

The Perceived Effect of Power Communication on Organizational Effectiveness: A Case Study of Zeneca Pharma Philippines Inc.

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The Perceived Effects of Power Communication on Organizational Effectiveness: A Case Study of Zeneca Pharma Philippines, Inc

Abstract

It has been said that power is inevitable and that each person exhibits a certain amount of power over another. It is simply a natural part of life. In organizations, although every employee exercises power, the superior is said to command greater power over the subordinates.

Literature on communication and management defined power as the act of influencing others and of making them do what they would not normally do. It may be inherent in a person, termed as personal power, or may come from a person's position in the company, known as positional power. On the other hand, communication provides the means through which power is exercised, developed, maintained and enhanced. From these is devised the term power communication, which is defined as communicating to others one's power to induce them to act in certain ways. It is said to occur in all directions of communication: upward, downward, and horizontal. Its manifestation, however is said to be more evident in downward communication.

Power communication is viewed to have different effects on the organization. Some theorists say that its existence in an organization is destructive. On the other hand, others stated that power communication is positive. Still, some people believe that power communication in itself is neither negative nor positive. Therefore, this paper's aim was to answer the question: What is the perceived effect of power communication on organizational effectiveness?

To answer this question, a descriptive design was adapted. With this design, the researcher was able to describe the perceptions of the employees of Zeneca Pharma Philippines, Inc. Zeneca is an international bioscience group that boasts of making innovative medicines that addresses serious health problems such as cancer and heart

disease. The respondents were divided into the managers and the employees to give a clearer view and understanding of the perceived effects. The tools used for data gathering included the survey questionnaire for the managers and the employees, and the interview schedule for the country manager. Frequency and percentages were the tools used for data analysis. These tools described the patterns that emerged regarding the effects.

From the respondents, it was discovered that power communication does not intimidate nor does it lessen the creativity and the initiative of the employees. If its effects on the employees are not negative, then it seems to have a high potential to be positive to the company. However, its potential is not fully realized because the superior seems hesitant in practicing power communication. Its use seems to be limited to improving performance and initiating change. Significantly, although power communication is perceived to be positive, it also presents a risk that the subordinate might become dependent on the superior.

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INTRODUCTION

The name of the game is power. Nothing else. Who has power, how he gets it, how power is delegated, how power is restrained, how power is exercised – these are the questions that absorb us (Whetton & Cameron, 1993: 25).

Power has been existent ever since man developed society. From the masters and the slaves, to the landowners and the landworkers, to the bourgeoisie and proletariat, and to the CEO's, managers and employees, human society has always been a history of inequality. Power has been a natural part of life (Fairholm 156).

Throughout history, great minds have tried to understand power. Plato saw knowledge as the basis for power. Thomas Aquinas, on the other hand, argued that God is the final source of power. Machiavelli pointed out that power is existent so that it could protect and secure the state (Fairholm 157). Throughout time, philosophers held different opinions about power.

Modern political theorists, however, view power as simply the capacity of a person to make another do what he/she would not normally do (Tjoswold & Tjoswold 118). It enables a person to influence others to do an action (Lynch 26.).

Communication, on the other hand, provides the means through which power is exercised, developed, maintained and enhanced. Through communication, an individual

is able to communicate a message, and in turn, the receiver interprets it (Hopper, et.al. 15).

Communication is defined as the transmission of information, ideas, attitudes and emotions through one person or group of persons to another or others through symbols (Sunn 1969). It is an important factor of daily life. An individual, whether consciously or unconsciously, may not go through a day without communicating.

Communication occurs in different levels. It may be intrapersonal, interpersonal, mass, cultural or organizational. In each level of communication, power is exercised. However, the most visible use of power is in the organizational setting.

Power communication is defined as the ability of communicating to others his or her power to induce them to act in certain ways (Neher 232). In simpler terms, power communication is communicating with power. Power comes from the fact that one component engages more influence than the other, that one is more dependent than the other (Tjoswold & Tjoswold 119). In the organization, the manager exhibits a distinct display of power. The manager is able to manifest his/her power communication. However, managers are not the only ones who exhibit power communication. A person has considerable influence on his/her subordinates and on the people having the same level in the organizational structure. Despite these, however, power is still unequal in practice – superiors still exhibit the greater amount of power (Whetten & Cameron 26; Tjoswold & Tjoswold 119).

Power in organizations comes from two sources: personal power and positional power. Personal power is the power inherent in an individual. It is the characteristic of a person that makes him/her influential. It is further categorized as **personal attraction**

(power derived from personal characteristics), **expert** (knowledge and experience a person has on a certain field), **effort** (extra time exerted than expected of a person), **legitimacy** (power derived from being attuned to organizational culture), **referent** (power resulting from being viewed as a role model), and **competence** (being good at the task at hand) (Fairholm 48-50; Lynch 39-43; Neher 233-237; Quick 24-30; Whetten & Cameron 30-38; Wilson et. al. 120; Yukl 51-53).

Positional power comes from the position itself. It is the power that is inherent to a certain place in the organizational chart. Position power may still be further classified. **Centrality** is the power that comes from the location of a person in the information network. **Criticality** results from the impact of the task to other tasks. **Flexibility** is the power that comes from the freedom to exercise one's judgement. Being at the right moment at the right time or the **visibility** of a person's task is also power source. Power may also stem from the **relevance** of the job to the organizational objectives. It may also result from being **associated** with influential people. Power also comes from having the position to give **rewards** or punishment (**coercive**). However, there is power derived from being the **legitimate** person to be in control of a certain task (Fairholm 48-50; Lynch 27-38; Neher 233-237; Quick 24-30 Whetten & Cameron, 38-45; Wilson et. al.120; Yukl 51-53).

Some authors see power communication as a harmful factor in organizations. They see it as a factor that intimidates people and stunts their growth in an organization. On the other hand, there are some who view power communication as a highly positive force that helps an organization become more effective. They believe that power communication permits the employees to become more productive and speed up the

attainment of results. Still, there are others who see power communication as neither destructive nor constructive. They believe that power is a natural part of life and it is the person or the relationship with another person that controls the effect of communicating with power.

Statement of the Problem

Although there are varying views about power communication in organizations, the fact exists that power communication is practiced. Managers influence their employees to engage in a task, whether it is related to the work in the company or not. Subordinates strive to gain influence over their superiors. Even people of the same rank try to influence others to get results.

The existence of power communication in organizations makes it an important facet of organizational communication. Therefore, this paper aims to answer the question **What is the perceived effect of power communication on organizational effectiveness in Zeneca Pharma Philippines, Inc.?**

It also seeks to answer the following sub-problems:

- What is the perceived definition of power communication?
- What are the factors that contribute to power communication?
- When is power communication used?
- What is the perceived effect of power communication on people in Zeneca Pharma Philippines, Inc.

Objectives of the study

The general objective of this study is to determine the effect of power communication on organizational effectiveness in Zeneca Pharma Philippines, Inc.

The specific objectives of this paper are as follows:

- To identify the perceived definitions of power communication;
- To identify the factors that contribute power communication;
- To identify when power communication is used; and
- To determine the perceived effect of power communication on people in Zeneca Pharma Philippines, Inc.

Significance of the Study

As previously mentioned, power communication is a daily occurrence in organizations. It has been existent ever since man developed society. It is used whether or not a person is aware of it. Studying the subject would contribute to the knowledge and understanding of the area.

Authors view power communication differently. It may be destructive or constructive, depending on what book is being read. It may still be neutral which means that power in itself is neither negative nor positive. The effect of power communication on organizational effectiveness may help in the comprehension of the subject in relation to achieving the objectives of the company. This study may contribute to the knowledge of what makes a corporation functional and effective.

Lastly, studying power communication will eventually lead to further knowledge on how to deal with it. Quick (21) points out that “people who disdain power usually

don't understand it, and fear it in others. Their misunderstanding of power, and its legitimacy, robs them of achievement, and of satisfaction in their work and careers, and it contributes greatly to their frustrations & feelings of helplessness, of being controlled by events." Studying power communication might help us avoid such feelings of fear and helplessness.

Scope and Limitations

The scope of this study is power communication but limited only to its effects on the organizational effectiveness. Furthermore, this study deals only with the perception of the employees. How they view power and how they perceive this to affect the organization is the basis of this paper.

Also, this paper studies only the downward direction of the power communication. Although power communication occurs in all direction, this paper will focus only on the relationship of the superior and the employees.

The researcher also concentrated only on a private pharmaceutical company that has a relatively small population. Moreover, a large number of the employees are assigned to the field, making the study even more limited to only the employees working in Metro Manila.

Finally, this paper seeks only to describe the patterns of communication and influence inside the company. It only views how power communication is perceived to be practiced by the superiors, and how this affects the effectiveness of the organization.

Chapter 2

REVIEW OF RELATED LITERATURE

Communication

Communication may be defined as the transmission of information, ideas, attitudes and emotions through one person or group of persons to another or others through symbols (Sunn 13). It involves at least two people who function as a sender and a receiver of the message (King 9). It is a process of creating meaning that is delivered through different channels – face-to-face, telephone, letters, memos, mass media, and others (Tubbs & Moss 24).

Importance of Communication

Communication is important in a person's daily life. Among other things, communication enables a person to identify oneself. The sense of identity comes from the interaction with other people. Through interaction with others, one forms a self-concept. Communication also helps satisfy the social needs of a person. An individual needs love and acceptance. Communication is a means to satisfy these needs. Also, communication is said to have a relation on the physical well-being of a person. A person who has poor communication skills is said to be more likely to have heart disease or any other affliction. These are just a few examples of the importance of communication in a person's everyday life. In short, communication is indispensable to a person's life because it is a basic need for survival.

Levels of Communication

Communication appears in different levels. It may be intrapersonal, interpersonal, mass, intercultural or organizational.

Intrapersonal. Intrapersonal is a level of communication that occurs within the self. In this case, the sender and the receiver of the message is the same person (King 10). This level of communication occurs usually when one thinks.

