

Practicing authority and the dysfunctions of Security and Stability at Work

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Abstract: The concept of authority in general and authority in organization in particular, is considered one of the trans-disciplinary concepts; or the meeting point of most social sciences disciplines. As one of the fundamental issues and topics, given their theoretical connotations, meanings and realistic practices, until the development or backwardness of states, has become measured in the form of exercising power in them. In developed societies the connotation of legitimacy and community service, while in backward societies it bears the connotation of influence, control and personal gain. In the aspect that is present in our daily life - the organizations - there are many forms and practices of power. The more the authority in the organization is of a flexible, legitimate and responsible character, the receding of dysfunctions will result at work.

The subject will be dealt with according to several cognitive approaches, including the power paradigm according to Max Weber, the genealogy of power according to Michel Foucault, and the authority of Michel Crosier according to his strategic analysis

Keywords: Authority; organization; legitimacy; dysfunctions; work stability.

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I- Introduction :

Throughout ages, authority has taken various forms, aspects, and representations, ranging from wealth ownership and belonging to a specific class, to the use of power, violence, and control. It also encompasses forms of contracting, negotiation, or the natural parental authority. These forms have taken the course of regulation and organization at times, and the course of restriction and exploitation at other times, or agreements and dialogues between the parties involved in authority, each employing specific strategies.

This has been driven by the desire of human societies to achieve security and stability, as individuals within authoritative systems have often experienced restrictions, pressures, and threats. Clear differentiations have often been made between authority and dominance, as Nassif Nassar points out: "While theoretically it may be easy to distinguish between authority and dominance, in practice, maintaining authority free from all forms of dominance is difficult. If it may be easy for the human psyche to bear authority and its holders, it is difficult for it to bear dominance and dominators." (Nassar, 2018: 10)

A researcher cannot address the topic of authority in organization without referring to its concepts in the broader social framework represented by human society. Its forms, practices, and strategies are not distinct from its reality within the social structure. Rather, they extend into it with all the cultural, social, political, and economic baggage they carry. As emphasized by researcher Belloum Ismahan: "Discussing the authoritarian system, its foundations, patterns, and the rationale behind its decisions, leads us to approach the study from both a macrosociological perspective as a theoretical and methodological reference. This seeks to incorporate and conceptualize the authoritarian system as an organizational model for activating the executive functions of the human resource management system. On a microsociological level, it aims to uncover the relationship between the two systems amidst managerial mechanisms and principles." (Belloum, 2012: 4)

Power contributes to the establishment of laws, regulating human behavior, preserving rights, enforcing justice, and organizing relationships between individuals, both within society as a whole and within various working environments, especially within organizations. However, the need for human security is a fundamental requirement in society as well as in organizations. The exercise of power in its arbitrary forms poses a functional impediment that restricts job stability within organizations, leading to its stagnation and the demoralization of its members, thereby hindering its effectiveness and efficiency.

1. Theme One: Conceptual Introduction

➤ The Concept of authority

Nasif Nassar defines authority in a general sense as "the right to command. It necessitates a commander, a commanded, and a command. The commander has the right to issue orders to the commanded, and the commanded is obligated to obey the commander's orders and carry out the directed action. It's therefore, a mutual relationship between two parties. The first party acknowledges that what is issued as an order to the second party is obligatory for the second party to follow, solely because it emanates from a rightful authority. The second party acknowledges that executing the order is based on the obligation of obedience and the right of the first party to issue the order." (Nassar, 2018: 4)

In this context, the relationship of authority requires two parties and an agreement according to the requirements of rights and duties for goals held by both parties. While this initial notion might seem straightforward, it contains complexities upon deeper analysis.

"Authority in its broad sense is simply a proposition of causal effects, and social authority is the use by the actor of his causal powers to affect the conduct of others." (Scott, 2009: 243) . This highlights that the exercise of authority isn't arbitrary but is justified and intentional, leading to a resulting action.

