

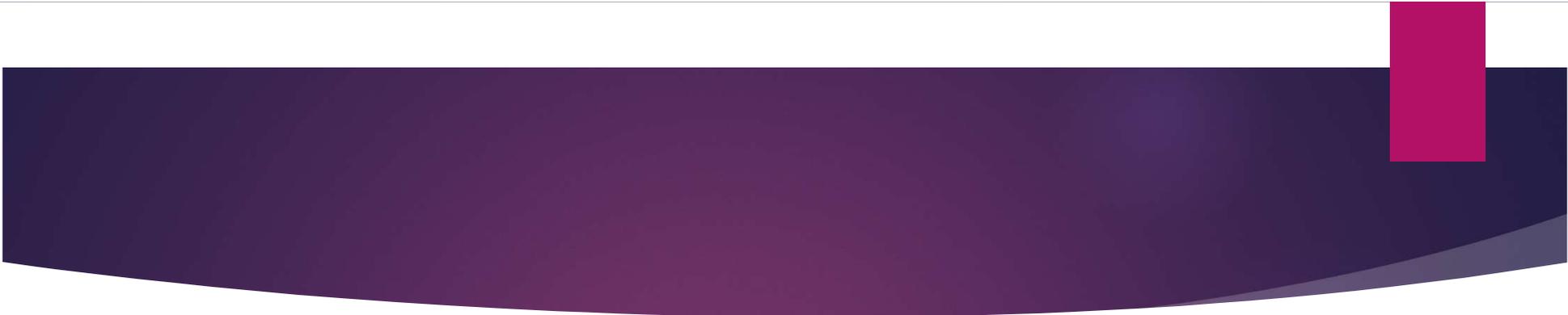
Concept of Authority

Dr. Shinde Pramod G.

Dayanand college Of Law, Latur

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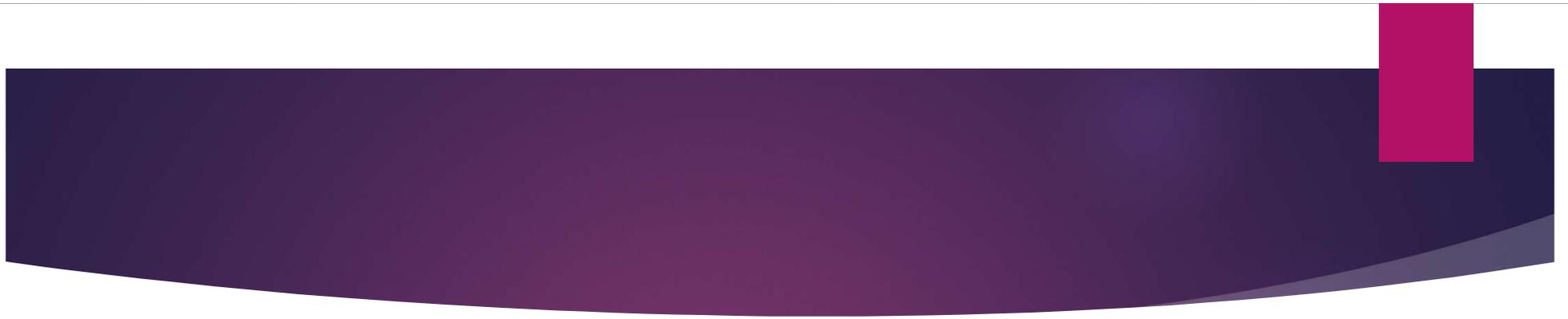
- ▶ **Origin of word Authority**
- ▶ **Meaning and Definitions of Authority**
- ▶ **Features of Authority**
- ▶ **Typology of Authority by Max Weber**
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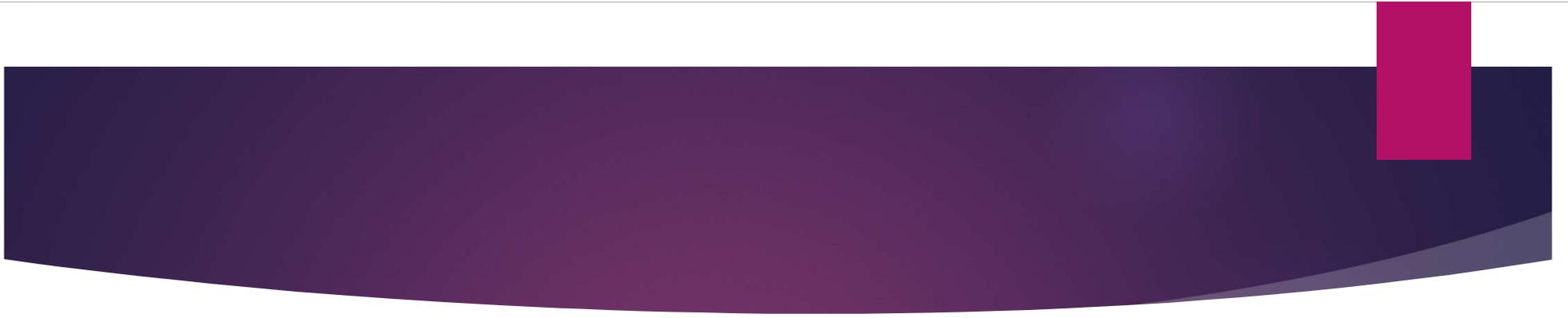
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- ▶ Many times, the terms power and authority are used as substitutes to each other but they have different meanings.
 - ▶ Power and authority are two different concepts which have great differences.
 - ▶ Today an individual does not want to attain power only, he wants to convert it into authority, so that it can have a stamp of legitimacy.

Origin of word Authority

- ▶ **The word Authority is derived from the old Roman notion of “Auctor” and Latin word “Auctoritas” which meant consensus or approval or Counsel or Advice or Command or Influence in English**
- ▶ **The Roman customs to get the Senate made up of “Men of reason” and “Elders with experience” to approve or reject the decisions of the popular assembly**
- ▶ **When accepted by the senate, it was said that the law or policy has acquired Auctoritas (Authority)**





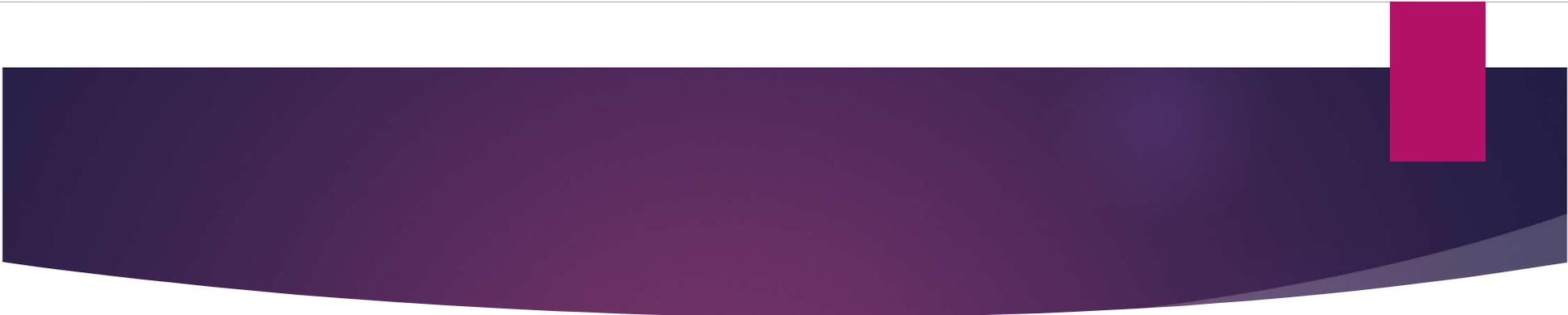


Meaning of Authority

- ▶ **Authority means power given by the state in the form of government, judges, police officers etc. or by an academic knowledge of an area.**
- ▶ **Authority means the institutionalized exercise of legitimate power backed by law or constitution and common consent**
- ▶ **Authority regulates behaviour mainly by speech and words not force**
- ▶ **Men are “rule following animals”**
- ▶ **The term A. is essential to indicate the people who are considered to have the right to make pronouncement or announce decision.**

Meaning of the word Authority

- ▶ **Government Spheres :-**
- ▶ It is used interchangeably with the term 'Power'
- ▶ 'Authority' refers to a claim of legitimacy, the justification and might to exercise that power



Political Philosophy:-

In this sphere the jurisdiction of political authority and the location of Sovereignty, the balancing of freedom and authority – right from Plato to Aristotle

To give freedom to population as reasonable and limits on authority accordingly

Other Social Sciences :-

- ▶ **From the emergence of social sciences, authority has become a subject of research in a variety of empirical settings**
- ▶ **The Family, Small groups, intermediate organizations like Churches, Schools, bureaucracies, industries and society wide or inclusive organizations**
- ▶ **In modern nation-state and intermediate organization**

Definitions of Authority

▶ **Carl Friedrich,**

“An authority is the embodiment of reason and depends on the capacity of reasoned elaboration. The man who possesses authority has the capacity for reasoned elaboration.”