Interpersonal. Interpersonal is a person-to-person communication. At least two people are involved in this level. If the communication occurs between two people, the communication is called dyadic (King11). However, if the communication happens among three people or more, the communication is called small group (Tubbs & Moss 29).

Mass. The main feature of mass communication is that it uses the media as the channel for communicating. Unlike the other levels of communication, the receivers of the messages in this level are the masses rather than a specific one. Adding to this, the receivers are anonymous to the sender (Tubbs & Moss 31).

Intercultural. Intercultural communication happens when the sender and the receiver of the message belong to different cultures (Tubbs & Moss 36). Intercultural communication is treated differently from interpersonal because the culture of the sender and the receiver influence the interpretation of the communication process (Samovar & Porter 19).

The next level of communication is called organizational.

Organizational Communication

Gerald Goldhaber defines organizational communication as “a process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty (16).” It occurs within a complex open system, which is influenced by internal and external factors in the environment. It involves messages (purpose, direction, channel) and people (ideas, relationships, attitudes) (Goldhaber 16).

Goals of Organizational Communication

The goal of communication in an organization is to achieve efficiency and effectiveness in the organization.

Organizational Efficiency. Efficiency is the competency of the performance of an organization. It is the capability of a company to handle the job. It refers mostly to the quality of work done. The output of an efficient organization is equivalent to the amount of energy or work done to produce the output.

Organizational Effectiveness. Effectiveness is the measure of whether or not the organizational objectives are accomplished (Kreitner 118). However, an effective organization does not sacrifice the quality of work for the achievement of the objectives. Some measures of effectiveness, as enumerated in Goldhaber’s book **Organizational Communication**, are listed below.

- Employee turnover
- Absenteeism
- Number of grievances
- Employee attitudes
- Quality of work
- Safety record
- Productivity
- Return on investment

- Performance
- Employee commitment
- Consumer satisfaction

The measure of effectiveness of an organization is dependent on the type of organization. Moreover, the organization must assess its effectiveness so as to cope with the environment (Goldhaber 28). Organizations are not isolated from the external environment. The success of an organization still rests on the fact that it is agreeable to the society. Therefore, to be truly effective, today's organizations need to have an acceptable balance between organizational and societal goals (Kreitner 119).

Reasons for Communicating in Organizations

People in organizations communicate for various reasons which may be classified into four: to exchange information, to evaluate behavior, to make decisions and to influence ideas and attitudes (Adler 45).

To exchange information. Whether it is to give an instruction, to train a new employee, to give an announcement, or to gossip, this is the most common reason for communicating in an organization. The information that passes from one person to another may be about the organization itself or the events outside of it. Whatever kind of information is passed, it makes the organization work smoothly (Adler 46).

To evaluate behavior. Evaluation is a necessary in an organization so that it will see if it is doing its job well. This is usually achieved through evaluation forms and/or feedback. Moreover, evaluations may also occur on personal bases. The most obvious manifestation of evaluations on the personal bases are job appraisals and the job interview (Adler 47).

To make decisions. As a person goes higher the organizational chart, he/she will have to make more decisions. However, before decisions are made, discussions occur. The success of a decision depends largely on how well people communicate with each other (Adler 48).

To influence ideas and attitudes. “While information deals with facts, idea and attitude imposition involve feelings” (Adler 49). Some attitude changes come from factors outside an organization such as media. However, most factors are internal. Influencing ideas and attitudes of employees is beneficial to the effectiveness of the organization. Ed Carlson, president of the United Airlines in 1970, realized that employees would only work for the Airlines if they believed in its principles (Adler 50).

A person may influence ideas and attitudes through motivation. Motivation is the process of providing something that prompts a person to act in a certain way (New Hamlyn Encyclopedic Dictionary 1090). It is making a person work for something in exchange. These may be money, job security, recognition, belongingness, or any other exchange.

Another way of influencing ideas is through power communication.

Power Communication

Power communication is communicating to others one’s power to make them to act in certain ways (Neher 232). It is the ability to make another do what he/she would not normally do (Tjoswold & Tjoswold 118). In simple words, power communication is communicating with power.

In organizations, it has been viewed that power is used by almost everyone. It is a part of organizational life. Power is defined as the capacity of a person to influence the actions of another (Ruch & Goodman 121-122; Tjoswold & Tjoswold 118-119). It is derived from the dependency of one person to another (Wilson, et. al.130). In organizations, it is the evident ability to get results from employees (Kreitner 114). “Anyone with even a little energy, concern for others, or a drive to accomplish anything wants to and does exercise power (Fairholm156).” However, power is often unequal.

Reasons and Goals of Power Communication

People in organizations use power for different reasons. It is practiced to receive help in the job, to assign work to the target of power, to acquire benefits from the target, to aid in improving the target’s performance, and to initiate change (Fairholm 46). Still others employ power for sheer enjoyment (Fairholm 46), to achieve glory (Fairholm 46), and to meet ego needs (Fairholm 46).

The main goal of power communication is to get a desirable behavior or attitude in others. Power communication is often exercised in situations requiring goal formation, resources allocation, information dissemination, staff assignment, and the improvement or alteration of a performance (Fairholm 48). In fact, whenever there is a choice to be made, power communication is utilized (Fairholm 48).

Sources/Bases of Power

Several authors enumerated the sources of power. However, looking at all these sources, these can be fit into two categories: the personal power and the positional power.

Personal Power. Personal power is also known as charismatic. It comes from the individual and not from the position he/she holds. In fact, not all those who develop personal power has the position to back it up. This power comes from the respect that the person generates from his/her followers (Lynch 26). It is based on knowledge, skill, interpersonal skills, and charisma or magnetism of a person (Neher 232). It is the characteristics inherent in the person that is respected by others (Yukl 51; Quick 24).

Personal Power may still be sub-classified into personal attraction, expert, effort referent, legitimacy, and competence.

Personal Attraction

Personal attraction is a type of power derived from desirable characteristics of the individual. This power usually comes from two sources: agreeable behavior and attractive appearance (Whetten & Cameron 32).

Agreeable behavior is usually associated with friendship. However, this does not mean that the amount of power a person has depends on the number of his/her friends in the office. This simply means that a person possessing characteristics that another values in a friend will most likely possess more power (Whetten & Cameron 32).

The second source of personal attraction is an attractive appearance. Some studies point out that attractive people are perceived to be successful. This perception of success often leads to personal power.

In a work setting, the written work of attractive people is more likely to be judged of high quality, and attractive people are more likely to receive high performance appraisals from their supervisors than are other people (Whetten and Cameron, 1993: 33).

Another considerable source of personal attraction is the height. Taller people are viewed to be more powerful than smaller people. In one study at Cambridge University, it was shown that a guest speaker who was introduced as a full professor was viewed to be five-inches taller than when he was introduced as a student (Whetten & Cameron 33).

Expert

Expert power is gained from the knowledge or experience a person has on the tasks at hand (Neher 234). This results from formal education and training, or from-the-job experience (Whetten & Cameron 30). Others refer to this source of power as expertise (Whetten & Cameron 30), ability (Lynch 41), or professional (Quick 30). Expert power is employed more often in highly technological organizations. A person who is a specialist in a certain field of technology that is important to the organization exhibits power (Lynch 41). The more dependent the company becomes to this expert, the more power he/she gains. Therefore, the control of the technology and the information in these kinds of organization gives more power to the experts (Neher 237). However, expert power is not limited to technology expertise. A professor has power over the students, the accountant over the clients, the lawyer over the clients, etc.

Effort

Power is also gained through effort. If an employee commits more time than is expected, he/she becomes influential (Whetten & Cameron 34-35). Giving more time than is expected sometimes make another person dependent on him/her. Dependency leads to power. Also, effort gives the person more knowledge and information than the others. As discussed, knowledge and information contributes to the power of an individual.

Another factor that makes effort a power base is commitment and dedication. With enough effort, a person exhibits his dedication and loyalty to the organization. Therefore, others tend to respect him/her.

Legitimacy

The culture of an organization plays an important part in its uniqueness in the field. This organizational culture, therefore, is the sense of pride of the employees. In most organizations, there is a certain way of doing things. Legitimacy stems from the organizational culture of a person. A person whose behavior is consistent with the organizational values and culture becomes powerful. They gain more influence on their co-workers because they conform with to the beliefs. They are depicted as people with loyalty and commitment (Whetten & Cameron 35-37).

Referent

Referent power comes from being the role model of another person (Neher 234). It is also referred to as personal identification (Yukl 52) or relationship (Lynch 42). This power stems from wanting to be like or to be associated with another person (Neher 234). In an organization, if a worker values the relationship with another and wants to gain his/her approval and appreciation, the latter has referent power over the former (Lynch 43; Wilson et. al. 135). Referent power is often related to social relationships.

Competence

Competence is simply being good at what one does (Quick 26). It is different from expert because one may not be a specialist in a field to be gain competence. A student may gain influence over his/her classmates by being a high-averaged one. This

student may not be an expert on any one subject, but because he/she scores high marks, he/she becomes influential (Quick 26).

Positional Power. Positional power is the power gained from the position in the organization (Neher 232). A person with a place of authority automatically has power; personal characteristics has nothing to do with it (Lynch 26). This kind of power may further be classified into criticality, centrality, flexibility, visibility, relevance, reward, coercive, associative, and legitimate.

Criticality

Criticality is “the impact of the task on the workflow” (Whetten & Cameron 1993: 38). Jeffrey Pfeffer (72) viewed this as the nature of tasks and task-related interactions. It stems from three reasons. The first reason is when people are dependent on the task, such as a manager is on the secretary, there is criticality. Second, if the level of technical skill and specialized knowledge is greater on the task than others. This is different expert power. In expert power, the person gains power from having the knowledge, experience and credentials in the field. On the other hand, criticality comes from the position that needs a technical knowledge. The third factor that contributes to criticality is the number of individuals performing the same tasks. The lesser the people working the task, the more power a person gains (Whetten & Cameron 40).

Centrality

Centrality is the power a person gains from his/her position in the communication structure (Pfeffer 72). A person who has access to information in the organization attains power. When a person’s position in the organization enables him/her to get information, his/her position becomes indispensable. Others may even become dependent on that

individual. In the book *Gaining Power and Influence*, the author states that “the more central the position to the flow of information throughout the network, the more power will be accrued by that person” (Whetten & Cameron, 1993: 38).

