# Are manager's bases of power related to job satisfaction?

## Maryam Nooradi[1] * , Hassan Bagheri nia[2] , Abolfazl Ouliaey[3]

[1]Department of Business Management, Neyshabur Branch, Islamic Azad University, Neyshabur, Iran.

[2]Assistant Professor, Department of Educational Sciences, Faculty of Literature and Humanity, Hakim Sabzevari University, Sabzevar, Iran.

[3]Department of Accounting, Neyshabur Branch, Islamic Azad University, Neyshabur, Iran

## ARTICLE INFO

## ABSTRACT

**Objective**: Power is one way by which leaders and managers can penetrate through their followers' behaviors. Using power resources, managers can provide the ground for growth or deviation of the organization. This depends on the nature of power and how managers make use of power resources. In this study, the relationship between power resources of managers and job satisfaction has been investigated. **Methodology:** This descriptive-analytic 'correlate study was conducted to with applied goals. The research population is the teachers of the city of Golbahar (700 people). Using random stratified sampling, 160 individuals were selected as samples. Data collection was done through two questionnaires: 1) power resources of managers; 2) job satisfaction. Pearson correlation and regression tests was used to analyze the data in two levels of descriptive and inferential statistics. **Results:** Finally, the results of the research showed that the coercive power, the authority and the power of expertise can predict job satisfaction. **Conclusion:** The existence of a positive and significant relationship between the source of authority power and the manager expertise with the job satisfaction shows that the manager should use his expertise and skills in power to increase employee satisfaction, which results in better performance and more employee participation.

## 1. Introduction

Today, the need for leadership and management in all areas of social activity is tangible (Alagheband, 2007). The manager has a significant influence on the performance as a leader and is recognized as the main factor in advancing the goals of the organization. Undoubtedly, power is one way that leaders and managers can influence the behavior of their surroundings (Jamshidi, 2010). Using power resources, managers can provide the ground for growth or deviation of the organization, and this depends on the nature of power and how managers make use of power resources (Haghighi, 2002). The sources of power means tools and facilities that are available to managers in order to exercise power and management (Shams et al., 2011).

Acquiring power and effective operation is essential for the survival of the system in today's environment. Because the organization needs an efficient operation to achieve its goals, And Functional performance can be achieved through the direction of organizational behavior at individual, group and organizational levels. Its power and application are considered as an essential component of the organization (direction of organizational behavior), and thus plays a fundamental role in achieving the goals of the organization (McClelland and Burnham, 2010).

The mission of management and the main objective of managers is to use effective and optimal resources and facilities such as labor, capital, materials, energy and information (Taheri, 1999). Without doubt, the most important source of any organization is the human resources of that organization and if this force has the satisfaction, the motive and the proper morale, it will use all its power in the organization. Job Satisfaction is one of the most challenging organizational concepts and foundation of many management policies to increase the productivity and efficiency of the organization (Homan, 2002).

Baron (2016) found that three factors affect efficiency. Those three categories are:

Intra organizational factors, Occupational factors, Psychological factors related to person

Baron summarizes intra-organizational factors in five factors

When people feel that:

1.      The reward system in their organization is fair (that is when promotions, salary increases and rewards are distributed fairly).
2.      When they respect their leaders and love them and believe that these people have the best good intentions.
3.      When they can interfere in decisions that affect their fate.
4.      When their work is not boring or repetitive.
5.      When the amount of work is not a lot and not very little

Then they will have more job satisfaction.

Lewichi (2010), after several studies in this area, identified the most important factor within the organization that makes job satisfaction. He believes that the first effective factor is the "manager"; a powerful, intimate and fair manager can influence the attitude of all employees and increase their satisfaction.

It is obvious that managers need different tools for effectiveness, and power is one of the tools of the effectiveness of managers. In the leadership of what is important is the process of penetrating and exercising power over others. Leadership style is the way a leader uses his power and influence. Influence on others by creating the notion of power can occur that require access to a power resources (Zare et al., 2008).

Power is the potential ability of each person to influence the individual or others as well as their decision-making power in such a way that individuals are forced to do something. Power is defined as the ability or potentiality of an agent (manager) to change the behavior, tendencies, attitudes, beliefs, and emotions or values of a goal (of the staff).

The most important analysis of the principles of power has been provided by Gupta and Sharam (2008). They identified five sources of power in organizational environments, including legal power, reward power, compulsion power, power of authority and power of expertise.

In this regard, legal power comes from an organizational position and relies on the official position of the individual. People's perception of the attractiveness of being interacting with a particular person is named to be the power of that person's authority. Whenever employees attribute good features to their chairman, such as honesty, trust, and secrecy, then the administrator has authority (Moorhead and Griffin, 2016).