▶ **MacIver,**

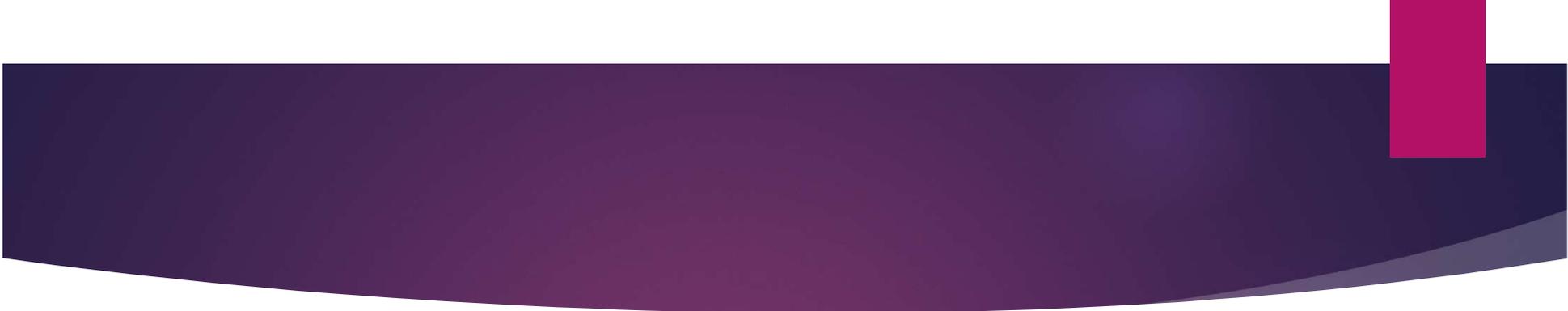
“Authority is often defined as being power, the power to command obedience.”

Herbert A. Simon

- ▶ “The power to make decisions which guides the actions of one superior is and the other subordinate. The superior frames and transmits decisions with expectations that they will be accepted by subordinates. The subordinates accept such decision and his conduct is determined by them.”
- ▶ **Max Weber**, “Political authority is based on the acceptance of the right to rule and this is also called Legitimacy”

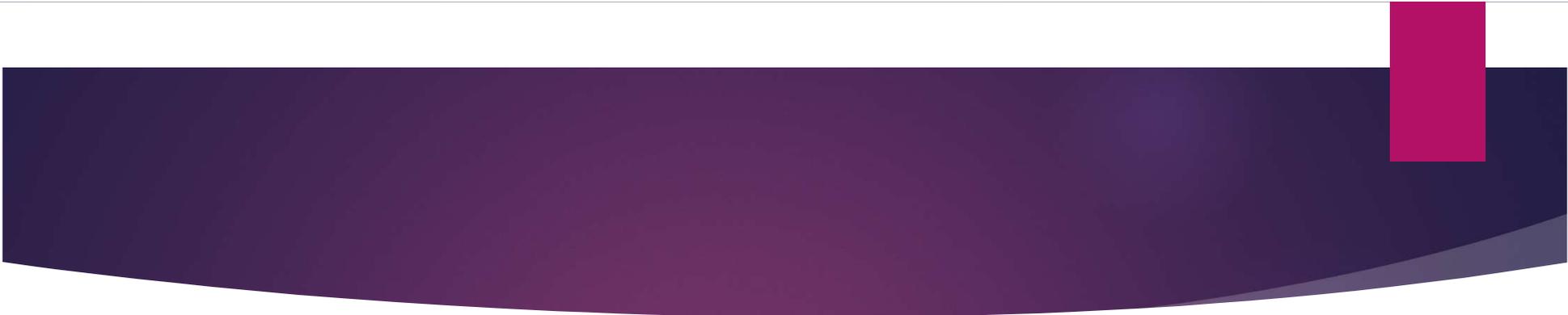
Robert Dahl

- ▶ “A commands B and B feels A has perfect right to do so and which he has complete obligation to obey. Power of this kind is often said to be legitimate But when B feels A has absolutely no right to ask him to obey ,which he has no obligation to obey and which perhaps he actually has no obligation to resist. Power of this kind is often said to be illegitimate. **Legitimate power is often called authority** ”

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- ▶ It is **legal and formal right to a person**, who can take decisions, give orders and commands to others to perform a particular task
 - ▶ It is conferred to high officials, to accomplish organisations objectives
 - ▶ It is hierarchical in nature, it flows downward i.e. delegated from superior to the subordinate.
 - ▶ It is attached to the Position, i.e. any person who gets the position, enjoys the authority attached to it, the higher the position, the higher would be his authority.
 - ▶ As the authority lies in the designation , in the absence of A. the position offered to the person would be of no use.
 - ▶ It is restricted to the organization only.

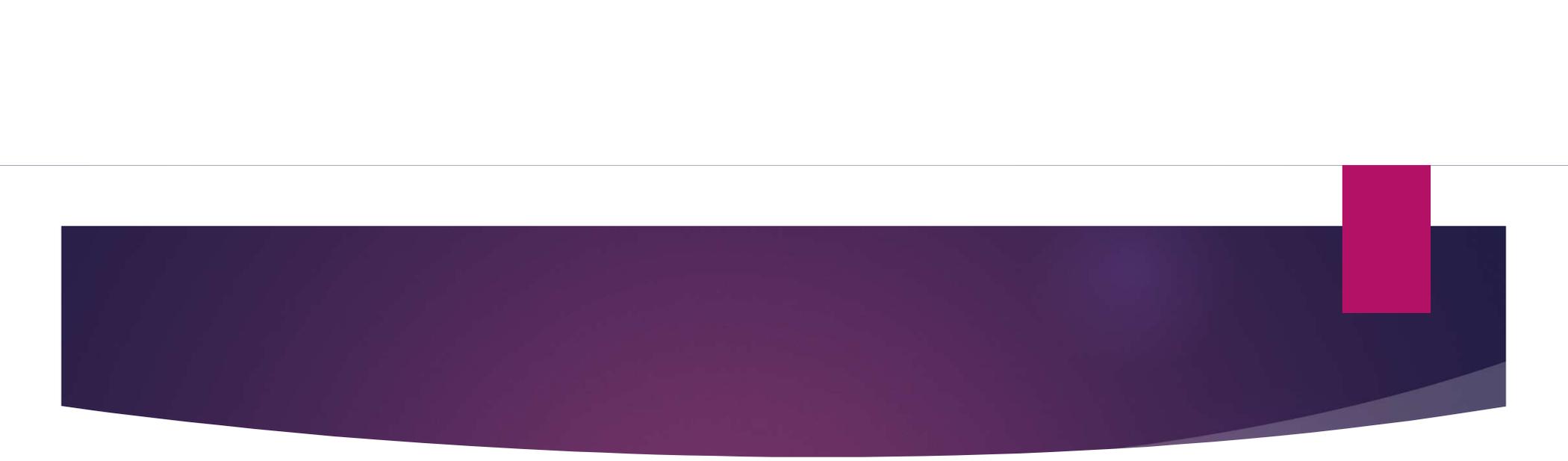
Features of Authority

- ▶ **Legitimacy :- Effectiveness of authority**
- ▶ **Dominance :- Capacity of the individual to command others**
- ▶ **Formal :- Based on rules, laws, regulations**
- ▶ **Organization :- Hierarchical structure**
- ▶ **Symbolic Authority :- Related to positions and their symbol**
- ▶ **Less expensive and easily accepted**
- ▶ **Dynamic**
- ▶ **Centralized and Decentralized nature**
- ▶ **Communicative nature of authority**