Miriam Daloun states, "Authority represents the essential dimension of shared human existence. It is, in itself, the principle that constitutes social cohesion and its continuity. Authority can be incongruent with certain models without disappearing from the fabric of our experiences." (**Daloun, 2012: 22**)

This implies that social relationships necessitate authority for their organization and structure.

Hannah Arendt argues, "The authoritarian relationship between the one who commands and the one who obeys is not based on shared thought, nor is it founded on the authority of the one who commands. The shared relationship between them is rooted in hierarchy itself, where each party acknowledges its validity and legitimacy, and where each party has a fixed place." (**dalou, 2012: 48**)

The philosopher Hannah Arendt denies the existence of a shared thought between the parties of the power relationship, nor on the authority of the commander. She emphasizes the presence of a certain hierarchy, and each party in the relationship is fully aware of their position, affirming it through their acknowledgment.

In the same context, Ferreol offers a comprehensive definition for these previous concepts, stating: "Authority is not limited to the execution of actions we accomplish (bringing about desired effects), according to shared intentions and expectations. It involves, at the same time, the transformative power of the human agent and the organization and interconnection of the action." (**ferreol, 2011: 142**)

In another perspective, Bourdieu and Bourricco propose, "When we examine the ability and capacity to use resources or strategic power towards others to mobilize and accumulate resources, authority can be considered either as a relationship that refers to the analysis of reciprocal activity or as a more complex phenomenon stemming from integration or the composition of various forms of initial reciprocal activity." (**Boudon & Bourricco, 1986: 372**)

The focus here lies on resources as a fundamental pillar of power, and without them, it cannot be achieved. Efficient resource management contributes to acquiring power according to strategic methods, and its nature is reciprocal, evolving into more complex forms as an outcome of combining many of its primary facets. There are concepts that hold other perspectives on power, which will be addressed in the following insights.

➤ **The Concept of dysfunctions:**

The idea or concept of dysfunctions was coined by the American sociologist Robert Merton. In his analysis of bureaucratic organization - the model proposed by Max Weber - he found that it involves many problems that hinder organizational activity. He stated that:

"Bureaucratic employees are trained to rigorously apply laws and rules, leaving no room for flexibility in their interactions. As a result, they enforce decisions and make judgments without seeking solutions to problems, leading to the stagnation of the organization." (**Giddens, 2015: 413**)

The laws derived from bureaucratic authority, along with the obligation and even refuge in them, make authoritarian actions evident and undermine individuals' freedoms, disturbing their security and stability. When a bureaucrat enforces authoritarian actions based on laws against a colleague, without concern for whether that rule or law aligns with all circumstances or cases, or whether it has become outdated and needs renewal or replacement with a suitable rule, power becomes a functional obstacle that hampers organizational efficiency.

"What can be considered the components of organization lead to reverse outcomes called functional obstacles. The means in bureaucratic organization turn into ends. Emphasizing the

necessity of complete compliance with rules turns the individual's attention towards embodying them as ultimate goals, rather than using them as simple specified means and procedures. Thus, the formal aspects of bureaucracy's significance magnify, hindering the efficiency of the entire system." **(Mohamed Ali, 1975: 96)**

Focusing on exercising power based on strict adherence to laws and their complete implementation leads to the rigidity of the system or organization as a whole, affecting its individuals. Their freedom is restricted, consequently causing them to lose the sense of stability in their work.

According to Professor Linda laabed and in line with Robert Merton's concept: "Antifunctional activities and operations lead to functional frustrations within the social construction elements, which result in disabling organizational relations between these elements and thwarting individual needs." **(laabed, 2013)**

Functional obstacles are actions and practices that hinder other functions within the organization. Since power is present in all aspects of bureaucratic organization, it inherently imposes controls and constraints that cause frustrations, making it difficult to achieve job security and stability.

