

# The Study of Relationship between Managers Power Sources and Organizational Communication Effectiveness in Isfahan Agricultural Bank

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**To Link this Article:** <http://dx.doi.org/10.6007/IJAREMS/v4-i1/1494> DOI:10.6007/IJAREMS/v4-i1/1494

**Published Online:** 09 January 2015

## Abstract

This purpose of research was study of relationship between manager's power resources and organizational communication effectiveness in Isfahan Agriculture's Bank. Research type was descriptive correlative. Statistical population of research included all personnel bank (312) that by random stratified sampling method 127 were selected. To gather data, two questionnaires were used: power resources questionnaire with 20 items in terms of five components and organizational communication effectiveness questionnaire with 25 items on base 5 likert scales. Content validity confirmed by experts. The reliability coefficients of questionnaires were obtained through Cronbach alpha as 0.87 for power resources and 0.81 for organizational communication effectiveness. Collected data was analyzed at level of inferential statistics (t-test, Pearson correlation coefficient, regression and analysis variance) by used spss 18 statistical software. Finding showed mean of power resources and organizational communication effectiveness were higher than average (3). Highest mean is related to expert power component (3.8). Also observed r showed significant and positive relation between references, expert, reward and legitimacy powers with organizational communication effectiveness in Isfahan Agriculture Banks.

**Keywords:** Power Resources, Manager's, Organizational Communication Effectiveness, Bank

## Introduction

Banks, as an important and social system, enjoy a special station in the economy field of country. When the banks have dynamic organization with safe communications, they do their best. Then, organizational communications in economic centers are important in order to achieve an economic consensus in making decisions. The relationship between managers and

employers or generally organizational communications may have a favorite effect on the organizational member's performance and increase their motivation which among these factors, the Role of organization managers is important. Miles (2002) defined communication as a dynamic process which is the survival infrastructure, Growth well evolution of all organic systems in organizations. Research and survey on organization areas and job field shows that the different levels of managers spend most of their time, %75 up to %95 in communication and sending messages. On call conversation, meeting, reports consideration, ordering, Tuition, writing letter, considering fax and teletext information and activities are such examples of communication process (Yukl, 2006). Effective communications in organizations are always one of the most important parts in successful management. By experiential, it has been proved that if there is not a right communication in organization, vicissitudes of time have been disordered. Organization, planning, organizing, control and other duties without having an effective communication system in organization would not be true and the management of the organization would not be prepared.

Management science specialist and organizational communications believe that organization development and employers progress depend on an effective communication system. They also believe that they may have a dynamic organization on this part and they may replace the active satisfied employers in organization roles and dissatisfied employers. Therefore, organizational communications is the vital factor for forming and survival of organization.

As the Herbert Simon states there will not be organization without communication. So, communication is a tool that the main duties of management are formed through it. Managers make coordinating via communication. They also lead the employers by planning and controlling it. So, the organizational communication is one of the most important organs in appearing and survival of organization (Doaee, 1994).

One of the most important factors which may effect on the role of manager in empowering the organizational communications is the use of power sources for penetrating in subordinates. The power is one of the major concepts which include the fundamental and theoretical efforts. It is also important in all the levels of management and human sources of organizations.

Manager's acquaintance with power bases is one actual problem. The managers who know the power sources and know that how to use them are more effective and applicable than the people who don't know how to use them. Acquaintance with power sources is for choosing the management methods, then the accurate use of them increase the managers work (Hersey & Blanchard, 2009).

The Role of managers is important in these kinds of communications networks because the managers have the power sources which they use them in effective organizational communications and it is suitable for achieving the organizational goals. Hersey and Blanchard (2009) have defined the power as follows: power is the penetrating ability which empower the leader to obey him in taking responsibility (p.275). Yukl (2006) also introduce the power base including the five bases of proficiency, legal, reward, compulsion and reference power which was presented by French and Raven as social power bases model in 1959. Legal power results from the individual position and status in organization.

There is the power when the inferiors believe the right for this manager or higher position to order him or legally know him worthy of the order and imposing on it. The reward power is on the basis of one imposing who is capable of rewarding (the person who is under imposition) because of performing orders or doing actions (Stoner and Freeman, 2006, 589).