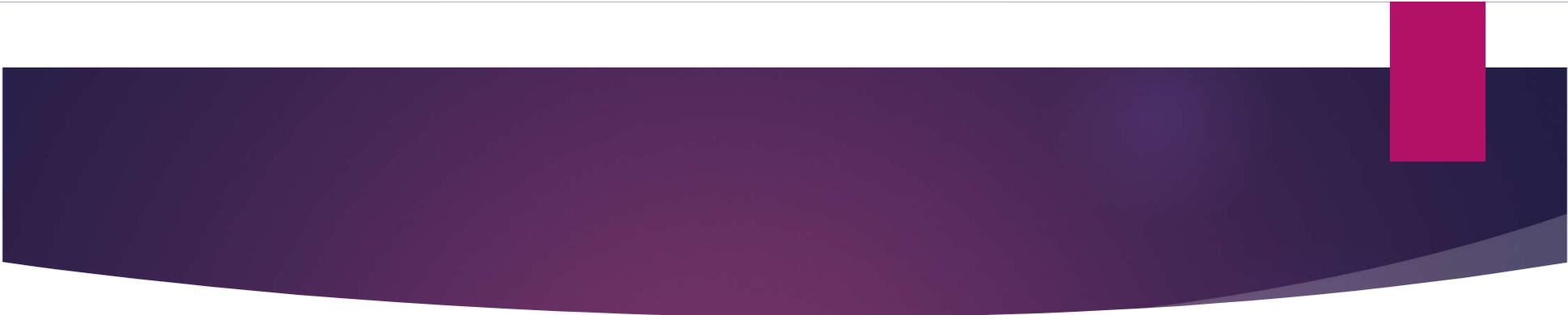
▶ 1 Legitimacy

- ▶ It is a significant features of authority.
- ▶ Robert Dahl,"Legitimacy power is often called Authority"
- ▶ Beach, also says, "Authority is legitimate right to direct or influence the work of others"
- ▶ If authority does not has legitimacy, we shall call it power. The basis of legitimacy can be law or reason.
- ▶ Legitimacy which determines the effectiveness of authority. It is very essential for authority.
- ▶ To success of authority depends upon the degree of legitimacy that it enjoys.
- ▶ The authority is not based on coercion it is based on legitimacy and right to obey the authority.
- ▶ Consent was considered the essence of the legitimate rule.



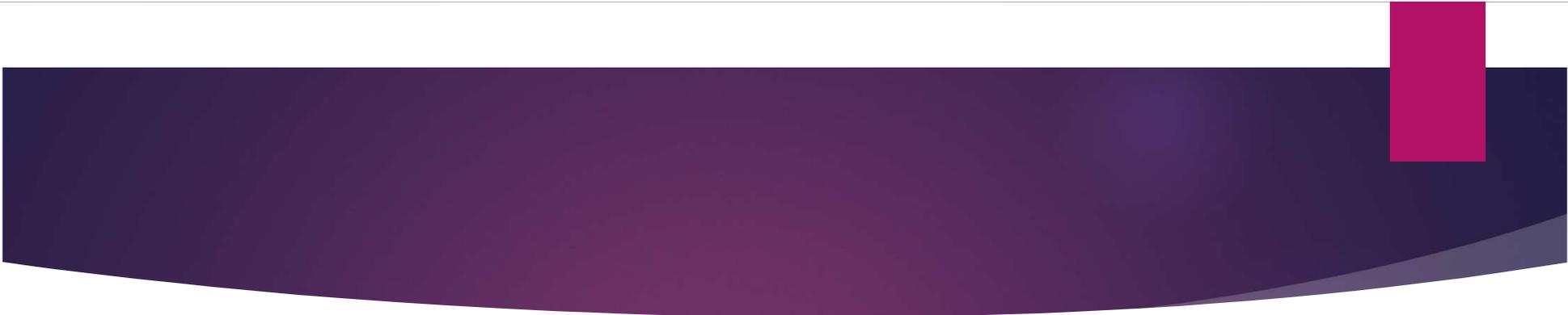
▶ **Dominance**

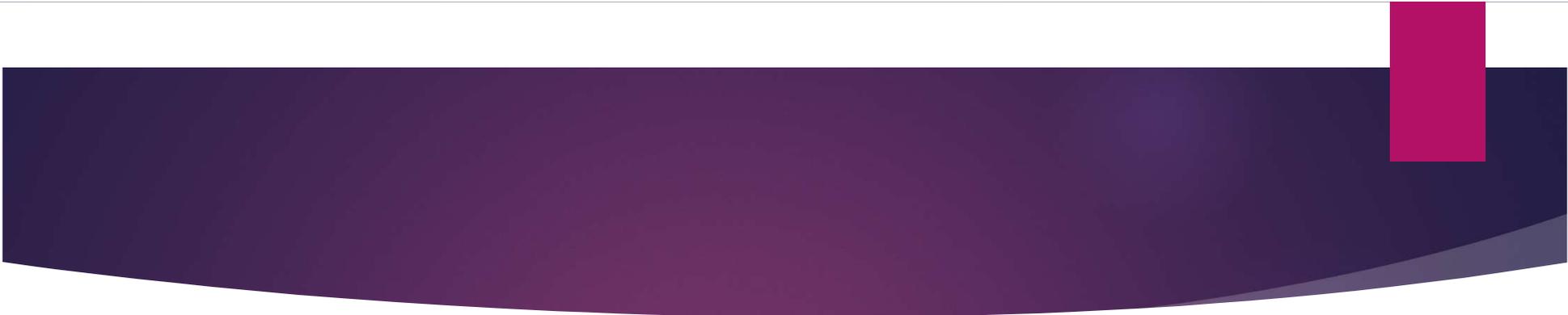
- ▶ Authority is the capacity of the individuals to command others. An individual or group which possesses authority exercises Dominance over others.
- ▶ Authority is the command of senior officials given to their subordinates which is accepted by them.
- ▶ **formal authority**
- ▶ Authority is that it lacks those characteristics which are the main characteristics of power.
- ▶ It is based upon rules, laws, regulations and fixed their powers, functions and area of authority.
- ▶ Frederick rights, "authority is not a power but something power accompanies"



▶ Reason

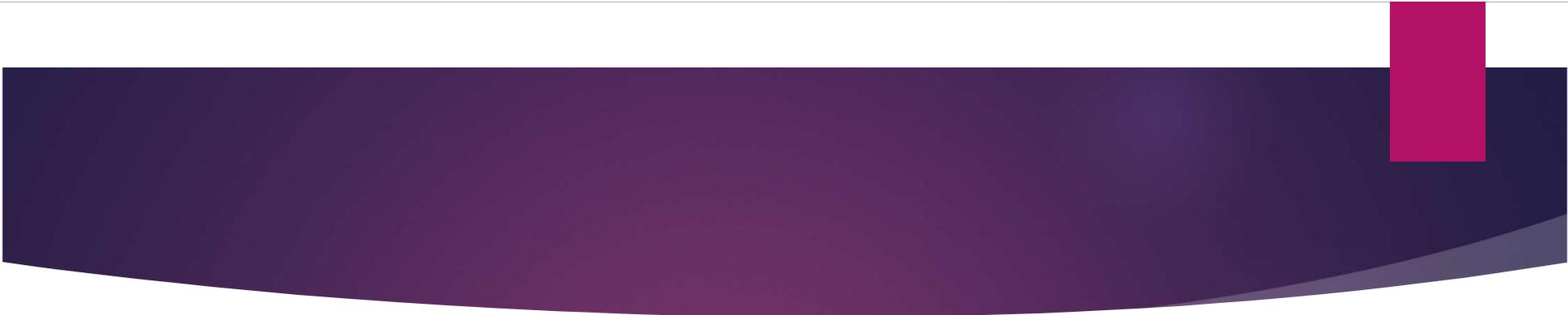
- ▶ Authority is the embodiment of reason and depends on the capacity of reasoned elaboration.
- ▶ The basis of authority is reason. We accept authority because it is based on logic and rationality.
- ▶ When an authoritative orders someone to obey him or an individual accepts the authority of some other person, he has a solid reason behind it A student accepts the authority of teacher not that the teacher is physically stronger than him but the teacher has more knowledge than the student.
- ▶ Hence, the reason of authority is its legitimacy.the legitimacy of authority is in the reason. Actually reasoning provides to the authoritative, authority.