Another source of power is the power of specialization or skill, the ability to control another's behavior through the knowledge, experience or judgment that he does not have, but needs. The higher the importance of the information and finding alternative sources for it is harder, the power of specialization becomes important. Reward power is the ability to provide things that people like to have. This power is measured by the degree of control of one person to rewards that are valuable to others. (Moorhead and Griffin, 2016).

The power of punishment or coercion occurs when a person has the ability to punish or cause physical or mental harm to someone else. Therefore, we can say that this power, based on the Employee fears, and is based on fear or threat (Robbinse, 2011). According to Homan (2002), power bases affect interpersonal relationships and determine the impact of organizations.

Undoubtedly, the Management is effective in satisfying and directing the staff for organizational goals. Although job satisfaction in an organization is affected by various variables, including organizational justice, etc. But the power of managers and their sources of power can be related to job satisfaction. Based on this assumption, using the best management style can lead to increased job satisfaction and organizational efficiency. On the other hand, managers can make constructive connections with their subsystem by studying and knowing the sources of power. This important issue is obtained through sufficient knowledge in the management of organizational behavior and the identification of sources of power and the proper use of it to increase job satisfaction within organization. Therefore, the purpose of this research is to investigate the relationship between managers' power resources and job satisfaction

## 2. Materials and methods

### 2.1 Methodology

The present study is a descriptive-correlation type and is in the field of applied research. The research population is the teachers of Golbahar city. The population of the community is 700 people. Using random stratified sampling, 160 individuals were selected as sample. Data collection was done through two questionnaires:

1) Power resources of managers;
2) Job satisfaction.

## 3. Discussion and results

### 3.1 Power resource questionnaire

The power resource questionnaire includes 20 diverse organizational situations and 5 power bases for each organizational status. This questionnaire was created by Susan Vdip. The questions in this questionnaire are 20 items and the method of scoring the questionnaire is based on Likert's five-choice spectrum (I totally agree, agree, do not comment, disagree, totally disagree). It examines the types of power employed by the manager in the staff. The questionnaire measures five types of power (compulsion, legality, rewards, expertise, and authority). In the study of Azizi et al. (2009), the validity of power sources questionnaire was confirmed by six sports management professors. Also, Moghimi and Nourbakhsh and Mohammadi obtained the reliability of the questionnaire 0.72 (Elahi et al., 2013).

### 3.2 Job Satisfaction Questionnaire

This questionnaire, made by Smith et al. (1969), is one of the most common and precise means of job satisfaction. The terms have descriptive aspects and assesses six types of satisfaction: 1- The nature of work 2- Supervision 3- Rights 4. Promotion (progress) 5- coworkers 6- Work environment.

To analyze the data, Pearson correlation coefficient and regression were used. And analysis were done in two levels of descriptive and inferential statistics.

Based on the data collected, it was initially found that: 52.5% of the respondents were female and 47.5% were male. Also, about 12.5% of the respondents had a Super-diploma degree, 74% had a bachelor's degree, and 13.5% had a master's degree

### Table 1. Relationship of power sources with job satisfaction

| independent variable | Dependent variable | Pearson Correlation Coefficient | sig | p | Result |
|---|---|---|---|---|---|
| Power of coercion | Job Satisfaction | -0.79 | 0.00 | <0.01 | Meaningful |
| Legal power | Job Satisfaction | -0.135 | 0.088 | >0.01 | |
| Reward power | Job Satisfaction | 0.003 | 0.97 | >0.01 | |
| Power of authority | Job Satisfaction | 0.58 | 0.00 | <0.01 | Meaningful |
| Power of expertise | Job Satisfaction | 0.6 | 0.00 | <0.01 | Meaningful |

Based on the results of Pearson correlation test, there is a positive and fair relationship between authority and expertise power with job satisfaction. This means that with increasing authority and expertise, the teacher's job satisfaction is higher. There is also a negative and fair relationship between the power of compulsion and job satisfaction, which means that by increasing the power of coercive manager, the teacher's job satisfaction decreases. According to the correlation test between legal authority and job satisfaction, there is no correlation.

