

The Examination of Relation between the School Principals' Power of Expertise and the Personnel's Organizational Commitment (Case study: Department of Education of East, Central and West of Mazandaran)

Hossein Palar

MA in Educational Administration, Islamic Azad University, Sari Branch

ABSTRACT

This research has conducted in order to examine the relation between the school principals' power of expertise and the personnel's organizational commitment of Mazandaran province in school year of 2010-2011. The sample size is 1721. 317 persons were selected based on the table of Krejcie and Morgan. The research is descriptive and correlational. The research's tools for data collection include two standard questionnaires to assess the rate of power of expertise (Questionnaire of Dip and Soosman) with 15 statements and the organizational commitment (Questionnaire of Mowday, Steers and Porter) with 20 statements. The idea of connoisseurs and professors was used for the selection of validity and the constancy of questionnaires was calculated by using of Cronbach's Alpha that the assessment of obtained figure was desirable ($\alpha=89$). The test of linear regression and Mann Whitney were used for analysis of data.

The results of research showed that there is a meaningful relationship between the school principals' power of expertise and the personnel's organizational commitment. Also there has not been any difference between the school principals' power of expertise the organizational commitment of male female personnel. Therefore, if the school principals enjoy power of expertise and enough knowledge and skill, the organizational commitment of personnel in level of departments will increase.

KEYWORDS: power, expertise, commitment, principals, departments, organization

INTRODUCTION

Preface:

It is believed that the art and science of management is one of the most delicate, difficult and profitable affairs these days and it is enumerated as one of the index of contemporary civilization. In the present century the importance and effectiveness of this human knowledge is to the extent that some thinkers consider the twentieth century as the era of management and the world of today as the world of knowledgeable managers and regard the science of management as one of the most important and complex majors of liberal arts (Sirota, et al, 2007, p.175).

Many experts consider the cause of success and failure of organizations as difference in their managements. Based on Peter Drucker, the needful member of each organization is the management (Rezaian, 2008, p. 9).

Among various managements, management of educational organizations is so important and has a strategic role because all aims and factors of them are in a human way (Saatchi, 2007, p. 154). Therefore, the position of fulfilling the power and conducting its methods in such organizations is the most important matter of art of management. One kind of power of educational managements and leaders is power of knowledge and expertise. The power of expertise is caused by techniques, skills and knowledge. As the world takes step toward better technology, so the expertise has formed as one of the most powerful resources to use power. As the works become more specialized, the organizations become more dependent to the experts in order to reach their goals (Rabiner, 2009, p. 725).

Expert power is a mean that its owner can control specialized information because the expertise assures the managers and personnel of guaranty of their influence power and positions (Hersey & Blanchard, 2001, p. 244).

Also, expert power means the influence based on the specialized knowledge of manager. When the manager enjoys the expert power, the personnel deal with affairs according to his suggestions and orders, because they consider him as the possessor of knowledge and expertise (Hellriegel, 1996, p.447).

The formation of such expertise is based on the existence of circumstance of belief and trust initially. This matter causes that personnel obey the manager inwardly.

Also, because the specialized expertise does not have personal aspect and relates to the essence of work, it produces an effect in works which need less supervising and it may make the need of supervising less important gradually (Moshabaki, 2001, p.296).

The power caused by expertise is based on this belief and trust that the orderer enjoys a special knowledge or expertise which the receiver of order lacks. When a doctor gives us an order, we avow his specialized power and accept his prescription (Alagheband, 2005, p.100).

The specialized power is considered as the science of management. It means that the manager should possess the reliable certificate and expertise in one of subfields of the science of management. This power let the manager to advance the administrative affairs based on his knowledge and his obedient personnel consider him as the expert and execute his orders (Ismaili, 2003, p.35).

Some scholars of management's science have proposed managers of various ways. The manger, with making others aware of the level of education and his experience and knowledge, can increase their assumptions from his degree of expertise brilliantly. The manager should not pretend to know something that he does not know. If it turns out that the manager lacks ample knowledge and pretends to have or know something, he will lose his expertise power fast.

Also, the organizational commitment in management and literature of behavioral science is an important factor in relation between individuals and organizations. The existence of organizational commitment leads to increase in profitability and decrease in quitting job and with having influence over performance of personnel leads to increase in productivity, improvement of services and increase in its quality (Pazargadi, 2006, p. 4). Individuals having high commitment persist in following their job goals even in facing with obstacles and failures (Othman & Anugerah, 2009, p. 78).