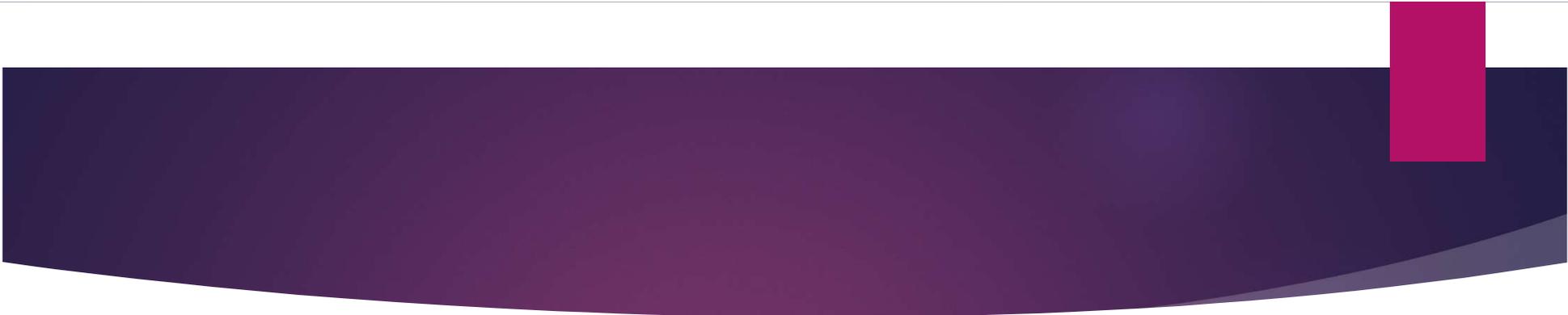
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- ▶ Organization-
 - ▶ Organization is the sum total of the mutually related roles and it is formed to regulate the human behavior and to achieve some definite objectives.
 - ▶ Org. is an imp. Characteristics of authority and without org., authority cannot be given practical shape.
 - ▶ Org. made possible the use of authority and the authoritative gets his orders obeyed only through org.



▶ **Responsibility or accountability**

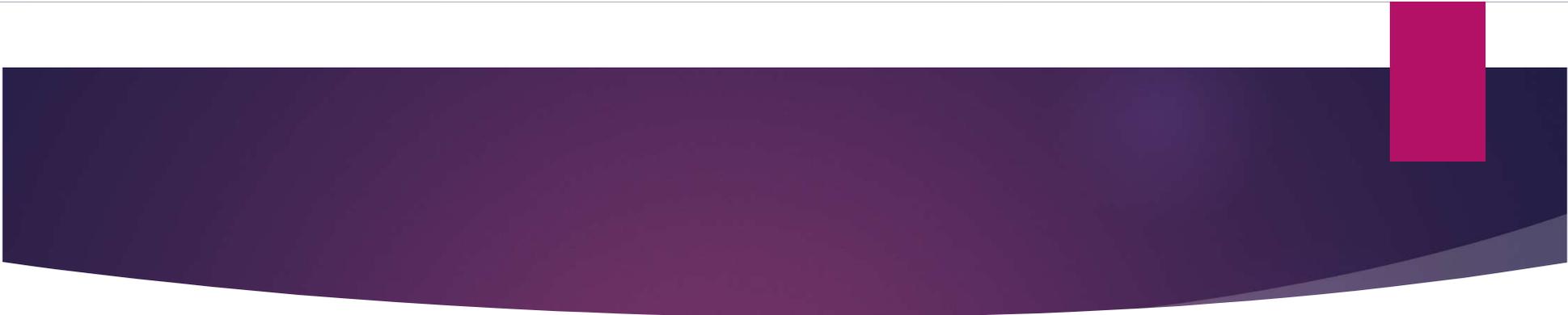
- ▶ The individual or the group which possesses authority is also answerable to some higher authority.
- ▶ In a Democracy responsibility or accountability is an important characteristics of authority.
- ▶ Authority is responsible to those who authorised it to function on there behalf i e. General Public They cannot cross the limits of their authority
- ▶ Responsibility is the obligation of a subordinate to perform to assigned a duty.
- ▶ It becomes a responsibility of the subordinate to complete the task or job

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- ▶ **Capacity to Command-Obedience Relationship**
 - ▶ An individual using authority is always in a position to exercise command over others.
 - ▶ The subordinates under him are bound to accept his decisions or policies.
 - ▶ If the authoritative individual is unable to get his orders obeyed by others, it means he does not have authority.
 - ▶ As Maclver has said, “Authority is one’s capacity to get orders obeyed by others”
 - ▶ **Less Expensive and easily Accepted**
 - ▶ In the street for social control people easily accepted the commands and obedience of higher authority.
 - ▶ Authorities based on the people's consent and with the help of position authority given the command



▶ **Authority is related to symbol**

- ▶ Authorities related to the people's positions and their symbols.
- ▶ King and his crown ship, National anthem national flag that is the symbol of the government.
- ▶ Peoples gives respect and loyal to this symbol. Personality is secondary and position and symbol is primary. ‘
- ▶ The king is dead long Live the King' that is famous quote in England

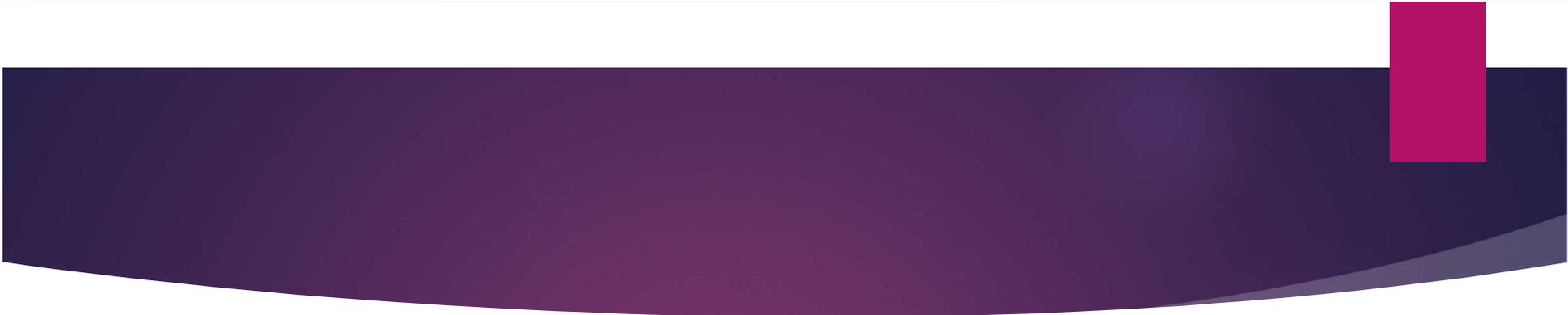
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- ▶ Hierarchical nature of authority.
 - ▶ Hierarchy of offices is also an imp. Characteristics of authority. The employees of an org. obey the orders of the officials superior to them.
 - ▶ The officials belonging to higher class have more authority., therefore, the officials belonging to lower class obey their orders.
 - ▶ This way the flow of authority is always towards downward and the flow of obedience is always from down to upward.

