

## The Role of Demographic and Employment Factors on Effectiveness of Organizational-Evidence from India

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### Abstract

The present study examines the impact of emotional labour on role related outcomes viz., organizational role stress in the services sector in India. Review of literature reveals that emotional labour studies in India hardly have a presence and just about 1% of studies have been researched empirically. This study tries to corroborate the emotional labour and its consequential impact on employee related outcomes in the Indian context as confirmed by numerous studies in the western context. Study reveals that there is positive and moderate relationship between emotional labour and organizational role stress for the overall sample irrespective of the demographic influences. This relationship proved to be higher and positive for the female married segment thus creating latitude for policymakers to examine the nuances.

**Key words:** Effectiveness, Organizational Communications, Management Power resources, Education.

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### Introduction

Imagine a world in which "communication" does not exist; in this world, people live alone and never have any participatory in gaining knowledge and experience. To overcome the personal problems and limitations, never can enjoy from union and integration. Do not have any contribution in inventions and will not benefit of a great chance! Imagine such a world, if it is not impossible, it is difficult (Astuner James *et al.*, 2000). Communication is important because it makes possible the organizing and organizations also in life style in their turn enable people to access to organized available systems. However, the real importance and concept of a good relationship can be considered from different perspectives and aspects (Daft Richard, 1998). According to definition, organizations need interaction or communication for their survival. Therefore, it is reasonable to say that a better understanding from the relationship cause promotion of organizations (Robbins and Stephen, 1999). On the other hand, power is as a very important element in running communities and organizations have always been concerns of leaders and managers. Managers know power as a constructive part in the structure of organization and means of implementing its obligations (Robbins and Stephen, 1999; Sanjabi, 1999). Power is known as the most important and influential social phenomenon of human societies. The influence of power is experienced at all levels in social organizations. As power is an important and influential part in organizational life, researchers tried to explain organizational problems in the so-called "power relations" First, it affects organizational units, and second, at the organizational level and in the relationships between those organizations have considerable impact (Robbins and Stephen, 1999). The purpose of correlation is that the researcher tries to describe, explore and determine relationships and the amount and direction of the correlation between quantitative variables by using correlation coefficient (Fakhimi, 2000).

### Hypothesis of the study

1. There is a correlation between the effectiveness of organizational communications and management power resources.
2. There is a correlation between the effectiveness of organizational communications and management reward power resource.
3. There is a correlation between the effectiveness of organizational communications and management coercive power resource.
4. There is a correlation between the effectiveness of organizational communications and management authority power resource.
5. There is a correlation between the effectiveness of organizational communications and management expert power resource.
6. There is a correlation between the effectiveness of organizational communications and management law power resource.
7. There is a difference between each management power resources in terms of management and non-management expert.
8. There is a correlation between each management power resources and their management experience.
9. There is a correlation between each management power resources and years of service.

### The research method

In this study, to explore the correlation between variable correlational methods was used and to investigate the relationship between the effectiveness of organizational communications and management power resources of eight departments of Kohgiluyeh-va-Boyerahmad Education, causal method was used due to the variables of the study. Samples included all managers and employees of various offices of education offices in Yasouj, Dena, Dehdasht, Likak, Chram, Bahmaei, Basht, Chram), in the academic year 92-91. For sampling, random sampling method is used. In this study, data gathering tools are two questionnaires as follows: A) Power resources questionnaire of "Shraikhim Vhinkin" (1989), which used to determine the used management power resources of eight departments of Kohgiluyeh-va-Boyerahmad Education (Miller, 2005). B) "Effectiveness of organizational communications" questionnaire of which this questionnaire used to determine the effectiveness of organizational communications in eight departments of Kohgiluyeh-va-Boyerahmad Education. The questionnaires have been designed in such a way that can be measured by using Likert pattern. To measure the "Power resources" and "the effectiveness of organizational communications" variables are used of rank order scale (Nabavi razavi, 2000).

