

THE POWER OF ORGANIZATIONAL RELATIONSHIPS

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Leadership is one of the most important factors when building a successful organization, and the relationships that leaders create with the employees are equally as important. “Attention to the quality of the leader-member relationship came about to some extent through the human relations assumptions that managers gain compliance from employees by promoting interpersonal relationships and satisfaction of social needs.” (Papa, Daniels, Spiker p260) I plan to discuss these interpersonal relationships, and the effects that it has on employee motivation, effectiveness, and how the use of power impacts an organization.



There are many different styles of leadership

that can be considered effective and non-effective for success of an organization.

Executive leadership is one style that poses challenges. Although this type of leadership is important, it is also very impersonal, and does not directly affect the employees on an emotional, invested level. Scholar, Hence Storey describes

“executive leadership as an essential, but intangible, organizational asset.” (Papa,

Daniels, Spiker p261) Employees look at leaders for *guidance and direction*, so

without direct interaction, this leadership can be missed, and non-effective.

According to Barker, leaders “serve two important social functions: hope for

salvation and blame for failure.” (Barker p343-362)



One area of leadership that has been thought by scholars to be effective within organizations is a **democratic leadership style**. This style allows members of the organization to assist with decision making, and focuses more on coaching and mentoring. This approach also promotes development, and recognizes achievements. This leadership style is much more accepted by members within the organization because it creates a healthy environment, where everyone is working toward the same goals. “Not surprisingly, democratic leadership, like participative management, has enjoyed favor in organizational communication theory and

scholarship for many years as a generally preferred style.” (Papa, Daniels, Spiker p264)



Another thing

to consider when discussing leadership styles, is the relationships these interaction form, and how this affects the organization. Many scholars have found leader-member interactions to be very effective for organizations, and other would disagree that it is a challenge. Studies have found that there are three different groups that form when it comes to leader-member exchanges. The “in-group” who are those members that have close personal relationships with their leaders, the “middle group” who receive the average and consistent amount of attention from leaders, and the “out-group” who feel singled out, and feel as if they receive no

leadership or attention at all. This type of reaction can create a negative and non-effective situation within the organization. Leaders should focus on all groups equally, and utilize their skills to motivate all members of the group for an overall goal.



These groups that are formed within organizations are subject to **norms and conformity**. “The inducement of rewards and the force of authority are powerful motivators but no organization can function effectively unless its member share widespread acceptance of conformity to organizational roles.” (Vasu, Stewart,

Garson p127). Norms can be defined as acceptable standards of how an employees should react to certain situations. Norms will always vary between organizations, but these reactions are important to a company's success. The success from norms and conformity come from creating a cohesive environment, setting expectations, and motivating members of the organization. It is the responsibility of the leaders to create these environments, and organize a successful team.



Interviewing, Angie Hines,

General Manager of The Madison Hotel she states that her philosophy of management starts with motivation, and respect. She believes that being a manager is ultimately creating overall success. She believes that her success can be contributed to forming a great team, delegating tasks to those members that she

trusts to get the job done, and then following up to ensure everyone is on the right track. She believes in rewarding for a job well done. She has confidence that this motivates staff members to reach their goals, and enjoy their position. She has recently created the idea of Mad Money. "Mad Money is a way of rewarding the staff for a job well done. This is given to any member of staff from a member of the management team. They are to tell the staff member why they are receiving the money, so they understand the value." The value of the Mad Money also comes from a silent auction at the end of the year where staff members can bid on attractive prizes to put value on their hard work. This is just one way that Angie feels that she is motivating her team to continue the success.

Leadership and power, if used properly, can be the root of an organizations success. How a leader treats a member of staff directly affects their motivation, and attitude toward the tasks necessary to help the company grow. Leaders must use their power to create structure, and develop members of the organization. "Leadership and supervision by superiors are presumed to be

necessary in order to initiate structure and direct members toward organizational goals.” (Papa, Daniels, Spiker p285) Organizations know the power of leader-member relationships, and the power of leadership to create motivation and success. That is why they invest more time, and money into management training, leadership training, and group workshops, hands on projects.



Work Cited

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