

Exploring the relationship between managers 'power resources with the effectiveness of organizational communications among the head office of Educational organization's staffs of Bojnourd in educational year 2014-2015

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Received: November 21, 2014

Accepted: January 25, 2015

ABSTRACT

The purpose of this study was to investigate the relationship between managers' authority resources with the effectiveness of organizational communications among the head office Educational organization's staffs of North Khorasan in educational year 2014-2015. This research was descriptive and correlational. The population was all the employees of the head office Educational organization's staffs of North Khorasan (N=200) that 132 people were selected by random sampling method-relative stratified according to Morgan table. Data collection tools to measure the authority resources of Managers was the Inventory of power by "Shriekhim and Hinkin" (1989) and to measure the effectiveness of organizational communication as a standardized questionnaire, "Effectiveness of Corporate Communications" (Nanchiyanand others, 2001) was used and both of questionnaires were validated previously by the professors and experts, and their reliability by using Cronbach's alpha coefficient are 0.775 and 0.719, respectively. The collected data was analyzed by Pearson correlational coefficient statistical tests for study the relationship between considered hypotheses. One-way T-test was used to measure the components of resources of power among managers and for exploring the impact of each component on the effectiveness of organizational communications, the collected data was analyzed by Pearson correlational coefficient through SPSS version 18. The results revealed that there is significant relationship between the resources of power in managers and the effectiveness of organizational communications and also between resources of power of legitimate, authorization, and expertise of managers with the effectiveness of organizational communications. On the other hand, there is not any significant relationship between reward as power resources and coercive power with the effectiveness of organizational communications and thus the expertise power has the most influence and the coercive power has the least influence on the effectiveness of organizational communications.

KEYWORD: organizational communications, the effectiveness of communications, power, resources of power in managers, French and Rawan model

INTRODUCTION

Human resources play a fundamental role in the growth, dynamism or destruction of organizations. The importance of this factor as the most important factor in the operational chain and thought of organizations has long been proven and organizations that have made significant achievements has given significant attention to the human being in their works (Khansharifan & Soleimanpour Omran, 2014). Training centers has a significant impact on the economic, social and political society (Rabinz, 46: 1989). The managers of these centers will be able to rely on corporate power and effect on the activities of others (Rabinz, 87: 2014). Power is prerequisite for an organization (Alvani, 1375: 167). Power is necessary for implementing each of management's methods that are fulfilled according to the preparation level of staffs (Harsy and Blenchard, 290: 2002) and inappropriate use of power causes critical impact on motivation, job's satisfaction, absenteeism, turnover and undesired tension of staffs (Hui and et al., 2005: 243). Managing an organization depends on potential usage of power that will make it possible to take effective decision and achieve organizational purposes (Jasbi, 1995). Therefore, awareness of the essence and expansion of power is very necessary but in spite of doing some researches in this area, there is still scarcity in recognizing resources, references, tools, and methods that bring the power of managers into effect (Bekhard, 2000). On the other hand, the performance of managers depends on their abilities in making communication that lead to development and prosperity or degeneration and deviance in organization and it relies on the essence and the usage

