |
| Total | | 95 | 100.0 | | |

Maximum respondents are working in mid-level positions in organizations.

DISCUSSION

The research indicates that there are five different power bases mainly used in organizations. Type of power exercised in an organization determines the performance of employee's, employee motivation and satisfaction, and overall success of the organization. Mentoring, coaching, free flow of information is important to have a healthy and good relationship between the superior and his subordinates.

RECOMMENDATIONS

As discussed above, mentoring, training, and coaching helps in building a good bond and understanding between a superior and his subordinate. Free flow of information is critical to avoid ambiguity and power struggle. Motivation and encouragement is also important to make the subordinate feel confident about himself, which in return increases his confidence, performance and productivity.

CONCLUSION

Thus we conclude that, use of power bases is different in different industries and also across levels in an organization. Power shall be exercised which is most suitable for an organization, and which increases employee and organizational productivity.

LIMITATIONS

The sample size was limited.

FUTURE SCOPE OF RESEARCH

The sample size can be increased to get more access to information, regarding power structure in Indian corporate sector. Also, more varied industries can be covered to get an understanding of the power dynamics prevailing in the Indian corporate sector.

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