Flexibility

Flexibility, also called as discretion (Fairholm 48), is the degree of freedom of a person to exercise judgement on tasks (Whetten & Cameron 40). If a task permits the worker to become innovative, to be creative, to improvise and to make decisions, the worker receives power (Fairholm 48; Whetten & Cameron 40-41).

Visibility

Visibility is the power derived from being always seen by the “right” people (Whetten & Cameron 41). It is also referred to as availability (Quick 28) or physical location (Pfeffer 76). Thomas Quick (28) stated that power comes from being at the right place at the right time. If members of the organization frequently see and remember a person, he/she is likely to be viewed as important and powerful in the company. This power differs from centrality in the sense that centrality deals with the accessibility of information to a person while visibility looks at the interaction of a person with other people in the organization (Whetten & Cameron 41-43).

Relevance

Relevance stems from the importance of a task to the organizational goals (Whetten & Cameron 43). If the task is directly related to the objectives of the organization, the person doing the task is viewed to be powerful. Hence, an accountant in an advertising company may have expert power but not criticality. However, if that

person works in a bank or a financial institution, he/she gains criticality (Whetten & Cameron 43-45).

Relevance is different from criticality. Criticality comes from the dependence of other tasks on the task of a given individual. Relevance stems from the value of the task in achieving organizational objectives (Whetten & Cameron 44).

Reward

Reward is simply gained by giving compensations to people so that they will act in accordance to a person's preference (Yukl 51). If a person is in the position to distribute the rewards of the organization, he/she has power (Lynch 27). The rewards may take the form of money or merit awards (Lynch 28).

Coercive

Coercive power uses force to get the compliance of others (Neher 233). Richard Lynch (34) refers to this as disciplinary action. This power results from threats given and punishments issued by a given person (Lynch 34). This power rides on the fear of other people (Lynch 34). Coercive power may also come from the perception of other people of the ability to carry out the threats given (Yukl 51).

Legitimate

Legitimate power is the power that is inherent in the position in the organizational structure (Neher 234; Lynch 36). A person holding a powerful position has power simply because of the position (Lynch 36). Also referred to as formal authority (Neher 234) or autocratic (Quick 29), this power comes from a position that is in control of others.

Associative

This is the power that comes from one's association or being identified with another powerful person (Quick 27). "Part of a person's ability to influence will rest on the perception of how much backing he/she has from the supervisors (Lynch, 1993: 33)." Also, if a person is viewed to have relative influence on another person of importance, he/she is powerful (Quick 27).

Directions of power communication

Contrary to what many believe, power in an organization is not only present in the higher boxes of the organizational chart. In fact, each person in the organization has power, although unequal. Therefore, the direction of power communication is horizontal, upward or downward.

Horizontal Communication. Horizontal power communication is influencing other people having the same position as the power holder. Opposing the belief of many power gained horizontally is beneficial to an individual. People with the same positions may help an individual gain the desired results from the superiors; or they may help in arriving at a decision (Whetten & Cameron 44).

Upward Communication. The subordinate also has a considerable amount of power on his/her superiors. Superiors are dependent on the employees because they can create outputs that are important to the former and/or the organization (Yukl 46). Examples of these are the tasks of the employees such as factory work, secretarial work, or even expert work (a job that the superior cannot do). These are some things that may make the subordinate powerful. However, the power of the subordinate is unequal to that

of the superior. Superiors still exhibit the greater amount of power (Tjoswold & Tjoswold 119).

Downward Communication. The most obvious manifestation of power is from the superior to the subordinate. Power communication is often associated with this direction only. This results from the belief that power is exercised by those with the position. However, although each member of the organization possesses power, superiors still exhibit a greater amount of power simply because of the position they hold (Tjoswold & Tjoswold 118; Fairholm 126; Quick 42).

Effects of Power Communication

There are varying views on the use of power communication in organizations. Some view it to be destructive, while others see it as constructive. Still, others believe that power itself is a neutral factor.

Destructive effect of power communication. Gilbert Fairholm (47) pointed out that power is not in use unless at least two people are in opposite sides of a given issue. He concluded that resistance is a common reaction to power use. People resist differently to the use of power. They may resist by using a countervailing power. They may also seek to destroy the source of power. They may try to take the power base from the person exercising it. And lastly, they may try to break free of the relationship that enables power to function.

Fairholm (47) also pointed out that power may be used to prevent a certain person in achieving a result. One can use power to hinder a person in doing something that is against the power user's desire or that will hurt the power user in any way.

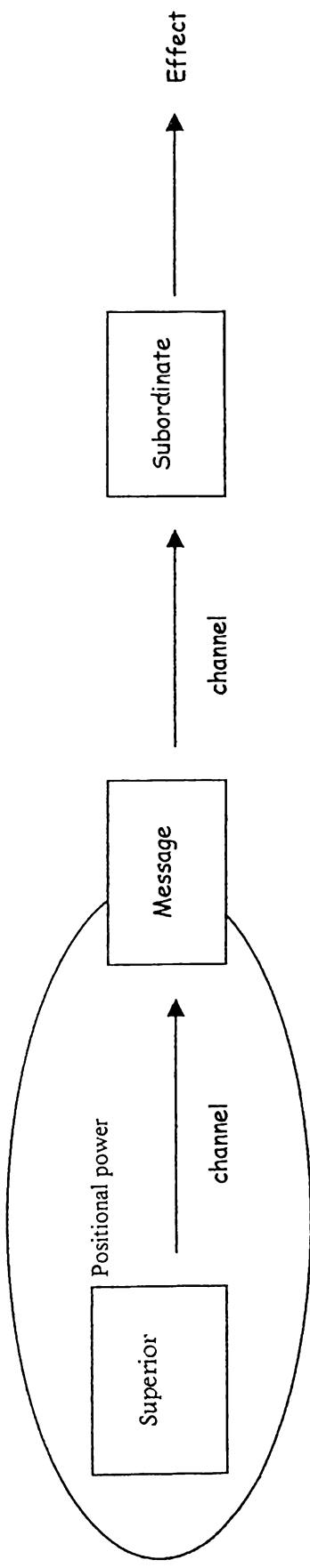
Power communication is neutral. Some authors argue that power communication in itself is neutral. It is neither destructive nor constructive to an organization. Its effect is dependent on the power user (Lee 3). Wilson, Hantz and Hanna (114) emphasized that the effect of power is dependent on the relationship existing between the two parties. They said that a person may want to comply to the uses of power because he/she values the relationship with the other person.

It was pointed out, moreover, that a person cannot evade the use of power. "Power is a natural part of life" (Fairholm, 1993: 157). When power is exercised within the requirements of society, it is valuable and useful. However, when one exceeds the norms, it is viewed to be destructive (Fairholm 157).

Power Communication and Organizational Effectiveness

Each communication process gives a considerable impact on the receiver of speech event. "Everything we label as communication is affective because it has an impact on someone" (Burgoon, 1974: 10-11). The communication within the organization affects its effectiveness.

Each communication process is made up of a sender, a channel, a message and a receiver. The sender is the person who communicates. He/She encodes the data in such a way that the receiver will understand it. The channel is the "passageway" for which the message is sent. This may take the form of face-to-face, letter, memo, e-mail, phone, etc. The message is the information, appraisal, comment, feelings, attitudes, etc. that the sender wants to communicate. The receiver is the person at the receiving end of the communication process. He/She decodes the message and comes up with an



Organization

Figure 1. Model of power communication in organizations

In this model, the effect is imbedded in the environment. This is so because the manifestation of the result of the communication process will be on the effectiveness of the organization.

Summary

Power communication is a common manifestation in organizations. Power results from both the personal charisma and the position given to a person. It is often used when a choice is to be made. Power, after all, is the ability to change a person's mind – to do what he/she does not normally do.

Although every member of the organization has power, it is often unequal. The superior still exercises more power than the subordinates. This is so because power stems from the dependency of a person to another. The subordinate is simply more dependent on the resources of the superior.

Power communication is said to have a destructive effect on organization effectiveness. However, there are those who say otherwise. Still, others say that the effect of power communication on organizational effectiveness is dependent on the person exercising power. They believe that power in itself is neutral.

METHODOLOGY

Understanding the effects of power communication on the effectiveness of the organization needs careful proceedings. Power is viewed by many as a delicate subject and the researcher dealt mainly with the perceptions of the respondents regarding this. With this in mind, the researcher became sensitive to the needs and feelings of the respondents when she designed the study.

Research Design

The design of this study is descriptive. This was adapted so that the researcher would be able to describe the perceptions of the respondents regarding power communication. Furthermore, with this design, the researcher was able to illustrate the patterns of communication and influence within the company. It also determined the perceived effectiveness of the organization as well as the perceived effect of power communication on its effectiveness. Since the study dealt mainly with the perceptions, the descriptive design was suited.

Respondents

This study used the purposive sampling to determine the respondents. Furthermore, because of the small population of the company, the respondents were divided into two groups rather than by department: the managers and the employees. With this division, there was clearer understanding of the perception of people on power communication and its effects on organizational effectiveness.

Zeneca Pharma Philippines, Inc. has a total population of eighty (80) employees. However, eighty four percent (84%) of the total population is assigned in the field, and only sixty-one percent (61%) of those working in the field works in Metro Manila. The researcher therefore arrived at the sample size of 25 respondents after considering these factors. These twenty-five (25) respondents are those who work in the Metro Manila area, and are conveniently accessible to the researcher. However, at the time of the data gathering process, two managers left for the province. Therefore, only twenty-three (23) questionnaires were returned - seven (7) of which are managers while seventeen (17) are employees.

Tools for Data Gathering

The tools for data gathering used were the survey questionnaire and the interview schedule. The survey questionnaires were given to both the managers and the employees. This sought to obtain the perceptions of the respondents regarding the (1) effectiveness of the organization; (2) definition of power communication; (3) reasons for being influenced by the superior; (4) instances when power communication is used; and (5) the perceived effect of power communication on oneself and on the organization.

