THE ROLE OF MANAGERS POWER RESOURCES COMPONENTS ON STAFF'S JOB COMMITMENT

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Abstract: Today with respect to the certain conditions and situation to which the managers are exposed in several organizations and enterprises, they should employ best type of their power in order to create loyalty to the organization and enterprises or organizational commitment in personnel. The current research, which is of descriptive type and correlation survey kind, has been conducted by aiming at s the role of power resources managers Components on Staff's Job Commitment. For this purpose, the questionnaire was used to measure these variables and after being assured from validity and reliability of measurement tool by means of gap analysis and confirmatory factor analysis, the questionnaire forms were distributed among a sample group including 166 participants from official personnel in Zabol University of Medical Sciences. The findings of the studied model indicated that according to the given route analysis model, power sources might affect on personnel's organizational commitment. Similarly, among five power sources of managers, referent power and expertise power may interpret organizational commitment more than other sources. To conduct all these tests (correlation, measurement and structural models), SPSS and LISREL software were utilized. Finally, some suggestions will be purposed to managers for improvement and rising organizational commitment among personnel by means of power sources.

***Keywords*:** Power Sources, Commitment, Personnel, Structural Model, University of Zabol.

INTRODUCTION

Today, achieving the objectives, which may form the cause of existence (raison d'être) of any institution, is one of responsibilities for any social organization. Realization of organizational goals is subjected to cooperation and coordination with all factors which their systematic interaction may make the existence of an organization meaningful. Inter alia, manpower plays more salient role at all organizational levels compared to other factors and they are noticed as the perceived (smart) factors with physical and intellectual requirements, individual goals, group and organizational expectations more than other factors (Haghighi et. al., 2001:402).

Whereas efficiency of manpower may not always predictable based on economic computation and several other factors, which were originated from human higher needs within social, self-esteem and self- concept dimensions, may be effective on this field; therefore, this study has dealt with one of the organizational basic necessities (i.e. organizational commitment). This concept possesses an important

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position today in the given studies and it is caused by individual's rigid belief to organization and admitting its objectives and making effort toward achieving its goals more than any other factor. Alternately, power is deemed as the basic characteristic of role for a manager and it provides the ground for his/ her effectiveness in the organization. In fact, it is an inevitable phenomenon in the organization, which of course the managers may look at this factor as a negative phenomenon in the organizations. But it is a matter of fact that this trend is not instinctively a negative phenomenon instead it is positive but negative or positive nature of this factor depends on judgment and type of its use.

Certainly, if the goal of power is concerned with organizational objectives it may serve as a positive and functional phenomenon and led to dynamism of system and organization while its goal is to achieve individual and personal objective so it will be definitely a negative and adverse phenomenon (Oerg, 2007). The importance of power is rarely confirmed in the organizations too much. Doubtlessly, the power is one of the basic and practical elements in any organization. Recognition of an organization clearly is required broad-based and comprehensive analysis on power so that to represent its real appearance. Adolf Berle mentions that power is one of the existing basic elements at any level of human organization. Likewise, Abraham Zaleznik has clearly explained that competition for acquiring power occurs in all political structures and commercial organizations are not exceptions to this rule. At last, Robert Bierstednnjg argues that in any organization, power should serve as one of the paramount institutional elements and allocate the first position in a group of elements from any organization so the organization is enabled to acquire the needed duration and stability and enforce its norms.

Regardless of power, neither organization nor order will exist. If one examines subject of power in details, s/he could certainly find that power is placed as the most centric position in an organization. Nonetheless, so far power has been considered as a forgotten and trivial variable in study on organization and management (Parsaiyan, 2009:750). Two researchers i.e. McClelland and David H Burnham maintain that the prosper managers are ones that influence in other personnel in favor of organization (and not for haughtiness) and employ their power in this way. With completely control over their own wild personality (solely to provide organizational interests), they enforce their power on other personnel (compared to those ones who abuse power to meet their personal interests or try to become popular with reliance on power) so they will be more efficient and successful (Parsaiyan & Aarabi, 2006:153).

