

ABSTRACT

Power Sources of Managers and it`s Role in Organizational Adaptation

"A field study at Jordanian Commercial Banks Sector "

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The aim of this study was to investigate the five sources of a manager's power (legitimate power, coercive Power, reward power, expert power, and referent power) and its effect on the organizational adaption that was divided to four kinds (strategic, structural, technological, and individual adaption) in Jordanian commercial banks. These sources are the means to use manager's ability to influence employees behavior in the work. The legitimate power can achieve the influence employee's practices through the authority of the manager which is defined in the regulations of the Organization. The coercive power determines manager's ability to impose the punishments or sanctions on his employees. Another power to achieve an influence on employees is a reward power which arises from the ability of a manager to give or not give his employees the incentives such as increments in salary, bonuses, and promotions. The forth source is the expert power that is derived from the knowledge, experience, and high skill to solve problems of work and provide new ideas for development the current work. The last source is the reference power which refers to the strength of manager's relationships with employees and the its ability to influence them because of these ties.

The researcher used the questionnaire as a tool of study for gathering data . To test hypotheses of the study, the descriptive approach was used Quantitative analytical as he used the descriptive approach in the use of descriptive data on the characteristics of the sample and identify important power sources of managers. Researcher questionnaire has been used as a tool for the study, and

to test hypotheses of the study was the use of the descriptive approach - analytical quantitative descriptive method was used in the use of descriptive data on the characteristics of the sample and identify important sources of power managers. While using a quantitative analytical method to determine the relationships between the independent variables (sources of power managers) and the variables (organizational dimensions of adjustment) and stating the effect of the independent variables on the dependent variables. The population of the study consisted of (25) banks commercially distributed into three categories: commercial banks Jordanian (13) banks, commercial Islamic banks (4) banks, foreign commercial banks (8) banks. Based on this classification it has been taking a sample composed of these banks (7) Banks: (3) Jordanian commercial banks and two Islamic banks and two foreign commercial banks.

Some of the conclusions were drawn as follow:

- 1- Results of the study emphasized the importance of the five sources of manager's power, and arrangement of these sources according to its importance was: (legitimate power, expert power, referent power, reward power, and coercive Power).
- 2- There was a statistically significant effect of sources of manager's power on achieving all dimensions of organizational adaption for employees (strategic, structural, technological, and individual adaption).
- 3- There was a statistically significant effect of sources of coercive Power on the organizational adaptation in only two dimensions (strategic, structural, adaption). While it does not have an impact on the technological, and individual dimensions.

According to results of the study, some of the recommendations have been submitted as follow:

- 1- Bank management should achieve the effective use of sources of manager's power in order to improve the organizational adaption of employees in the bank
- 2- To strengthen the organizational adoption for employees in the bank, the bank's management should be enhanced the power sources positive force (legitimacy and reward power) in a fair way and expert and reference power to find the best solutions to the problems of organizational adaption in the bank.
- 3- Bank management is invited as much as possible to avoid the use of coercive power and methods of threat and punishment, and otherwise it should use other sources of power as the experience power and the reward power.