### Table2. Regression test results

| | Sum of squares | DF | Mean Square | F | Level of significance | R | $R^2$ | SE |
|---|---|---|---|---|---|---|---|---|
| regression | 444787.32 | 5 | 88975.66 | 71.8 | 0.000 | 0.837 | 0.70 | 35.18 |
| Remaining | 190630.07 | 154 | 1237.85 | | | | | |
| Total | 635508.4 | 159 | | | | | | |
| | B | Std ERROR | BETA | t | Level of significance | | | |
| reward | 1.95 | 2.36 | 0.037 | 0.83 | 0.408 | | | |
| Coercion | -20.9 | 2.36 | -0.56 | -8.8 | 0.000 | | | |
| Authority | 8.1 | 2.1 | 0.21 | 3.72 | 0.000 | | | |
| Expertise | 10.28 | 2.8 | 0.19 | 3.6 | 0.000 | | | |
| Legal | 2.01 | 2.5 | -0.040 | 0.79 | 0.43 | | | |

The results of the table indicate that the observed F is significant (p <0.01) and 70% of the variance of job satisfaction is explained by sources of power ($R^2$ = 70%). Regression coefficients of the predictive variables indicate that the sources of power can be the variance of job satisfaction Explain meaningfully.

The coefficients of the effect of power of compulsion (56.-), power of authority (21.) And the power of specialty (19), according to T statistics, indicate that these components can predict the job satisfaction variable with 0.99. Also, the coefficient of the effect of reward power and legal power according to t statistic shows that these components cannot explain job satisfaction.

## 4. Conclusion

The results of this study indicate that there is a significant relationship between the power resources of compulsion, the authority and the manager's specialty with the job satisfaction of respondents. Wallace (2010) examined the sources of leadership power and Attitudes and behaviors of employees. The results of this study showed that there was a positive relationship between power dimensions and job satisfaction, but there was not a significant relationship between power of coercion and job satisfaction.

The existence of a positive and significant relationship between the power of authority and the employee's job satisfaction suggests the whatever the power of the authority of the managers is greater, they can more penetrate and affect the employees. And thus increase the effectiveness of the organization. This source of power stems from the Personal attraction of the Manager and is often accompanied by trust, similarity, acceptance, affection, desire for imitation and spiritual affiliation by the Subordinates

In fact, the power of authority will lead to the creation of commitment of the subordinates and it makes the subordinates respect the manager. And this will create a great mood for the staff and will create a relatively favorable and open-minded in organization level. Vendal and Sesil (2011) pointed out in their research the power of authority with the job satisfaction of related employees, which is consistent with the results of this study.

Emphasizing the Power of expertise highlights the importance of education, managerial knowledge and Manager expertise. Whatever managers more use the power of expertise, they can increase the organizational climate better and increase organizational effectiveness. Based on this finding, the manager needs to emphasize the Power of expertise and update his information, knowledge and skills to create and maintain employee satisfaction.

Gupta and Sharma (2008) concluded that the soft resources of the power such as expertise, authority, information, as compared to the hard sources of power (bonus, law), result in more organizational obedience among employees. Also, Taheri (1999) concluded that the power of expertise as the most important source of power is in the first place in the study of the relationship between the sources of power and the Job Satisfaction, which leads to greater satisfaction in employees.

There was a significant negative correlation between compulsion power and job satisfaction. This means that the high use of compulsion power reduces employee satisfaction. French and Ryan also argue that the use of Power of coercion will create a high level of Resistance among employees, and this will create an unfriendly relationship between the manager and the staff and Creates an unfavorable environment in the organization.

Therefore, managers of these departments should try to Less use of power of coercion to influence employees to reduce the resistance and opposition of the staff, and provide the conditions for increasing employee satisfaction and, accordingly, increasing the effectiveness of the organization. The results of Wallace's (2010) research and Ramezaninejad et al. (2010) also confirm the results of this section. Taheri (1999) in a study on the relationship between power sources and the employee satisfaction came to the conclusion that legitimate power and reward lead to relative satisfaction and Power of coercion to the least amount of satisfaction.

The results of the regression test show that the power of compulsion with beta (56.-), power of authority (21) and power of expertise (19) can predict job satisfaction. But the power of rewards and legal power cannot predict satisfaction.

Other research that is consistent with the results of this research is Huang (2007), Lee (2008) and Lee and Wu (2009). Huang (2007) showed that the Satisfaction players with the power of authority and expertise of the coaches has a significant and positive relationship. Lee (2008) investigated the sources of power of the bosses on the satisfaction of the Staff. The results of this research showed a positive and significant relationship between the sources of power of authority, specialty and reward with satisfaction.

Lee and Wu (2009) explored the relationship between supervisor power resources and the employee satisfaction, which indicated a strong relationship between power of authority and employee satisfaction. Considering the mentioned issues and considering that power resources used by managers are important and predictive factors in the satisfaction of teachers.

The administrator must act with power sources to create employee satisfaction because the satisfaction of employees leads to their sense of belonging and their dependence on the organization, more effectiveness and reduction of absenteeism and ultimately success and increasing the effectiveness of the students.

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