In a policy-based theory that is founded on two variables of personnel's appropriate methods and political control, the relationship among power and policy with organizational commitment is explored from different perspectives. For instance, two reasons for quit service; namely dissatisfaction with topic management as well as political discrimination between personnel are considered

as the noticeable factors of impact of power and politics on personnel's commitment and loyalty on personnel in organizations. Given that the effective enforcement of power is a difficult challenge for leaders, personnel, and organizations so managers should create sense of commitment among personnel by using power tools and sources appropriately since manpower is committed to assist the organization to achieve its goals. But it should be observed that with what tools and power sources the managers may cause training commitment personnel with organizations. The present study is intended to evaluate personnel's commitment with a variable like its power and sources.

A REVIEW ON RESEARCH

Power is defined as the ability to enforce a person to do what we intend to be done or the potential to make the events occur as what we want them to take place (Schermerhorn, 1997). Lord Acton declares: "Power tends to corruption and despotic rule so it causes absolutely corruption." But the evidence signify that most of the problems and difficulties regarding the power are originated from some goals by holders of power and some others are due to the tools used for power (but not only seizing of power) (Hadizadeh Moghadam, 1999:125). A definition of power is composed of several definitions which have been purposed by Gerald Salanseak and Jeffrey Pfeffer (1977), Robert Allen, and Limen Porter (1983). The aforesaid definition is as follows: "Power is the ability and influence for doing tasks as what the power owner likes; this is the same as hidden power for influence in individuals." The given definition has some strong points thereby the organization can be perceived. The first one emphasizes on the relative nature of power. The second is a method by which the power holder tends to the works to be done and it potentially reminds this fact that there is a conflict and often method, means, approach and field of authority or domain is determined by the aid of power. These are not restricted to the struggles that occur concerning to results. Referring to this point is crucially important for which power is a structural phenomenon (i.e. result of work division and specialties of tasks) (Parsaiyan, 2009:771).

According to John French and Bertram Raven, power is the potential action (power sources) and influence which its holder can enforce it on other people. In order to be able to affect on personnel and influence in them in organizations, the managers use power that is originated from organizational and individual sources while as usual there are two types of power i.e. power of position and personal power. The person, who can influence in behavior of other person with reliance on his/ her position in the organization, possesses power of position; at the same time, person who is owed to his/ her personality and behavior for his/ her influence and power may have personal power (Hersey Blanchard, 2009:52). So Rezaeyan considers power of position and post including reward power and punishment power which are assigned to personnel along with organizational position and deems personal

power comprising of expertise power and referent power. In another classification for power sources, they are divided into power of position and personal power and due to power of position and job three types of power (reward, coercive, and legal) are put at manager's disposal therefore personal power may be considered as it includes expertise power and referent power (Irannejad Parizi, 2002: 258).

In social psychology, French and Raven classify power sources as follows:

1. Coercive power
2. Reward power
3. Legal power
4. Referent power
5. Expertise power

Coercive power: As John French and Bertram Raven have defined it is based on terror and fear. The basis of coercion is not anything except for terror or threat. Human is given up to terror or threat and or shows adoption unless otherwise s/he will be exposed to a negative reaction. In this sense, one should imply that the given person may be threatened to beating, mutilation, or to death. On some occasions, coercion may be displayed in the form of restricting the conditions for the given person or deprival of him/ her from access to what provides his/her basic needs (Nasr Isfahani, 2010:31).

Reward power: is based on this point that someone may give reward to another person for execution of his/ her commands or meeting certain requirements. If a person possess some potentials to provide security of occupational and social life for a group and the given group admit him/ her for this characteristic then s/he will enjoy reward power. That person restores reward power as long as certain sources and their distribution are at the given person's disposal while a group need to those sources (Bathaei, 1995:110).

Legal power: This source of power is related to acknowledgement of the followers in possession of effective right of leader toward them. Legal power basically creates option and authority. Essentially, if the existing power is admitted in an organization at certain levels (by followers) thus it can be expressed that right of certain application for subordinates will be accepted by the managers at that level (Amirkabiri, 2001:244).

Referent or charismatic power: This source is directly related to leader's personality. Personality of leader is the basis for this power, which may inspire the followers and it can realize their wishes and hopes (Levenson, 1991).