On the other hand, the interview schedule dealing with the background of the organization was given to a key informant, particularly the country manager. This provided data about the nature of Zeneca Pharma Philippines, Inc., and its history, vision-mission and organizational structure.

Tools for Data Analysis

The tools for data analysis used were the frequency and the percentage. Frequency and percentage described the patterns that emerged on the relationship of power communication and organizational effectiveness.

DATA PRESENTATION AND ANALYSIS

Power communication is existent in every type of organization, whether it may be service or sales oriented. It is an everyday occurrence that people sometimes fail to notice. Its impact on the effectiveness of the organization is, therefore, oftentimes overlooked. This study focused on a sales-oriented company. With this type of company, the effectiveness is easier measured.

Background of the Organization

Zeneca is an international bioscience group focused on providing products that is looked upon to improve the quality of life of people around the world. The company is British-based with three international businesses: Pharmaceuticals, Agrochemicals, and Specialties. Although it conducts its research and development in the United Kingdom, it sells in over 100 countries and employs 30,000 people worldwide. It has been existent in the Philippines for more than 70 years. Collectively, its products have affected more than 300 million people around the world.

Zeneca's three international businesses are autonomous to one another. Zeneca Agrochemicals seeks to protect and improve the quality of food crops and commercially important plants. It offers a broad range of plant protection options to suit the different requirements of the different customers.

Zeneca Specialties deals with products that are needed in the business area. It meets the need of the rapidly changing market by providing tailor-made products to meet the customer's requirements.

Zeneca Pharmaceuticals boasts that it makes innovative medicines that address serious health problems like cancer, heart disease, and respiratory disorders. It aims to develop cost-effective medicines, which give doctors more choices in dealing with diseases. In the Philippines, only Zeneca Pharma is established.

History

Zeneca's products have been made available in the Philippines since 1972, distributed by United Laboratories, a major drug corporation. In 1990, Zuellig Pharma assumed the distribution agreement from the United Kingdom Laboratories to continue the sales and distribution of Zeneca products in the Philippines. At that time, several products, including a medicine for breast and prostate cancer, were launched. Since then, changes were swift and inevitable. In 1997 Zeneca detached itself from Zuellig to establish its own corporation, importing and distributing its products directly.

Vision-Mission

Following the vision and the mission of Zeneca International, Zeneca Pharma Philippines, Inc. seeks to be continually successful by providing products and services which meet human need. It is dictated by certain values: customer focus, innovation, personal development, ethical standards, social responsibilities, and wealth creation.

Through customer focus, they seek to remain alert to customer's needs and to respond quickly and positively to these needs. They also desire to be continuously innovative – responding to changes in the global environment and turning new ideas into practical and innovative products. By adhering to the value of personal development, they aim to encourage the employees of the company to test assumptions, to develop capabilities and to learn from each

other's experiences. They further aim to maintain a high professional and ethical standard. They intend to be honest and open, positive and constructive, and worthy of trust and respect in all their activities. Believing in the value of social responsibility, they seek to be welcomed as responsible partners in all communities they operate in. Finally, with the value of wealth creation, They aim to create wealth in both short and long term basis, so as to improve the value of their shareholders' investments, and to pass on a vibrant and successful company to future generations.

Organizational Structure

The company itself is made up of 80 employees. Out of the 80 employees, 66 are working in the field. Zeneca is divided into 6 departments. The organizational chart is shown Figure 2. The Group Product Department is formulates plans and develops strategies for each product and supports the professional service representatives with continuous training and fresh information. The IT and Marketing Services Department handles the information technology and the marketing services of the company. The Primary Care Promotions Department and the Critical Care Promotions Department both take charge of the sales and distribution of the products. The only difference in the two departments is the products they market. The Finance and Administration Department/ takes care of the finances and the personnel administration. The Materials and Regulatory Department secures the constant availability of stocks in the right location. It also takes charge of purchasing, importation, repackaging, distribution, and

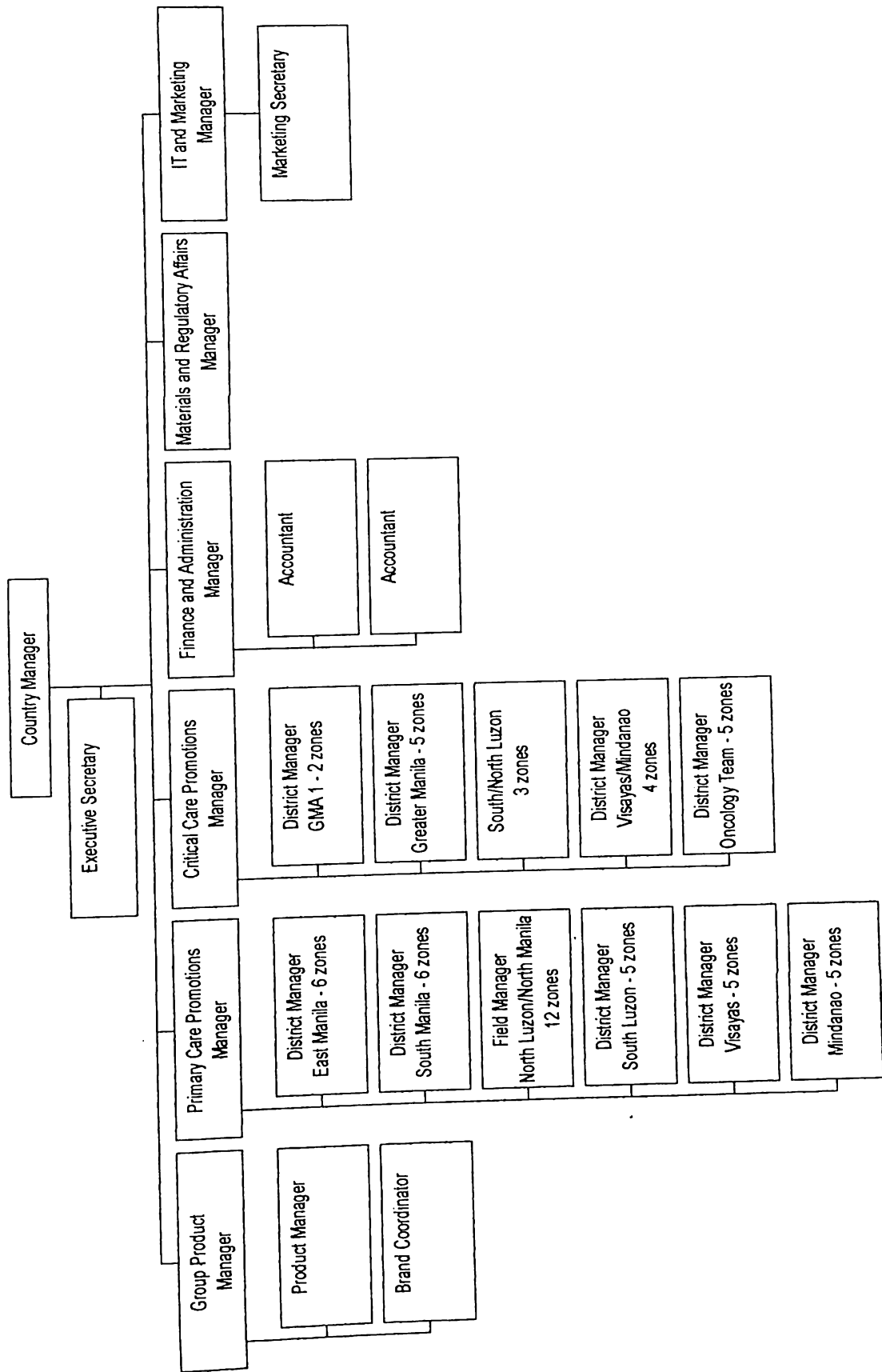


Figure 2. Organizational Chart of Zeneca Pharma Philippines, Inc.

inventory control. It makes sure that the products conform to the requirements of the Bureau of Food and Drugs, and secures their approval at the earliest possible time.

Products

Zeneca's products range from treating asthma to cancer. For treating heart diseases, the Primary Care Department distributes medicine for hypertension, which includes Tenomin, Inderal Zestril, Syscor. The department also distributes Accolate which treats asthma. Zeneca also distributes medicines that treat cancer. Distributed by the Oncology group, Zoladex (for benign gynecology), Nolvadex, Arimidex, and Tomudex are introduced. Zeneca has also a long range of anesthesia, which are distributed by the Critical Care Department. These are Diprivan, Fluothane, and Ohmeda. This department also takes charge of the distribution of Zomig (treatment for migraine), and Seroquel (an anti-psychotic medicine).

Profile of Respondents

Table 1 illustrates the profile of the respondents. As shown here, twenty six percent (26%) of the respondents were male; thirty five percent (35%) were female; while thirty nine percent (39%) did not specify their gender. The biggest number of respondents belong to the age bracket of 21-25 (30%), followed by 26-30 (13%), and 31-35 (13%). The least number belongs to the age bracket of 45-50 (4%). However, thirty nine percent (39%) did not signify their age. Finally, twenty-six percent (26%) were managers, while seventy-four percent (74%) were employees.

Table 1. Profile of Respondents

	f	%
Gender		
Male	6	26
Female	8	35
Unknown	9	39
TOTAL	23	100
Age		
21-25	7	30
26-30	3	13
31-35	3	13
36-40	0	0
41-45	0	0
46-50	1	4
Unknown	6	26
TOTAL	23	100
Position		
Manager	6	26
Employee	17	74
TOTAL	23	100

Perceived Effectiveness of Organization

Based on Table 2, it could be seen that on the whole, the organization is perceived to be effective by the employees. All respondents (100%) believe that the vision-mission has been met; that they are able to adapt to current business trends; and that they are prepared to handle future problems. Ninety-one percent (91%) believes that Zeneca is financially stable; eighty seven percent (87%) think that the quota for the month is attained, and that few accidents occur within the company. Eighty three percent (83%) believes that the company receives recognition from the company.