The highness of organizational commitment indicates the acceptance of aims and values of organization from personnel and committed personnel have more flexibility toward changes (Fedor & et al, 2006, p.29).

The organizational commitment is defined as the connection of individuals to the organization which indicates the degree of royalty of personnel to the organization. The organizational commitment has a great importance in organizational behavior and it can be defined as the power of recognition along with the activity and cooperation in a special organization (Guleryaz & Miski Aydin, 2008, p. 11).

The organizational commitment is considered as emotional and psychological dependence upon the organization that according to it the individual will specify his identity with the organization, cooperate in affairs and enjoy being the member of it (Larsen, 2002, p.45).

Those individuals who have the commitment toward their jobs, experience more job success in proportion to those individuals have less commitment toward their jobs. Those individuals who have more commitment toward their jobs, are more inclined to important and considerable investment in their jobs. Such investments should have positive influences over progress of job and also, those individuals who have the commitment toward their jobs, have the positive feeling for their jobs because those individuals who have the commitment toward their jobs and careers, are inclined to expand approaches conforming to their commitments (Othman & Anugerah, 2009, p.79).

So the organizational commitment is a behavioral approach about loyalty of personnel to the organization and is a constant process indicates the attention of individuals to the organization and the success and welfare of organization through the participations of individuals in the organizational decisions. The degree of organizational commitment represents the inclination to continue the job in the organization, the higher performance, quitting job and the fewer absences of personnel.

Regarding the importance of subject in behavioral and management studies and researches, the researcher intends to fulfill this present research in order to reach well-founded and scientific results in the field of relation between the power of expertise of managers with one of the important approaches of career namely, the organizational commitment of personnel.

Hypothesis:

Main hypothesis:

There is a relation between power of expertise of managers and the organizational commitment of personnel of Mazandaran's education department.

Secondary hypothesis:

The relation between power of expertise of managers and the organizational commitment of male and female personnel of Mazandaran's education department is different.

METHODOLOGY

The methodology of this research is descriptive-correlational. The population of research includes all personnel of education departments of Mazandaran province. Among 1721 personnel from 19 towns and 13 sectors of education departments in Mazandaran province, 118 of them are women and 1603 of them are men. 317 personnel were selected based on the table of Krejcie and Morgan (Hasanzadeh, 2008, p.133).

The random-cluster sampling has been used in this research. Having divided Mazandaran province into 3 clusters of East, West and Center, some cities from each cluster were selected randomly and in sample towns

with calculation of population society's proportion, the considered sample were selected to fill out questionnaire. The research's tools for data collection include two standard questionnaires to assess the rate of power of expertise (Questionnaire of Dip and Soosman) with 15 statements and the organizational commitment (Questionnaire of Mowday, Steers and Porter) with 20 statements.

The validity of questionnaire was approved and reviewed by some connoisseurs and professors this field. To calculate the reliability of questionnaire using a preliminary and calculation of coefficient of Cronbach's Alpha, the coefficient of reliability was calculated and Cronbach's Alpha was $\alpha=0.89$. The descriptive and inferential statistical tests like linear regression and Mann Whitney were used for analysis of data.

RESULTS

The table 1 indicates the mean of using expertise power in various regions of province. This table indicates that the managers of west of province and east of province has the maximal and minimal degree of using expertise power in this research respectively.

Table 1: The comparison of mean of using expertise power in various regions of province

West of province	Center of province	East of province	Regions
72/38	61/32	54/53	Mean of using expertise power

The table 2 indicates the mean of degree of the organizational commitment in different regions of province. This table indicates that the personnel of west of province and east of province has the maximal and minimal degree of organizational commitment in this research respectively.

Table 2: The mean of organizational commitment of personnel of education departments regarding the different regions.

West of province	Center of province	East of province	Regions
79/24	76/44	75/18	Mean of organizational commitment

Test of main hypothesis:

There is a relation between expertise power of managers and organizational commitment of personnel of education departments of Mazandaran province.

The test of linear regression has been used to examine this hypothesis.

Table 3: The regression coefficients between expertise power of managers and organizational commitment of personnel.

Estimation error	Progress of coefficient determination	Coefficient of determination	Coefficient of correlation of regression
0/225364941	0/199	0/2025	0/45

According to abovementioned table, the coefficient of correlation of regression between variables of expertise power of managers and organizational commitment of personnel is equal to 0/45 and which indicates the moderate correlation between two variables. Also the degree of coefficient of determination is equal to 0/20 which indicates that %20 of variance of variable of expertise power of manager clarifies with the organizational commitment of personnel.