Others Characteristics of authority

- ▶ 1 authority is the power of taking decisions, allocating work and execution of orders in order to get the work accomplished.
- ▶ 2 authority is the managerial or administrative right which delegates from top to bottom
- ▶ 3 the scope of managerial structure is quite wide at high level but it gets narrow as it dips down at lower level of management
- ▶ 4 no management can exist without existence of authority.
- ▶ 5 the legal sources usually lie in chief administrative.
- ▶ 6 authority is being practiced for the achievement of institutional or organization goals.
- ▶ 7 authority is the right of issue orders ,taking decisions and also execution and implementation of aforesaid orders and decisions

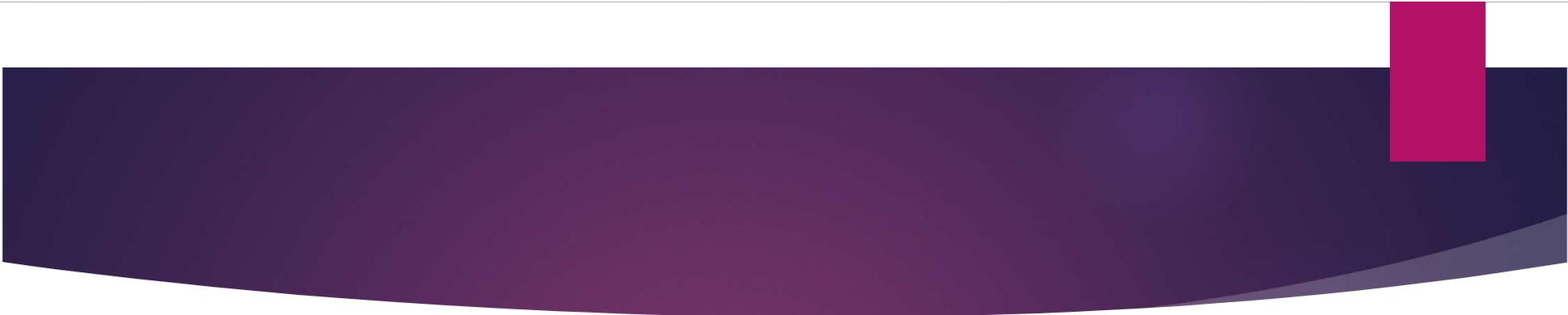
Nature of authority

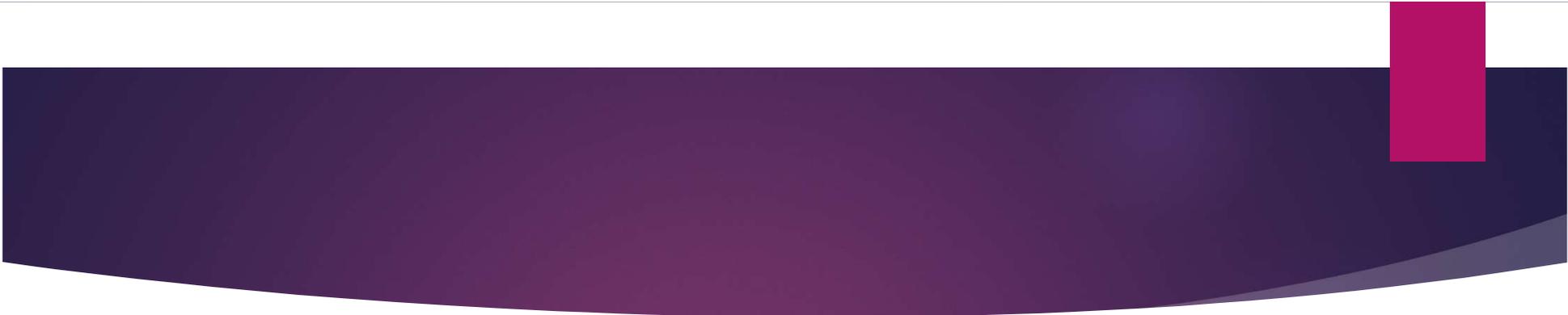
- ▶ 1 nature of Authority on the Basis of Law
- ▶ A highly placed officer has legal power and legal authority to issue orders and it is the legal liability of subordinates to follow and implement aforesaid orders.
- ▶ Hence limits of authority and power dress up authority its legal nature. Authorities also legal in its nature.



▶ 2 nature of Authority as per Position of Individual

- ▶ Authority also relates itself with the position of concerned man. Sometimes a person gets authority as per his managerial position in an organisation or in management.
- ▶ Law itself does not provided man authority but is managerial position also empowers him authority.
- ▶ Experiment of legal and formal authority is only possible when all concerned subordinates accept the need of authority in order to achieve common professional goals and objectives with the feeling of dedication ,commitment and social service. The first and foremost need for the experiment is the promptness.

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- ▶ Willingness and readiness of subordinates to accept authority and also accept allocation of work as per their capabilities and qualifications.
 - ▶ This promptness and willingness is only possible when issued orders and instructions are within each and everybody's understanding like clarity of orders.
 - ▶ He must have abilities and qualifications to work as per concerned order, and he must also be driven by the force of mutual faith as well as with the faith towards achievement of objectives.



▶ **3 Nature of Authority as per Practicability**

- ▶ The nature of authority is practicability means that subordinates mores his pattern of working and his professional life as per orders and nature of his senior officer.
- ▶ He follows orders and instructions of his officer without "if "and "buts" or without any criticism.
- ▶ This is practical nature of authority.

Comparison Chart

Basis For Comparison	Power	Authority
Meaning	Power means the ability or potential of an individual to influence others and control their actions	The legal and Formal right to give orders and commands and take decisions is known as authority
What is it	It is a personal trait	It is a formal right, given to the high officials
Source	Knowledge and Expertise	Position and Office
Hierarchy	P. does not follow any hierarchy	A. Follows the hierarchy
Resides with	Person	Designation
Legitimate	No	Yes

The relation of power and authority

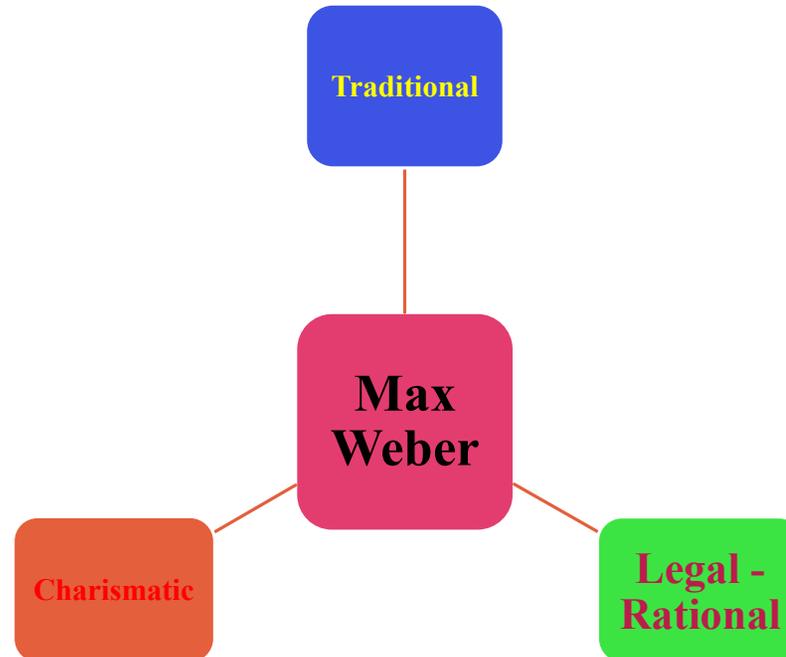
- ▶ 1 Source Authority on position Power depends upon situation
- ▶ 2 Definition Well defined authority Not well defined power
- ▶ 3 Connection Legitimate power and authority are same Other forms of power not arise from authority all
- ▶ 4 Purpose Authority for productive purpose Power may be used for destructive purpose
- ▶ 5 Nature Authority right to command Power capacity to command
- ▶ 6 Management Authority formal Power informal
- ▶ 7 Relationship Authority mainly between superior and subordinate Power connection between any two people

