

A Study of the Relationship between the Power Applied by the Managers and the Employees' Violence

Abbas Babaeinejad^{1*}, Zahra Malek², Soheila Shamsadini³

¹Member of Scientific Board, Department of Management, Islamic Azad University, Kerman branch, Kerman, Iran

²Student in Business Management, Department of Management, Islamic Azad University, Kerman branch, Kerman, Iran

³M.A Degree in Business Management, Department of Management, science and research branch, Islamic Azad University, Kerman, Iran

ABSTRACT

Power is one of the determining factors of the efficiency of management; a factor without which no leader can handle leadership affairs. Anyway, power is the essence of management. Efficient managers know how to apply their power, but lots of people are still ignorant of the productive and essential effect of their authority on the others.

Violence at work is harmful even if it doesn't result in physical injury; because it leaves a harmful effect on the minds of the employees. The purpose of this study is to demonstrate the relationship between the managers' authority and the employees' violence. This research was managed using correlative method and a sample subject. The findings of this research indicated that there is a relationship between violence and the power of rewarding, the power of regulation, the power of authority, and the power of expertise; but there is no relationship between coercive power and violence.

KEYWORDS: power, sources of power, violence, authority.

INTRODUCTION

Today world is a world of organizations. The basis of present society is in fact built by the organizations. There are two crucial elements in each society: one is management, which is considered to be the most significant element in existence, development, flourishing, and decline of any organization; and the other one are personnel who are actually handling any kind of organization. They are the ones who give life to the body of organizations and make it possible to accomplish goals. The only prosperity of the organizations, in fact, depends directly on the efficient application of human resources; without human resources organization makes indeed no sense and management is a vague concept. (Haqiqi, 2003: 9) The prosperity of the organizations in fulfillment of their goals and conducting their social responsibility depends on their managers to a high degree. If managers act upon their duties well enough, the organization achieves its goals. (Stoner, Persian translation, 2003: 14) Power is the principal quality of a manager. A manager without a degree of power to direct the efforts of the employees will confront difficulties. Thus power makes up ground for a manager's efficiency. (Venus, 2004: 69) Some managers suffer a lack of managing knowledge or a right insight of the affairs concerning organization and especially they lack a sufficient familiarity with human affairs. As a result they can't use their power properly. (Seyyed-Abbas-Zadeh, 1999: 173) With a short contemplation of the organizational environment we can observe how employees express their anger caused by a slight contact of their superiors in different ways such as: indifference to manager's commands, verbal or physical contact or indirect verbal or physical conflict at work or at home, etc. Have you ever thought what the cause of this behavior is as far as it concerns working environment? (Ahmadi, 2000: 5) Stagner believes that our ability in predicting and recognizing conditions in which aggression occurs enjoys a high theoretical and practical significance and unfortunately theoretical and empirical researches concerning this subject are few, and there are not much rudimental things to be mentioned in this respect. (Coreman, Persian translation, 2002: 5)

Thus this research investigates the relationship between managers' resources of power and employees violence in the ... environment.

Theoretical framework:

This research studies the relationship between any of resources of power (according to the researches managed by French and Ryon) and the employees' violence (according to Boss and Perry's viewpoint). French and Ryon have declared managers' authority over the employees through a power basis including power of expertise, power of regulation, power of authority, power of rewarding, and coercive power. Concerning the fact

*Corresponding Author: Abbas Babaeinejad, Member of Scientific Board, Department of Management, Islamic Azad University, Kerman Branch, Kerman, Iran. Email:babaeimanagement@yahoo.com

that which of the mentioned types of power is the best one, results are not clear enough to be applied as the best power basis. According to the results, the most suitable power foundation is to a great extent under the influence of situational variables. Evidences indicate that people react differently to different foundations of power. Exerting power has consequences both for its user and for the person subject to it. Ahmadi (2000: 5) believes that with a short contemplation of the organizational environment we can observe how employees react to a slight contact of their superiors. In a reaction to their superiors' behavior they express their anger by indifference to manager's commands, verbal or physical contact, aggression, etc.

