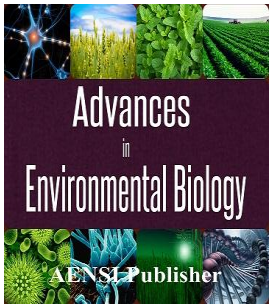
Advances in Environmental Biology, 9(2) January 2015, Pages: 738-745

AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: http://www.aensiweb.com/AEB/



Prioritization of the Managers' Use of Power Types and Its Relationship with Organizational Culture in Governmental Organizations

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ARTICLE INFO

Article history:
Received 12 October 2014
Received in revised form 26 December 2014
Accepted 1 January 2015
Available online 17 February 2015

Key words:
Manager, Power, Organization, Culture, Governmental Organizations

ABSTRACT

This study investigates the prioritization of the power types used by organizational managers and its relationship with organizational culture. The general aim of the study is to determine the relationship of organizational culture with power types used by the managers of governmental organizations in East Azerbaijan state as well as the prioritization of power types used by managers, employing the quantitative method of AHP. This is an applied survey. The statistical population of study includes all of the managers (120 people) in governmental organizations of East Azerbaijan state. In addition, the statistical sample size was calculated to be 91 using Cochran's Formula. The obtained results demonstrated that there is no significant relationship between manager's use of legitimate power and organizational culture but there is a positive relationship between manager's use of reward power and organizational culture. Furthermore, there is not any negative relationship between manager's use of coercive power and organizational culture. There is a positive relationship between manager's use of referent power and organizational culture. There is also a positive relationship between manager's use of expert power and organizational culture.

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To Cite This Article: Akbar Peyvasteh, Derakhshan Mehrabani, Saeed Boroushaki and Esmaell Omranazadeh., Prioritization of the Managers' Use of Power Types and Its Relationship with Organizational Culture in Governmental Organizations ***Adv. Environ. Biol., 9(2), 738-745, 2015***

INTRODUCTION

Power, as one of the fundamental applied instruments of any organization, is the basis for understanding the individual and organizational behavior [8]. Power is a potential ability of any person to affect other person(s) or their decisions so that they are forced to do something [9]. French and Raven define power as an ability or potential capability of an agent (manager) to change the behavior, tendencies, views, beliefs, sentiments or values of an object (employees). Power is the potential capability to change the flow of events and employees' behavior, overcome their resistances, and force them to do the thing which they would not do without exerting power [10]. According to Hofsted, organizational culture is a collection of key values, beliefs, and understanding which are common among the members of an organization [5]. On the other hands, governmental organizations are among the most important organizations of any city each of which take crucial responsibilities. Therefore, the organizational culture should be formed with regard to organizational goals and its affection by various factors such as managers' power should aid reaching these goals.

Organizations are the major fundaments of today's society and management is the most crucial factor in their survival, growth, and death. Their movement from "current situation" towards "desired situation" is directed by management. The managers' key role is to create an environment in which employees can develop, do outstanding things and teach others wisdom. The most fundamental problems in organizations have their

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roots in organizational culture which is, in turn, affected by organizational leadership and management methods as well as by the managers' use of various instruments such as their power. When using their power, managers should be aware that power takes on its meaning just in relation with the other members of organization and since the personnel has a specific culture, managers should take the effect of power on culture into account, but this seems not to be accentuated by organizations. Culture influences organizational structure and employees' thinking and behavior. Nonetheless, managers do not pay the required attention to these concepts because they are not able to change or optimize organizational culture using power types and have difficulties in identification and use of the power types which are suitable for organization's culture. This inability of managers to identify and use power in order to change or create a suitable organizational culture leads to the irrecoverable faults and unbridgeable gaps in organizational culture.

Managers have an essential role in construction and formation of the organizational culture. To accomplish goals and guide employees, managers should have the sufficient power to control the behavior of personnel and use its various types properly and logically in conformity with the organizational culture and in the right situation. On this basis, this study investigates the prioritization of the organizational managers' use of power types and its relationship with organizational culture, hoping for the obtained results to be used by researchers and governmental organizations' authorities.