"Adhering strictly to official rules and laws makes them sacred and absolute, resistant to change. Therefore, they become functional obstacles themselves." **(Ka'bash, 2006: 157)"**

2.Second theme: Insights into Historical Contexts of Power Forms, Leading to Michel Foucault's Approach to Power:

The framework of power, as previously mentioned, was accompanied by historical processes and the existence of power has been intrinsic to the beginnings of human existence. The topic of power was a concern for early philosophers and thinkers.

➤ The Classical View of Power :

Aristotle believed that power represents a crucial and central role in collective structures. It realizes their happiness and its core value lies in protecting the society and its well-being. It is evident, as Aristotle saw it, that power was dedicated to safeguarding the community due to the manifestations of strength, courage, and defending kingdoms at that time. Thus, his perception was primarily related to protection. "Greek and Roman philosophers in most of their debates about governance focused on the value of power and its organization, considering it a very important necessity for the security of human societies. They viewed it as a regulator of desires and instincts, playing a fundamental role in utilitarian balance and achieving the sufficiency of justice values in society." **(Jouda, 2017: 60-61)**

During the Enlightenment era, the focus was on the idea that power had complete freedom to influence various events, embracing the principle of "the end justifies the means," even if those means involved violence, force, or deception. "Thomas Hobbes and, before him, Machiavelli saw power as the ability to intervene in the course of events and influence them, regardless of the mechanisms used or the expected results. John Locke believes: "The purpose of establishing power is to create an organized political society characterized by stability, ensuring individuals enjoy the remaining freedom. Therefore, this power is not absolute but limited power with legitimacy to the extent that it serves the benefit of society. If the benefit is lost, the power loses its legitimacy." **(Jouda, 2017: 60)**

This perspective laid the foundation for philosophers of the social contract, including Jean-Jacques Rousseau, who believed that power can be subjected to a contract or negotiation between those in power and the subordinates. They give up a portion of their individual freedom to the ruling power in exchange for protection, regulation, and organization. These mutual guarantees maintain the legitimacy of power until it violates them, after which it is no longer recognized, and a new authority takes its place, and so on.

➤ **Michel Foucault's Approach to Power :**

Max Weber's approach to power will be discussed later in relation to its connections with organizations, i.e., the partial structure of power. The concept of power according to Michel Foucault will then be addressed, covering its various aspects :

Traditionally, power has often been perceived as a hierarchical, tiered form with a superior structure controlling an inferior one, or as a centralized authority within a state that governs the people and employees through its apparatus. It could also be seen as the power of a religious leader over their followers in traditional societal patterns. However, Michel Foucault's perspective has turned this view on its head. Foucault sees manifestations of power, or rather the exercise of power, in every relationship within the social network, ranging from the smallest micro-level interactions to larger relationships represented by the state. He asserts that power operates in all directions within the social fabric .

Michel Foucault introduced a new concept of power when he arrived at the formulation that the discourse of power emerges throughout various corners of the social network. "He clarified that power doesn't solely refer to controlling mechanisms or state institutions, but it transcends these centralized authorities to manifest within various social apparatuses. This is what Foucault termed the concept or micro-physics perception of power." (Jouda, 2017: 60)

"Foucault emphasizes that power has a strategic nature, and it should be analyzed according to this context. He stresses the diversity of its dimensions, where he deems it necessary to analyze power as it is exercised in its strategic complexity, within its multiple power networks, various forms of distribution, channels of investment, means of circulation, and the nature of discourses through which power infiltrates to emerge in individual, subsidiary, and intricate behaviors." (Jouda, 2017: 62)

Michel Foucault focused on the concept of power as something produced by various power practices, without being limited to a specific source or model, as it spreads throughout different aspects of society. "He rejects confining the concept of power to the existence of a society subject to a set of administrative or ideological power mechanisms alone. Instead, he approaches power as an exercise before it becomes an apparatus or institution. According to Foucault, power is, in essence, productive relationships rather than being restricted to any specific structure. In short, for Foucault, power is primarily about productive relationships." (Al-Ayadi, 1994: 51)