A culture becomes prevalent in some organizations by some managers of which characteristics are tension, fear, and stress. They get people do a large amount of work in a short period of time, or exert a very close control and those who can't fulfill their demands will be dismissed. Thus they exert an unreal pressure on people. (Nasre-Esfehani, 2002: 32)

Aggression is an irrational behavior resulting from disappointment. Frustration can be to such an extent that leads to a violent or hostile behavior that can be harmful. People will have this hostile or harsh behavior, if possible, to the person or thing that they feel to be the cause of their disappointment. An angry employee may attempt to beat his superior or damage his position or repute through backbiting or another hostile action. (Rezaeeian, 2005: 98). Robins (Persian translation, 2009: 209) also believes that employees react differently to power. Evidence shows that if power is based on knowledge it can lead, in the strongest and the most permanent way, to both the obedience and efficient functioning of the employees. Rewarding and coercive power have an obvious relationship with functioning. No wonder using coercive power causes a resistance in the employees, people generally don't like it and it has a reverse relation with contention. Studying organizations has revealed that managers' power resources intervene in working process. These studies indicate that the reason of most of the followers following the authority has been the power of legitimacy or rewarding. Power of authority and expertise are less prevalent in organizations than the two latter. Fortunately coercive power stands last in this authoritative sequence. These organizational groundings have demonstrated what sort of power leads to occupational contention and high efficiency. (Lotfi, 2002: 432)

According to Rahmati (1999:84) the pressure of coercive power is often more powerful, more unpleasant, and even more bitter and annoying. If someone explicitly threatens to punish us, we feel usually more annoyed and angry of this coercion than when he merely refuses to reward us. Punishment or even the threat of punishment, on the whole, creates willingness to the violent behavior; and if this violence enjoys enough power it can even lead to protest or explicit disobedience; especially if it is assumed to be unfair.

Conceptual model:



Research hypothesis:

- 1) There is a relationship between the extent of managers' use of power of expertise and employees' violence
- 2) There is a relationship between the extent of managers' use of power of regulation and employees' violence
- 3) There is a relationship between the extent of managers' use of power of authority and employees' violence
- 4) There is a relationship between the extent of managers' use of power of rewarding and employees' violence
- 5) There is a relationship between the extent of managers' use of power of coercion and employees' violence

RESEARCH METHOD

Regarding the subject, objectives, hypotheses, and the data correlative method has been applied. Statistical sample includes the employees of . . . composed of a number of . . . people. Thus the subjects of study have been sampled with random classification method and appropriate to the classification mass. Classification mass has been taken into account according to Cockrun formula. Data collection tools involved three questionnaires which were compiled into a pack. Power resources questionnaires (for assessing power resources used by managers from the viewpoint of 1. employees 2. managers themselves) have been adapted from Schrelichem and Heinken's power resources questionnaires each of which is composed of 20 questions and then using counting sigma method their reliability was assessed to be 0.904 and 0.919 in turn, and their permanence (in a repeated testing method) was assessed to be 0.903 and 0.854 in turn. In order to evaluate violence variable Boss and

Perry's questionnaire involving 29 questions was used as well; with the reliability of 0.865 and permanence of 0.893.

Then inferential statistics including Spearman and Tovicandals have been used to investigate the relationship among the variables and all the data analysis has been managed by SPSS software. Sensibility level has been taken into account to be $\alpha=0.05$.

Data analysis:

Hypothesis 1) There is a relationship between managers' applying expertise power and employees' violence.

H₀: There is NO relationship between managers' applying expertise power and employees' violence.

H₁: There IS A relationship between managers' applying expertise power and employees' violence.

Regarding the fact that Candal and Spearman's correlative coefficient is equal to -0.123 and -0.138 in turn, and the sensibility of each of them has been calculated as 0.057 and 0.069 in turn, therefore null hypothesis, based on the fact that there is no relationship between the mentioned variables, cannot be rejected at the level of 0.05.

Table 1) calculating correlation and sensibility between violence and power of expertise

Power of expertise	violence					
	Spearman's correlative			Candal's correlative		
	correlative coefficient	sensibility	abundance	correlative coefficient	sensibility	abundance
	-0.123	0.057		-0.138	0.069	

Hypothesis 2) There is a relationship between managers' applying power of regulation and employees' violence.

H₀: There is NO relationship between managers' applying power of regulation and employees' violence.