According to the researches by Hofstede and Schein, culture is a distinct collection including different levels of major values, norms, beliefs, ideals, behaviors, and man-made instances [5].

Edward Tyler, a British anthropologist, uses the same meaning for both culture and civilization and takes culture as a collection of knowledge, beliefs, morality, laws, etiquette, and all of the capabilities and ethos which are accepted by human as a member of society [6]. Organizational culture is the internal foundation and unknown structure of an organization which is revealed via organizational goals, technology, structure, policies, performance, and products and is most apparently reflected in employees' behavior. Organizational culture is a pattern of common basic postulates by which a group learns to resolve its external adaptation and internal integration problems and is taught to new members as a method of thinking about, feeling, and understanding such problems. Organizational culture involves a set of values, beliefs, perceptions, and thinking methods which are common among organization members [4]. Here, managers are eager to find out which of the power sources has the greatest effect on their management. This question is going to be answered using the prioritization method of AHP. Considering the present problems and ambiguities in prioritization and manager's use of various power bases, this study investigates the relationship between manager's use of various power bases and organizational culture in governmental organizations in order to offer a perspective on the relationship between selection of power bases by manager and organizational culture. This research employs AHP method to investigate and prioritize the power bases used by manager and then, studies the dominance level of organizational culture based on managers' priorities in selection of power types. The obtained results can be used to predict the power being used by managers and the organizational culture dominating the organization since neglect of the mentioned topic may pose numerous problems for organizations management.

In today's world, the findings in the field of managerial sciences have changed the evolutions into contemporary regulations which are required to be used by managers in their manner of management. Therefore, use of power types by managers also changes. On this basis, special attentions should be paid to the methods of achieving organizational goals and management of employees so that along with the evaluation of the used power types, their efficiency and influence on achieving organizational goals are also investigated.

Considering the importance of a rich organizational culture in achieving organizational goals and creation of a high working morale in human resources and taking account of the basic role of managers in organizational culture making, which, in turn, can also be discussed using managers' power types, the current research is of great significance. Based on this introduction, conduct of the researches on prioritization of managers' use of power types and its relationship with organizational culture is of enormous importance. In addition, the importance of the present study is because of its applicability since its results can guide individuals towards governmental organizations' culture, if the methods of using power by managers are identified.

1- *Organizational Culture:*

The term "organizational culture" was first introduced in early 1980s when Americans were seeking the causes of Japanese success in international competitions. They finally found the incorporation culture (or organizational culture) to be their success secret. Popularity of some theories such as theory Z and Japanese art of management are the results of this ideology.

* Which part of culture is manageable?

Culture is a behavior and depends upon Personality and situation. Personality is not manageable. Thus, the way of only changing culture is to change the situation of organization (Bender, L., Razembe, R., 2000).

Table 1: A summary of various definitions of culture.

Definition	Resource
A belief system	J.C.Sender
Powerful values which are widely common	Co.Reilly
What we do in society	T.E Ded and A.A.Icenndy
Collective programming of the mind	G.Hofstede
Collective views	J.Vanmannen
A collection of common and continual beliefs which are transferred by diverse symbolic instruments and earn individuals' lives meaning and concept	J.M,kouzes and B.Z.Psoner
A chain of common, dominant, and correlative values which are transferred by some symbolic concepts such as stories, myths, slogans, and proverbs	T.peters f R.II.watman
A pattern of essential postulates which is innovated, discovered or suggested by a certain group to deal with external adaptation and internal integration problems	E.H.schein
Training, modification, treatment, interests, motivations, style, and behavior which lead to the creation of a new thought, new attitude, and action	The great culture
A nation's knowledge, literature, science, wisdom, training, and all scientific works and oeuvre	Amid Persian Dictionary
A thinking and behavior pattern	R.Benedict

4- Power Resources:

French and Raven classification, which is one of the primary classifications of various power sources, has been serving as the basis for organizational studies.

