

**USE OF POWER BETWEEN YOUNGER BOSS AND OLDER
SUBORDINATES**



**ATHEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2014**

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Thematic paper
entitled
**USE OF POWER BETWEEN YOUNGER BOSS AND OLDER
SUBORDINATES**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
April 23, 2014



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ACKNOWLEDGEMENTS

I would like to express my gratitude to Dr. Astrid Kainzbauer, my thematic paper advisor who specializes in the field of organization behavior, my thematic paper advisor for her kindness, support, and suggestion given to me along the way to complete this paper. Without her effort, I wouldn't be able to complete mine. She always encourages, guides, and pushes me to ensure that I will meet the schedule and can be completed in time.

Furthermore, I would like to thank CMMU and all professors for giving me knowledge not only academic but also in real life experiences. It was a wonderful experience for me to have a chance to study in CMMU. Apart from that, I also would like to thank all of my colleagues and manager in Auto Gallery Seacon co., ltd, for providing me time and wonderful information to complete my paper.

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THE USE OF POWER FROM YOUNGER BOSS AND PERCEPTION OF POWERS FROM OLDER SUBORDINATES

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ABSTRACT

To unite people with different opinion in the business world to achieve a common goal is one of the tasks that every manager has to do. By wielding the correct types of his/her power to get others to accomplish the task for him/her, while trying to maintain the level of job satisfaction among employees are what this paper is focusing on. In this research, the actual situation in Auto Gallery Seacon co., ltd. is discussed to see how a young manager uses his powers to get things done and to see how older subordinates perceive the way their boss uses his power. The case was analyzed by adopting French and Raven's framework of power in relation to job satisfaction. The research methodology was in-depth interviews with open-ended questions. The finding shows that noncoercive types of power are acceptable and frequently utilized here. Those noncoercive powers are somewhat positively linked to job satisfaction among employees in this automotive company.

KEY WORDS: POWER/ JOB SATISFACTION/ PERCEPTION/

FRENCH AND RAVEN MODEL

26 Pages

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CHAPTER I

INTRODUCTION

In an organization, a group of people come to work together to accomplish a given task in order to achieve the goals of the company. Those people that come together are from different places with different mindsets and thoughts. Based on these differences, each person has unique characteristics and perceives things differently according to their background and experience. To lead a group of people to achieve the common or set goal, power is one of the essential aspects or key to help bridging people to come together, make them work effectively, going in the same direction to achieve the same goal, and conform with organization's rule. Without power, people will work according to their own will and thoughts, which might cause conflict and confusion.

If the boss utilizes his/her power in the right way, it will yield a huge success for the company. If he/she utilizes it in the wrong way, it will cause conflict between themselves and their subordinate and lower the overall job satisfaction, morale, and happiness, including productivity at the end. Based on this point, I would like to focus my research on the use of power, based on French and Raven's bases of power: coercive, reward, legitimate, referent, and informational or expert powers (French and Raven (1959) quoted in Rahim (n.d.) pp. 465-472.

In this paper, I will focus on an organization in the automotive industry, where a young manager has to lead a group of older subordinates. The younger boss needs to wield his power to his older subordinates to lead and guide them to achieve what he wants. Will his older subordinates conform to his power and do it accordingly? Will his way of utilizing power increase or lower job satisfaction among older subordinates? Will there be any basis of power which is the most effective to use in this organization or this automotive area?

The Importance of the problem

Each person reflects and interprets the use of powers differently. This study focuses on understanding the reason behind using each power from younger boss's perspective and the perception of older subordinates toward those powers, whether it increases or lowers their overall job satisfaction. The results might help the organization to increase job satisfaction and to manage the organization effectively in the long term.

The Research Questions of this Study

What is the level of subordinates' job satisfaction and perception toward the use of power from their younger boss? Which one is the most preferred power to use in this company?

Study Purpose

- To understand the way that the younger boss uses his power in the eyes of subordinates in Auto Gallery Seacon co., ltd.
- To see which one is the most and least preferred type of power to use with these subordinates to increase job satisfaction

Research Scope and Framework

Auto Gallery Seacon co., ltd., one of the leading Ford dealers in Thailand, is selected as a case study to study the level of job satisfaction of subordinates toward the use of power from their boss. From this study, French and Raven's 5 power dimensions will be applied as a framework for analysis. The research method for this case will be an exploratory research, which included interviewing and reviewing of past research studies in academic journals. Problems and limitations from this framework will be discussed after the application.