H₁: There IS A relationship between managers' applying power of regulation and employees' violence.

Regarding the fact that Candal and Spearman's correlative coefficient is equal to -0.109 and -0.124 in turn, and the sensibility of each of them has been calculated as 0.078 and 0.106 in turn, therefore null hypothesis, based on the fact that there is no relationship between the mentioned variables cannot be rejected at the level of 0.05.

Table 2) calculating correlation and sensibility between violence and power of regulation

Power of regulation	violence					
	Spearman's correlative			Candal's correlative		
	correlative coefficient	sensibility	abundance	correlative coefficient	sensibility	abundance
	-0.109	0.078		-0.124	0.106	

Hypothesis 3) There is a relationship between managers' applying power of authority and employees' violence.

H₀: There is NO relationship between managers' applying power of authority and employees' violence.

H₁: There IS A relationship between managers' applying power of authority and employees' violence.

Regarding the fact that Candal and Spearman's correlative coefficient is equal to -0.014 and -0.015 in turn, and the sensibility of each of them has been calculated as 0.815 and 0.849 in turn, therefore null hypothesis, based on the fact that there is no relationship between the mentioned variables, cannot be rejected at the level of 0.05.

Table 3) calculating correlation and sensibility between violence and power of authority

Power of authority	violence					
	Spearman's correlative			Candal's correlative		
	correlative coefficient	sensibility	abundance	correlative coefficient	sensibility	abundance
	-0.014	0.815		-0.015	0.849	

Hypothesis 4) There is a relationship between managers' applying power of rearing and employees' violence.

H₀: There is NO relationship between managers' applying power of rewarding and employees' violence.

H₁: There IS A relationship between managers' applying power of rewarding and employees' violence.

Regarding the fact that Candal and Spearman's correlative coefficient is equal to -0.036 and -0.042 in turn, and the sensibility of each of them has been calculated as 0.561 and 0.587 in turn, therefore null hypothesis, based on the fact that there is no relationship between the mentioned variables, cannot be rejected at the level of 0.05.

Table 4) calculating correlation and sensibility between violence and power of rewarding

Power of rewarding	violence					
	Spearman's correlative			Candal's correlative		
	correlative coefficient	sensibility	abundance	correlative coefficient	sensibility	abundance
	-0.036	0.561		-0.042	0.587	

Hypothesis 5) There is a relationship between managers' applying coercive power and employees' violence.

H₀: There is NO relationship between managers' applying coercive power and employees' violence.

H₁: There IS A relationship between managers' applying coercive power and employees' violence.

Regarding the fact that Candal and Spearman's correlative coefficient is equal to -0.064 and -0.034 in turn, and the sensibility of each of them has been calculated as 0.559 and 0.585 in turn, therefore null hypothesis, based on the fact that there is no relationship between the mentioned variables, cannot be rejected at the level of 0.05.

Table 5) calculating correlation and sensibility between violence and coercive power

Power of coercion	violence					
	Spearman's correlative			Candal's correlative		
	correlative coefficient	sensibility	abundance	correlative coefficient	sensibility	abundance
	-0.064	0.559		-0.034	0.585	

RESULTS AND DISCUSSION

In this research managers' power resources and employees' violence was studied. Results indicated that there is a relationship between managers' application of rewarding power and employees' violence. Van Flit (Persian translation, 2003: 44) believes that admiration has an undeniable influence on elevating the tendency to work and paying more attention to it. Concerning rewarding Anderson and Kipriano (Persian translation, 2009: 241) believe that applying this sort of power such as capability to raise wages, favorable status and occupations and also discerning the necessity to appreciate the employees may apply the possibility to encourage the others to submit to the required behavior and the objectives of organization.

Results also indicated that there is a relationship between managers' application of power of regulation and employees' violence; so that when managers act upon their duties according to rules regulated for the fulfillment of organization's objectives, the tasks will be done in the desired time and the employees acknowledge that this is manager's legitimate right to fulfill the objectives and management has the right to issue legal commands and the subordinates must obey. Therefore in such a situation the employees will obey the orders eagerly they will be less likely to commit an act of violence. (Venus, 2005: 70) Team members believe constantly that it is their duty to obey the person in legal power even if this power is a means for their restriction in a specific situation. (Johnson and Johnson, 2004: 2) Student (cited in Hersy and Blanchard, Persian translation, 2005: 240) too confirms power of regulation as one of the strongest reasons for obedience. Similarly, Bachman and Nitmare have taken power of authority into account as one of the most significant reasons for submission and consider it strongly and constantly related to the functioning of the employees.