Expertise power: The source of this power is ascribed to experience and knowledge that leader or manager possesses while here perception of subordinates (followers) is important point. If a manager is introduced as an experienced and knowledgeable person so such a manager will more easily influence in their subordinates (Amirkabiri 2001:245). Organizational commitment is an important occupational

and organizational attitude, which has been the subject of interest for many researchers in the fields of organizational behavior and psychology, particularly social psychology during several years ago. This approach has been transformed within three former decades.

Organizational commitment is a relative degree of personal identification in a certain organization and his/ her involvement and participation in the given organization. In this definition, organizational commitment includes three factors: 1) Strong belief in organizational goals and values; 2) Tendency to noticeable efforts for the organization; and 3) Strong and deep desire and wish to continued membership in organization (Astires & Porter, 1983). Meyer and Allen (1991) have divided organizational commitment into three following dimensions:

1. *Affective commitment*: This part of organizational commitment is defined as sense of belonging to an organization, which is characterized through admission of organizational values as well as tendency to sustainability in the given organization.

2. *Normative or task commitment*: Normative commitment is defined as a perceived task to support from organization and its activities and it denotes the sense of owning and requirement for maintenance in the organization in which the personnel may think are responsible for continued activity and support from the organization.

3. *Continuance commitment*: It is caused by perceiving the rising lost costs in an organization. The lost costs are some expenditure for an activity or project that could not be recovered. Thus, if someone possess continual commitment so s/he will be sensitive to raise such costs.

The providers of this model argue that it is better to consider normative, continuance, and affective commitment as the constituent elements of commitment rather than certain types of it since if they are some special types of commitment thus the person as a member may feel a little sense of requirement and duty toward staying in organization.

One of the most common methods of treatment with organizational commitment is that to consider organizational commitment as a type of emotional and psychological dependence on the given organization. According to this method, the person, who is extremely committed to his/ her organization, acquires his/ her identity from the organization and participate actively in the organization and integrates into it while s/he enjoys membership in his/ her organization (Rezaeyan, 2010:165). Therefore briefly loyalty to organizational values and goals, sense of belonging, and attachment to staying in the organization are called organizational commitment. In a study which has been carried out by Meyer and Allen, it was characterized that each of definitions from organizational commitment refers at least to one of three dimensions of affective, normative, and continuance commitment.

CONDUCTED STUDIES

With employing each of power sources, managers may exert negative and positive effects on occupational attitudes of personnel. Organizational commitment and loyalty is one of the attitudinal variables in organizations; thus, with each of power dimensions the managers may have remarkable impact on rate of personnel's organizational commitment. The previous studies have obviously dealt with confirmation of this issue. In a study, under title of "The review of managers' power sources with personnel's commitment in public organizations at Rafsanjan City" Mollahosseini (2007) implies that among five sources of power, there is a positive relationship among expertise and referent powers with personnel's commitment while variables of coercive and legal powers are negatively related to this commitment. Similarly, Mohammadi (2011) in an essay under title of "The study on the relationship between managers' sources of power with entrepreneurial personality characteristics of personnel" concluded that according to viewpoint of directors from Bank Melli of Iran (BMI), referent power is the dominant source of power based on personnel's attitude and there is a direct and significant relationship between legal and expertise sources of power in managers with creativity and ambiguity tolerance of personnel as well as managers' referent power with creativity and well-being and prosperity of personnel. In another investigation which called the review on relationship among effectiveness of organizational communications with managers' power sources-Seven educational departments at Mashhad City, Amiri has discussed about five dimensions of power sources in which coercive power source has the negative impact and or the minimum reverse relationship with other factors while there are the positive factors in the organization like effectiveness of communications and job satisfaction etc.

Regarding organizational commitment, Maliheh Koohi (2011) has measured the relationship among organizational commitment and occupational burnout and organizational spirituality. Danaeifard and Isakhani (2012) studied on relationship among occupational attachment (belonging) with personnel's organizational commitment that the finding was as follows: occupational sense of belonging might positively affect on creation of personnel's organizational commitment and it predicts the major part of changes in organizational commitment.