of power. The efficiency and development of every organization largely depends on the use of corporate communications tools and skills (Haghighi, 402; 2002). On average, 75 to 95 percent of managers at different levels spent their time on communication and messaging (Amirkabiri, 429; 2007) to communicate effectively and to increase the efficiency, staffs' satisfaction, promoting motivation and consequently to reduce the conflicts arising from a lack of communication system (Farhangi, 48; 2003). In this domain, several studies have been done and confirmed this claim. Noorbakhsh and Mohammadi (2005) in a study examined the relationship between leadership styles and power resources in managers of physical education universities in faculty members' perspective. The results showed that the majority of powers in managers emanate from their expertise and legitimate power resources, referent, coercive and reward, respectively, were next in line. Mozafari and Tabatabaiyan (2005) have conducted the research as a relationship between power resources and the efficacy and performance of the managers of physical education departments and colleges in state universities in faculty member's perspective. The results showed that there is a direct relationship between the strength of expertise, personal information and reward and inverse relationship with the resource of the coercive law. Amjadi (2000) in a research entitled "Evaluation of the use of five-component power resources among managers of the departments in Rafsanjan" concluded that the managers largely use of the authority, expertise, coercive, and legitimate power and moderately take advantage of the reward power and there is a consensus between staffs with different work experience and educational levels. Arjmandi Far (2000) conducted a study about the relationship between the amount of the use of different power styles through the managers of female public elementary schools in Tehran with the organizational atmosphere in teachers' view and the results revealed that personality, expertise, legitimate, reward, and coercive obtained highest mean of usage among other resources of power. Verhost (2004) conducted a research entitled 'power basis on international canals' in which the different aspects of power distribution's canals such as independency, control, satisfaction, and fulfillment are considered. The results showed that a knowledgeable and competent manager is able to use the power in order to develop organizational culture and in this way the expertise power is in the highest rank and reward power is in the lowest rank. Politis (2003) in a study entitled "The effect of Managerial Power and Relational Trust on the Skills and Traits of Knowledge Acquisition" in the United Arab Emirates concluded that there is a direct relationship between the expertise, referential, and Coercive power with skills of acquiring knowledge. Dean Tjosvold and et.al (2003) in an investigation named as "the impact of organizational ranking on leader in use of the power for effective implementation of plans in China" showed that even at high power distance societies such as China organizational, valuing to the "expandable power" shows correlation with the increasing power of information. Generally, the way that managers take advantage of tools and power resources in making organizational communications will cause different effects on the efficiency and effectiveness of organizations. This study deals with the different resources of management power based on "French Veberet Ram Veroun" includes legitimate power, reward power, coercive power, expertise power, authority, power, and the effectiveness of communication.

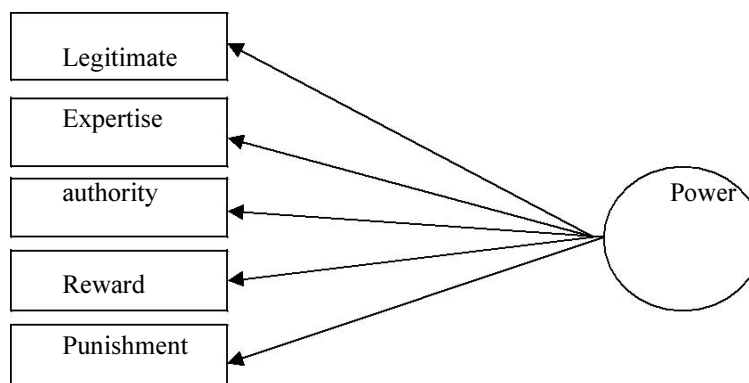


Figure (1): Rawan and French power resource model

Therefore, study of the power resources and the way of making communication with staffs can effect on the policies, strategies and organizational decision making and also on promoting the efficaciousness and effectiveness of organizations' performances. This study seeks to achieve following purposes:

1. Identify the relationship between managers 'reward as a power resource and its effect on organizational

communications among the head office of Educational organization of North Khorasan in 2015

2. Identify the relationship between managers 'coercive as a power resource and its effect on organizational communications among the head office of Educational organization of North Khorasan in 2015
3. Identify the relationship between managers 'authority as a power resource and its effect on organizational communications among the head office of Educational organization of North Khorasan in 2015
4. Identify the relationship between managers 'expertise as a power resource and its effect on organizational communications among the head office of the Educational organization of North Khorasan in 2015
5. Identify the relationship between managers 'legitimate as a power resource and its effect on organizational communications among the head office of the Educational organization of North Khorasan in 2015

2. METHOD OF STUDY

The present study is descriptive and correlation, because it considers the relation between variables, and on the other hand due to collecting data it is inferential. The statistical population of this study is all of the head office of Educational organization's staffs of North Khorasan (N= 200) in 1392-1393. Using the Morgan table, the sample equal to the 132 participates estimated and selected by stratified random sampling method. The instruments for collecting data were note-taking from search results on internet, library resources and publications. In order data collecting, two standard questionnaires were used and 127 questionnaires were returned:

1. "Sheraikhem and Henken" power resources questionnaire (1989) includes 20 questions and is based on Liker five-choice scale and is used to measure five power resources of French and reward, coercive, authority, legitimate, and expertise.

