

Surveying the role of power organization management and its impact on performance of Islamic Azad University Personnel from shoushtar Branch

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Abstract: The main purpose of this research is ((to know the role of organizational management and its impact on efficiency of the personnel from Azad university of shoushtar)). The study is applied research and its method is descriptive-correlative. Which according to the Kerjeieand Morgan, 100 people were selected randomly from 320 non-faculty staff members employed by the University. Descriptive and inferential statistical methods or analysis, including percentage, frequency, mean, variance and standard deviation are used for analysis. Findings indicated that there is a positive and significant relationship between independent variables of authorities' power and specialists' power with dependent variable of efficiency as well as there is a reverse and significant relationship between the independent variable of compulsion power and the dependent variable of efficiency, also no relationship between independent legal variables and reward power with dependent variable of efficiency.

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1. Introduction

Today, the authority and how to use it is considered as a major issue. The leaders who know the authority and how to use it are more efficient than the ones who do not know it and not apply it; they are who can obtain more efficiency and productivity from their organization personnel. Nowadays when approving the codes, negotiations and policies could remove many authority sources from organizations and leaders do not access to great power resources, if we can be efficient and improve organization personnel using a few remained sources, an important task has been conducted (George, M. J. & Jones, G. R. 1996). Bases of authority are motivations for leadership style, so the proper use of them can improve your effectiveness in leadership position. Managerial analysis in our country indicated us that some managers have problem in proper using of their authority and power which can result a negative impact and undesired consequences for organization because the improper applying the power may cause the weakness of organizational value norms, immorality of the affairs, deviating the human source and organization from efficiency route, vice versa managers, scrutinizing in how use the power and authority, can play a fundamental role in organization successfulness enhance their efficiency and productivity as well as the ultimate goals of the organization (Marr, B. (2004). However, power is an organizational tool that managers use it to do things. Ugliness, beauty, positivity and negativity of power depends on the way it is used or imposed, so that in efficient organizations, authority is developed and

applied by intelligent people and it is a situation in which any undesired imagination of power will have been removed from the minds and make people accompanied to achieve the common goals. Taylor, R.G. (1989) findings show that there is no relationship between leader power and group or organization power, there is a reverse relationship between the reward and power based on the compulsion. A research conducted by Bachmann on the subject indicated that having this kind of authority resources may decrease the efficiency and at last find that power base on the compulsion are negatively related to person satisfaction (Reason, J. (1997)). Hersey and Blanchard also refer to some researches on this field that investigate the group effectiveness relationship and the level of authority resources. They also refer to the Student, Bachmann, Smith, Nite Meyer, Slinger and the others. In a study by Student on two manufacturing group in a electrical device factory, it was determined that legal power is the most strong reason for obedience and the desired power resource are specialty power, reward, compulsion, referential and compulsion (Hersey and Blanchard p.304 and 305). The aim of the present study is ((to know the efficiency of the organization management and its effect on personnel efficiency from Azad University of shoushtar)). By asking the question that ((which of the different power resources of organizational management is effective on personnel efficiency in Azad university of shoushtar?)), explaining the power role via examining the application of power resources and its effect on employees from population are desired.

1.1. Research objectives

= Exploring the relationship between management authority and employee performance levels.

= Helping to improve employees' performance through imposing the most appropriate form of power.

= Predicting the effective factors on employees' efficiency and role played by power and its resources in this regard.

Also, the research applied objectives are as follows:

= Introducing the structure and function of organizations and how the power affects on their positive or negative trend.

= Used by executives, management and sociology students at all educational levels.

= Assisting students, researchers and managers to be familiar with the concept, its implications and how to overcome the problems and associated issues in the organization.

= Understanding the phenomenon of power in order to help the knowledge accumulation issue in organizations in the field of applied science.

= Research findings are used by organizations, especially the desired organizations.

2. Material and Methods

The present study is a correlative research. In the study, population included shoushtar Islamic Azad University personnel, and a sample consist of 100 employees who are active in both administrative and educational sectors, all the 100 people either administrative or administrative staffs were randomly selected and all of them answered questionnaires questions so the number is considered as a statistical sample. In order to data analysis ((multivariate regression)) was used which is the most proper method for analyzing the research data. Cronbach's alpha was used for test reliability. The significant level to test the hypothesis was considered up to error degree of $\alpha=5\%$ and confidence degree of $a=95\%$. Reliability coefficient of the questionnaire related to the influence (power exertion) $a=67\%$, reliability coefficient of the questionnaire related to personnel assessment is $a=70\%$ and reliability coefficient of the questionnaire related to job Satisfaction $a=65\%$.

1.2. Measurement tools

1 - Influence questionnaire (power exertion) has been developed by ((Sussman and Deep)) and indicate that people are influenced by which kinds of leadership.

