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## Leadership Powers and Career Contentment

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### Abstract

Employees have different gratification about their career in different organizational sectors. The aim of this study is to explore the differences in career gratification of public and private sector's. To probe this manager's reward, coercive, legitimate, expert, and referent powers were considered as self-governing variable while the contact of these powers was taken as dependent variable in both sectors. A total number of 130 questionnaires were distributed to the faculty (Principals, directors, lecturers, professors and associate professors) and non-faculty (administration staff) members employed in public and private sector universities and colleges of district D.G Khan. Results show that supervisor may have dissimilar type of powers available in different sectors to use, a manager/supervisor in civil services or government agencies will use little or no reward and coercive power, but he will be more dependent on legitimate power and referent power. Whereas in private, profit-making organization, supervisor is free to exercise any type of power. Suggestions for future research, implications for managers and limitations of study are discussed.

**Keywords:** Managers Reward Power, Coercive Power, Expert Power, Referent Power, Legitimate Power, Employees Job Satisfaction

### Introduction

Coercive power engages the concept based upon "the expectation of punishment for failure to conform to an influence attempt". The strength of coercive power depends on the magnitude of the "negative valence of the threatened punishment multiplied by the perceived probability that a power recipient can avoid the punishment by conformity". One essential is that natives subject to coercive power are either in dissimilar, or opposed to, the wielder of authority. Expert power manifests information, comprehension, wisdom, and perfect awareness of reality. Expert power is classified to particular areas as the "expert" tends to be specialized. The extent of expert power is not obviously a function of the face-to-face interaction or the personal quality of that interaction between role partners; it maybe a function of the knowledge possessed by the power wielder, not of his presence. Reward power is consequent from the ability to facilitate the attainment of desired out comes by others. In a sense, this form of social power is closely associated to coercive power. However, if conformity takes place to forestall refusal, coercive power has to be implement. In accordance to French and Raven, reward power depends on the power wielder (individual or

group) govern “optimistic valences and dipping or removing depressing valences”. Referent power engages the concept of “identification”, which French and Raven (1959) define as “a sensation of oneness or a craving for such uniqueness”. According to a group, an individual hunt for association in such group or has aspiration to remain in an association already established. Closely together to the Weberian “legitimate authority”, is provoke by norms or values of a group that individuals accept by virtue of their socialization in the faction. By the French-Raven, this power “stem from internalized values which dictate that there is a legitimate right to influence and an obligation to accept this influence”.

Job contentment is a term used for an attitude towards job. An individual who is highly contented with the job will counter an emotionally positive approach towards that job where as the person who is not satisfied or not pleased will show a negative response towards job (Kumari, 2008). Satisfaction level of any person with his/her job can be measured with different dimensions. These proportions are the belongings which a personality believe imperative. Luthans (1985) identified five different dimensions of job satisfaction which are pay the work itself, promotions, supervision, workgroup and working conditions. When a person perceives that his/her work job is providing all these or any one of these things to him, job satisfaction will be greater as compared to the situation when a person has no hope of getting any one these things. Manafietal (2012) affirmed that there is diversity of HRM practices and leadership styles in public and private sectors. The aspect taken in the current study to explain these varying results is “organization sector”. Paramount of search efforts no study has been originated which have explained the dissimilarity in relationship between the variables from this perspective. The precise type of manager’s power elected according to the organization sector is important as it will be more effective and accountable for employee’s productivity. The present cram, therefore, aims to evaluate all five powers of supervisors/managers in public and private sector universities and colleges. The cram is exclusive in the sense that it not only contrast power of managers implemented in both sectors but also compared its impact on employee’s job satisfaction. Since all organizational problems such as absence, turnover, employee’s non-participation and disobedience materialize when an employee is dissatisfied with his/her job or supervision, there-fore utilizing the precise type of power is a big confront for managers a sit directly influences the employee’s job satisfaction. Employee’s thoughts to-wards his/her job fluctuate in public and private sectors especially when we study the situations of Pakistan, where public and private sector organizations differ in management practices in many aspects. The objectives originated for the contemporary cram are to find out association among managers power and employee’s job contentment.

