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Social networking, power, and politics

JUN GU, PHD








Social networking, power, and politics

- **Power**
 - Legitimate power
 - Reward power
 - Expert power
 - Information power
 - Coercive power
 - Referent power
- **Influence strategies**
 - Reciprocity
 - Scarcity
 - Authority
 - Consistency
- Consensus
- Liking
- **Social network**
 - Network centrality
- **Empowerment**
- **Organizational politics**
 - Specific forms
 - Consequences for employees
 - Antecedents of organizational politics




Power

- Definition: relative control over valued outcomes
- The amount of power an individual has represents the relative value she has in a social system
- Six basic types of power
 - Legitimate power
 - Reward power
 - Expert power
 - Information power
 - Coercive power
 - Referent power






Types of Power

- Legitimate power: the power from an individual's formal title and/or position within an organization
- Reward power: the power from an individual's ability to confer valued rewards and benefits




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Types of Power

- Expert power: Comes from the skills, knowledge, expertise of an individual that are desirable to others and the whole society
- Information power: the power from one's access to and control over important information
- What's the difference between information power and expert power?




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Types of Power

- Coercive power: power from an individual's ability to negatively influence others wellbeing
- Referent power: from an individual or organization's charisma and interpersonal skills, and the person's ability to attract others and build loyalty
 - E.g., nationalism or patriotism




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What powers do they have?



Mom



Gain power

- Individual competences
 - Analytical skills
 - Decision-making skills
 - Emotion skills
 - Leadership skills
 - Negotiation skills
 - Interpersonal skills
 - Etc.
- Cultivate the right people
 - Find a good employer
 - Live in the right neighbourhood
 - Choose the right boss
 - Make the right allies
 - Social network
 - Etc.

Social network

- Definition: a social structure that consists of a group of social parties (e.g., individuals or groups), sets of dyadic ties, and other social exchange between parties.
- Common networking strategies: socializing, maintaining contacts, professional activities, community activities, increasing internal visibility
- The key of social networking is develop connection and personal branding through interpersonal influence

Interpersonal influence strategies

- Six fundamental principles underlying interpersonal influence
 - Reciprocity
 - Scarcity
 - Authority
 - Consistency
 - Consensus
 - Liking

Reciprocation

- We are genetically programmed to give back if we are given
 - Take a sick child to the zoo
 - Ethiopia & Mexico



Scarcity

- People tend to consider goods and services that are scarce to be of higher value
 - Example: Selling Australian beef in Canada
 - Example: Hunger marketing strategy



Authority

- People tend to value information or advice from individuals with authority/power/expertise more
 - Example: using experts/doctors in advertisement
 - Example: using celebrities in election campaign



Consistency

- People need consistency between what they do and what they say, or between their past behavior and current behavior
- E.g., Reservation
 - Please call if you have to cancel your reservation
 - Add two words to reduce no-shows
- Yes momentum



Consensus

- People tend to follow the crowd and do what similar others are doing.
- E.g., fashion magazines show the hottest trends
- E.g., Shopping channel wants to attract more customers
 - Operators are waiting, please call now



Liking

- We are more influenced by people who we like
- How do you make someone like you?
- We like those with
 - Similarity
 - Compliment
 - Cooperation



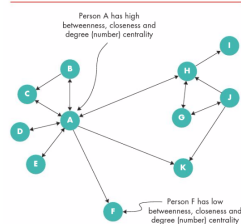
Social network centrality

- A main purpose of networking is to increase one's network centrality
 - Definition: the extent to which one is central and valuable to the social network that she belongs to.
 - Individuals with more network centrality tend to have more social capital and more power
 - Individuals with more network centrality tend to perform better and more creatively

Social network centrality

- Three dimensions of network centrality
 - Degree centrality: the number of connections one has to others
 - Closeness: the strength of ties one has with others
 - Betweenness: how much one is located between others

Exhibit 10.3 Centrality in social networks



Employee empowerment

- Definition: increasing the freedom and the ability of employees to make decisions and commitments.
- Empowerment content
 - Job content: Tasks and procedures necessary for carrying out a particular job.
 - Job context: the setting in which the job is done, including organization's structure, culture, and reward systems.



Employee empowerment

- Empowered employees tend to experience:
 - Sense of self-determination - employees are free to choose how to do their work; they are not micromanaged.
 - Sense of meaning - employees feel that their work is important to them; they care about what they are doing.
 - Sense of competence - employees are confident about their ability to do their work well; they know they can perform.
 - Sense of impact - employees believe they can have influence on their work unit; others listen to their ideas.



Organizational politics

- Political behaviors: those that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization.
- Examples of political "rules"
 - Get others to do the work for you, but always take the credit
 - Pose as a friend, work as a spy
 - Keep people dependent on you
 - Do not commit to anyone
 - Discover each man's thumbscrew
 -



Organizational politics

- Specific political behaviors in business organizations
 - Managing impressions, attacking and blaming, controlling information, forming coalitions, cultivating networks
- When perceiving high organizational politics, employees would
 - experience decreased job satisfaction
 - experience increased anxiety and stress
 - be more willing to leave the organization voluntarily
 - exhibit reduced performance