"Foucault was deeply interested in closely observing events, individual actions, sudden shifts, forms of regulation, surveillance, assessment, and subjugation. He also delved into exploring how relationships have been transformed into relationships of production as they are today. He views power as a rich, investment-driven network of productive relationships that operates strategically." (Al-Ayadi, 1994: 51)

Michel Foucault accorded special importance to the outcomes of various power actions and practices that are dispersed across all elements of the social framework, including its larger structures. He focused on the mechanisms and consequences of these practices, leading to the naming of his approach as the 'genealogy of power'. He doesn't delve extensively into the theoretical concept of power or the historical evolution of power systems. Instead, his intellectual excavations are centered around the actual exercise of power beyond historical trajectories, examining the power action itself and the components it entails

Theme Three: Power and the Functional Impediments to Stability in Work from Weber's Bureaucratic Structure to Crozier's Organizational Framework :

The evolution of conceptions of power, from Max Weber's perspectives to Michel Crozier's analyses, followed a similar trajectory in macro-sociological theories. Weber's

view of power took the form of hierarchical tiers from top to bottom. However, Crozier, with his new understanding of organization, introduced a fresh perspective that reshaped the classical concept of power. In this new perspective, the exercise of power diverges from the traditional linear approach associated with the bureaucratic hierarchical structure.

In the traditional model, power is concentrated at the top of the hierarchy, orders are given according to a legitimate or arbitrary pattern, and authority, legitimacy, and power reside with the leaders. Conversely, responsibility, pressure, and fear are felt by those subordinate. However, in the context of daily power practices within an organization, a more complex pattern emerges. This pattern might not always be immediately discernible, as it requires participant observation in the study of the organization to reveal alternative forms of power practice.

This is where Michel Crozier's analyses come into play. He alerted to the possibility of power practices at the lower levels of the organizational hierarchy, even among the most junior employees. It is also possible for knowledgeable employees to hold power. All of this occurs through specific strategies, where the employee's position does not necessarily determine their sense of security and stability, free from tensions.

There exists a group of strategic actors within the organization who engage in maneuvers supported by their various resources and the margins of freedom they possess. They operate from positions of uncertainty within the organization, capitalizing on these resources. Additionally, they form opportunistic alliances based on specific strategies to ultimately achieve their personal objectives ".

➤ **We will delve into the classical approach according to the perspective of Weber ":**

"Bureaucracy, according to Max Weber's perspective, is built upon power relationships and the respect of a set of formal and organizational procedures. These procedures control work, prioritize administrative order, adhere to hierarchical administrative structure, and often overlook the informal aspect, represented by human relationships." (Hamdawi, 2015: 49)

A - Specifications and Characteristics of Bureaucratic Organization according to Weber:

- ✓ -Bureaucracy is the most advanced form of rational legal authority.
- ✓ -Authorities in bureaucracy do not carry hereditary traits.
- ✓ -Authority and positions are impersonal; they are not tied to the status of those holding them, and they lack any charismatic= features.
- ✓ -The principle of obedience to the authority figure or chief is based on their legitimacy and role within the organization, not on their social influence.
- ✓ -Each position is precisely defined, avoiding overlapping responsibilities, roles, and duties are clearly delineated.
- ✓ -Every subordinate is obligated to obey the superior above them, and in turn, they issue orders to those beneath them." (Duverger, 1991: 188)

Hence, the bureaucratic organization is considered a tool embodying rational authority, governed by reason and logic, devoid of emotional sentiment, and implemented through the legitimacy of law and competence in governance. Consequently, its authority is grounded in legitimacy. This organization departs from the traditional model of power susceptible to ownership and inheritance, directly tying authority to the role and responsibilities of the leader or chief. It is not determined by personal charismatic traits, which is one of the forms of authority in societies that rely on specific attributes for the acquisition of power, such as physical strength, intelligence, and the ability to influence.