French and Raven believe that power is based on the following six types:

1- Reward Power: this basis is originated from specific control of human resources such as dominance over employees and the ability to raise their salary, promotion etc.

2- Coercive Power: it means the use of one's position to force others to do things and her/his power to punish, reward, or threaten them. The exertion of a manager forces individuals to behave in a specific manner.

3- Legitimate Power: this power is originated from individual's job or position in an organization. Having this power means managers are able to influence others only because of the power originated from their organizational position.

4- Referent Power: this type of power depends upon one's personal attractiveness and charisma. The skill in forming relationships between individuals and emotional support of them are the origins of this power.

5- Expert Power: it is generated by knowledge and is based on the acknowledgement of others' expertise.

6- Informational Power: (being aware of people's situation, their lives' events and other facts) access to such information and resources brings about a power to help individuals or organizational unit by overcoming uncertainties. Generally, one's access to the information of which others are unaware, earns him/her a considerable power.

Where is power originated from? What is the thing by which a group or person can influence others? French and Raven answered these questions for the first time and defined 5 power bases of coercive power, reward power, expert power, legitimate power, and informational power.

Natemeyer has struggled to provide another classification of power bases. Peabody classified the comments of respondents in a police station, a charity, and a primary school in four categories: legitimacy power (regulations, laws, and policies), position power, competence power (professional and technical), and personal power [12] .

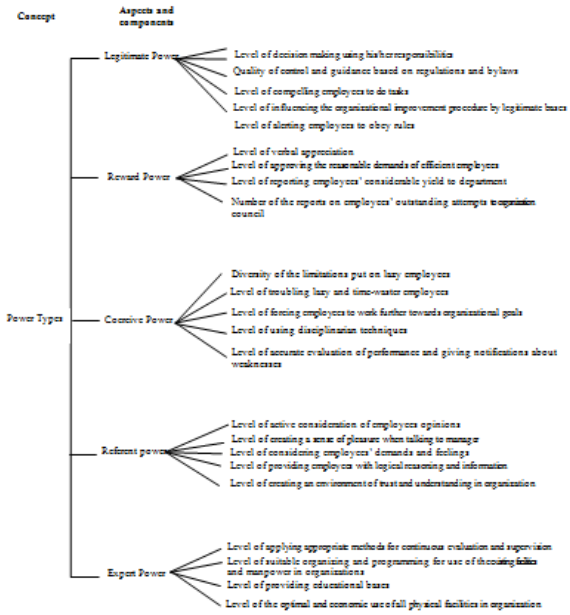
5- Theoretical Framework of the Study:

This study uses the French and Raven model. For the first time, French and Raven defined 5 power bases of coercive power, reward power, expert power, legitimate power, and informational power which are used by managers to influence individuals at workplace. Control of others' behavior is the basis of power. Power is the force that causes the works to be done while influence is a behavioral reaction to the exertion of power [12].

Power bases:

There are five types of power bases. The question is if a person has one or some these power bases. A positive answer to this question shows he/she possesses the power(s).

- This person is strict about work and you do not want to do anything wrong that somehow makes him/her angry (Coercive Power).
- * This person can reward individuals with special advantages and awards and you want to do something to enjoy such advantages (Reward Power).
- * This person has a right to determine your position and ask you to take responsibilities (Legitimate Power).
- * This person has sufficient knowledge and experience which makes you to respect and refer to him/her in most occasions (Expert Power).
- * You like this person and enjoy doing something for him/her (Referent Power).



6- Study Postulates:

Primary postulate:

- There is a relationship between managers' use of power types and organizational culture in governmental organizations.

Secondary postulate:

- There is a significant relationship between manager's use of legitimate power and organizational culture.
- There is a significant relationship between manager's use of reward power and organizational culture.
- There is a significant relationship between manager's use of coercive power and organizational culture.
- There is a significant relationship between manager's use of referent power and organizational culture.
- There is a significant relationship between manager's use of expert power and organizational culture.