### **Literature Review**

Power is the aptitude to manipulate someone (Nelson & Quick, 2012). Great leaders have the following in-common: they have a visualization to accomplish large-scale ideas that they dream of accomplishing, and they have the personal power to enact it (Gibson et al., 2012). For example, such business leaders as the late Steve Jobs of Apple Computer, Bill Gates of Microsoft, Mark Zucker berg of Facebook, Jeff Bezos of Amazon.com, Phil Knight of Nike, and Sam Walton of Wal-Mart had strapping visualization of the future. They were capable to renovate their visions in to authenticity, because they had acquired and used the indispensable power to do so. Great leaders make the things possible by utilizing delicate power (Pfeffer, 2011). To achieve the goals managers requires power (Pfeffer, 2003). What is the origin of the power? 50 years ago social scientists John French and Bertr and Raven (1959)

anticipated five sources of power within organizations that can be crowd into two categories: organizational power (legitimate, reward, coercive) and personal power (expert and referent). Numerous categorization have been used distinguish bases of social power in organizations (Peabody, 1961; Etzioni 1964; Patchen, 1974; Twomey, 1978; Kipnis et al., 1980; Shukla, 1982; Rahim, 1989). However, French and Raven (1959) typology of power is still the well-known in research work (Cobb, 1980; Frost and Stahelski, 1988; Rahim, 1989; Rahim et al., 2000). French and Raven (1959) has categorized the manager's supervision in to five intra-personal power bases including reward, coercive, expert, referent and legitimate power. Reward power is the power used to attain desired out comes by offering grants too there which are meaning full and valuable for them whereas coercive power uses the concept of punishment, taking away rewards and privileges if desired outcomes are not achieving (French and Raven, 1959). Legitimate power is the capacity of a person to bring/inculcate a sense of compulsion and accountability to another person. Expert power refers to the ability of providing expert advice, knowledge and the information required by others. Referent power is the ability of providing others with feeling so approval, personal acceptance and worth (Luthans, 1985).

Sub-ordinates respond in their own way to each nature of positional power. Thus a superior has the aptitude of providing the field of grow in an organization. Similarly he can provide the field of distortion and corruption, this all depends on the type of power and the way of using his power (Zameni *et al.*, 2012). According to Nadaee *et al* (2012) exploit the appropriate and effective power base and timely use of power will automatically lead the subordinates towards fulfilling the organization's objectives.

Power is a method in the structure of organizational life (Haugaard and Clegg, 2012; McClelland and Burnham, 2003). Getting things done involve power (Pfeffer, 2003). Every day, managers in public and private organizations acquire and use power to achieve organizational ambition. Given that, you need to recognize how power is obtained, know how and when to use it, and be able to await its credible & sound effects. This cram investigates manager use of power, and its relationship to employees' job satisfaction. This research investigates the consequences of supervisory power in relation to subordinates' satisfaction with supervision. Power is said to be a "part of the larger study of the determinant of human behavior" (Cartwright, 1965). It would be help full for the superiors to be conscious of the survival of multiple sources of power in work situations and how they affect employees' satisfaction (Churchill, Fordand Walker, 1976; Rahim and Buntzman, 1989). Impact of French and Raven's reward power and coercive power on employee's job satisfaction diverge in studies. Several researchers found significantly positive relationship between reward power and job satisfaction (Hinkin and Schriesheim, 1994; ElangovanandXie, 2000; Afza, 2005).Power is a source and successful tool for managers which make the sub-ordinates dutiful and accountable (Zameni *et al.*, 2012). Iqbal *et al* (2011) found significant dissimilarity in HRM practices following in public and private universities of Pakistan.

### **Theoretical Framework**

The study will be significant for the managers of public and private sector universities and colleges in understanding employee's reaction towards each managerial power. This can help managers to adopt and implement right type of power according to their organizations or in order to maximize employee's job satisfaction. Results will also be useful for the HR policy makers to understand the requirement so fetch sector thus leading to develop better management practices accordingly. A review of literature on French and Raven's power

sources and its impact on employee's satisfaction was conducted in order to develop research hypothesis.

Figure proposed relationship between reward powers, coercive power, Expert Power, Referent Power, Legitimate Power (self-governing variables) and employee's job satisfaction (dependent variable).

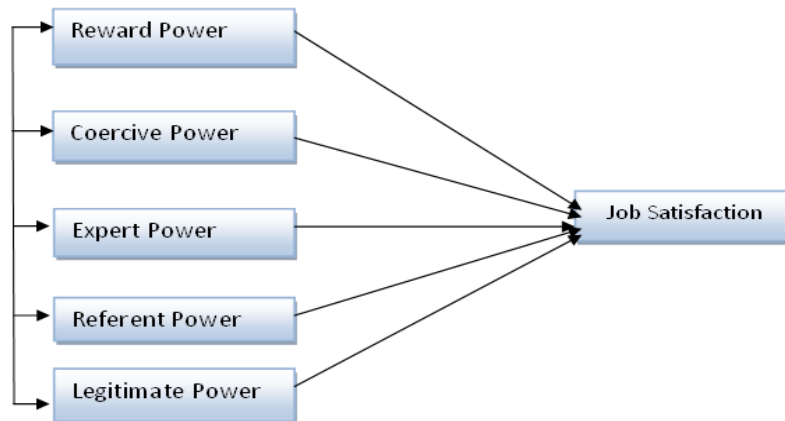


Figure 1. Theoretical framework

### Hypothesis

**H1:** Employees perception of managers reward power has a positive effect on employees' job satisfaction in public and Private sector.