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Furthermore, obedience is based on the legitimacy granted to the chief through their role. The essential quality that establishes the exercise of power is vested in their role and reinforced by the law. Similarly, every individual within the organization knows their rights and responsibilities through precise role specifications. This ensures that roles and authorities do not overlap.

"The characteristics and elements of Max Weber's bureaucratic model are represented by rationality, goal-oriented work, specialization, hierarchy, administrative sequence, supervision, efficiency, motivation, work organization, adherence to formal procedures, legal influence, unity of authority and decision-making, unity of command and central authority, span of control, and the principle of hierarchical gradation." (Hamdawi, 2015: 51)

-The experiments of the Alton Mayo studies demonstrated that non-personal and sequential relationships lead to detrimental psychological reactions that impact the smooth functioning of an institution. Human beings are inherently social, and adherence to rigid formal behavior affects both social and psychological aspects, resulting in a loss of job security.

-Both Merton, Selznick, and Gouldner concur that the mechanistic presentation of human behavior results in a severe functional dysfunction. The exercise of power in a rigid and impersonal manner, devoid of human values, creates psychological pressures that have functional hindrances for the overall functioning of the structure. This leads to a decline in motivation and incentives towards work.

-Merton perceives continuous supervision by leaders to maintain the discipline and regularity of subordinates as leading to a ritualistic, sacred routine. In this state, the organization's grand objectives are replaced by its methods, and their achievement becomes more important to employees.

-Sequential supervision, according to Selznick, leads to the delegation of authority, resulting in conflicts arising from the interests of the less privileged groups. These conflicts cause functional disruption, preventing work stability".

"Gouldner emphasizes the increasing precision of supervisory oversight and the diminishing clarity of power relationships, leading to inevitable conflict. (Duverger, 1991: 189)"

"One of the advantages of the bureaucratic organization is that it provides job security for its members through retirement plans, salary increments, and established promotion procedures".

➤ **Some Patterns of Power Practice in Bureaucratic Organization :**

-The routine pattern:

The leader or chief prioritizes rules over other aspects of work, striving to maintain their position by pleasing their superiors. They rarely focus on motivation, punishment, and development, leaning more towards automatic thinking".

1) **-The authoritarian pattern:**

Focuses on work at the expense of employees, employing punishment, control, and dominance without motivating or engaging subordinates. It neglects their accomplishments, often attributing them to themselves. It leans towards imposing punishments and lacks a sense of justice in its interactions. It exaggerates in imposing harsh punishments, all of which have negative repercussions on workers, leading to decreased productivity and fostering an atmosphere of insecurity and hostility within the organization. (Dhaham, 2008: 12)"

2) **-The democratic pattern:**

In this pattern, the leader shares decision-making with subordinates instead of making decisions alone. The leader directly benefits from their experiences in dealing with work tools. They respect all subordinates, motivate them, instill initiative in them, and listen to their opinions and concerns. These value-driven actions primarily lead to employee satisfaction, fostering their sense of trust, job security, and stability in the workplace".

3) -The chaotic pattern:

In this pattern, all the previous characteristics can coexist. Cases of authoritarianism in exercising power may appear during periods of work pressure, while a certain degree of understanding and consultation is evident during stable organizational periods. Punishment may be employed at times, while other times leniency is shown. There is no consistent behavioral pattern, as reactions to behavior at work are often based on mood".

The Algerian organization recognizes various aspects and patterns of exercising authority. The prevailing cultural factors greatly determine the mechanisms of this exercise. However, the law, as a tool to legitimize the exercise of power, can pose functional obstacles to the extent that it allows for arbitrary actions. It is not precise, which makes it susceptible to exploitation of its gaps. This contributes to occurrences of transgressions in its practical implementation, and this is one of the indications from legal texts.