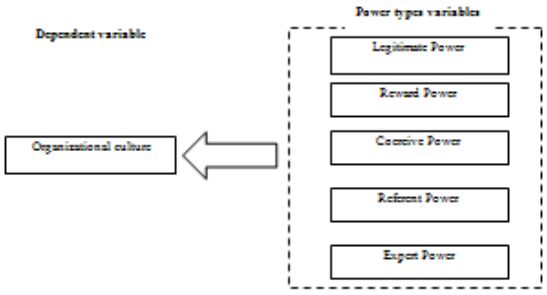


Fig. 1-1: The analytical model of study.

7- The Analytical Model of Study:

Analytical Hierarchy Process (AHP) is a decision making method by which the decisions dependent upon different criteria or multi-criteria decisions can be made. In this method, a structure is first designed for the decision making problem and then, various options are compared to each other based on the decision making criteria and finally, each of them is prioritized.

Generally, AHP method can be employed in the cases which are related to decision making processes such as prioritization, selection, evaluation, preparation, and prediction. On many occasions, AHP has been used along with other operational research methods such as linear programming and integer programming.

As it is known to all, the only criterion for evaluation and comparison in engineering economics is money. For example, when choosing between two warplanes to purchase, engineering economics issues would not offer

any help to compare the items like their speed, maneuvering power, spare parts, repairs etc. To make a decision using AHP method, following steps should be taken:

1- Development of a decision tree
2- Pairwise comparison of decision making criteria
3- Pairwise comparison of options on each criterion
4- Setting priorities based on comparisons
5- Conclusion

The following section explains these steps in more details.

Concepts and properties of AHP:

The first step in using AHP method is to develop a decision tree. This tree has three types of nodes. The first type is called "goal node" which appears just one time at the highest level of the tree. This node shows the goal of decision making process. The second type of nodes, indeed, represents the decision making criteria and the third type of nodes shows the decision making options and are located at the lowest level of the tree. In this tree, upper nodes are connected to the nodes right below them which are somehow related to them in topic. After developing decision tree, the weight of each option (lowest nodes) in reaching the goal (highest node) is calculated.

Decision making tree provides a graphical illustration of decision making strategy. In this tree, the goal of decision making is firstly written and then, the decision elements are distributed in order of their importance through the different levels of the tree from top to bottom.

8- The Study Methodology:

The present study is an applied survey research since it employs questionnaire as the data collection tool and the obtained results can be used by the managements of governmental organizations in AjabShir city.

9- Statistical Population, Sample Size, and Sampling Method:

The statistical population of study includes all of the managers (120 people) in governmental organizations of East Azerbaijan state. In addition, the statistical sample size was calculated to be 91 using Cochran's Formula but the final size of sample was decided to be 95 people.

10- Data Collection Tool:

Two questionnaires were used as data collection tools. The first one was about organizational culture and the second one investigated the managers' preference for power types including the elements of expert power, referent power, coercive power, reward power, and legitimate power. Each element was evaluated by several (4 to 6) questions. The total results obtained from these questions would determine the studied variables in this research.

11- Validity and Reliability of the Questionnaires:

The validity of questionnaires was assessed by experts and professors and then, the questionnaires were corrected and finalized using their comments.

Cronbach's alpha coefficient method was employed to measure the reliability of questionnaires using SPSS software. The finalized questionnaires were distributed among 30 examinees and then the Cronbach's alpha coefficient was calculated to be 0.701 which shows an acceptable level of reliability.

12- Data Analysis Methods:

The completed Questionnaires were first controlled to eliminate the invalid ones and then questions were labeled and valued using SPSS. Firstly, the descriptive statistics analysis was carried out to obtain the parameters like frequency, percentage, and graphs of study variables. Then, considering the type of the variables of each postulate, inferential statistics analyses were done using the appropriate techniques as follows.