Connor and Patterson have recommended organizational commitment model in order to create commitment among personnel so it has been represented based on three bases:

1. Sense of enthusiasm to job
2. Sense of belonging to organization
3. Sense of belief in leadership and management

These three senses cause creating organizational commitment triangle and their relations has been drawn in the following Figure 1.
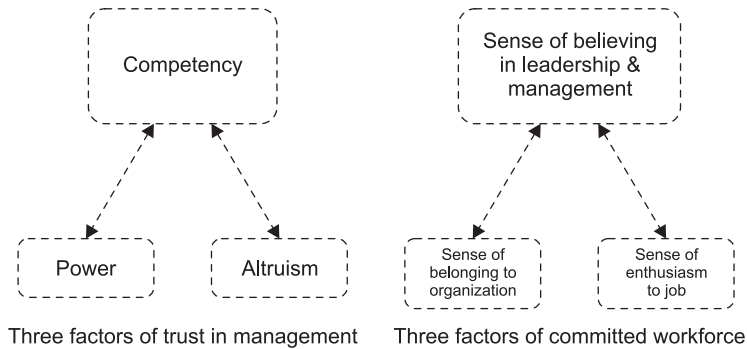
Figure 1: Connor and Patterson's organizational commitment model
(Connor & Patterson, 1992)

Given that phenomenon of power is one of the essential and fundamental factors in organizations sand it forms organizational behavior including organizational commitment so it can be implied one of the outcomes from this commitment is in that personnel admit their leader and trust in him/ her and considered him as one of their own members. Overall, the relationship between five power sources with organizational commitment can be seen in the following Figure 2.
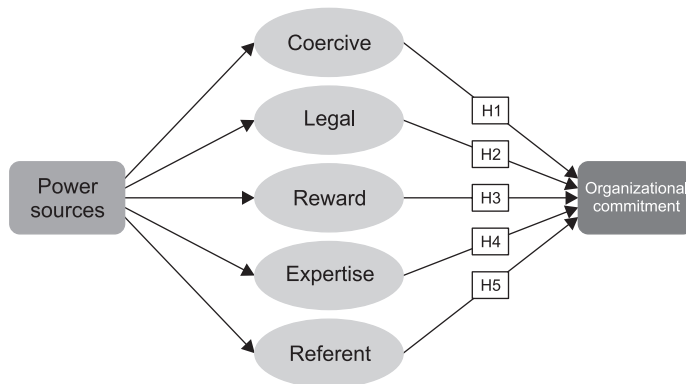

Figure 2: Research Conceptual Model

Generally, organizational commitment leads to appropriate organizational outcomes like better performance, reduced absenteeism and quit service as well as committed workforce and trust in management.

RESEARCH QUESTIONS

This study comprises of a major question with five minor questions where the minor questions have been classified with respect to five power sources and their impact on personnel's organizational commitment.

Major question: Is there any relationship in using five power sources in managers with personnel' commitment from personnel's view?

Minor questions:

1. Is there any relationship in using managers' reward power with personnel' commitment from personnel's view?

2. Is there any relationship in using managers' coercive power with personnel' commitment from personnel's view?

3. Is there any relationship in using managers' legal power with personnel' commitment from personnel's view?

4. Is there any relationship in using managers' referent power with personnel' commitment from personnel's view?

5. Is there any relationship in using managers' expertise power with personnel' commitment from personnel's view?

METHODOLOGY

This article is a descriptive research of correlation type. In this study, among 293 official personnel in Zabol University of Medical Sciences that explored as research population, 166 participants were chosen as sample group with respect to Morgan's table of sample size.