"It is observed from the text that it is formulated in general, unrestricted, and unregulated terms. It does not support the implication of functional stability, which reopens the discussion about the implementation of peaceful and hierarchical orders and the problematic of obeying unauthorized presidential orders." (Guerroud, 2021: 321)

Researcher Linda Al-Abid raises the following questions regarding the exercise of authority in bureaucratic organizations, stating: "...However, there remains a missing link: how did the bureaucratic model, which represents a hierarchy, transform into an obstructive one? How did it shift from a form of acceleration to a form of inhibition in the present era? If laws are the primary regulator, how do we explain their arbitrary application or violation? How are (arbitrary) laws forcefully imposed on the governed? Or how are their contents manipulated frequently?" (laabed, 2008:)

Michel Crozier's analytical model can provide answers to numerous questions, as it removes the automated and structured behavior from the strategic actor, even the ethical aspects. The model doesn't focus on either the success or obstruction of the organization. Instead, it works to enhance its gains by navigating within the organization, playing within its structure. It aims to maintain a certain level of organizational continuity because its persistence, as well as its demise, implies the elimination of its existence in and of itself.

Therefore, Michel Crozier's strategic analysis aligns with Michel Foucault's analysis of power in terms of its strategic dimension. It isn't solely owned by the upper echelons, but individuals within the organizational base can also exercise power. Their exercise of power stems from their needs to enhance their status, which isn't necessarily a visible or hierarchical need where power is confined to the organization's top. This enables them to fulfill their security needs at work by employing their strategic approaches, granting them protection and empowerment simultaneously.

➤ the Foundations of Strategic Analysis:

- The actor doesn't act against the organization or the structure but operates within it.
- Manipulation or control of the actor doesn't occur through external authorities but rather through actors within the organization itself.
- The actor seeks to control the area of ambiguity or uncertainty to enhance their power.
- Strategic analysis examines power relationships within the context of uncertainty, considering the intentions and actions of the contracting parties (actors).

- The behaviors of the actors are intentional, directed, and limitedly rational based on specific incentives or goals.
- The zone of uncertainty, shadow, or ambiguity provides actors with a margin of freedom that allows them to play, maneuver, and form alliances to achieve their goals. This zone enables negotiations with other actors. (**Khawaja, A. 2012, pages 175-176**).

"Power relationships are continuous negotiations, where each party seeks to increase the margin of unpredictability in their behavior towards others, while still adhering to the rules or generally acting in a way to minimize the zone of uncertainty regarding the actions of others towards them." (**Durand, 2019: 321**)

Michel Crozier's strategic analysis offers a different perspective from the traditional approach of "the higher's ability to subdue the lower and the lower's submission to the higher." Instead, it provides new interpretations. The gatekeeper, seemingly lacking authority and positioned lower in the organizational hierarchy, actually possesses a unique position that allows them to exercise control. They engage in negotiations with others, whether they are employees or customers (citizens). In exchange for certain privileges, the gatekeeper arranges meetings with managers, provides information, or offers specific services. Simultaneously, they keep their superiors informed about surveillance-related matters or other issues. They also assist in covering up violations by some employees, such as directly recording their entry and exit from the organization. All of this is done in exchange for needs they define. Crozier defines where power originates within the organization. It operates to demarcate the zone of uncertainty.

➤ **Sources of Authority in Organizations According to Crozier:**

- 1 .Knowledge Authority: In this context, it is impossible to do without an employee due to their efficiency, and there is no one who knows their job better than them.
- 2 .Environmental Interactions Study: Where the employee weaves relationships with another institution outside their own institution.
- 3 .Hidden Relationships of the Communication Network: Each individual operates on the basis that whoever possesses the information possesses the authority. This means using information to subdue the other party in need of it. Information holds strategic value.
- 4 .Control Over the Practice of Rules and Legal Procedures: It is known that these are numerous and complex, and they may contain vulnerabilities that can be exploited. (**Roger, 2006: 73**).

An example of knowledge authority is the specialized engineer, where their supervisor is subject to negotiation regarding the information services they can provide in exchange for their promotion to a higher authoritative level. Through this negotiation, the engineer increases their sphere of influence, resources, and opportunities to achieve their strategic plans, and subsequently, their personal goals.