Table 4: Estimation of model of regression between expertise power of managers and organizational commitment of personnel.

Source of changes	Sum of squares	Degree of freedom	Mean of squares	Fisher statistic	Level of significance
Regression	4/06235525	1	4/06235525	79/9843	0/000 A
Error	15/9986475	315	0/050789357		
Total	20/061	316			

According to abovementioned table, the level of significance of Fisher's test which is equal to 0/000, consider the effect of prediction of expertise power of manager for organizational commitment of personnel significant.

Table 5: Estimation of regression's coefficients

Level of significance	t	Beta	Standard error	B
0/000	8/9433	0/45	0/087215195	0/78

According to abovementioned tables, the degree of T test for estimated coefficient of expertise power of managers is significant.

$T=8/9433$ and $Sig=0/000$. These results indicate that instead of one unit change in expertise power of managers, the variable of organizational commitment of personnel will increase to the extent of %78. So, H1 was approved and H0 was rejected with %95 confidence. It can be said that there is the relation between expertise power of managers and organizational commitment of personnel of education departments.

Test of secondary hypothesis:

The relation between expertise power of managers and organizational commitment in male and female personnel is different.

To examine this hypothesis the statistical test of Mann Whitney has been used. To this end, individuals under examination have been divided into two groups and their ideas based on allocated rate have been compared with each other.

Table 6: Statistical test of Mann Whitney.

Sum of mens	Mean	Number	Sex
48196.00	160.12	301	Male
2207.00	137.94	16	Female
		317	Total
	2.071E3		Mann Whitney
	2.207E3		Wilcoxon
	-.943		Z
	.345		Level of significance

According to table, it is observed that mean of male and female is equal to 160/12 and 137/94 respectively. Because the significance limit was obtained greater than 0/05, so with %95 confidence the H0 is approved and H1 is rejected. In other words, the relation between expertise power of managers and the organizational commitment in male and female personnel is the same.

DISCUSSION AND CONCLUSION

The main results of main hypothesis indicate that the relation between using expertise power of managers and the organizational commitment of personnel is significant and direct. So, with increase in use of expertise power by managers, the degree of organizational commitment of personnel will increase. Because of this direct relation, the reduction in using the source of expertise power will cause the reduction in the organizational commitment of personnel. Jameson and Thomas (2001) indicated that the students of Masters and PhD recognize the expertise power as the strongest base of power. According to the research conducted by Burke and Wilcox (2001) in home care companies concerning the leader's sources of power and the satisfaction of subordinates, they declared that the expertise power as the most important source of power is at the first rank and legitimate, coercive, referent and reward power are in the other ranks. The referent and expert power relate to the most satisfaction and the legitimate and reward power relates to relative satisfaction and also the coercive power relates to the least satisfaction. Paying attention to the expertise of managers leads to more success of organizations in order to reach their goals because the managers who possess enough expertise and skill in their works, usually have more logical and rightful judgment in assessing affairs and the existence of such characteristics in the environment of work causes the creation of more confidence and trust of personnel to them and personnel fulfill their responsibilities with eager and without delay and wasting of sources and the efficiency of organization will increase. The managers who possess the expertise and awareness in their works, lay the foundation of trust upon their subordinates. Therefore, one of the capabilities of the meritorious and proficient manager is to enjoy enough expertise and knowledge for efficient management which causes the changes behavior and outlook of personnel and so, their amenabilities and commitments will decrease.

The results of secondary hypothesis indicate that there is no relation between expertise power of managers and the organizational commitment of male and female of personnel. Mahmoudi (2007) in his Master's thesis entitled "The examination of relation between the organizational commitment and the work's alienation of managers and teachers of Exceptional Children Schools of in West Azarbaijan in school year of 2006-2007" drew conclusion that there is no significant difference between mean of organizational commitment of male and female managers and also between mean of organizational commitment of male and female teachers.