2. "The effectiveness of organizational communications" questionnaire (Nanchiyan and et.al, 2001) includes 25 questions and is based on Likert five-choice scale. The reliability of both questionnaires is confirmed by experts and professors and the validity of questionnaires, using Cronbach's alpha, were determined 0.775 and 0.719 respectively.

In order to data analysis, the descriptive statistics (frequency distribution, mean, and percentage) and inferential, spss software version 21 was used. The descriptive statistics (frequency table distribution, bar graph) were used for presenting the characteristics of the statistical population according to numeral and interval variables and on the other hand, and on the basis of kolmogorov- smirnov test results, Parametric tests for inferential statistics, the correlation coefficient Pearson for testing hypotheses, one sample t-test for measuring the mean of the aspects of power of resources in managers and the rate of power in managers, and Friedman ranking test for ranking the aspects of power were used. In order to analyze the impact of each aspect of power resources in managers on the effectiveness of organizational communications, considering the normality of variables, the linear regression test was used.

3. RESULTS OF STUDY

The main hypothesis tests the relationship between power resources of managers and the effectiveness of organizational communications.

Table (1): Pearson coefficient correlation between power resources of managers and the effectiveness of organizational communications

variable			The effectiveness of organizational communications
Main hypothesis	power resources of managers	correlation	0/311**
		Significant level	0/000
		Sample	127

The results showed that the correlation between power resources of managers and the effectiveness of organizational communications equals to 0/311 and according to significant level, estimated as 0/000 at 0/95 P-value, it can be claimed that there is a significant relationship between power resources of managers and the effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

First minor hypothesis: Study the relationship between reward as a power resource and effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

Table (2): the results of Pearson correlation test for first hypothesis

Variable		The effectiveness of organizational communications	
		organizational communications	
first hypothesis	Reward as resource power	correlation	0/140
		Significant level	0/118
		sample	127

Table (2) showed that the correlation between reward as a power resource of managers and the effectiveness of organizational communications equals to 0/140 and according to significant level, estimated as 0/118 at 0/95 P-value, it can be claimed that the null hypothesis is accepted and its opposite is rejected.

Second minor hypothesis: Study the relationship between coercive as a power resource and effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

Table(3): the results of Pearson correlation test for second hypothesis

Variable		The effectiveness of organizational communications	
		organizational communications	
first hypothesis	Reward as resource power	correlation	0/052
		Significant level	0/558
		sample	127

Table (3) showed that the correlation between coercive as a power resource of managers and the effectiveness of organizational communications equals to 0/052 and according to significant level, estimated as 0/558 at 0/95 P-value, it can be claimed that there is not a significant relationship between coercive as a power resources of managers and the effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

Third minor hypothesis: Study the relationship between authority as a power resource and effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

Table(4): the results of Pearson correlation test for third hypothesis

Variable		The effectiveness of organizational communications	
		organizational communications	
first hypothesis	Reward as resource power	correlation	0/302
		Significant level	0/001
		sample	127

Table (4) showed that the correlation between authority as a power resource of managers and the effectiveness of organizational communications equals to 0/302 and according to significant level, estimated as 0/001 at 0/95 P-value, it can be claimed that there is a significant relationship between authority as a power resources of managers and the effectiveness of organizational communications among the head office of Educational organization of North Khorasan. Fourth minor hypothesis: Study the relationship between expertise as a power resource and effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

Table(5): the results of Pearson correlation test for fourth hypothesis

Variable			The effectiveness of organizational communications
			organizational communications
first hypothesis	Reward	correlation	0/313
	as		
	resource		
	power		
		Significant	0/000
		level	
		sample	127

Table (5) showed that the correlation between expertise as a power resource of managers and the effectiveness of organizational communications equals to 0/313 and according to significant level, estimated as 0/000 at 0/95 P-value, it can be claimed that there is a significant relationship between authority as a power resources of managers and the effectiveness of organizational communications among the head office of Educational organization of North Khorasan. It means that the more the amount of expertise increases in managers, the more the effectiveness of organizational communications increases. Fifth minor hypothesis: Study the relationship between legitimate as a power resource and effectiveness of organizational communications among the head office of Educational organization of North Khorasan.