"Shraikhim and Hinkin" power resources questionnaire (1989), is a questionnaire with 20 questions can measure "French and Raven" power resources which includes five sources of power: reward, coercive, authority, legal and professional. In this study, in order to provide a proper interpretation of the data at first descriptive analysis of the sample population studied was performed by using SPSS software, and then, by using descriptive statistics such as frequency distribution, frequency, cumulative relative frequency, mean, median, standard deviation, minimum and maximum we described the data ,and in order to analysis and test hypotheses inferential statistical methods were used including Spearman's rank correlation coefficient and Mann-Whitney and Kruskal-Wallis test. Number of employees under the managers of eight departments of Kohgiluyeh-va-Boyerahmad Education in this study, are according to the formula to determine the Yamany sample size (Varastegi, 2013).

### The results of hypothesis tests

*Hypothesis1.* There is a correlation between the effectiveness of organizational communications and management power resources.

To evaluate this hypothesis correlation test was used and the results in Table 1 indicate that this hypothesis is not confirmed. (Correlation coefficient equal to -0/05, P =0/613) So there is no significant correlation between the effectiveness of organizational communications and management power resources (Varastegi, 2013).

*Hypothesis2.* There is a correlation between the effectiveness of organizational communications and management reward power source.

To evaluate this hypothesis correlation test was used and the results in Table 1 indicate that this hypothesis is not confirmed. (Correlation coefficient equal to -0/49, P =0/637) So there is no significant relationship between the effectiveness of organizational communications and management reward power source (Varastegi, 2013).

*Hypothesis3.* There is a correlation between the effectiveness of organizational communications and management coercive power source.

To evaluate this hypothesis correlation test was used and the results in Table 1 indicate that this hypothesis is not confirmed. (Correlation coefficient equal to -0/075, P =0/473) So there is no significant relationship between the effectiveness of organizational communications and management coercive power source (Varastegi, 2013).

*Hypothesis4.* There is a correlation between the effectiveness of organizational communications and management authority power source.

To evaluate this hypothesis correlation test was used and the results in Table 1 indicate that this hypothesis is confirmed. (Correlation coefficient equal to -0/033, P =0/001) So there is a significant correlation between the effectiveness of organizational communications and management authority power source (Varastegi, 2013).

*Hypothesis5.* There is a correlation between the effectiveness of organizational communications and management expert power source.

To evaluate this hypothesis correlation test was used and the results in Table 1 indicate that this hypothesis is not confirmed. (Correlation coefficient equal to -0/115, P =0/268) So there is no significant correlation between the effectiveness of organizational communications and management expert power source (Varastegi, 2013).

*Hypothesis6.* There is a correlation between the effectiveness of organizational communications and management law power source.

To evaluate this hypothesis correlation test was used and the results in Table 1 indicate that this hypothesis is not confirmed. (Correlation coefficient equal to -0/09, P =0/372) So there is no significant correlation between the effectiveness of organizational communications and management law power source [8]. However, a research in relation to this present study was not found, but there are researches that show significant correlation between the organizational communications with other factors and organizational factors.

*Hypothesis7.* There is a difference between each management power source in terms of management and non-management expert.

In order to assess this hypothesis Yvnm- Whitney test was used and the obtained results don't have confirmed this hypothesis [8]. To examine the claims of the difference between management power resources (reward, coercive, authority, law, expert) act as follows in terms of management and non-management expert

H0:  $\mu_1 = \mu_2$

H1:  $\mu_1 \neq \mu_2$

**Table1:** correlation between effectiveness of organizational communications and management power Resources

Power Resources	Sample volume	Coefficient rate	Possibility Value
<b>Reward power</b>	-0.49	94	0.673
<b>Coercive Power</b>	-0.07	94	0.473
<b>Authority Power</b>	0.03	94	0.001
<b>Expert Power</b>	-0.115	94	0.268
<b>Law Power</b>	-0.09	94	0.372

Table 2 respectively, provides Mann-Whitney U test, W statistic of Wilcoxon, Z statistic and amount of significant level for management and non-management expert. Because the significant level for all power resources are more than 5 percent, thus, assuming H<sup>o</sup> (there is no difference between management reward power source in terms of management and non-management expert) is accepted and the claims of difference between management reward power source in terms of management and non-management expert is rejected (Varastegi, 2013).