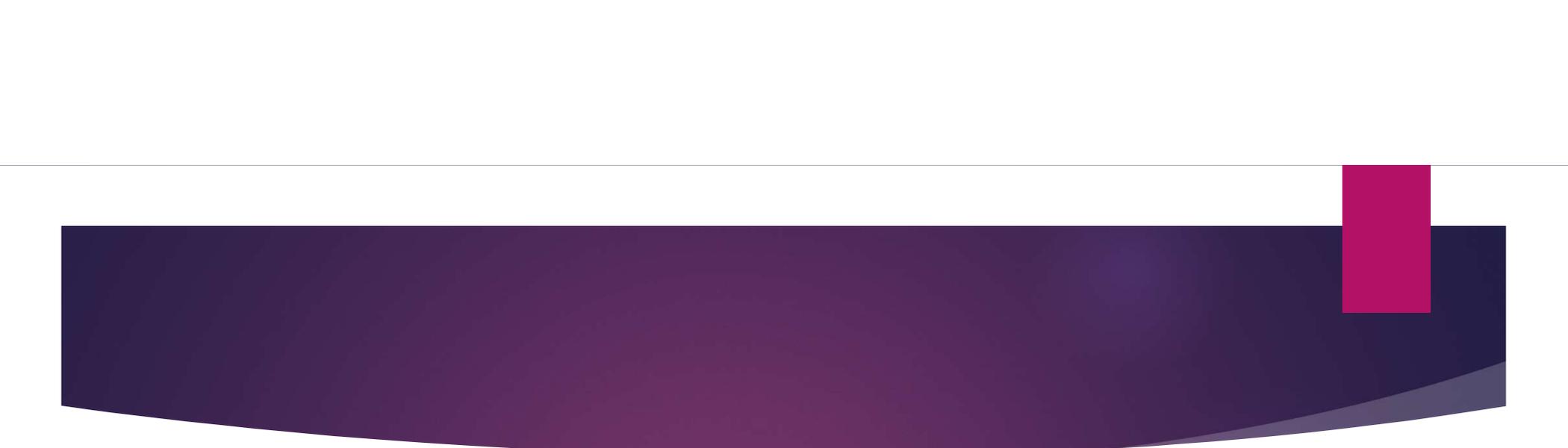
Key differences between power and Authority

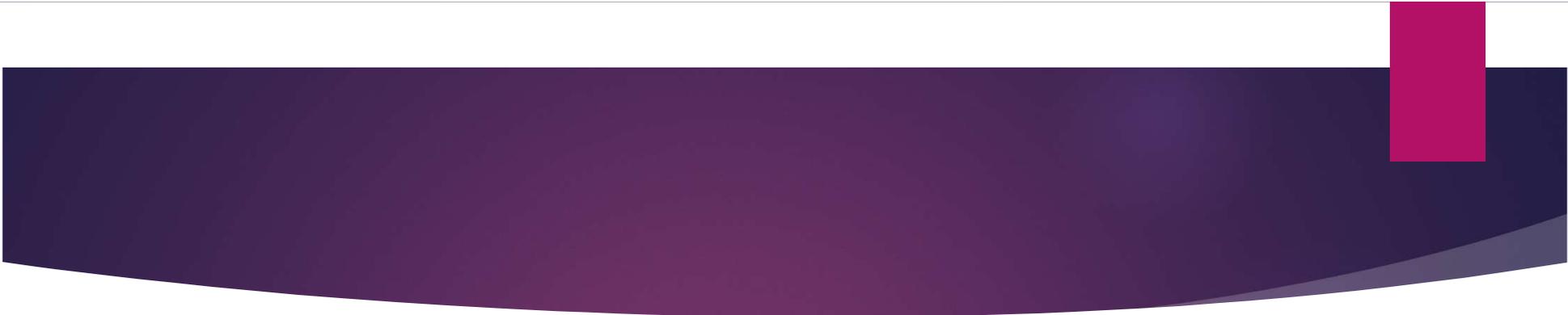
- ▶ 1 power is defined the ability or potential of an individual to influence others and control their actions
- ▶ 2 power is a personal trait , i.e. an acquired ability, where as authority is a formal right that vest in the hands of high officials or management personal.
- ▶ 3 The major source of power is knowledge and expertise on other hand position and office determine the authority of a person

- 
- ▶ 4 Power flows in any direction, i.e. it can be upward, downward, crosswise or diagonal, lateral. An opposed to authority that flows only in one direction that is a downward from superior to subordinate.
 - ▶ 5 the power lies in a person, in essence, a person acquires it, but authority lies in the designation, get the authority attached to it.
 - ▶ 6 Authority is legitimate where as the power is not.

Typology of Authority by Max weber



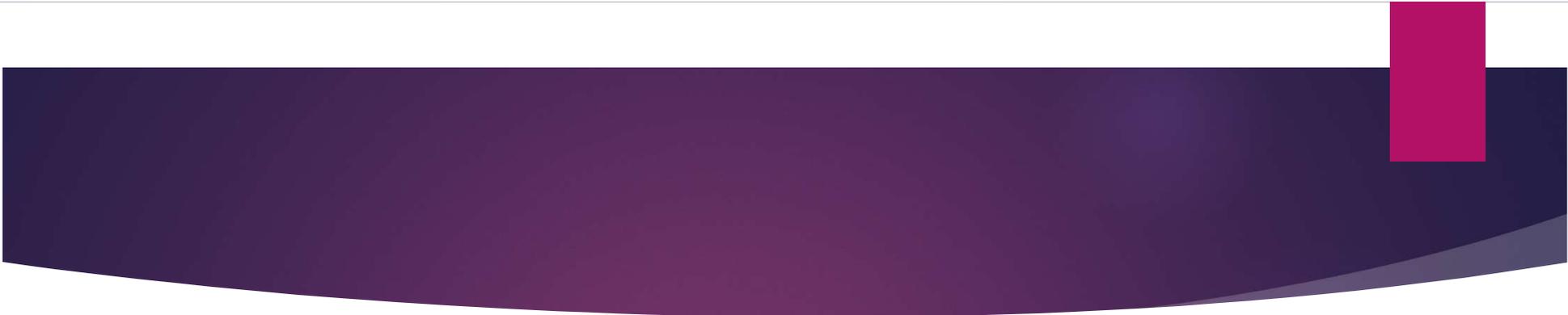
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- ▶ Max Weber has define
 - ▶ "power as the chance of a man or a number of male to realize their own wheel in a communal action even against the resistance of others who are participating in the action.,,
 - ▶ "Power is there for an aspect of social relationships
 - ▶ Max Weber was born in Germany in 1864.
 - ▶ You are the child of Bismarkan era. H
 - ▶ is contribution is a particularly manifest in the fields of authority and bureaucracy.