The method distribution of questionnaire and data collection is of simple randomized type since each of academic personnel may contribute to efficiency in university with organizational commitment. In order to gather data, two standard questionnaires were utilized that were the questionnaire of managers' power sources (Schriesheim and Hinkin, 1989) including 20 question with five choices in which 4 questions were designed for each of elements in five power sources. The scores range from 1 to 5. The validity of questionnaire was confirmed through several studies as well as comments from professors and researchers. Additionally, its reliability was calculated by Cronbach alpha coefficient as 87.4%. The second questionnaire which was used for measuring rate of organizational commitment in personnel has been designed by Allen and Meyer. This questionnaire comprises of 24 questions and 8 questions have been allocated to each variable of organizational commitment. Also the validity of this questionnaire has been verified by several professors and through many various studies. Like the questionnaire of power sources, the reliability of this questionnaire has been derived through calculation by means of Cronbach alpha coefficient as 81.3% so the calculated alpha values for both inventories represent strong reliability of them. In Table 1, Cronbach alpha for each of dimensions of variables is given. In order to analyze data, descriptive statistics elements were utilized including frequency and percentage and mean while inferential statistics element like correlation coefficient was employed for this purpose and at the same time, some measurement tools for the model and structural

model were also adapted. To do this task, SPSS software (version.18) and LISREL (version. 8.5) have been used.

TABLE 1: THE CALCULATED CRONBACH ALPHA COEFFICIENT FOR VARIABLES

Variable	Number of Questions	Cronbach Alpha Coefficient
Power sources	20	87.4
✓ Reward power	4	70.9
✓ Coercive power	4	73.6
✓ Legal power	4	70.6
✓ Referent power	4	88
✓ Expertise power	4	71.6
Commitment	24	81.3
✓ Affective commitment	8	73
✓ Continuance commitment	8	72.2
✓ Normative commitment	8	74.2

RESEARCH FINDINGS

Statistical Demographic Data

TABLE 2: STATISTICAL DESCRIPTIVE AND DEMOGRAPHIC DATA FOR MEMBERS IN STATISTICAL SAMPLE

	Quantity	Smaller than 30	30-39	40-49	50 & older		Total
Age (year)	Frequency	30	76	31	10		147
	Percentage	20.4	51.7	21.1	6.8		100%
	Quantity	Male	Female				Total
Gender	Frequency	56	91				147
	Percentage	38.1	61.9				100%
	Quantity	Under diploma	Diploma and AA	BA	MA & higher		Total
Education	Frequency	1	46	79	21		147
	Percentage	0.7	31.3	53.7	14.3		100%
	Quantity	Less than 5 years	5-10	11-15	16-20	20 & higher	Total
Service work (year)	Frequency	30	32	44	22	19	147
	Percentage	20.4	21.8	29.9	15	12.9	100%
	Quantity	Management	Non management				Total
Educational discipline	Frequency	45	102				147
	Percentage	30.6	69.4				100%

The following table shows statistical demographic and descriptive data for 147 members (returned forms among 166 distributed questionnaires) from official employees in Zabol University of Medical Sciences as statistical sample in the present research based on what it listed in the questionnaire.

Research Main Findings

It requires before review of hypotheses that to consider the mean, standard deviation, and correlation coefficients among research variables (Tables 3 & 4). Among research variables, referent power source has the maximum score while coercive power source has acquired the least score. The results of analysis on correlation indicated that all five variables are related directly and significantly to each other ($p < 0.01$).

**TABLE 3: MEANS AND STANDARD DEVIATIONS
OF VARIABLES**

Variable	Mean	Standard deviation (SD)
Reward power source	82.45	11.04
Coercive power source	79.3	9.71
Legal power source	84.55	9.68
Referent power source	88.85	8.65
Expertise power source	84.2	11.6

**TABLE 4: CORRELATION COEFFICIENT BETWEEN POWER SOURCES
AND ORGANIZATIONAL COMMITMENT**

| Variable	Reward power	Coercive power	Legal power	Referent power	Expertise power
Correlation coefficient with commitment	0.220	–0.039	0.193	0.244	0.167

Measurement Model

In structured equation models, it necessitates testing two models. The first model includes measurement models for the hidden variables. The measurement models represent factorial loads of the observed variables (factor) for any hidden variables. The current fitting indices in measurement model for variables of this study are given in Table 5. As it seen, the main fitting parameters of the model are placed in appropriate and reasonable range.