CHAPTER II

LITERATURE REVIEW

People with different backgrounds come together to work in the same organization to achieve common goals. Because of different backgrounds, people will perceive things differently and think differently. To lead different people with different opinions to move and to work in the same direction, power comes into play, because it can control the behavior of others (Satiwanich 2009).

Cherrington (1994) defined power as an ability of an individual or group of people which can influence or change the behaviors of others. Yulk (2006) also has a similar opinion, he gives a definition of power as an ability of an individual which can or has an influence over thoughts or action of other individuals or groups of people to act in favor or according to the will of those who hold power. From the above statements, many researchers provide similar definitions of power. Power is one of the crucial elements in an organization. Without power, people in the organization will perform according to what they like and walk in different directions.

According to Kaimeepetch (2008), leader and power have a very close relationship between each others. However, the leader must know how to utilize those powers in the right way, because power can yield both positive and negative results. If utilizing in the right way, it will help to achieve the desirable result. On the other hand, it might cause overall morale among subordinates to drop, if you utilize it in the wrong way. Based on this, we would like to conclude that power and leader may have a connection between each other. Utilizing it correctly, it will lead that person to achieve the desirable result.

Apart from that, power within each individual in managerial posts in an organization is also important. The roles of those managers are not only planning, leading subordinates, negotiating, communicating, setting goal, and making decision but also managing and monitoring subordinates' behaviors as well. If managers don't have enough power, they will not be able to govern, direct, or influence others'

behaviors adequately, which will lead to confusion and conflicts within an organization.

According to French and Raven (1959) quoted in Rahim (n.d.) p. 465-472, there are 5 power bases: coercive, reward, legitimate, expert, and referent. They also explain each of them in detail as follows:

- Reward power – an ability to grant or remove something which is desired by receiver, raises, promotion, bonuses, and/or recognition. Subordinate will perceive one's boss as an effective leader when he/she has an access to organization's resources and has an ability to distribute them. Those who receive that reward must see a value of that reward as well.
- Coercive power – an ability to deliver a punishment upon unfavorable act of subordinates; firing, suspending, demoting, or remove reward partial or entirely.
- Legitimate power – a power or an authority assigned to someone relating to his/her position or take charge of higher authority to keep things in order. This type of power is related to position, not to the person who has that position. Those who have this power can ask their counterpart to comply with their command based on position or level of authority.
- Referent power – a power acquired by being highly respected or admired by subordinates. The boss, who has a positive or attractive personality, charisma, and is able to build trust and respect with his/her subordinates, can utilize this power effectively.
- Expert power – a power granted to those who have obtained enough knowledge, training, education, or experience to be called expert in the given field. One, who can lead or give guidance to others, will receive respect in return.

From the above mentioned studies we can conclude that, power can be used to change or influence others' behaviors. Although all 5 of them are types of power, but they yield different results and create different perceptions depending on context, users, and receivers. According to Hunt (1984) quoted in Koslowsky and Stashevsky (2005, p. 25) they also categorized 5 different powers into 2 categories, personal and position power. Personal power is reference power and expertise power, which is associated with the leader as a person. The other category is position power, which includes reward power, coercion power, and legitimate power, and is usually associated with managers' positions. Based on this, the power from position can be granted and taken away, unlike personal power which will stay with that person.

The study of Koslowsky, Stashevsky, and Ashuri (2001) measured the relationship between job satisfaction and use of power. Their research said that there is a positive relationship between job satisfaction with referent, reward, and expert powers. As for legitimate and coercive powers, it seems to yield a negative effect on job satisfaction. Based on their research, if the leader uses only referent, reward, and expert powers, employees should have a high level of job satisfaction. Arslan and Acar (2013) described job satisfaction as "pleasure or positive emotional satisfaction of a person's evaluation of his job and work life" (p.283). Skinner, Dubinsky, and Donnelly (1984) described job satisfaction as a feeling of an employee toward his/her work situation, which may impact motivation, absenteeism, and turnover of an employee.