13- Test of the Postulates:

Postulate No. 1. There is a significant relationship between manager's use of legitimate power and organizational culture.

This postulate investigates and compares the relationship between manager's use of legitimate power and organizational culture. Considering the variables to be interval type, the Pearson's correlation coefficient test was used to achieve this. The following table lists the obtained results. As it is obvious, the calculated correlation coefficient and significance level are R=0.094 and P=0.365 respectively. Since the resulted significance level is greater than the acceptable maximum value (p=0.05), the first postulate is rejected, that is, there is no significant relationship between manager's use of legitimate power and organizational culture.

Descriptive information obtained from Pearson's correlation test for the relationship between manager's use of legitimate power and organizational culture

Significance Level	Correlation Coefficient	Standard Deviation	Mean Value	Variable
0.365	0.094	18.3 3.6	114.7 11.06	Organizational Culture Legitimate Power

Postulate No. 2. There is a significant relationship between manager's use of reward power and organizational culture.

The second postulate investigates the relationship between manager's use of reward power and organizational culture. Since both of the variables are interval variables, the Pearson's correlation coefficient test was used. The following table shows the obtained results. As it is obvious, the calculated correlation coefficient and significance level are R=0.268 and P=0.009 respectively. The resulted significance level is smaller than the acceptable maximum value (p=0.05). Thus, the second postulate is accepted, that is, there is a significant relationship between manager's use of reward power and organizational culture.

Descriptive information obtained from Pearson's correlation test for the relationship between manager's use of reward power and organizational culture

Significance Level	Correlation Coefficient	Standard Deviation	Mean Value	Variable
0.009	0.268	18.3 5.1	114.7 11.6	Organizational Culture Reward Power

Postulate No. 3. There is a significant relationship between manager's use of coercive power and organizational culture.

The third postulate investigates the relationship between the interval variables of manager's use of coercive power and organizational culture. Based on researcher's studies, it is probable for schools' organizational culture to be negatively affected by superintendent's use of coercive power. Here again, the Pearson's correlation coefficient test was employed to investigate the postulate. As the results show, there is no significant relationship between the variables of this postulate. the calculated correlation coefficient and significance level are R=0.268 and P=0.009 respectively. The resulted significance level is greater than the acceptable maximum value (p=0.05). Thus, the third postulate is also rejected, that is, there is no significant relationship between manager's use of coercive power and organizational culture.

Descriptive information obtained from Pearson's correlation test for the relationship between manager's use of coercive power and organizational culture.

Significance Level	Correlation Coefficient	Standard Deviation	Mean Value	Variable
0/0.478	/0.074	18.3 3.4	114.7 11.5	Organizational Culture Coercive Power

Postulate No. 4. There is a significant relationship between manager's use of referent power and organizational culture.

The fourth postulate investigates the relationship between manager's use of referent power and organizational culture. The results obtained from Pearson's correlation coefficient test are listed in the following table. It is obvious that the calculated correlation coefficient and significance level are R=0.329 and P=0.001 respectively. Since the resulted significance level is smaller than the acceptable maximum value (p=0.05), this postulate is accepted, that is, there is a significant relationship between manager's use of referent power and organizational culture.

Descriptive information obtained from Pearson's correlation test for the relationship between manager's use of referent power and organizational culture

Significance Level	Correlation Coefficient	Standard Deviation	Mean Value	Variable
0.001	0.329	18.3 3.8	114.7 114 12.1	Organizational Culture Referent Power

Postulate No. 5. There is a significant relationship between manager's use of expert power and organizational culture.

Expertise is one of the important bases for exertion of power by managers. If having sufficient work experience and education, managers can use expertise as an instrument to exert their power and influence organizational culture. The fifth postulate investigates the relationship between two variables of manager's use

of expert power and organizational culture. Using Pearson's correlation coefficient, the obtained results (see the following table) showed, the calculated correlation coefficient and significance level are R=0.393 and P=0.001 respectively. Since the resulted significance level is smaller than the acceptable maximum value (p=0.05), this postulate is also accepted, that is, there is a significant relationship between manager's use of expert power and organizational culture.