**TABLE 5: FITTING INDICES OF MEASUREMENT MODELS
FOR RESEARCH VARIABLES**

Model fitting indices	Coefficient of any index
X7df	1.79
RMSEA	0.071
NFI	0.93
CFI	0.97
IFI	0.97
RFI	0.89
RMR	0.015
OFI	0.96
AGFI	0.91

Structural Model

After testing of measurement models, it requires purposing the structural model for relationship between variables of connection between hidden variables in this investigation. One could explore research hypotheses by means of structural model. The research structural model was implemented by application of LISREL (version-8.5) software. The following chart indicates research general measurement model in standard estimation mode.
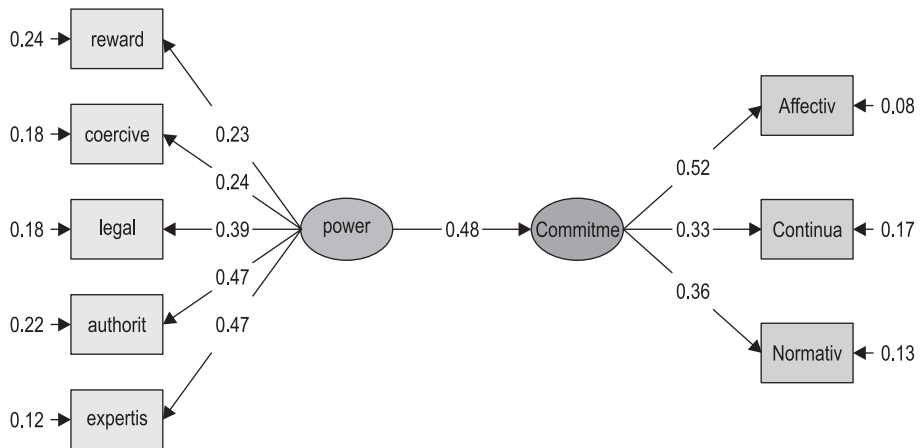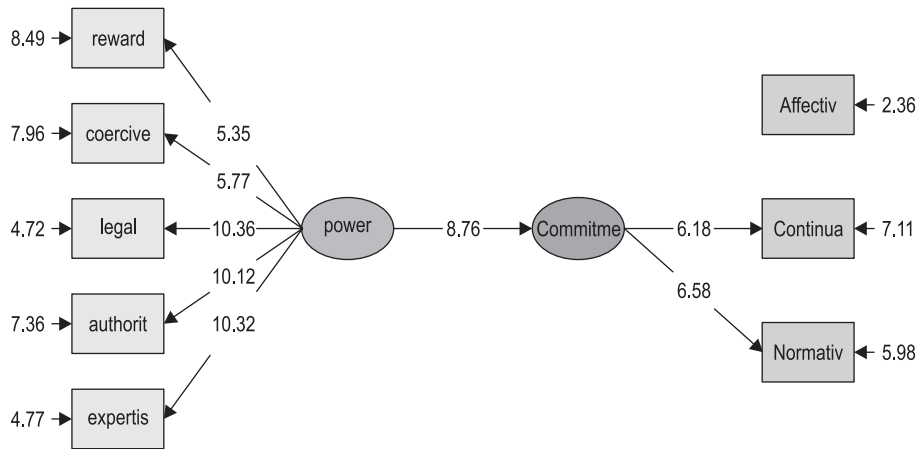

Chi-Square = 43.12, df = 19, P-value = 0.00125, RMSEA = 0.071

Figure 3: Results of coefficients and standard estimation of research general model

The next output shows significance level of coefficients and the given parameters of research general measurement model in which all derived coefficients

have become significant since test significance value for each of them is a figure that may be greater than 1.96 and/ or lesser than −1.96. Significance of these figures reflects significance of the model. In other words, inserting each of variables in place of any factors is significant.

To examine the rate of significance of model coefficients it necessitates showing *t*-value for any route. T-value and route coefficients of this model are indicated in the following table.