Lo and Ramayah (2011) use French and Raven's framework of powers to study companies in Malaysia. From their research, they categorized powers into 4 groups; coercive, legitimate, referent reward, and expertise. They group referent and reward powers together, because it shows a very close relationship with each others. Their study showed that combining two different powers and use them together will help to increase the productivity and overall morale. For example, the leader can use either legitimate or referent power to distribute the task. If the subordinates can deliver a good result, then the leader can use reward power to grant something to his/her subordinates. By doing this, it will increase both job satisfaction and performance of employees. Rahim et al. (1999) quoted in Lo and Ramayah (2011) p. 10 suggest that referent power will give a positive result toward subordinates' feeling and in turn

create a good impact on performance. Then, the leader can use reward power to grant something favorable to those subordinates for good performance afterward. From their research, it is quite clear that many managers in Malaysia prefer to use most types of powers together, except coercive power.

To select the types of power to use, it depends on the environment and culture of the company. Koslowsky and Stashevsky (2005) stated that the step that management will use to gain compliance from subordinates can be viewed as the product of organization values. If their subordinates feel that they receive an unfair treatment or have been told to do something against their will, they might give a bad or negative attitude toward a company, work poorly, and quit the company at the end.

One type of power may or may not fit every situation. So we have to utilize the right kind of power tailored to the situation. By using different types of power to lead subordinates, it will also have a direct impact with job satisfaction. Job satisfaction of an individual is an essential element which has a direct impact to individual performance and bottom line of an organization.

Many studies have been conducted to find out the relationship between employee job satisfaction and manager's bases of power. According to Ivancevich (1970) quoted in Skinner, Dubinsky, and Donnelly (1984) p. 50, insurance agent's job satisfaction have a positive correlation with the use of referent, reward, legitimate, and expert powers. And a negative correlation is found with coercive power. In the research of Skinner, Dubinsky, and Donnelly (1984), they also try to measure the job satisfaction of retail salespeople. From their research, it also provided similar outcome with Ivancevich's research, noncoercive sources of powers were found to have a correlation with a higher job satisfaction. In their research, they also found out that retail managers who have more legitimate power than other powers, should find their retail salespeople experience higher job satisfaction, because they will have lower level of ambiguity and role conflict.

On the other hand, reward and referent powers were not really correlated with job satisfaction in their study.

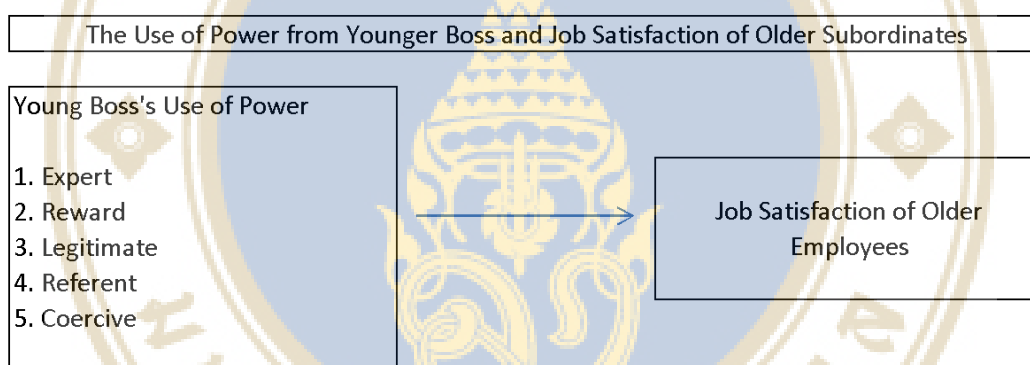
In the studies of Jacqueline and Bertram (1974), they concluded that reward power was seen as a more likely choice for less educated person. Older people tend to rely on referent power more than younger people. Lastly, younger people tend

to select coercive power more. Based on this, older people may rely on referent power more than young people.

In various studies cited in Skinner, Dubinsky, and Donnelly's (1984) research, they conclude that noncoercive powers; reward, legitimate, expert, and referent, are positively related to job satisfaction. Based on this point, we may conclude that noncoercive powers should work well in various industries to achieve overall job satisfaction.

Framework of This Research

To explain the use of powers, I would like to use French and Raven's framework of power to find out about the use of power and relationship that leads to job satisfaction of subordinates in Auto Gallery Seacon co., ltd.