From the standpoint of French and Raven (1956), the reward power cause the easy accept of people that generate some deed commitment and the employer's resistance is minimized across the reward power. Lack of easy resistance of employers cause generating some deal open atmosphere (Taheri, 2009).

Expert power is believe that the imposing factor has the special knowledge or related expert knowledge which the groups who are under imposition on't. when we do as the doctor prescription, we accept this reality that he as the doctor prescription; we accept this reality he as the expert knowledge impose on the power (Stoner & Freeman, 2006).

Specialized power has a wide spread imposition which depends on experiences, special dexterity or knowledge. Today, we need more expert knowledge to achieve the goal. Compulsion power is based on a personal ability to punish the other person in the case of not obeying or not doing orders in the organization. The punishment do main is formed of depriving the little privilege upto sending the people out. (Alagheband, 2009).

The reference power is based on the tendency of one person or one group to introduce and imitate a person or lord of power. For instance, the conscious managers have such power and the inferiors glorify to follow their works or do whatever they do. Such a power may be among the cooperators.

Sometimes, some of the cooperators have a kind of grace or victorious to enforce the others to imitate them. Such a power directly depends on the people to eulogize the other characters and like to follow him in every field (Stoner & Freeman, 2006).

Every one of the five power sources usually is hidden on obtaining the manager a position or authority. The particular amount of a legal power always is on a job which the person obtain it, then the power is so important determine some part of available relationship in the options hierarchy or organization management. When a person obtains such a position or authority, he has the ability to impose on it.

The manager has usually the power to give reward the inferiors by money, dignifying and extolling their position. The manager also has the power to punish the inferiors by changing their position or sending them out of their high position. Furthermore, the assumption is that the manager has some kind of related experiences in every field.

As the authority power depends on the management methods and the lord of power characteristics, it is less probable that such a power depend on the position of a person who obtains it. But there are a lot of examples in organization which the inferiors try to imitate their superior managers and set them as an example of themselves (Stoner & Freeman, 2006, 59). The managers should know the power as the key element of managing organization and the central club of recognizing the organizational life. They also should find an answer to this issue whether they can take step in making the communications effective by using power sources in organization? Then, regarding the role of power hases of managers in empowering the organizational communications and developing the organization, the researcher pays attention to survey on the relationship between power sources and organizational communications in Isfahan agricultural Bank.

### **Research Hypothesis**

- 1.How much the managers use the power sources and how is the organizational communications effectiveness?
- 2.How much is there relationship between the manager's power sources (reward power, compulsion power, reference power, expert knowledge power and legal power) and the effectiveness of organizational communications?

