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Plenary and Invitation Paper

LEADERSHIP AND POWER: SOURCES AND EFFECTS

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Summary: Power is the ability to influence on behavior and performance of others. It is an important resource to which a leader influences and changes behavior among members of the organization. The leader uses power, without he no real influence on the behavior of individuals or groups. Power is usually viewed as a variable of organizational behavior, and organizational behavior is a basic component of organizational contexts, which has implications for all other variables of organizational behavior. As with other concepts, a there is no single definition of power. The literature defines the concept of power in the context of leadership authority and influence, which is understandable, because the explanation of the concept of power include the impact, while the authority is just one of the power sources. Power and leadership can't be viewed without the impact of work motivation that a leader can use in taking position to employees.

Keywords: leadership, power, influence, authority, followers.

1. INTRODUCTION (DEFINITION OF POWER AND DISTINCTION FROM OTHER RELATED CONCEPTS)

Several definitions can contribute to a better understanding of the concept of power in organizations. Max Weber defined power as "the probability that an actor in social relations is in a position to give his own opinion despite resistance" [Stefanovic, 1997: 361]. White and Bednar define power as "ability" or capacity impacts on people or the process through resource [White and Bednar, 1991]. Robbins defines power as "A person's ability to influence on the behavior of person B, and person B to behave as they otherwise would not have acted" [Robbins, 1986]. With this definition Luthans, in principle, also agree [Luthans, 2004].

From the above definitions it follows that *the power to influence the ability of one person to other individuals and their behavior, changing it in a positive or negative way*. It is the ability of individuals or groups of winning something to do or change in a way that corresponds to the leader. Leader who has the power is in a position to change the behavior of others, to manage them, and in the case of toxic leaders to be manipulator.

The term includes the effect of power, but the two terms are different. *The impact is a broad term and means the ability of changing people's behavior, which is characteristic of leadership*. Also, different is the concept of power and authority. Authority represents source power. *The authority is legitimate right to exert influence and achieve power*. Some authors define authority as the official