**Table2:** Mann-Whitney test to compare the management power resources according to field of study

Power Source	Field of Study	Number	Average rank	Total ranks	Mann-Whitney U test value	W Wilcoxon value	Z value	Possibility value
Reward	Management	23	46.63	1072.5	796.5	1072.5	-	0.84
	Non-Management	71	47.78	3392.5			0.201	
Coercive	Management	23	42.8	984.5	708.5	984.5	-0.08	0.278
	Non-Management	71	49.02	3480.5				
law	Management	23	44.35	1020	744	1020	-0.7	0.483
	Non-Management	71	48.5	3445				
Authority	Management	23	37.34	997.5	721.5	997.5	-1.04	0.298
	Non-Management	71	48.84	3467.5				
Expert	Management	23	1199.5	52.15	709.5	3265.5	-	0.288
	Non-Management	71	3265.5	45.99			1.064	

**Summary of H7.** Due to the fact that there is no significant difference between each of the components of management power sources in terms of management and non-management expert, therefore, "there is no difference between management power resources in terms of management and non-management expert" (Varastegi, 2013). Hypothesis 8. There is a correlation between each management power source and their management experience. To evaluate this hypothesis correlation test was used and the results in Table 3 indicate that this hypothesis is confirmed. (Correlation coefficient equal to 0.343, P = 0/001)

**Table 3:** correlation coefficient between power sources and experience management

Power Resources	correlation coefficient	Sample Volume	Possibility value
	0.343	94	0.001

So there is a significant correlation between management power resources variable and management experience. Value of correlation coefficient between management power resources and their management experience is equal to 0.343 and value of possibility related to significant study is equal to 0/001 that is smaller than 0.05 therefore, we can say with confidence percent of 0.95 and with statistical null hypothesis ( $H_0: \rho = 0$ ) that there is no significant relationship. Due to the positive and significant correlation coefficient we can say that there is a direct and significant correlation between management power resources and management experience. Data is shown in Table 4. (Varastegi, 2013).

**Table 4:** correlation coefficient value of management power resources - work experience and management experience.

correlation coefficient value of management power resources	P(Value)
management experience	0.343
work experience	0.378

Hypothesis 9. There is a correlation between each management power source and their management experience. To evaluate this hypothesis correlation test was used and the results in Table 4 indicate that this hypothesis is confirmed. (Correlation coefficient equal to 0.378, P = 0.001) So there is a significant correlation between management power resources variable and management experience. Spearman correlation coefficients between each of the management power resources and management experience as well as significant levels of F shows a significant correlation between any of the reward power, authority, expert, law and coercive with executive management experiences. Finally research question is approved. This means that "there is a significant correlation between the management power resources and their management experience (Varastegi, 2013).

## Discussion & Conclusion

Strength, leadership and decision-making (public or non-public) were depended on communication process, because in their opinion those would be meaningless without information. Fakhimi (2000) says that information in an organization is as means to raise the power and optimal applying the legal and administrative authorities and applying it in the organizational hierarchy Politis (2003) conducted a research entitled the effect of management powers and interpersonal trust in communication on the skills and knowledge characteristics (Ivancevich & Matteson, 2002). The results indicate that there is a direct correlation between coercive reference and specialized power resources with skills of knowledge acquisition (Politis, 2003). Sanjabi (1999) conducted a study entitled "The correlation between the power sources used by administrators and teachers stress". The results indicate that there is a direct correlation between coercive power and the management law and teachers stress, while, this correlation is vice versa between reward powers, authority and management expert and teachers stress (Politis, 2003). Results of this study using the Kolmogorov-Smirnov test for normality of the population and the correlation coefficient, Friedman test, Bowman and Withney and the average of population showed that there is a correlation between management power resources and management experience and years of service of education managers. However, there is no difference between management power resources in terms of management and non-management expert but there are significant differences between power sources in different areas. The power authority with the highest average is in the first place and the coercive law with the

lowest average is in the lowest order, in the ranking of management power resources. Therefore, it is suggested to plan makers, consider the analytical review of this issue and scientific planning, increasing in-service training courses in order to improve the effectiveness of communication in organizations (Varastegi, 2013).

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