3. What is difference between the manager's power sources according to the management expert and experience variables?

### Research History

Amjadi (1991) announced that the managers use more the reference power sources, expert knowledge. Compulsion and legal at the high amount of level but they use reward power at the high amount of level but they use reward power at the mean level. Burke & Wilcox (1997) concluded that the expert knowledge power is at the first position as one of the most important power, punishment; referential and reward are at the following ranks. Hadiyan (2000) showed that there is a positive correlation between reference power or the personal power of managers and their effectiveness. To the teachers, they have a high personal power and reference power which use it. Hersey & Blanchard (2002) found that the legal power is the strongest reason for obeying the inferiors of their manager's reason for obeying the inferiors of their managers and supervisors. The other power bases are respectively as follows: expert knowledge power, reward power, personal power and punishment power. Hosseini (2003) concluded that the use of reward and compulsion power is more in Kerman governmental companies but there are not significant. Karimi (2004) concluded that the exercise managers use the personal power sources especially more expert knowledge power in Mashhad. Luthans (2004) concluded that there is a constant and strong relationship between the expert knowledge power and satisfaction or performance. Legal power is along with expert knowledge power which is known as one of the most important to implement the wants of supervisors, But it was not in correlation with the organization efficiency, reference power as implementing the leaders want to enjoy partial importance. Most of time, there is a positive correlation with organization efficiency. Reward power has partial importance in implementing the supervisors wants power has partial importance in implementing the supervisors wants but there was not observed correlation between performance and them. Compulsion power has the less importance in implementing the leaders want; there was a Negative correlation between the organization performance and compulsion power. Abdi (2007) concluded that from the point of managers, the power bases which are used include expert knowledge power, information, personal, legal, reward, linkage and compulsion, respectively, further more, from the point of scientific faculty members, power sources which are used by managers include expert knowledge power, information, reward, personal, linkage, legal and compulsion, respectively. Gupta & Sharma (2008) concluded that the soft sources of power (expert knowledge, authority, information) in comparison with the hard sources of power (reward & law) cause the more organizational obedience among the employees. By a research, Blue (2008) showed that the idealistic organizational communications has a direct effect on the effectiveness and performance of communication which sincerity among the employers make increase the individuals commitment with the organization and deregated duties then increase the effectiveness of organization. Moayyed (2009) showed the meaningful difference on the ideas mean of faculty member's regarding the expert knowledge power sources, legal, reward and compulsion. According to the age, the reward power source is based on gender, regarding, the legal power sources and compulsion based on management record, regarding the use of managers from expert knowledge power sources, legal, reward and compulsion based on scientific score, regarding the expert knowledge power sources and reward based on the education level and regarding the five power sources of educational leader based on the kind of university. By a research, Noorbakhsh (2010) concluded that the power sources of exercise/sport college's managers

are respectively expert knowledge power, legitimate, reference, punishment and reward in all over the world. Also there is a positive and meaningful correlation between the use of manager's power sources and education level. Alipour (2013) showed that the managers use more the reference power source and reward power source. The managers, who have more effective organizational communications, better use power source for guiding the employers.

### Research methodology

Regarding the research, the researcher is surveying on the relationship between managers power sources and the effectiveness of organizational communications in Isfahan Agricultural Bank, research type was descriptive- correlative. The present research population included the all employers of Isfahan Bank in 2013 which the number of them was 312. To determine the volume of sample, it was used the random stratified sampling which 127 people were selected as samples. So, it was distributed the numbers of questionnaires among the samples But the completed and returned questionnaires numbers were 118. By this reason, the statistical analysis was performed on 118 people. Regarding the differences on the number of men and women employer of Isfahan Bank, random sampling was used due to the statistical society. There was used two questionnaires to collect data. The power sources questionnaires of French and Raven (1989) Included 20 closed items with the range of five optional components based on likert scale (strongly agree, agree, no idea, disagree, strongly disagree) which respectively the score was 1-2-3-4-5. The mentioned questionnaire evaluated the power sources as five sources of reference power, expert knowledge power, legal power reward power and compassion power. The questionnaire of organizational communications effectiveness included 25 closed items with the range of 5 optional components of likert (strongly high, high, no idea, little, strongly little) which the scores were 1, 2, 3, 4, 5, respectively. To determine the validity of questionnaires, it was used content validity. According to this, the early questionnaires were given to some of the professors and experts who were completely agree with questions. Then the content validity was acknowledged. After a pilot study and variance determination of questions, for evaluating the reliability coefficients of questionnaire, it was calculated through Cronbach Alpha coefficient which the coefficient was 0.87 for power sources and 0.81 for effectiveness of communications.

Table (1)

*The reliability coefficient of questionnaire components*

<b>variables</b>	<b>coefficient</b>	<b>significant</b>
Reference power	0.83	0.000
Expert power	0.80	0.000
Legal power	0.88	0.000
reward power	0.81	0.000
Compulsion power	0.84	0.000
Power source	0.87	0.000
Communication	0.81	0.000

In the present research, it was used descriptive statistic indicators (percentage, mean and standard deviation). For inferential analysis of collected data of measurement tools, there was used regression analysis, Pearson correlation coefficient, t-test and variance analysis.

### Findings

H1: How much the managers use the power sources and how is the effectiveness of organizational communication?