Both the managers and the employees (100%) believe that the organization is effective based on its ability to meet the vision-mission, to adapt to current business trends, and to handle future problems. However, while all the managers (100%) think that accidents seldom occur within the company, only eighty two percent of the employees (82%) believe so and six percent (6%) perceived that accidents are indeed frequent. Furthermore, ninety four percent (94%) of the employees think that the company is financially stable, as opposed to only eighty three percent (83%) of the managers. Eighty eight percent (88%) of the employees believe that the quota for the month is attained but only eighty three percent (83%) of the managers signified the attainment of the quota. Finally, while eighty three percent (83%) of the managers noted that the company receives recognition from society, only eighty two percent (82%) of the employees said so.

On the employee level, all the respondents (100%) trust that the employees are committed to the goals of the organization. Ninety six percent (96%) think that the employees

Table 2. Perceived Effectiveness of the Organization

	Managers				Employees				Total			
	Yes		No		Yes		No		Yes		No	
	f	%	f	%	f	%	f	%	f	%	F	%
<i>Organization Level</i>												
1. Meets the vision-mission	6	100	0	0	17	100	0	0	23	100	0	0
2. Able to adapt to current business trends	6	100	0	0	17	100	0	0	23	100	0	0
3. Prepared to handle future problems	6	100	0	0	17	100	0	0	23	100	0	0
4. Financially stable	5	83	0	0	16	94	0	0	21	91	0	0
5. Able to attain quota for the month	5	83	0	0	15	88	1	6	20	87	1	4
6. Receives recognition	5	83	0	0	14	82	1	6	19	83	1	4
7. Frequent accidents	0	0	6	100	1	6	14	82	1	4	20	87
<i>Employees Level</i>												
8. Committed to the goals	6	100	0	0	17	100	0	0	23	100	0	0
9. Has positive attitude towards the organization	6	100	0	0	16	94	1	6	22	96	1	4
10. Works to the best of their capabilities	5	83	0	0	17	100	0	0	22	96	0	0
11. Frequent change	2	33	4	67	7	41	9	53	9	39	13	57
12. Usually complains	2	33	4	67	6	35	10	59	8	35	14	61
13. Usually absent	0	0	5	83	0	0	16	94	0	0	21	91
<i>Customers Level</i>												
14. Satisfied	5	83	0	0	17	100	0	0	22	96	0	0

work to the best of their capabilities and have a positive attitude towards the company. Ninety one percent (91%) believe that the employees are not usually absent.

The managers and the employees (100%) agree that the employees are committed to the goals of the organization. All the managers (100%) believe that the employees have a positive attitude towards the organization while ninety four percent (94%) of the employees share their idea. Furthermore, while eighty three percent (83%) of the managers think that the employees work to the best of their capabilities, all the employees (100%) signified that they perceive them to be doing their best. Finally, eighty three percent (83%) of the managers say that employees are not usually absent, as opposed to ninety four percent (94%) of the employees.

On the customer level, ninety six percent (96%) of the total respondents think that the customers are satisfied. Most (83%) of the managers noted this, while all the employees (100%) claimed the idea.

Perceived Definition of Power Communication

As seen on Table 3, all the respondents (100%) acknowledged their superior's influence on them to make them act in certain ways. In fact, all (100%) stated that their superior is able to make them act to accomplish the goals. Ninety-six percent (96%) of total respondents signified that their superior is able to supervise the management of employees, direct the information and data, and control the use of material resources so that they could be useful for the organization. Ninety-one percent (91%) expressed that the superior is able to inspire them, and that the result of his/her management is evident. Only seventy percent (70%) said that the superior gets his/her way even when others oppose him/her.

Table 3. The Perceived Definition, Instances Used and Perceived Effects of Power Communication

Perceived Definition of Power Communication	Managers				Employees				Total			
	Yes		No		Yes		No		Yes		No	
	f	%	f	%	f	%	f	%	f	%	f	%
1. Influenced by superior	6	100	0	0	17	100	0	0	23	100	0	0
2. Able to make you act to accomplish goals	6	100	0	0	17	100	0	0	23	100	0	0
3. Able to supervise the management of employees	5	83	0	0	17	100	0	0	22	96	0	0
4. Able to direct information and data	5	83	0	0	17	100	0	0	22	96	0	0
5. Able to control the use of material resources	5	83	0	0	17	100	0	0	22	96	0	0
6. Able to inspire	5	83	1	17	16	94	1	6	21	91	2	9
7. Evident results	5	83	0	0	16	94	0	0	21	91	0	0
8. Gets his/her way even when others oppose him/her	3	50	2	33	13	76	4	24	16	70	6	26
TOTAL	40		3		130		5		170		8	
Instances when Power Communication is Used												
<i>Instances related to work</i>												
1. Improve your performance	3	50	3	50	12	71	4	24	15	65	7	30
2. Initiate change in the organization	2	33	4	67	11	65	5	29	13	57	9	39
3. Assigns work	2	33	4	67	9	53	7	41	11	48	11	48
4. Influence outcome of situations	2	33	4	67	6	35	9	53	8	35	13	57
5. Needs help on the job	1	17	5	83	6	35	9	53	7	30	14	61
6. Influence decisions	2	33	4	67	3	18	11	65	5	21	15	65
7. Change behavior	1	17	5	83	4	24	11	65	5	21	16	70
8. Needs to get something from you	1	17	5	83	2	12	15	88	3	13	20	87
TOTAL	14		34		53		71		67		105	
<i>Instances for personal satisfaction</i>												
9. For fun	0	0	6	100	0	0	14	82	0	0	20	87
10. Personal glory and ego satisfaction	1	17	4	67	0	0	14	82	1	4	18	78
TOTAL	1		10		0		28		1		38	

6. Able to inspire	5	83	1	17	16	94	1	6	21	91	2	9
7. Evident results	5	83	0	0	16	94	0	0	21	91	0	0
8. Gets his/her way even when others oppose him/her	3	50	2	33	13	76	4	24	16	70	6	26
TOTAL	40		3		130		5		170		8	
Instances when Power Communication is Used												
<i>Instances related to work</i>												
1. Improve your performance	3	50	3	50	12	71	4	24	15	65	7	30
2. Initiate change in the organization	2	33	4	67	11	65	5	29	13	57	9	39
3. Assigns work	2	33	4	67	9	53	7	41	11	48	11	48
4. Influence outcome of situations	2	33	4	67	6	35	9	53	8	35	13	57
5. Needs help on the job	1	17	5	83	6	35	9	53	7	30	14	61
6. Influence decisions	2	33	4	67	3	18	11	65	5	21	15	65
7. Change behavior	1	17	5	83	4	24	11	65	5	21	16	70
8. Needs to get something from you	1	17	5	83	2	12	15	88	3	13	20	87
TOTAL	14		34		53		71		67		105	
<i>Instances for personal satisfaction</i>												
9. For fun	0	0	6	100	0	0	14	82	0	0	20	87
10. Personal glory and ego satisfaction	1	17	4	67	0	0	14	82	1	4	18	78
TOTAL	1		10		0		28		1		38	
Perceived Effect of Power Communication												
<i>negative</i>												
1. Dependence on superior	2	33	4	67	9	53	8	47	11	48	12	52
2. Try to get power for oneself	1	17	5	83	5	29	10	59	6	26	15	65
3. Less creative			6	100	4	24	13	78	4	17	19	83
4. Lessen initiative			6	100	3	18	13	78	3	13	19	83
5. Break away from relationship			6	100	2	12	13	76	2	9	19	83
6. Makes an effort to stop power	1	17	5	83			16	94	1	4	21	91
7. Intimidated			6	100	1	6	15	88	1	4	21	91
8. Resists power	1	17	5	83			17	100	1	4	22	96
TOTAL	5		43		15		105		29		148	
<i>positive</i>												
9. Speeds up the attainment of results	4	67	2	33	11	65	6	35	15	65	8	35
10. Helps the achievement of organizational goals	4	67	1	17	10	59	4	24	14	61	5	22
11. Helps others become more productive	4	67	2	33	9	53	6	35	13	57	8	35
12. Develop and enhance strengths	4	67	2	33	9	53	8	47	13	57	10	43
TOTAL	16		7		39		24		55		31	

All the managers (100%) noted that their superior makes them act to accomplish the goals. Eighty three percent (83%) said that their superior is able to inspire them, to supervise the management of the employees, to direct the information and the data, to control the use of material resources, to get evident results. Only half (50%) said that the superior gets his/her way even when others oppose him/her.

On the other hand, all the employees (100%) believe that their superior makes them act to accomplish the goals, supervises the management of the employees, directs the information and the data, and controls the use of material resources. Most of them (94%) think that the superior is able to inspire and get evident results. Moreover, seventy six percent (76%) said that their superior gets his/her way even when others oppose him/her.

Factors that Influence the Employees

The respondents identified several reasons for following their superior as illustrated in Table 4. Sixty-eight percent (68%) identified reasons falling under personal power while thirty-two percent (32%) falls under positional power. The three main perceived reasons are knowledgeability (8%), possessed skills (8%), competence (8%), practiced values of the organization (8%), and relation of work to the objectives of the organization (8%). Under personal power, knowledge (8%), possessed skills (8%), competence (8%), values practiced (8%) and expertise (7%) are the main reasons. Under positional power, the relation of work to organizational objectives (8%), access to information (5%), freedom to give orders and make decisions (5%), and relation of work to the person's job (5%) are the main factors that influence.