**H2:** There is significant difference in manager's use of reward power in public and private sectors.

**H3:** Employees' perception of managers' coercive power has a negative effect on employees' job satisfaction in public and Private sector.

**H4:** There is significant difference in manager's use of coercive power in public and private sectors.

**H5:** Employees' perception of managers' expert power has a positive effect on employees' job satisfaction in public and private sector.

**H6:** There is significant difference in manager's use of expert power in public and private sectors.

**H7:** Employees' perception of managers' referent power has a positive effect on employees' job satisfaction in public and private sector.

**H8:** There is significant difference in manager's use of referent power in public and private sectors.

**H9:** Employees' perception of managers' legitimate power has a positive effect on employees' job satisfaction in public and private sector.

**H10:** There is significant difference in manager's use of legitimate power in public and private sectors.

### Methodology of Research

Population defined for the current study is public and private universities and colleges of district D.G.Khan. Four institutes of each sector were selected as a representative sample. The appropriate sample sizes suggested by Garson (2006) for regression analysis have taken in research study. Since there are five independent variables, sample size used for this study is 130. Quota sampling was used to ensure the equal participation of respondents from both



the sectors. Data was gathered 50% from private sector employees and 50% from public sector employees.

Primary research is conducted for assessing the impact of five powers (independent variables) on sub-ordinate's satisfaction (dependent variable). For collecting required data, questionnaires were distributed as it saves time, cost as well as it is easy to use. Data was collected through a self-administered questionnaire. To test the developed hypothesis, a total number of 130 questionnaires were distributed to the faculty (Principals, directors, lecturers, professors and associate professors) and non-faculty (administration staff) members employed in public and private sector universities and colleges. However 102 completely filled questionnaires were received back that were considered for data analysis. Response rate was 78%. Reward power, coercive power, referent power and legitimate power items expert power items, were adopted from Hink and Schriesheim (1989), job satisfaction consisting of 10 items was taken from job descriptive Index by Smith, Kendall and Hulin (1969). Scale used was 5-point Likert scale and all items were close ended purposely to get the required answer without much difficulty. For calculating frequency, mean, and standard deviation, descriptive statistics were used. Linear regression and independent sample t-test were used to test the proposed hypotheses. The terms used here are Managers Reward Power (MRP), Managers Coercive Power (MCP), Managers Expert Power (MEP), Managers Referent Power (MRefP), Managers Legitimate Power (MLP), Employee Job Satisfaction (EJS).

**Validity and Reliability**

Cronbach's Alpha is the most widely used measure to test internal consistency and stability of an instrument, and is considered adequate fit exceeds 0.60 (Churchill, 1979). However, Cronbach Alpha greater than 0.70 is usually preferred. Table1 shows the alpha coefficients for variables.

Table 1  
*Reliability Statistics*

Variables	Sample Size	No. of Items	Cronbach's Alpha
Reward Power	102	4	.763
Coercive Power	102	4	.942
Expert Power	102	3	.913
Referent Power	102	4	.914
Legitimate Power	102	4	.815
Job Satisfaction	102	10	.705

**Model Summary**

Employee	Model	Adjusted R Square	R Square	Std. Error of the Estimate
Gov	1	-.022 <sup>a</sup>	.078	.34485
Private	1	.665 <sup>b</sup>	.699	.28593

**ANOVA<sup>a</sup>**

Employee Model		Sum of Squares	df	Mean Square	F	Sig.	
Gov	1	Regression	.463	5	.093	.778	.571 <sup>b</sup>
		Residual	5.470	46	.119		
		Total	5.933	51			
Private	1	<b>Regression</b>	<b>8.347</b>	<b>5</b>	<b>1.669</b>	<b>20.419</b>	<b>.000<sup>c</sup></b>
		<b>Residual</b>	<b>3.597</b>	<b>44</b>	<b>.082</b>		
		<b>Total</b>	<b>11.944</b>	<b>49</b>			