Michel Crozier, through the strategic analysis approach, observes that every actor possesses a margin of freedom that allows them to make choices. While this freedom might be relative, it still reflects the individual autonomy of each strategic actor within the organization. Each actor expresses themselves by designing their unique strategy, enabling them to exert specific pressures to achieve gains that manifest as personal objectives. This is achieved by expanding their margin of freedom through forming alliances and shaping illegitimate authorities that run parallel to legitimate power structures.

A real-world example of practicing strategic analysis is as follows:

An archival employee might exploit her knowledge of file arrangements to exert pressure on her manager to fulfill her demands, such as a promotion, a specific grant, or a vacation. This occurs when a file request becomes urgent, and her refusal to comply with orders might lead to negative performance evaluations. However, obtaining the required file is also a time-consuming task. Ultimately, the employee engages in negotiations with her manager to ensure that both of them achieve their respective objectives. This illustrates the concept of reciprocal power, where "power can only manifest in an interactive situation and can only evolve through exchange. It is not merely the alignment of a number of actors or a capability that can be possessed; rather, it is a relationship—a special type of relationship that is not based on control but on exchange. Thus, negotiation to achieve a goal compels actors to gather their resources to accomplish it." (Mghayesh, 2017: 57)

II– Methods and Materials:

Consequently, the following questions are raised:

- What is the concept of authority within the context of the evolution of societies and organizations?
- What are the various transformations that have influenced the understanding and practice of authority from the perspectives of prominent scholars who have studied it?
- When does the structure of authority become a functional obstacle to security and stability in the workplace?

- **Study Objectives:**

The aim of this study is to delve into the concept of authority, tracing its historical trajectory. The study will explore different approaches that have been examined in research, addressing the most significant shifts that have occurred in the understanding and interpretation of the concept of authority and its practice. Additionally, the study will investigate the outcomes of exercising authority and its impact on security and stability in the workplace, particularly within bureaucratic organizations.

- **Study Methodology:**

The study employs a theoretical-conceptual approach rooted in analytical methodology, taking into account the historical context and providing . The study begins by considering authority in its overarching context and subsequently delves into its organizational manifestations. The following methodological approach was undertaken:

- Theme One: A conceptual introduction.
- Theme Two: Insights into the trajectory of authority formation from a traditional to a modern perspective.

- Theme Three: Addressing authority and the dysfunctions to workplace stability, from a Weberian approach to a Crozian approach.

III - Conclusion:

Through this research paper, the topic of power has been addressed by exploring its manifestations, concepts, and levels of analysis. It has been approached from various perspectives and in accordance with its practical application, rather than merely as an abstract concept. Different ways of exercising power in bureaucratic organizations have been presented, and from all the aforementioned, a number of conclusions have been drawn concerning authoritative actions and their relationship with functional obstacles that hinder the achievement of security and stability in the workplace.

The study addressed the concept of power and its historical formation, drawing from various perspectives of specialized theorists. Additionally, the study delved into the concept of functional obstacles or organizational dysfunction.

The concept of power has undergone transformations in terms of its understanding and practice, transitioning from a classical hierarchical concept to being rooted within all units of society. This evolution has been explored through various cognitive approaches, notably Max Weber's approach to bureaucratic organization, Michel Foucault's approach to the archaeology of power within society as a whole, and Michel Crozier's approach to organizations.

The study focused on the impact of power dynamics on the functional obstacles to security and stability in the workplace. In this context, bureaucratic organizations and their power structures create multiple imbalances in practice. The democratic pattern emerges as the only one capable of generating security and stability. Furthermore, Michel Crozier's strategic analysis revolutionized perceptions of power practice, highlighting its reciprocal and utilitarian nature. All actors involved are exposed to enhancing or losing their security and stability.

The study did not address Pierre Bourdieu's approach to symbolic power, nor did it focus on cultural patterns. These aspects will be covered in upcoming studies.

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