Overall, the least important in influencing others are using force (0%), physically attractiveness (1%), popularity (1%), and knowing powerful people (1%). Under the personal

Table 4. Factors that influence the employees

	Managers		Employees		TOTAL	
	r	%	r	%	r	%
<i>Personal Power</i>	47	64	122	69	169	68
1. Knowledgeable	5	7	16	9	21	8
2. Competent	5	7	15	9	20	8
3. Possessed skills	6	8	14	8	20	8
4. Knows and practices the values of the organization	6	8	13	7	19	8
5. Expert in the field	5	7	12	7	17	7
6. Gives effort for the organization	5	7	11	6	16	6
7. Deals well with people	4	6	11	6	15	6
8. Your role model	3	4	8	5	11	4
9. Highly visible	2	3	9	5	11	4
10. Has charisma	2	3	7	4	9	4
11. Has appealing personality	2	3	4	2	6	3
12. Physically attractive	1	1	1	.50	2	1
13. Popular	1	1	1	.50	2	1
<i>Positional Power</i>	26	36	54	31	80	32
14. Work is directly related to objectives of the organization	6	8	14	8	20	8
15. Freedom to give orders and make decisions	5	7	7	4	12	5
16. Work is directly related to yours	4	6	8	5	12	5
17. Access to information	4	6	9	5	13	5
18. Title as superior	2	3	6	3	8	3
19. Controls resources you need	2	3	6	3	8	3
20. Offers rewards	2	3	2	1	4	2
21. Knows powerful people	1	1	2	1	3	1
22. Uses force	0	0	0	0	0	0
TOTAL	73	29	176	71	249	100

power, the three least important are physical attractiveness (1%), popularity (1%), and appealing personality (3%) are the reasons identified. Under positional power, the respondents identified using force (0%), knowing powerful people (1%), and offering rewards (2%) as the least important.

For the managers alone, sixty four percent (64%) of the identified reason falls under personal power as opposed to thirty six percent (36%) that falls under positional power. They said their superior is able to influence them because he knows and practices the values of the organization (8%); possesses skills (8%), his work is related to the objectives of the organization (8%) is knowledgeable (7%), an expert in the field (7%), competent (7%), gives effort to the organization (7%), and has the freedom to give orders (7%). The personal power is based on the skills and the values while the positional power is on the relation of work to organizational objectives. Furthermore, the managers identified the five least important reasons: using force (0%), knowing powerful people (1%), being physically attractive (1%), and being popular (1%).

On the other hand, the employees believe that their superior is able to influence them based on personal power (69%) rather than positional power (31%). They enumerated the reasons for being influenced: knowledgeable (9%), competent (9%), possesses skills (8%) and relevance of work to the objectives of the organization (8%). The least important for them are using force (0%), popularity (.50%), physical attractiveness (.50%), offering rewards (1%), and knowing powerful people (1%).

Instances When Power Communication is Used

As shown in Table 3, for instances related to work, sixty-five percent (65%) of the total respondents think that power communication is used to improve the performance of the employees, fifty-seven percent (57%) view that it is used to initiate change in the organization, while forty eight percent (48%) pointed out that it is used to assign work. However, this view is held more by the employees than the managers. Seventy one percent (71%) of the employees think that power communication is used to improve the performance as opposed to only half (50%) of the managers. Sixty-five percent (65%) of the employees believe that power communication is used to initiate change, and only thirty three percent (33%) of the managers share the idea. Further, fifty three percent (53%) of the employees mentioned that it is used to assign work, while only thirty three percent (33%) of the managers said so.

Significantly, a higher percentage of the total respondents show that power communication is not used when the superior needs to get something from the subordinate (87%), desires to change the behavior (70%), seeks to influence behavior (65%), needs help on the job (61%), and seeks to influence the outcome of situations (57%). These data seem to show that the practice of power communication in the organization is limited. Further, a higher percent of the managers, as opposed to the employees, agree with this viewpoint. While eighty three percent (83%) of the managers negated that power communication is used when the superior needs help on the job, only fifty three percent (53%) of the employees said so. Moreover, eighty three percent (83%) of the managers said that power communication is not used to change behavior, and only sixty five percent (65%) of the employees agreed. However, eighty three percent (83%) of the managers objected that power communication is used when the superior needs to get something from the subordinate, while eighty eight percent (88%) of the

employees shared the viewpoint. These data show that employees perceive that power communication, though existent in the organization, is seldom practiced during instances related to work.

Furthermore, majority of the total respondents rejected the idea that power communication is used for personal satisfaction. Eighty seven percent (87%) denied that it is used just for fun, while seventy eight percent (78%) said that it is not used for personal glorification and ego satisfaction. All managers (100%) said it is not used for fun, and sixty seven percent (67%) stated that it is not used for personal glory and satisfaction. Eighty two percent (82%) of the employees, on the other hand, denied both ideas.

Perceived Effect of Power Communication

In its entirety, as illustrated in Table 3, most of the respondents do not resist the power of the superior (96%), neither do they feel intimidated (91%), nor make an effort to stop the power (91%). Moreover, they do not lessen their initiative (83%) and creativity (83%). they do not break away from the relationship with the superior (93%) nor try to get the power for oneself (65%). However, almost half (48%) feel dependent on their superior.

Based on the totality of the managers perception, it seems that all of them (100%) think that power communication do not lessen their creativity and initiative, neither do they feel intimidated, nor break away from the relationship. In contrast, seventy eight percent (78%) of the employees agreed that the creativity and initiative are not lessened, seventy six percent (76%) do not try to break away from the relationship, and eighty eight percent (88%) do not feel intimidated. Furthermore, eighty three percent (83%) of the managers do not make an effort to stop power communication as opposed to ninety four percent (94%) of the employees.

Moreover, while all the employees (100%) do not try to resist the power of the superior, only eighty three percent (83%) of the managers agreed with them. Also, a higher percent of the managers (83%) do not try to get the power for oneself than the employees (59%). Significantly, a few of the managers (33%) do not feel dependence on their superior, while more than half (53%) of the employees feel otherwise.

Looking at these data, if the respondents do not think that the power communication is negative, then its effect seems to be positive. Most of the respondents think that power communication speeds up the attainment of results (65%), helps the achievement of organizational goals (61%), helps others become more productive (57%), and develops and enhances the strengths of the employees (57%).

Sixty seven percent (67%) of the managers mentioned all four effects of power communication. For the employees, sixty-five percent (65%) mentioned that power communication speeds up the attainment of results. Fifty-nine percent (59%) believe that it helps in the achievement of organizational goals. Fifty-three percent (53%) remarked that it develops and enhances the strength of the employees, and helps others become more productive.

On the whole, power communication has a great potential to become positive for the organization. This idea is accepted by both the managers and the employees, but more highly by the managers.

FINDINGS, CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS

Findings

Power communication is defined as the ability to make another person act in ways he/she would not normally do through effective communication. It is existent in every organization. And although theories support that power communication is practiced by everyone, the superior still exhibits greater power than the employees.

People with power, are perceived by the employees of Zeneca as those who are able to make others act in order to accomplish goals, able to supervise the management of employees, direct the information, and control the use of material resources so that it would be useful to the organization. Furthermore, their influence is based on their personal power rather than their positional power. Their knowledge, skills, competency, values practiced, and relation of work to the objectives of the organization rather than using force, being physically attractive and popular are the main reason for inducing others to act in certain ways. They also believe that power communication is used when the superior seeks to improve the performance of the employees, to initiate change, and to assign work. However, they do not believe it is used when the superior needs to get something from the employees, seeks to change their behavior, and seeks to influence the outcome of situations. Moreover, they believe that power communication is not used for fun and for mere personal glorification and ego satisfaction.

Finally, the employees perceive that power communication has a positive effect in the organization. It develops and enhances strengths, speeds up the attainment of results, helps others become more productive, and helps in the achievement of organizational goals. However,

a significant number of respondents think that power communication makes an employee become more dependent on the superior.

Interestingly, there are very few differences in the effects of the power communication as perceived by the manager and by that of the employees. Therefore, power communication affects the people in the same manner, regardless of the position in the company.

Conclusion

The respondents perceived power communication to be the capacity of a superior to influence the subordinate to act in certain ways. Moreover, they believe that the influence is based on the superior's personal power. Although, power communication do exist, it is not used for all instances related to work. Seemingly, it is limited to improving performance, initiating change in the organization, and assigning work. Lastly, they view that power communication does not intimidate nor does it lessen the creativity and initiative of the people

Seeing all these, it could therefore be concluded that power communication seems to have a high potential to be positive for the company. However, it's potential is not yet fully tapped. Its use in the organization is limited. The superiors still seem to be hesitant in using power communication in directing situations, decisions and behavior, and asking for help and benefits. Moreover, it could be seen that power communication does not intimidate nor lessen creativity and initiative of the employees. Significantly, although power communication is perceived to be positive, it presents a risk that employees might become dependent on the superior.

Implications

Theorists have different opinions on power communication. Some authors see power communication as a harmful factor in organizations that intimidates other people and stunts their

growth in an organization. However, others view power communication as a highly positive force that permits the employees to become more productive and speeds up the attainment of results. Still, there are others who see power communication as neither destructive nor constructive - it is the person or the relationship with another person that controls the effect of communicating with power.

For this study, it was concluded that power communication has a potential to be positive effect to the organization. The respondents affirm that power speeds up the attainment of results, develops and enhances their strengths, helps others become more productive, and helps in the achievement of the organizational goals. They even pointed out the power communication does not intimidate nor lessen their initiative and creativity. In fact, a manager pointed out that with power comes more challenge. Furthermore, it seems to debunk the idea that power communication is neutral. For even though the respondents indicated that the use of power communication is limited only to improving performance and initiating change, they still believed that the effect power is positive. Finally, the meaning of power is dependent on how one perceives it. And the perceived effect is shaped or re-shaped by the attitudes on forms towards power.

Recommendations

Further studies of the subject are recommended. Some of the areas of study are as follows:

- **Use a bigger population size.** The population size of Zeneca Pharma is relatively small. With a bigger population, more people are prone to use power communication.
- **Use another field of work or a non-private organization.** Zeneca is a private pharmaceutical company. Other results may be derived from another field. Further,

it is known that the power-play within public institutions are different than that of privately owned ones. Power communication in government offices might produce a different effect on the organizational effectiveness.