Table (6): the results of Pearson correlation test for fourth hypothesis

Variable			The effectiveness of organizational communications
			organizational communications
first hypothesis	Reward	correlation	0/221
	as		
	resource		
	power		
		Significant level	0/013
		sample	127

Table (6) showed that the correlation between legitimate as a power resource of managers and the effectiveness of organizational communications equals to 0/221 and according to significant level, estimated as 0/013 at 0/95 P-value, it can be claimed that there is a significant relationship between legitimate as a power resources of managers and the effectiveness of organizational communications among the head office of Educational organization of North Khorasan. It means that legitimate power of managers has crucial role in developing and promoting the effectiveness of organizational communications and with elevating and increasing of the legitimate power in managers the effectiveness of organizational communications will increase consequently.

Table (7): The results from T-test for minor hypothesis

Significant level (P)	mean	Standard deviation	t	df	variable
0/000	4/1909	0/73898	1/385	126	reward
0/000	2/1476	0/60533	1/729	126	coercive
0/000	4/5059	0/4525	2/253	126	authority
0/000	4/3976	0/48218	2/11	126	expertise
0/000	4/437	0/51367	1/987	126	legitimate

As it is realized from the results of one-way t-test for components of power resources of managers of the head office of Educational organization of North Khorasan, the scores of all of the components are higher than mean but coercive power that it implied that the use of coercive power is irrational and basically, the managers attempt to employ other components to impose their opinion and make an effect instead of coercive.

DISCUSSION AND CONCLUSION

The results show that there is significant and positive relationship between power resources with organizational communications. From five components of power resources (expertise, reward, authority, legitimate, and coercive), expertise, authority, and legitimate power have higher significant and positive relationship with communications effectiveness, respectively, and on the other hand, coercive and reward power have negative relationship with communications effectiveness. Normally, the knowledgeable, skillful, and experienced managers are much more acceptable and favorable for employees and authoritative managers have effective management and department's staffs tend to follow them as an example according to their appealing characteristics and special attitude, behavior, and personality. The personality effectiveness is more stable and constant due to its power of permeability. The power of legitimate has relatively impact on communications effectiveness. The power of reward has negative relationship with communications effectiveness. The results showed a negative relationship between coercive power and communications effectiveness. The most of management and psychological experts believe that exploit of coercive power as a tool to persuade employees and staffs causes negative effects rather than positive effects on account of unfavorable effects on body and spirit (Nasr Esfahani, 31: 2005). Therefore, there is a significant difference between types of power resources utilized by managers, except coercive and reward power, and the effectiveness of organizational communications from the perspective of the head office of Educational organization of North's staffs. Khorasan. The expertise as the most practicable resource of power in view of managers is at the first rank of effectiveness of organizational communications. The studies by French and reyon (1959), John de politis (2003), Dean T Jaswald and others (2003), and verhorst (2004) also confirmed this claim; therefore, it can be accepted that a manager needs to use all of power resources for managing the organization but the percent of utilization is various in different organizations and in accordance with this, Felahati (2005), Amjadi(2000), Arjmandi far(2000), Mazafari and Tabatabaiyan (2005) emphasized the organizational effectiveness and the factors that impact on it such as use of different kinds of power basis by managers. According to the coefficient correlation of the relationship between power resources of managers and its components (reward, legitimate, authority, expertise, and coercive) with organizational communications, results revealed that there is a direct and significant relationship between power resources of managers and the effectiveness of organizational communications, that is, the more the power resources elevate in managers, the more the effectiveness of organizational communications will be. Therefore, a combination of all kinds of power can provide a best tool to use in appropriate situations and managers need to recognize the suitable use of each power in its best time. Managers are obliged to react according to situations and it can be accepted that a manager needs to use all of power resources for managing the organization but the percent of utilization is various in different organizations on the basis of atmosphere, culture, needs and motivations, and the maturity and awareness of staffs.

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