2 - Questionnaire to assess people performance: the supervisors and the heads were provided by the coded questionnaires to assess their subordinates via it. The questionnaire consists of 25 questions base on which the sum of scores indicate value of person efficiency among the others, the questionnaire is provided to measure the efficiency of personnel in educational center and its reliability and validity is proved.

3 - The third questionnaire has been developed by (wsocki) and (kromm). The questionnaire measured people feeling toward their jobs using some criteria. The questionnaire is related to assessing the job satisfaction of personnel. The coded questionnaires were presented to the staff.

3. Results

1.3. Testing the hypotheses:

Main hypothesis: There is a significant relationship between the specialty power of director and personnel efficiency in Azad University of shoushtar.

2.3. Sub- hypotheses:

-Is there any significant relationship between managerial reward system and personnel efficiency in Islamic Azad University of shoushtar?

-Is there any significant relationship between managerial legal authority and personnel efficiency in Islamic Azad University of shoushtar?

-Is there any significant relationship between managerial specialty power and personnel efficiency in Islamic Azad University of shoushtar?

-Is there any significant relationship between managerial referent power and personnel efficiency in Islamic Azad University of shoushtar?

Table 1: Coefficients table

Model	Non-standardized coefficients Standard error		Standardized beta coefficient	T level	Significant level
(Fixed) compulsion	109.867 -9.696	0.952 0.305	-	115.393 -31.799	0.000 0.000
(Fixed) Compulsion Specialty	79.129 -6.518 5.381	5.435 0.615 0.940	- -0.642 0.347	14.560 -10.594 5.723	0.000 0.000 0.000
(Fixed) Compulsion Specialty Reference	65.911 -4865 4.157 2.658	5.776 0.672 0.902 0.593	0.479 0.268 0.260	11.412- 7.236 4.609 4.485	0.000 0.000 0.000 0.000

As Table 1 shows, the research main hypothesis namely the hypothesis say that (is there any significant relationship between the manager specialty power and efficacy of personnel in Islamic Azad University of shoushtar?) has been confirmed as well the variables such as compulsion, specialty and reference effect was significant using the regression analysis as follow. There is an inversely or negatively significant relationship between the variable of compulsion personnel efficiency. Means that the greater compulsion power of managers in Azad university of shoushtar is associated with less personnel efficiency and vice versa the fewer managers' compulsion power is accompanied with the higher efficiency of personnel. So the third hypothesis that say (is there any significant relationship between compulsion power of the manager and personnel efficiency in Azad university of Shushtar?) will be approved. There is a positive relationship between organization managers' specialty and personnel efficacy in Azad university of shoushtar namely greater managers' specialty will be accompanied with

higher personnel efficiency and vice versa lesser specialty is associated with low efficiency, so the 4th hypothesis which says (Is there a significant relationship between managers' specialty and personnel efficiency in Azad university of shoushtar?) has been approved. There is a positive and significant relationship between referent power variable and personnel efficacy. Namely the greater managers' referent power will be accompanied with higher personnel efficiency and vice versa lesser referent power is associated with low efficiency, so the 5th hypothesis which says (Is there a significant relationship between managers' referent power and personnel efficiency in Azad university of shoushtar?) has been approved. Also the first and second hypotheses of the research have not been approved and were rejected. Is there any relationship between managers' reward power and personnel efficiency in Azad University of shoushtar? Is there any relationship between managers' legal power and personnel efficiency in Azad University of shoushtar?

4. Discussions

Today is the period of is accelerating and unpredictable changes. The current situation of management in our society indicate us the imbalance between increasing complexities of organizations and their disabilities in predicting and encountering to the changes and complexities(Youndt, M.A., et.al 1996) . Organizations have to recognize their capacities and internal abilities, reform their weak points and strengthening their strong point to face with environmental threats and exploiting the possible opportunities. One of the most important elements is ((power)) which the proper use of it has attracted the attention of management scientists and researchers in different organizations. Since the above-mentioned study was field research and tried to explain the relationship between the power resources and efficiency via ((simple regression)), at first it was needed to analyze "significance", whether positive or negative aspects and through it confirm or reject the hypotheses. The results obtained from the research consist with the Podsakoff and vaschriesheim findings after analyzing and examining all the related studies on power resources about head and subordinate relationship. The results confirm that there is a relationship between referent and specialty power and the variables of subordinate efficiency criteria positively. While the reward, compulsion and legal power are fundamentally unrelated to subordinate efficiency criteria or related to it negatively. In this study, there is a positive and significant relationship between the resource of referent and specialty power with efficiency as a functional strength in Azad University of shoushtar, also the compulsion power is significantly and negatively related to efficiency. As