- **Study other directions of power communication.** It has been established by other theories that power communication is practiced by subordinates to superiors, and by peer to peer. It would be interesting to see how power is at play within the organization for upward or horizontal communication.
- **Use another research design.** By using a different design in determining the effects of power communication on organizational effectiveness, the results may make the subject clearer. The analytical or experimental design may be adapted to give a better understanding of the subject.
- **Look into the relationship of power communication on the value of delicadesa and other Filipino values.** In a Filipino organization, the values practiced are a big part of the organizational culture. Power and Filipino values will make a good study for the Filipino context.
- **Study the values that makes a leader respectable.** It was brought up in this study that values practiced by the superior contributes to his/her power. Therefore, one can learn what these values are.
- **Study the effects of power communication on other aspects of the organization.** This study was limited only to the effect of power communication on the organizational effectiveness. Other studies may deal with the relation of the organizational climate with power communication, or the effect of power communication on employee attitudes.

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APPENDICES

ANNA CLARINNA R. YBANEZ
326 Espiritu Street, Sta. Cruz, Cavite City
(046) 431-0451

February 10, 1999

Mr. Virgilio Gomez
Country Manager
Zeneca Pharma Philippines, Inc.
Antel 2000, Valero Sreet
Salcedo Village, Makati City

Dear Mr. Gomez:

I am a student of the BA Organizational Communication program of the University of the Philippines. As part of the program, I am currently completing my undergraduate thesis. In this light, I would like to ask your permission to allow me to study Zeneca Pharma Philippines, Inc. for my research.

The Organizational Communication program studies how organizations can deal with environmental uncertainties through effective communication. It also studies the effectivity of the management styles and the communication strategies practiced in organizations.

My thesis seeks to answer the question *What is the perceived effect of Power Communication on Organizational Effectiveness?* This study strives to see how power communication can be beneficial to an organization. It seeks to present another view on how an organization can become effective

I earnestly hope that you will allow me to study your organization.

Thank you.

Respectfully,

Anna Clarinna R. Ybanez

ANNA CLARINNA R. YBANEZ
326 Espiritu Street, Sta. Cruz, Cavite City
(046) 431-0451

February 1999

Dear respondent,

I am a senior student from the University of the Philippines Manila taking up BA Organizational Communication. As such, I am presently writing my thesis entitled *The Perceived Effects of Power Communication on Organizational Effectiveness*.

In relation to this, I am doing this survey to better understand the relationships of the employees and the superiors within the company. Kindly find the time to fill out my questionnaire.

Please answer all questions completely and truthfully. Rest assured that all answers would be kept confidential.

Thank you very much!

Yours truly,

Anna Clarinna R. Ybanez

SURVEY QUESTIONNAIRE

Name (optional): _____

Age: _____ Gender: _____ Position in the company: _____

I. About your relationship with the other employees

1. Does your superior influence you to act in certain ways? Yes No
2. Is he/she (your superior referred to question #1) able to make you act in order to accomplish the goals? Yes No
3. Does he/she get his/her way even when others oppose him/her? Yes No
4. Is he/she able to inspire others? Yes No
5. Is he/she able to supervise the management of the employees so that they would work towards company's productivity? Yes No
6. Is he/she able to manage the direction of the information and data so that it would be useful to the company? Yes No
7. Is he/she able to control the use of the material resources so that it would be useful to the company? Yes No
8. Are the results of his/her management evident? Yes No
9. Why he/she is able to influence you? (check as many as appropriate)
 - because of his/her title as your superior
 - because he/she has freedom to give orders and make decisions
 - because he/she is knowledgeable
 - because he/she knows and practices the values of the organization
 - because of the skills he/she possesses
 - because he/she is the expert in the field
 - because he/she is competent
 - because he/she uses force to make you do a certain thing
 - because he/she offers you rewards in exchange for an act
 - because he/she controls the resources that you need
 - because of his/her access to information
 - because he/she is popular
 - because he/she knows powerful people
 - because he/she is highly visible
 - because he/she deals well with other people
 - because of his/her appealing personality
 - because of his/her charisma
 - because he/she is physically attractive
 - because he/she is your role model
 - because of the effort he/she gives the organization
 - because his/her work is directly related to yours
 - because his/her work is directly related to the objectives of the company

10. Are you dependent on your superior in providing for resources? Yes No
11. Does he/she use his/her power when he needs help on the job? Yes No
12. Does he/she use his/her power when he assigns you work? Yes No
13. Does he/she use his/her power when he/she needs to get something from you? Yes No
14. Does he/she use his/her power to improve your performance? Yes No
15. Does he/she use his/her power to initiate change in your organization? Yes No
16. Does he/she use power for the fun of it? Yes No
17. Does he/she use power to achieve personal glory and to satisfy his/her ego? Yes No
18. Does he/she use power to influence your decisions? Yes No
19. Does he/she use power to change your behavior? Yes No
20. Does he/she use power to influence the outcome of situations? Yes No
21. Do you resist the power of your superior? Yes No
22. Do you make an effort to stop the power? Yes No
23. Do you try to get the power for yourself? Yes No
24. Do you break away from the relationship you have with the person exercising power? Yes No
25. Do you feel intimidated when others use power on you? Yes No
26. Do you feel that you could develop and enhance your strengths when your superior uses power on you? Yes No
27. Do you feel less creative around people with power? Yes No
28. Do you lessen your initiative around people with power Yes No
29. Do you think power speeds up the attainment of results? Yes No
30. Do you think that using power helps others become more productive? Yes No
31. Do you think that power helps in the achievement of organizational objectives? Yes No

II. About your organization

32. Does your organization meet the vision-mission? Yes No
33. Does your organization receive recognition from society? Yes No
34. Is your organization able to adapt to current trends of business (like computer technology, marketing strategies)? Yes No
35. Is your organization prepared to handle future problems? Yes No
36. Is your company able to attain the required quota for the month? Yes No
37. Is your company financially stable? Yes No
38. In your organization, is there a frequent change of employees? Yes No
39. Are the employees usually absent? Yes No
40. Are there any complaints by the employees? Yes No
41. Are the employee's attitudes towards your company positive? Yes No
42. Do accidents occur frequently within your company? Yes No
43. Are the employees working to the best of their capabilities? Yes No
44. Are the employees committed to the goals of your organization? Yes No
45. Are the customers satisfied with your company? Yes No

ONE-TO-ONE CORRESPONDENCE

By: Anna Clarinna R. Ybanez

Problem	Concept	Definition	Operationalization	Questions
What is the effect of power communication on organizational effectiveness?	Power communication	"communicating to others his or her power to induce them to act in certain ways (Neher, 1997)		
	Power	The capacity to make another do what he would not otherwise do (Tjoswold & Tjoswold, 1995)	Influence	<ul style="list-style-type: none"> Do other employees in the company influence you to act in certain ways?
		The ability to mobilize resources to accomplish productive work (Whetten & Cameron, 1993)	To get others to act towards the goals	<ul style="list-style-type: none"> Is he able to make others act in order to accomplish the goals?
		The individual capacity to gain your aims in interrelationships with others, even in the face of their opposition (Fairholm, 1993)	To get his aim even when others oppose him	<ul style="list-style-type: none"> Does he get his way even when others oppose him?
		The process of affecting others (Fairholm, 1993)	Inspiring others	<ul style="list-style-type: none"> Is he able to inspire others?
		Power is the ability to marshal the human, informational, and material resources to get something done (Kreitner, 1995)	Direct	<ul style="list-style-type: none"> Is he able to direct the human resources? Is he able to direct information resources?

			Organize	<ul style="list-style-type: none"> • Is he able to direct material resources to be useful to the company? • Is he able to organize the resources of the company so that it would be beneficial?
		Power is the demonstrative ability to get results (Kreitner, 1995)	Getting Evident Results	<ul style="list-style-type: none"> • Are the results of the direction and organization evident?
	Kinds of Power			
	Positional	based on position	Title as boss	<ul style="list-style-type: none"> • Do you follow your boss because of his title as your boss?
	Personal	based on knowledge, skill, popularity, interpersonal skills, etc. (Neher, 1997)	Knowledge	<ul style="list-style-type: none"> • Do you follow him because he is knowledgeable?
			Skills	<ul style="list-style-type: none"> • Do you follow him because of the skills he possess?
			Popularity	<ul style="list-style-type: none"> • Do you follow him because he is popular?
			Dealing well with people	<ul style="list-style-type: none"> • Do you follow him because he deals well with other people?
	Coercive	use of force/ administer punishment	Uses force	<ul style="list-style-type: none"> • Does your boss use force to make you do a certain thing?
	Reward	use of rewards	Offers rewards	<ul style="list-style-type: none"> • Does he offer you rewards in exchange of

	<p>Legitimate</p> <p>Expert</p> <p>Referent</p>	<p>based on hierarchy</p> <p>based on knowledge or expertise</p> <p>role model (Neher, 1997)</p>	<p>Title as boss</p> <p>Expertise</p> <p>Role Model</p>	<p>an act?</p> <ul style="list-style-type: none"> Do you follow your boss because of his title as your boss? Do you follow your boss because he is the expert in the field? Do you follow him because he is your role model?
	<p>Personal Attraction</p> <p>Effort</p> <p>Legitimacy</p> <p>Centrality</p> <p>Criticality</p>	<p>desirable characteristics associated with friendship</p> <p>higher-than-expected commitment of time</p> <p>behavior consistent with key organizational values</p> <p>access to information in a communication effort</p> <p>impact on tasks performed in work flow</p>	<p>Appealing personality</p> <p>Physically attractive</p> <p>Personal charisma</p> <p>Effort and commitment</p> <p>Follows the organizational values</p> <p>Access to information</p> <p>Importance of task to other tasks</p>	<ul style="list-style-type: none"> Do you follow him because of his appealing personality? Do you follow him because of physical attractiveness? Do you follow him because of his charisma? Do you follow him because of the effort he gives the organization? Do you follow him because he knows and practices the values of the organization? Do you follow him because of his access to information? Do you follow him because of the