Table (2)

*The amount of use of managers from power sources and effectiveness of organizational communications*

Variable	n	mean	df	t	sig
Reference power	118	3.21	117	5.44	0.000
Expert power	118	3.8	117	4.83	0.000
Legal power	118	3.68	117	5.2	0.000
Reward power	118	3.26	117	4.7	0.000
Compulsion power	118	2.84	117	3.88	0.000
Communications	118	3.64	117	6.07	0.000

Table (2) showed that the amount of use of managers from power sources and organizational communications effectiveness in Agricultural Bank is higher than the supposed mean. The highest mean of use from power sources is related to the expert knowledge power which was 3.8. The effectiveness mean of organizational communications was 3.64 in Agricultural Bank. The t-test showed that the mean of every components and variable are meaningful in error level of 0.05, and then the hypothesis of researcher was confirmed.

H2: How much is there relationship between the manager's power sources and effectiveness of organizational communications?

Table (3)

*Correlation Coefficient Of Relationship Between The Manager's Power Source And Effectiveness of Organizational Communications*

source	r	Determination coefficient	sig
Reference power and communication	0.54	0.29	0.001
Expert power & communications	0.56	0.31	0.001
Legal power and communications	0.49	0.24	0.001
Reward power and communication	0.45	0.18	0.001
Compulsion power and communications	-0.47	0.22	0.001

According to the obtained result, was observed in the level of  $p < 0/05$  showed the positive and meaningful correlation between the manager's power sources except the compulsion power with effectiveness of organizational communications reference power sources expert, legal and reward power by manager will cause the effectiveness of organizational communication in Agricultural Bank.

Table (4)  
Regression Coefficient of Every Power Source

variable	B	standard Error	Beta	t	sig
constant	25.57	5.43		8.23	0.000
Reference	3.27	1.55	0.24	2.38	0.019
Expert	3.63	1.23	0.27	2.53	0.018
Legal	2.86	1.13	0.22	2.3	0.023
Reward	2.22	1.27	0.2	2.3	0.027
compulsion	2.77	1.4	0.21	2.2	0.023

Regression table showed that all the power sources have the prediction ability of organizational communications affections and they place in regression model. The highest amount of predicting accomplished by expert power.

H3: What is difference between the manager's power sources according to the management expert and experience variables?

Table (5)  
The comparison of the employers ideas mean regarding the managers power sources based on the expert variables.

variable	source	Sum square	df	Mean square	F	sig
Field of study	Reference	31.74	1	31.74	1.73	0.19
	Expert	0.005	1	0.005	0.001	0.97
	Legal	6.55	1	6.55	0.59	0.44
	Reward	0.97	1	0.97	0.12	0.73
	compulsion	13.48	1	13.48	0.97	0.41
experience	Reference	32.28	2	16.14	1.59	0.19
	Expert	4.89	2	2.44	0.51	0.60
	Legal	26.32	2	13.66	1.38	0.25
	Reward	20.07	2	10.04	1.28	0.28
	compulsion	51.88	2	25.96	2.1	0.10

The variance analysis don't show the meaningful difference on Bank employers ideas regarding the power sources of managers based on variable of management or nonmanagement expert knowledge variable (management and non management) and management experience.

## Discussion and conclusion

Table 2 showed that the managers use power sources and organizational communications effectiveness more than the supposed mean in Agricultural Bank (3). The highest use of mean from power sources was related to the expert knowledge power which was 3/8. The mean of organizational communications effectiveness was about 3.64 in Agricultural Bank. The t-test showed that the mean of every components and variables is meaningful in the error level of 0.05 and the hypothesis of researcher was confirmed. This shows that the managers believe that the managers behave the inferiors by justice in agricultural Bank, defense the wants of employers, are sensitive to their needs, participate the employers in the roles formation, the managers enjoy the Authenticity, the managers spoke with employers politely, they also control their performance by use of the suitable reward, they give reward to the suitable performance of employers, they encourage the employers to respect each other, they believe on the employers by observing the rules, they ask the employers to observe the rules in every conditions and they make them less Territory. In communications discussion it is said that there is a sincere relationship, amicable and patronage atmosphere among the employers. They also enjoy the accurate and appropriate conversation skills. There are also effective channels in organization. The employers support each other to solve the job and organizational problems. Informing in organization is on time and the information media power is high in organization, the speed of exchanging information is good. There are organized information sources. Reflexion of information is on time. The informational sources are valid and there is a full supervision on informational sources in organization. Furthermore, Burke & Wilcox (1997) Concluded that the expert knowledge power is at the first position as one of the most important power source the lawful power, punishment, referential and reward are at the next positions. Amjadi (2000) announced that the amount of using the reference power sources, expert knowledge, compulsion and legal of managers was at high level, the amount of using the managers from reward power was as intermediate level. Abdi (2007) found that the power sources which are used by managers are respectively included specialized power, information, personal, legal, and reward, relationship and compulsion power. To him, the power sources which are used by faculty members respectively include specialized power, information, reward, personal, relationship, legal and compulsion. Alipour (2013) showed that the reference power source and reward power source are the most practical source among the managers. Noorbakhsh (2010) concluded that the manager's power sources are respectively expert knowledge power, lawful, referential, punishment and reward in sport coueges of all over the Iran.