Descriptive information obtained from Pearson's correlation test for the relationship between manager's use of expert power and organizational culture

Significance Level	Correlation Coefficient	Standard Deviation	Mean Value	Variable
0.001	0.393	18.3 4.3	114.7 11.2	Organizational Culture Expert Power

14- The Results Obtained from Evaluation of Study Variables:

1- The factors effective in periodization of managers' use of power types and their weights are as follows. In order to weight the used power types, the questionnaire designed by researcher involved some questions on efficiency, effectiveness, retention of human relationships, and better accomplishment of tasks. The obtained results show referent power (0.390) has the highest priority among the power types being used by managers. Next priorities are: reward power (0.243) at second place, coercive power (0.150) at third place, legitimate power (0.148) at fourth place, and finally expert power (0.071) at fifth place.

Determination of the power types Priorities using AHP method.

Weight	Power	Priority
0.780	Referent Power	1
0.486	Reward Power	2
0.300	Coercive Power	3
0.296	Legitimate Power	4
0.142	Expert Power	5

2- The value of correlation coefficient between two variables of manager's use of legitimate power and organizational culture is R=0.094. The significance level is p=0.365 which is greater than the acceptable maximum value (p=0.05). Thus, the zero assumption (H0) is accepted and the main assumption (H1) is rejected, that is, there is no significant relationship between manager's use of legitimate power and organizational culture.

3- The value of correlation coefficient between two variables of manager's use of reward power and organizational culture is R=0.268. The significance level is p=0.009 which is smaller than the acceptable maximum value (p=0.05). Thus, the zero assumption (H0) is rejected and the main assumption (H1) is accepted, that is, with a confidence level of 95%, there is a significant relationship between manager's use of reward power and organizational culture.

4- The value of correlation coefficient between two variables of manager's use of coercive power and organizational culture is R=0.074. The significance level is p=0.478 which is greater than the acceptable maximum value (p=0.05). Thus, the zero assumption (H0) is accepted and the main assumption (H1) is rejected, that is, with a confidence level of 95%, there is no significant relationship between manager's use of coercive power and organizational culture.

5- The value of correlation coefficient between two variables of manager's use of referent power and organizational culture is R=0.329. The significance level is p=0.001 which is smaller than the acceptable maximum value (p=0.05). Thus, the zero assumption (H0) is rejected and the main assumption (H1) is accepted, that is, with a confidence level of 95%, there is a significant relationship between manager's use of referent power and organizational culture.

6- The value of correlation coefficient between two variables of manager's use of expert power and organizational culture is R=0.393. The significance level is p=0.001 which is smaller than the acceptable maximum value (p=0.05). Thus, the zero assumption (H0) is rejected and the main assumption (H1) is accepted, that is, with a confidence level of 95%, there is a significant relationship between manager's use of expert power and organizational culture.

15- Suggestions Based on the Study Results:

1- It is suggested that managers of the studied organizations and departments take advantage of the reward-based management methods and try to persuade employees to make further attempts in order to enjoy the specific organizational rewards.

2- It is suggested that managers should try and be educated in order to gain referent power.

3- It is suggested that managers should gain the required expertise in the field of organization's jobs in order to exert their power on employees using expert power.

4- It is suggested that should avoid the exertion of unjustifiable coercive power since it will not be that effective, as the study results showed.
5- It is suggested that managers should develop an appropriate organizational culture in organizations and attach importance to employees' values.
6- It is suggested that managers should provide their employees with the required trainings in the ways of using organizational culture and power.

16- Suggestion for Future Studies:
Following, are some suggestions for future researchers:

- It is suggested that a similar research id carried out in other states of the country to compare the results with our findings.
- It is suggested that other researchers use different theories to evaluate the organizational culture and investigate tits relationship with exertion of power.

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