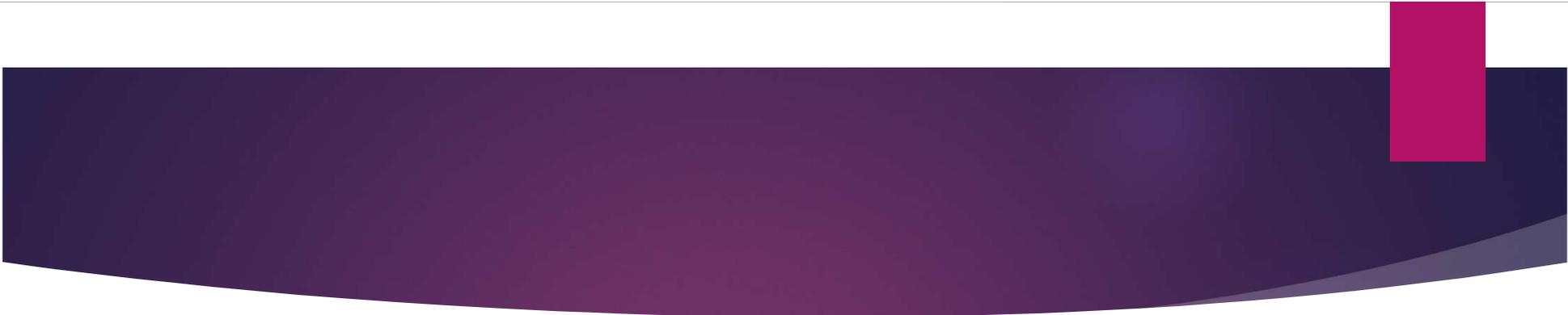
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- ▶ He analyse the power politics of his time and examine the constitutional problems of his country.
 - ▶ Max webers bureaucratic models of political legitimacy is usually called ideal type of Political obligation.
 - ▶ According to him all ruling powers need legitimacy. Regarded as the
 - ▶ First social theorist to discover the applicability of the notion of legitimacy. Legitimacy is based on belief and obedience

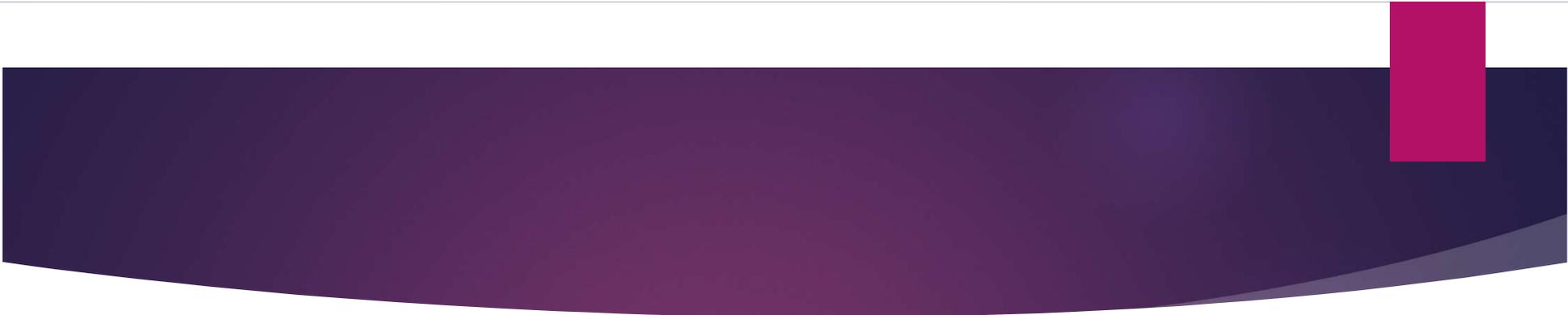
Max weber's topology of domination or authority

- ▶ 1 Traditional Authority or legitimacy or Domination
- ▶ The traditional authority is the characteristics of those societies where the 'traditional action' is predominant.
- ▶ In the traditional authority the right to rule emerging from a continuous exercise of a political power.
- ▶ Kings authority belongs to this category.
- ▶ Authority is legitimate if sanctioned by tradition.

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- ▶ Traditionalism is a psychic attitude set for the habitual work day and the belief in the everyday routine as an inviolable norm of conduct.
 - ▶ Weber identified to forms of traditional authority.
 - ▶ **1 Patriarchalism**In this form authority is distributed on the basis of gerontocracy (rule By elders) principles.
 - ▶ The right to exercise authority is usually vested in the eldest male member. This type of authority is irrational by Max Weber.
 - ▶ **2 Patrimonialism** When the patriarchal domination has developed by having certain subordinate sons of The patriarch or other dependents take over land and authority from the ruler.

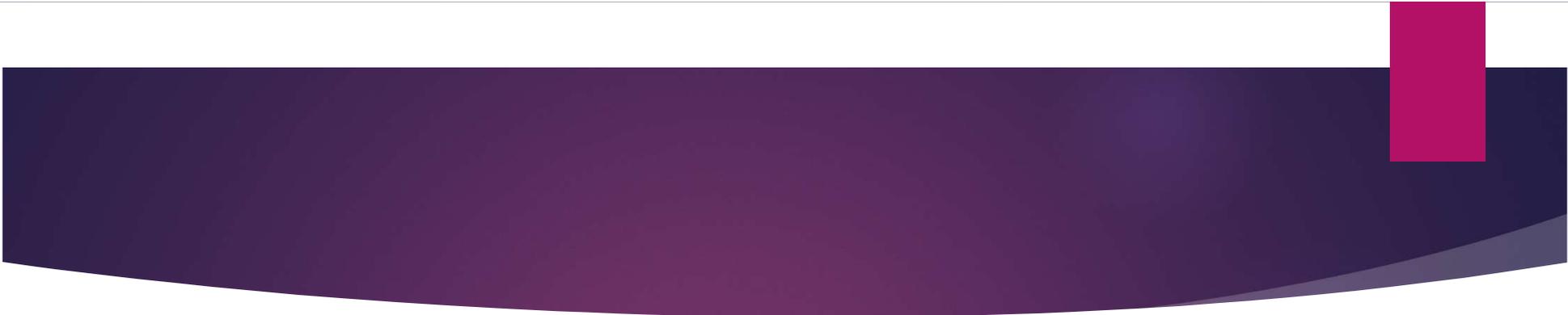
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- ▶ Weber calls this patrimonial domination and a patrimonial state can develop from it.
 - ▶ Others example The king of UAE, the queen of Britain etc.
 - ▶ The power is derived from tradition. Relationship passes on a changed from generation to generation.

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- ▶ Traditional authority means the established belief in the sanctity of immemorial traditions the legeti of the status of those exercising Authority under them.
 - ▶ The matter of personal obligation and loyalty within the scope of tradition.