well as other variables including reward and legal powers have no significant relationship with efficiency as a functional criterion. The results indicate that there is no significant relationship between the legal and official power and reward or encourage power of management with University personnel efficiency. The causes can be: 1) The legal and reward power can work in bureaucratic organizations and automatic or fully administrative structures, the tendency toward especial, democratic and organic structures is more in universities because of its academic circumstance and the high scientific level, so here formality, unquestionable acceptance of the rules and simply relying on material and financial rewards are not workable.2) Contradicting the relationship between legal and reward power indicate that there is a strong emotional and sentimental or generally human/social interrelation between University staffs and administrators which are not placed in closed and predefined frameworks and never the rule of ((commitment, responsibility and accountability)) depends on the unprofessional factors and elements. On the other hand, it indicated a negative or inverse relationship between exerted force or compulsion and efficiency; it is for 1) in the communication era, knowledge centering and developing social sight who knows future organization as learner, creative and dynamic and considered personnel and future managers as comprehensive, sensitive, knowledgeable and changed, they search the start point if changes in the educational and research center like universities, so the relationship between force and change should be negative because the option and reform is the necessity for dictatorship and compulsion. Negative and inverse relationship between compulsion and efficiency attract attention to the fact that the in educational institutions, particularly universities, the main mission are prepare human to accept social responsibility, administrative and governance reforms and it is excepted otherwise. However, if it is possible that University reform thought but under the force of management lash. Finally, the findings of the research show us that however the significant and positive relationship between the specialty and referent power or professional competencies with efficiency is desired and considered by organization, increase the expectation from universities directors and double their responsibilities to optimally handling the affairs, ever increasing organizational knowledge and insights and their general and special awareness. Since this study proves, if managers want to improve the performance and efficiency of human resources and ultimately organization, they should change their managerial power and decide-making style from compulsion to consultation and cooperation and rely on developing their specialty (scientific) and referential (functional)

power and instead of compulsion or even legal and reward power. What was expressed is only the result of numerical interpretation in confirming and rejecting the hypothesis. Since the researcher try in this study to use other investigational methods and tools such as interview, observation and examining the organization history along with mentioned findings to survey the management power role and its effect on organization personnel efficiency, it is needed to explain the outcomes and resultant of the association. As we can observe in table related to the descriptive findings, organizational managers used different power sources to achieve to personnel desirable efficiency that explain the different level of readiness (it is the ability or tendency of people or group who afford their responsibility and controlling their behavior in certain circumstances) of personnel in this university branch. Undertaken examinations show us that the organization has experienced major changes since 10 years ago at high level of management (disposals and appointment during the 10 years), apart from that if the changes was conducted along with organization improvement, has brought about resistance in different managerial level which justifies the outcomes from compulsion function at organizational level. Because this resistance was associated with increased inefficiency behalf of personnel and merely supportive behavior fundamentally toward the nonchalant people may be considered as rewarding of nonchalant, without compulsory power to proceed the affairs, any strives will be fruitless. Meanwhile insufficient readiness of somebody to exerting this force may aggravate the situation. But what is certain is that, coercive powers in organizations and educational institutions; should be used in a limited sense and only in circumstances where imposing the inefficient power resource was observed. Positive relationship between managerial referent power and university personnel efficiency and on the other hand the percent of people influence by the power explains the fact that:

The organization management has referent power and tries to use effectively the power in order to cooperation. Organization management finds the ability and meanwhile the uncertainty of somebody (in their responsibility and controlling their behavior) and use the power base as an important tool to consolidate and allow the encouragement, recognition and other supportive behavior (Ittner, C.D. et.al. (2003). the positive effect of imposing the power from managers on personnel efficiency indicates the managers` successfulness in proper use of their power for personnel. The personnel allow managers to influence them because they do not know them apart from themselves. The obtained results indicated that some of the personnel have the readiness from the medium to

maximum level and now need to communication and support of leader. The positive and significant relationship between the specialty and efficiency explain that imposing the kind of compulsion is effective and more people achieved to highest level of preparedness. Such personnel are able and desired to conduct the necessary tasks and very rapidly and easily answer the imposed managerial style and specialty power. Also the positive function of the power indicate the belief and confidence of employees to managers` specialty, skills and knowledge and it brings about managers` influence and their honor. Using different power resource indicates the different level of personnel readiness and the outcomes is a natural confluence of them. However, the organization situation in the respect of power imposing and efficiency level should be improved, so that if imposing any of the resources have been conducted more carefully, certainly brings about better results and consequences, specially while the study was conducted, the organization was been improving and constructing in all aspects, it can provide the necessary security for personnel, decreasing the resistance and increasing the personnel and managers` skills to achieve to desirable results.

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