According to the obtained results,  $r$  observed in the  $p \leq 0/05$  level which showed that the positive and meaningful correlation among the manager power sources except the compulsion power with organizational communications in Isfahan agricultural Bank. In other words, the use of reference power sources, expert, legal and reward by managers make organizational communications be effective in agricultural but the use of compulsion power sources by managers make decrease the effectiveness of organizational communication in Agricultural Bank.

The regression table showed that the all power sources have the ability to predict the effectiveness of organizational communications and they also be placed in regression model. The highest amount of prediction is formed by specialized power. By the reason, it is said that the kind of manager characteristic and his personal characteristic has more effects on the effective relationship in organization. Enough knowledge and expert knowledge of manager case to use his power in developing the organization and satisfying organization's members, that the members will have double efforts in order to develop the organization. The use of



legal power source case the managers to know that the most important source is law and regulations in their management duties. The manager's should practice based on the law and regulations. So, the employers may not be happy with the managers who use the legal power sources. But certainly there would be appropriate discipline in organization and there would be positive in organization communication. In the studies of Hercy and Blanchard (2002), the legal power source is as one of the most important source in effectiveness of organization practice. According to this, it is stated that the law and the use of it obriate many problems in organization because the law is for providing the condition in having better life, then the use of it make security for all the people and the security increase the motivation. Verhoest (2012) believes that the use of reward power is sometimes necessary and increase the job motivation and effectiveness of organization. Because reward is a positive stimulus which cause a person enjoy it. Gupta and Sharma (2008) concluded that the power soft sources (expert & reference) in comparison with power sources (reward & law) increase the organizational obedience. Hadiyan (2000) showed that there is a positive correlation among the authority power manager's personal power and their effectiveness. Alipour (2013) showed that the managers, who have effective organizational communication, better use the power sources for guiding the employers. Luthans (2004) concluded that there is direct correlation among the power sources and managers control with satisfaction and inferiors performance. Compulsion power has less importance in performing the others and it's correlation with organization efficiency was completely negative. variance analysis do not show the meaningful difference among the Bank employers ideas regard to the managers power sources based on the management and non- management (management and non-management field of study) specialized ravariable and management record. Moayyed (2009) showed that there is the meaningful difference among the mean of faculty members ideas regard to expert power sources, legal, reward and compulsion based on age, reward power sources based on gender, regard to legal power sources and compulsion power sources based on management record, regarding how much managers use the legal, reward, compulsion and expert power sources based on the scientific score, regarding the expert power sources and reward based on the education level, regarding the five source of educational leader power based on the type of university. Regarding the research finding, it is suggested that the bank senior managers should choose the individuals who have health characteristic to change the Bank atmosphere to an atmosphere along with friendship, cooperate and sincerely communication among the employers.

For management jobs in Bank, the managers should use individuals who have expert and management knowledge to provide not only the health atmosphere of Bank, But also increase the motivation and employers efforts. Before choosing the individuals for management, they should inform them the Bank regulations to provide the employer's satisfaction by observing the rules. They should ask the Bank managers not to use the compulsion power source and they should use more reward sources for improving the Bans and employer's performance.

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