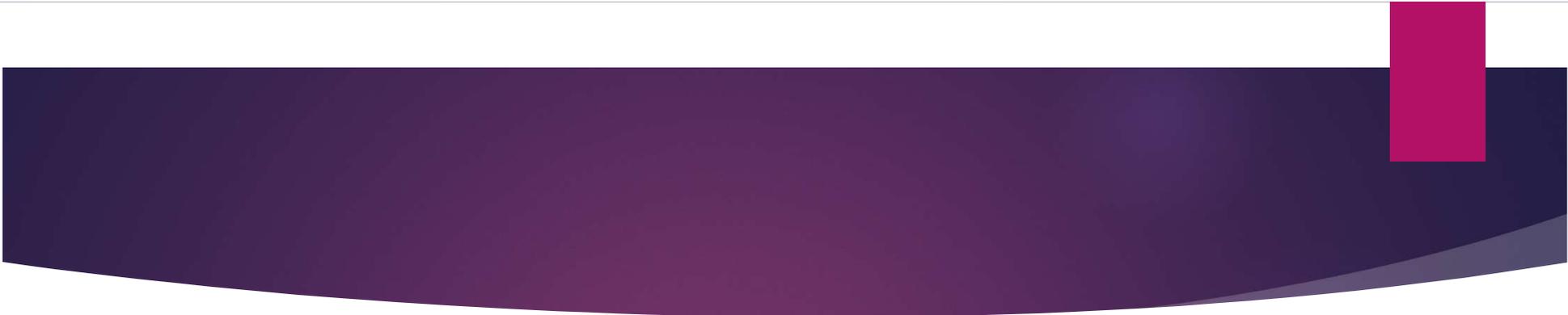


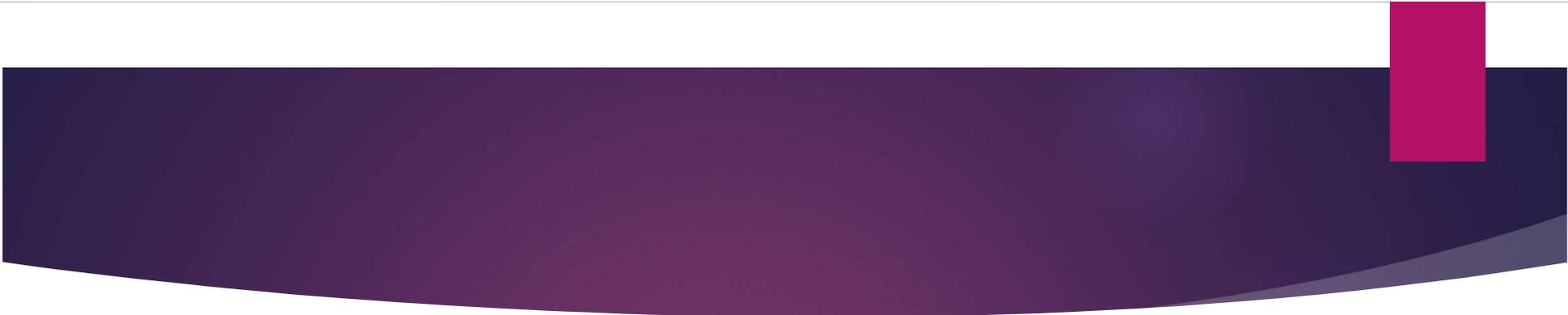
▶ 2 Charismatic Authority

- ▶ Charisma refers to a certain extraordinary or exemplary quality of an individual's personality by virtue of which he is set apart from ordinary men and treated as endowed with the supernatural, superhuman or at least specifically exceptional power or qualities.
- ▶ The legitimacy of charismatic rule rests upon the belief in magical powers and hero worship.

- 
- ▶ According to Max Weber,'charismatic authority rest on the devotion to the specific and exceptional sanctity heroism or exemplary character of an individual .
 - ▶ Person 'This authority springs from usually great qualities of the political leader.
 - ▶ The divine right of kings for instance by Bossuet and by James I at his most extreme was a claim to special appointment or charisma which mark kings out from other men.
 - ▶ Authority rest on the appeal of leaders who claim allegiance because of the force of their extraordinary personality.

- 
- ▶ The basis for obedience to charismatic authority lies in the accepting that it is the duty of those who have been called to a charismatic mission to recognize its quality and to act accordingly is a matter of personal devotion to the possessor of the quality.
 - ▶ According to Weber this authority emerges in a society when
 - ▶ 1 society is in deep or acute crisis
 - ▶ 2 normal authorities are not able to solve the problem

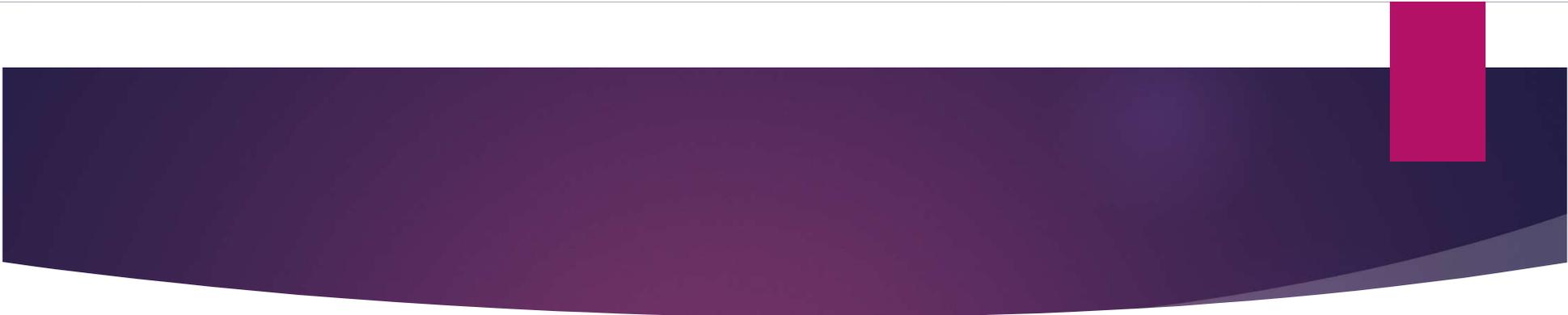
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- ▶ according to weber these authorities do not have any divine characteristics rather they are psychological advanced and are able to read the mind of the people are desire what exactly people want to hear and in the state of crisis individual surrender's themselves to the authority and their wish becomes order and their suggestion become command



▶ Charismatic authority in contemporary society

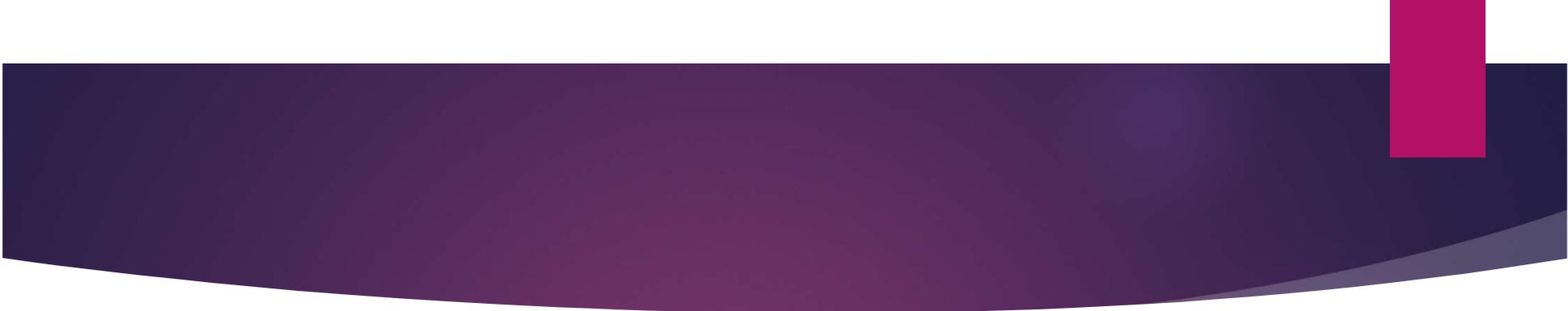
- ▶ In Indian 1990 suddenly a large number of gurus are emerged worldwide and they are able to make millions of people of their followers.
- ▶ Their success symptoms of follower and accumulation of wealth in phenomenal.
- ▶ The rise of this authorities have following reasons

- 
- ▶ 1 suddenly materialism headonism and materallistic aspiration or high but means or opportunities are not available to achieve those things so it is crisis.
 - ▶ 2 those who have already achieved are also in crisis because it is not permanent and may loose at any point of time.
 - ▶ 3 Relative Deprivation is at its peak because opportunities are few hands where as others are not seeking it.
 - ▶ Friends the use specially are in crisis, this is spiritual cultures have initiated into movement
 - ▶ They have developed a counter and alternative ideology against globalisation and capitalist economy that materialistic achievement are no achievement



▶ **Legal Rational Authority**

- ▶ Under this legitimacy is seen as coming from a legal order and the laws that have been enacted in it.
- ▶ It is based on the acceptance of a set of impersonal rules that have been legally established.
- ▶ Legal rational authority is based on the political office held by an individual according to constitutional rules.

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- ▶ The legit machine of the legal rational authority rests on a belief 'in the legality of patterns of normative rules and the right of those elevated to Authority under such rules to issue commands
 - ▶ 'This authority acquired from law and is constructed from the Reliance of societies rules and lawsIt is the basis of modern democracy
 - ▶ According to Weber, all societies are gradually moving away from tradition into legal rational type of authority.
 - ▶ Weber studied authority through Ideal type method and conducted that in a 2 days industrial capitalist economic bureaucracy is the most suitable form of authority in contemporary society.

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- ▶ Legal rational authority with bureaucratic administrative staff
 - ▶ Typical person in authority occupies and office person who always authority does the show only in his capacity as a member of the corporate group.
 - ▶ Office holders personally free and subject to authority only within the scope of their impersonal official obligations.

- 
- ▶ Hierarchy of offices
 - ▶ Sphere of competence
 - ▶ Free selection into office field by free contractual relationship
 - ▶ Candidates appointed not elected on the basis of technical qualifications
 - ▶ Constitution a career,
 - ▶ system of promotion
 - ▶ Official subject to strict and systematic discipline and control in conduct of office