a. Dependent Variable: EJS

b. Predictors: (Constant), MEP, MLP, MCP, MRP, MRefP

c. Predictors: (Constant), MEP, MCP, MRefP, MRP, MLP

**Coefficients<sup>a</sup>**

Employee Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
Gov	1	(Constant)	1.855	.659		2.816	.007
		MRP	.202	.109	.275	1.844	.072
		MCP	-.011	.071	-.024	-.155	.878
		MRefP	.093	.189	.078	.495	.623
		MLP	.059	.167	.051	.350	.728
		MEP	-.171	.279	-.096	-.612	.543
Private	1	<b>(Constant)</b>	<b>.538</b>	<b>.415</b>		<b>1.297</b>	<b>.201</b>
		<b>MRP</b>	<b>.300</b>	<b>.079</b>	<b>.407</b>	<b>3.773</b>	<b>.000</b>
		<b>MCP</b>	<b>.042</b>	<b>.072</b>	<b>.055</b>	<b>.584</b>	<b>.562</b>
		<b>MRefP</b>	<b>.270</b>	<b>.074</b>	<b>.380</b>	<b>3.659</b>	<b>.001</b>
		<b>MLP</b>	<b>.023</b>	<b>.123</b>	<b>.021</b>	<b>.187</b>	<b>.852</b>
		<b>MEP</b>	<b>.152</b>	<b>.064</b>	<b>.255</b>	<b>2.387</b>	<b>.021</b>

Beta elaborates the donation of each self-regulating variable. MCP and MEP has a negative relationship with figures -.011 and -.171 respectively in the government sector with respect to the job satisfaction. All of remaining variables are positively related to the dependent variable. In private sector as shown in the results, independent variables are positively related to the job satisfactions which show that manager's of private sectors are more influence able than government sector and do right use of power. On the other hand if we talk about the satisfaction level or career contentment employees are more motivated and hardworking in the private sector. Managers of private sectors are result oriented that's why they found motivated and energetic towards its task they were rewarded as per their achievements. Managers include subordinates in the decision process which helps to make better decision either technical or managerial. This is the reason why results of the private sector are more significant than government sector. In government sector decisions are implemented by top management and ground realities are ignored by top management that's

why some of the factors show negative results in the government sector of Pakistan in D.G.Khan region.

### Correlations

Employee		MRP	MCP	MEP	MRefP	MLP
Gov	MCP	Pearson Correlation	.108			
	MEP	Pearson Correlation	.294	.084		
	MRefP	Pearson Correlation	.005	.310	.280	
	MLP	Pearson Correlation	.073	.218	.084	.147
	EmpJobSatis	Pearson Correlation	.249	.038	.009	.068
Private	MCP	<b>Pearson Correlation</b>	<b>.400</b>			
	MEP	<b>Pearson Correlation</b>	<b>.521</b>	<b>.380</b>		
	MRefP	<b>Pearson Correlation</b>	<b>.447</b>	<b>.348</b>	<b>.491</b>	
	MLP	<b>Pearson Correlation</b>	<b>.551</b>	<b>.350</b>	<b>.518</b>	<b>.527</b>
	EmpJobSatis	<b>Pearson Correlation</b>	<b>.699</b>	<b>.344</b>	<b>.644</b>	<b>.679</b>

### Conclusions

The focal point of the study was to discover out the association between Use of Managers power and employee's job satisfaction both in public and private sector colleges, universities in District D.G Khan. Domino effect shows that supervisors may have different types of powers available in different sectors to use. For example, a manager/supervisor in civil services or government agencies will use little or no reward and coercive power, but he will be more dependent on legitimate power and referent power.

Whereas in private, profit-making organization, supervisor is free to exercise any type of power. It is obvious from the present study findings that private and public sector not only differ in HRM practices, leadership styles but also differs in managerial power practices. This difference of sector produces difference in samples, which in result produce differences in relationship between power base and employee's job satisfaction. Therefore for effective and required results it is suggested that managers should choose the appropriate power according to the sector. In government sector top management should work on the basic infrastructure of the employee so the employee could smartly complete task. This could be done by proper upward to downward and downward to upward flow of information.

### Directions for Future Research

For further research other dependent variables can also be added in future, like including motivation level, commitment level, job security, and turn over etc. In future power



studies, there is a need to pay more attention to the sample used. Different organizations from different sectors can be chosen for more generalized results for example, manufacturing and service sector. Implications for managers are, they should pay more attention in judging their employee's perception about their use of power. Before implementing any type of power source, their short-term and long-term consequences should be analyzed to get more output from employees. Since data was collected from a specific geo-graphical area which might limit general results. However, this problem can be overcome by taking large sample size and including more population area. Employee's primary preference is basic needs like food, clothing etc. In this sense job satisfaction requires incentive in term of money because to execute basic needs. If essentials are fulfilled then other aspect like motivation, self actualization factors impact on performance. As here also discuss self-governing variables has impact on employees Satisfaction but its effect on performance show when employees pay packages attractive and they satisfied relevant to salary package.

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