Chi-Square = 43.12, df = 19, P-value = 0.00125, RMSEA = 0.071

Figure 4: Significance figures of total research

**TABLE 6: COEFFICIENT OF ROUTES AND T-VALUE OF
TESTED CONCEPTUAL MODEL**

Route	Coefficient	t
Reward power → Power sources → Commitment	0.23	5.35
Coercive power → Power sources → Commitment	0.24	5.77
Legal power → Power sources → Commitment	0.39	10.36
Referent power → Power sources → Commitment	0.47	10.12
Expertise power → Power sources → Commitment	0.47	10.32
Power sources → Commitment	0.48	8.76

Now, it may be concluded that with respect to coefficients and figures, the significance among variables was verified for all hypotheses in this study.

DISCUSSION AND CONCLUSION

Today with respect to the certain conditions and situations to which managers are exposed in several organizations and enterprises, they should employ their best type

of power to create sense of loyalty to organization or enterprise and organizational commitment in personnel. Regarding coercion of personnel to working and in order to achieve organizational goals, managers are involved with various tools and sources and by means of these sources and tools; they may influence in their subordinates and change their behavior in accordance with their own desires and expectations.

The resultant findings from this investigation indicate that among five sources of power, referent, reward, legal, and expertise powers are positively related to organizational commitment of personnel while coercive power has a weak and negative relationship with organizational commitment. Namely, coercive power causes reduction in organizational commitment. Most of experts in management and psychology argue that employing power based on coercion as an influential tool in subordinates and personnel will be followed by more negative impacts than positive ones due to adverse effects on body and soul among personnel (Nasr Isfahani, 2010:31).

The finding which is derived from the current research is consistent with what experts have drawn it in the field of management science. Using legal source exclusively may relatively affect on personnel's organizational commitment; namely, employing the above power source without consideration of and application of other sources of power not only does not increase organizational commitment in personnel, but also using this source constantly reduces the rate of organizational commitment in personnel. It seems that due to rigidity and inflexibility of formal regulations in organizations, the effectiveness of legal power may not be so strong on commitment of personnel in university. In other words, this source should be employed together with other types of power so results of this study also confirm this issue.

Among four sources of power, reward power source essentially affect on rate of organizational commitment in personnel of university. Namely, with granting benefits and appropriate external rewards to personnel, managers may create motive in them and this in turn increases the rate of their organizational commitment.

Usually, those managers who possess experience, knowledge, and skill and logic and more proper judgment in evaluation of affairs are naturally more interesting for subordinates. The presence of these managers in workplace may cause more trust and confidence among personnel toward each other and personnel do their task with great enthusiasm properly and optimally and on time without postponement and without wasting the resources.

The results of this survey showed that referent power might affect on personnel's loyalty more than other sources of power; in other words, referent power, which

is caused by personal attractiveness or charisma of manager and it is often followed by trust, affection, and tendency to imitation and spiritual belongings by their subordinates should be employed more than other sources of power by managers.

In all conducted researches in this field, the findings suggest that the more tendency power source is directed toward personal aspect the greater efficiency it has in performance. Due to influence attraction is more stable and persistent inside individuals and stable power may also be internalized and anything that becomes internalized may create commitment.

The given results concerning to relationship among referent and expertise powers with personnel's organizational commitment are also complied with above subjects. In general it can mentioned that in order to protect their own positions and organization, manager need to employ power and successful managers are those ones who employ those sources to become effective in motivation of personnel and to improve their commitment rather than recognizing power sources and being aware of its effects and to use those sources properly and tactfully by considering spiritual and mental conditions in personnel and organizational climate.

Suggestions

- Given that there is a positive and relatively strong relationship among referent and expertise powers (personal power) and in order to increase organizational commitment further in personnel, it is suggested to high-ranking directors in Zabol University of Medical Sciences to choose the managers, who possess personal and intuitive attributes and characteristics that are reasonable for personnel in addition to have expertise in their own field of activity.

- The research results may indicate that there is a positive and strong relationship among reward power and organizational commitment between personnel of Zabol University of Medical Sciences; therefore, it is recommended to managers in several divisions of this university to increase rewards and make them more efficient through identifying personnel's requirements and needs further and to employ it toward improving organizational commitment in personnel more than ever.

- With respect to negative impacts of coercive power on rate of organizational commitment in personnel, it is suggested to managers not to employ coercive power and if necessary to use positive punishment as the last solution so that to facilitate correction of behavior more easily.

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