Results indicated as well that there is a relationship between applying power of authority by managers and employees violence. Power of authority depends on the manager's character traits; and a manager enjoying this type of power is respected by the others due to his character; and this is this admiration and interest in him that influences the others. Thus when a manager makes use of power of authority, he enjoys an attractiveness; he is liked by the employees, and cares about their feelings and needs. Therefore in such conditions the employees will obey their superiors enthusiastically and they are less likely to commit and act of violence.

Shermerhorn (Persian translation, 2008: 209) also believes that as mentioned this sort of power is attributed to the capability to control someone else's behavior, because he wants to sympathize with the power resource. In such conditions subordinate obeys superior, because he wants to act or infer or believe in the similar way as his superior does. Ivanovich and Donely (cited in Hersy and Blanchard, Persian translation, 2005: 242) also believe that power of authority has a positive relationship with functioning.

In the same way results reveal that there is a relationship between power of expertise and violence; due to the fact that managers can take hold of employees and win their respect rapidly, if they enjoy the expertise, skill, and knowledge that is important to them. When the truth of the opinions of the person in charge is evident, this causes emotive in the employees and encourages them to elevate their skills and knowledge, and declare their commitment to the manager; then because they tend to obey their superior, they are less likely to commit an act of violence; because naturally when people in organizations are more knowledgeable, they contact the others more patiently and resolve problems more rationally. (Johnson and Johnson, 2004: 2) Robins (Persian translation, 2009: 725) also believes that expertise has become one of the most impressive power resources; because the world is taking steps towards technology. Since tasks are becoming more specialized, organizations are becoming more dependent upon specialists to achieve their goals.

Results also indicate that there is no relationship between managers' application of coercive power and violence. One of the reasons of this fact is that in sample under research (as it is inferred from employees and managers' answers), power of coercion is not used very often; and it is applied only when a manager confronts disciplinary problems with the subordinates; and punishing employees will be according to the official

regulations and appropriate to the violation committed. According to Seyyed-Javadin (2004: 370) today, managers' ability to apply power of coercion is essential to bring about law and order. Definitely, punishing must have a peculiar place and situation. Anyway, when applied rarely especially when a subordinate acts contrary to the organization's employees and superior's opinions, it can be influential. Otherwise it stabilizes the wrong behavior.

Implications:

1) Concerning power of expertise, instructing managers must be one of the principal headings of higher education organization management schedules. Managers' success in applying this sort of power, regarding Yukle guidelines and different management texts in this respect, concerns cases such as: attempting to elevate professional specialization, discerning scientific affairs essential to the employees' occupation, being aware of the most recent professional information, and enjoying professional experience and skill.

2) Concerning power of regulation, managers applying this sort of power should observe the matters such as: employees' trusting in the manager's demands, behaving in the legal framework, performing jobs according to the rules, reinforcing employees' tendency to submit to legal commands, employees' functioning evaluation according to regulations, and mentioning the legal cause of issuing commands.

3) Concerning power of authority, managers should create a positive and refreshing atmosphere among the employees, so that they may enjoy necessary morale and motive to accomplish their commitments desirably. One of the ways for that is creating a vast, open, intimate, and clear relationship among the employees and also managers and employees, in a way that everyone can express his opinion or state his suggestions or objections; and also gaining employees' trust, so that they may mention their problems with confidence and try to resolve them.

4) Concerning power of rewarding, not only the validation of rewards should be according to the performance, but there must be a continuous and precise system of rewarding in the organization that can consider and encourage the capabilities of each of the employees.

5) Concerning coercive power, managers should observe the fact that to apply this type of power some points must be taken into account; such as:

- A) Subordinates must be aware of the rules and punishments
- B) They must be forewarned before punishment
- C) They must be punished equally
- D) Conditions must be considered before punishment
- E) Assurance must be always taken into account
- F) Punishment must be appropriate to the violation

G) Punishment must be hidden from the others

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