<p>importance of his task to yours?</p> <ul style="list-style-type: none"> • Do you follow him because of the freedom to give orders and make decisions? • Do you follow him because he is highly visible? • Do you follow him because of the importance of his work on the objectives of the company? 	<p>Freedom to give orders</p> <p>Visible</p> <p>Importance of task to organizational objectives</p>	<p>amount of discretion vested in a position</p> <p>degree to which task performance is seen by influential people in the organization</p> <p>alignment of assigned tasks and organizational priorities (Whetten & Cameron, 1993)</p>	<p>Flexibility</p> <p>Visibility</p> <p>Relevance</p>	
<ul style="list-style-type: none"> • Do you follow him because he is competent? • Do you follow him because he knows powerful people? • Do you follow him because he controls the resources that you need? 	<p>Competent</p> <p>knows Powerful people</p> <p>Controls Resources</p>	<p>being good at what you do</p> <p>power that comes from your association with other powerful people or being identified with them</p> <p>what you have that others need and want (Quick, 1991)</p>	<p>Competence</p> <p>Associative</p> <p>Resources</p>	
<ul style="list-style-type: none"> • Does the organization meet the vision-mission? • Does the organization receive approval from the society? • Is the organization able 	<p>Meets the vision-mission of the organization</p> <p>Meets the society's approval</p> <p>Able to adapt to the current</p>	<p>"meeting organizational objectives and prevailing societal expectations in the near future, adapting and developing in the intermediate future & surviving in the distant future"</p>	<p>Organizational Effectiveness</p>	

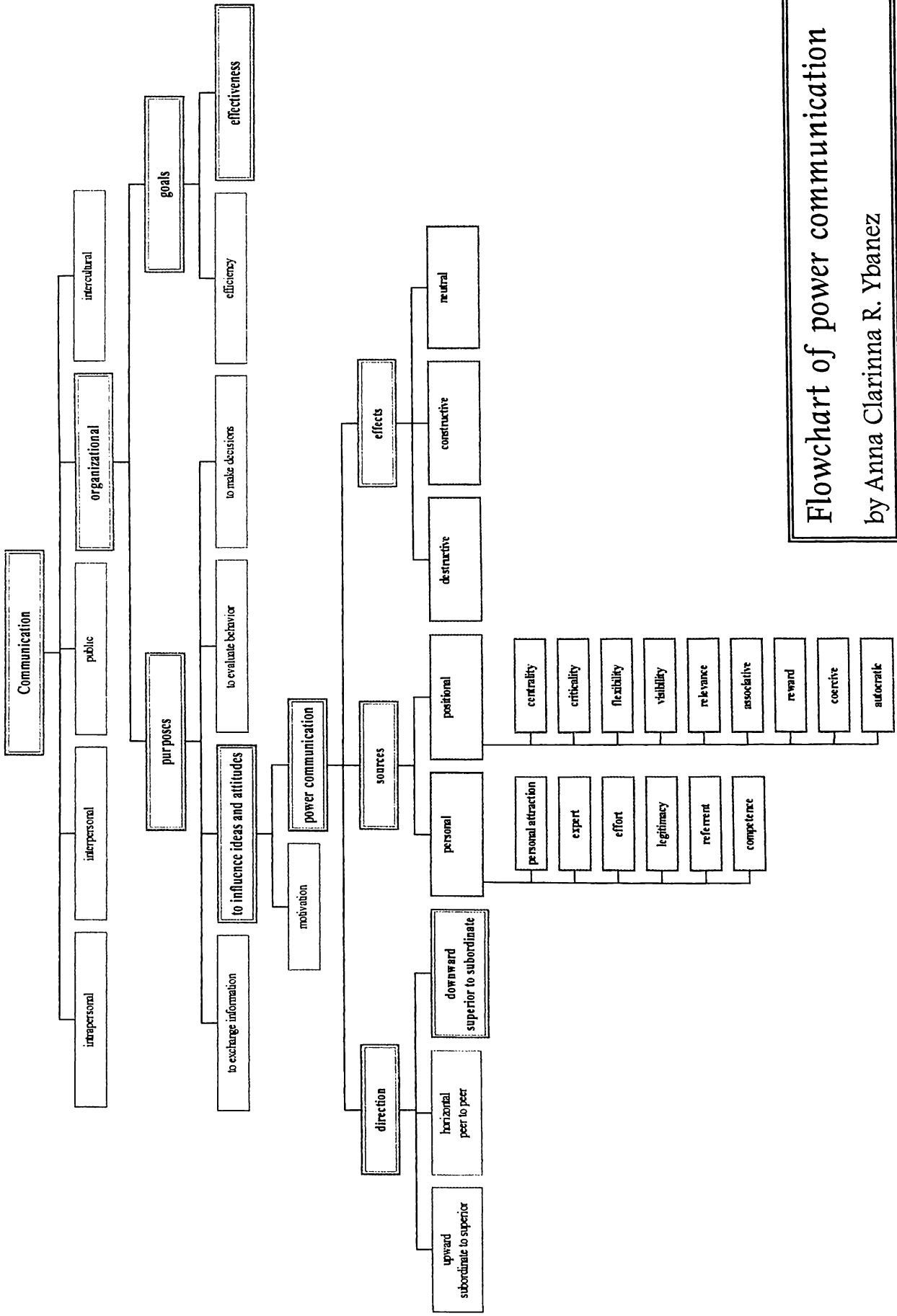
		(Kreitner, 1995)	trends	to adapt to current trends? Is the organization prepared to handle future problems?
	<p>Enumerated below are some of the measures for organizational effectiveness.</p> <ul style="list-style-type: none"> Employee turnover Absenteeism Number of grievances Employee attitudes Quality of work Safety record Productivity Return on investment Performance 	<p>Prepared in handling future problems</p> <p>Change of employees</p> <p>Absent</p> <p>Complains</p> <p>Positive employee attitude</p> <p>High standard of output</p> <p>Few accidents</p> <p>Able to produce the required quota</p> <p>Financially stable</p> <p>Working to the best of the capabilities</p>	<ul style="list-style-type: none"> In the organization, how often is the change of employees? Are the employees usually absent? Are there any complains by the employees? Are the employee's attitudes positive? Is the company able to maintain a high standard of output? Are the accidents within the company few? Is the company able to produce the required quota? Is company financially stable? Are the employees working to the best of their capabilities? 	

	<ul style="list-style-type: none"> Employee commitment Consumer satisfaction (Goldhaber, 1986) 	Committed employees	<ul style="list-style-type: none"> Are the employees committed to the organization? Are the customers satisfied with the company?
	To be truly effective, today's organizations need to strike a generally acceptable balance between organizational and societal goals (Kreitner, 1995)	Acceptance in the society	<ul style="list-style-type: none"> Is the organization accepted by the society?
Who uses power communication?	Anyone with even a little energy, concern for others, or a drive to accomplish anything wants to and does exercise power (Fairholm, 1993)	Concern for others Drive to accomplish anything	<ul style="list-style-type: none"> Who is concerned for the welfare of the employees of the company? Who is the most determined to achieve something he sets out doing?
	An employee feels more dependent on the resources of the manager than the manager on the employee (Tjoswold & Tjoswold, 1995)	Dependence	<ul style="list-style-type: none"> Are you dependent on your superior in providing for resources?
	People can exercise power without at the same time being leaders (Neher, 1997)		<ul style="list-style-type: none"> Who has influence on the employees of the organization?
When is power communication used?	It is often exercised in situations requiring goal formation, resources allocation, information dissemination, staff assignment, and the	<ul style="list-style-type: none"> to receive help in the job to assign work to the target of power 	<ul style="list-style-type: none"> Does he use his power when he needs help on the job? Does he use his power when he assigns you

		<p>improvement or alteration of a performance (Fairholm, 1993)</p>	<ul style="list-style-type: none"> • to acquire benefits from the target • to aid in improving the target's performance • to initiate change • for fun • to achieve glory • to meet ego needs. • To make decisions • To change behavior • To influence situations 	<p>work?</p> <ul style="list-style-type: none"> • Does he use his power when he needs to acquire benefits from you? • Does he use his power to improve your performance? • Does he use power to initiate change in the organization? • Does he use power for the fun of it? • Does he use power to achieve glory? • Do he use power to satisfy his ego? • Does he use power to influence your decisions? • Does he use power to change your behavior? • Does he use power to influence situations?
<p>What is the effect of power communication on people?</p>		<p>People resist the power we use against them by (a) using countervailing power, (b) striving to destroy or limit the base or bases of power we control, (c) seeking to wrest from us the power bases that we hold, (d) trying to</p>	<p>Fights power</p> <p>Seeks to destroy source of power</p> <p>Seeks to get the source of</p>	<ul style="list-style-type: none"> • Do you fight the power of the boss? • Do you seek to destroy this source of power • Do you seek to get the source of power for

			<p>disengage from the relationship, thereby destroying not only our power, but also the underlying relationship itself (Fairholm, 1993)</p> <p>Employees feel intimidated because they have little recourse to what they consider their bosses' arbitrary, potentially painful decisions (Tjoswold & Tjoswold, 1995)</p> <p>Positive power use encourages both parties to develop and enhance the strengths (Tjoswold & Tjoswold, 1995)</p>	<p>power for himself</p> <p>Breaks away from the relationship</p> <p>intimidated</p> <p>Develops and enhances strengths</p> <p>Low creativity</p> <p>Low initiative</p> <p>Speeds up the attainment of results</p> <p>Productive</p>	<p>yourself?</p> <ul style="list-style-type: none"> Do you break away from the relationship you have with the person exercising power? Do you feel intimidated when others use power on you? Do you feel that you could develop and enhance your strengths when another uses power? Do you feel less creative around people with power? Do you lessen your initiative around people with power Do you think power speeds up the attainment of results? Do you think that using power helps others become more
<p>What is the effect of power communication on organizations?</p>			<p>It may cause low creativity and initiative in an organization (Yukl, 1981)</p> <p>Power increases the speed of the attainment of results and speeds up action and goal accomplishments for the power user (Fairholm, 1993).</p> <p>It helps each other become more productive (Tjoswold & Tjoswold, 1995)</p>		

		<p>It should be geared towards creating a positive environment through empowerment. This use of power communication leads to the achievement of organizational objectives (Whetten & Cameron, 1993)</p>	<p>Achievement of organizational objectives</p>	<p>productive? <ul style="list-style-type: none"> Do you think that power helps in the achievement of organizational objectives? </p>
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Flowchart of power communication

by Anna Clarinna R. Ybanez