According to abovementioned result, it can be said that the similarities of males and females in the organizational variables are more than their differences. In the new form of modern organizations the emphasis is upon division of power, communication, cooperation and partnership, so the matter of sex is averted. One of effective factors in strengthening the organizational commitment is the cooperation of individuals and decisions making of organization. If all male and female personnel have a real participation in the process of planning and

determining of organization's goals and if they feel that decisions they participate in, affect their destinies and fulfill their requirements, they will be committed to the organization and recognize its objectives and values toward their goals and they make attempts to fulfill them. Although Mathieu and Zajac (as cited in Shayan Jahromi & Ahmadi, 2009, p.114) made conclusion based on analysis of more than researches about the organizational commitment that women have more commitment than men, this is because women have more feeling of attachment than men to organizations they work. Considering the psychic matters, women have more emotional commitment than men. In other words, women have kind of emotional and fanatical attachment to values and goals of organization and with their commitments that cause to enjoy their memberships of organization and feel proud due to working there.

Also women are strongly inclined to remain in the organization and they are more compatible with the matter of accepting influence or power of managers than men that with compatibility of values of the organization and individual after a while, the commitment will be internalized.

It is suggested:

- 1- The managers and decision makers place the increase of emotional bonding of personnel and getting them involved in goals of organizational in the highest rank.
- 2- The effective factors upon the organizational commitment of personnel should be identified.
- 3- The necessity of measuring of using power sources by managers and effective factors in this case should be considered.
- 4- The specialty courses of familiarity with important organizational variables and their role and influence toward improving the process of educational matters for personnel should be held.
- 5- To select the managers of departments, administrators should take expertise, knowledge and skill into accounts.

REFERENCES

- 1- Ismaili, B. (2003). Manager or boss?. Tadbir scientific-educational monthly magazine, N: 134 ; P:35.
- 2- Pazargadi, M. (2006). The organizational commitment of nurses and the action that is related to it. The college of Shahid Beheshti's journal of nursing, N: 54 ; P:4.
- 3- Hasanzadeh, R. (2008). The research method in behavioral science. Thran: Savalan.
- 4- Robbins, S.P. (2009). The principle of organizational behavior. (A. Parsaian & S.M Erabi, Trans.). Tehran: Office of cultural studies.
- 5- Rezaian, A. (2008). The principle of organization and management. Tehran: Samt.
- 6- Saatchi, M. (2007). The industrial and organizational psychology. Tehran: Virayesh.
- 7- Sirota, D & et al. (2007). Dimensions of satisfaction and commitment. (Y. Jalali, Trans). Tehran: Virayesh.
- 8- Shyan Jahromi, S.A & Ahmadi, E. (2009). The examination of relationship between organizational environment and organizational commitment and morale from the middle school teachers of school for girls point of view in Marvdasht in school year of 2008-2009. The new approach in educational administration journal, N: 3 ; P:114.
- 9- Alagheband, A. (2005). The general management. Tehran: Ravan.
- 10- Mahmoodi, S. (2007). The examination of relationship between organizational commitment and alienation from managers' work and teachers of exceptional school in school year of 2006-2007 in West Azarbaijan. (MA thesis of in College of Management of Shahid Beheshti University).
- 11- Moshabaki, A. (2004). The appearance of organization; Review of Morgan's valuable work about organization and its metaphors. Tehran : Management college of Teharan University.
- 12- Hersey, P. & Blanchard, K. (2001). The management of organizational behavior. (G, Kabiri, Trans.). Tehran : Islamic Azad University.
- 13- Burke R.J. and Wilcox D.S. (2001). Bases of superordinate Job satisfaction. Canadian Journal of Behavioral Science. Vol:255; PP:135-137
- 14- Fedor DB, Et al (2006). The effect of organizational change on employee commitment : A multilevel investigation. Personnel Psychology .55(1)

- 15-Guleryaz,G., & Miski Aydin, E. (2008).The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey. *International Journal of nursing studies*.N.21. P:11
- 16-Hellriegel Don & Slocum John W. (1996). *Management*, Ohio: South – Western College Publishing.
- 17- Jamieson D.W.& Thomas K .W (2001).Power and conflict in the Student - teacher relationship , *Journal of applied behavioral science*.N:49 ; P:208
- 18- Larsen, Ralph (2002). The Future Is now Fortune; *Journal of Vocational Behavior* . V. 61, P:45
- 19- Mathieu, L. & Zajac, D. (1990). Arcvicw and meta – analysis of the antecedents, Correlates, and consequences of Organizational Commitment. *Psychological Bulletin*. Vol:10;P:12
- 20-Othman,S.& Anugerah,R.(2009). Effects of Emotional intelligence and career commitment on career success. *Human Resource Management Review* . 78 (3)