CHAPTER III

CONTEXTUAL BACKGROUND

The chosen company is Auto Gallery Seacon co., Ltd., which has been in operation since the beginning of year 2000 and ranks among the top in terms of sales of all Ford dealers in Thailand. At the moment, there are 4 branches selling Ford cars; 2 stores in Bangkok locating in Srinakarin road and Sukhumvit 62 road and 2 dealers in Saraburi and Pathumthani provinces. This company was selected as one of the 4 dealers in Thailand that was granted a special privilege to operate as duo dealer for Ford and Mazda for four years. For this research, we will only focus on the Ford dealer in Srinakarin road. Currently, there are approximately 50 staff working fulltime in the company. Most of them are over 32 years old. 80% of overall employees have been working in this company for at least 3 years.

In 2013, this dealer alone could sell Ford cars and trucks around 80 vehicles a month, accumulating 960 vehicles a year. The best-selling vehicle in that year was pickup trucks, approximately 60% of overall vehicles sold that year. Combining with service departments, the total revenue was around one billion baht.

The founder of this company is Mr. Somsak, a typical Thai-Chinese person. He is very experienced in the field of selling and fixing cars, with over 30 years of experience in the automotive field. During the past 15 years, he has operated many dealers for General Motors, Volvo, Tata Motors, Mazda and Ford. Based on his experience, he is quite reputable in this industry.

At the age of 60, Mr. Somsak wanted to retire from this business that he built up by himself. So he handed his business to one of his sons, who took the management post and now leads a group of older subordinates to challenge the new wave of competition. His son had been working in this company since 2011 and rose to company management post within 2 years of working.

From this study, we will be able to find out the level of job satisfaction that relates to the different kind of powers utilized. We will also find out which power that is most applicable in this company's environment which will drive and raise the level of job satisfaction in this organization.



CHAPTER IV

DATA COLLECTION METHODOLOGY

This research was conducted in Auto Gallery Seacon co., ltd, one of leading Ford Dealer in Thailand. This company is selected as a case study to study the relationship between French and Raven's 5 bases of power and job satisfaction. For this study, French and Raven's 5 power dimensions were applied to formulate the questions. The research method for this case as an exploratory research is interviewing and reviewing of the past research studies in academic journals. The interview sessions were conducted with 5 technicians, operation personnel, who are 32 years old and above, and one manager, who is younger than 31 years old. Technicians and some office workers will represent a sample of older subordinates, and the manager will be interviewed as the younger boss in this case.

Interview:

One manager and five technicians were selected from a sample pool to be interviewed. All five technicians have experience working with the younger manager at least one year. All technicians and office workers are chosen randomly. In order to protect their identities, all their names are kept confidential, including the chosen manager as well. Those interviewees are listed as follows:

Manager A, age around 27 years old, is the younger manager in the company. He has been working in this company for 2 years and has been holding the management position since the beginning. His main responsibility is taking care of day to day operations in the service department, handling all transactions with Ford Thailand, formulating new promotions to attract new customers while maintaining the old ones, ensuring that every customer is satisfied with the service, and managing technician teams to achieve overall sales objective. He needs to communicate with technicians and issue orders every day. Before interviewing him, I provide him with the list of types of power and its definition to make sure that he understands the

meaning of each type of power. After explaining examples of 5 types of power, I interview him with open-ended questions on the following points:

- If you have to ask your subordinates to do a task that no one likes to do, which kind of power will you use and why?
- The types of power that you prefer to use most and least
- What is the power you often use to get your subordinates to work for you?
- Is it appropriate to use that type of power here?
- What is the power that you would like to use to get your subordinates to work for you? And why?
- Which type of power is most effective for subordinates to perform work without surveillance?
- Would there be other forms of power, which would operate only when you monitor their action all the time?
- Based on your opinion, which power(s) do you think will not hurt or lower morale or job satisfaction of employees?
- Based on your opinion, which power(s) do you think will lower job satisfaction?
- Do you think providing reward will increase job satisfaction?
- If you use one type of power too often, do you think it will have a long term or short term or no effect on job satisfaction at all?

As for subordinates, there are five of them aged older than 32 years old that have been working in this company at least five years. Based on this point, they know everything about this company really well; culture, working preference and style, and attitude of every person in an organization. Their duties are handling day to day operation as their boss has assigned to them; fixing the cars, reporting problems and overall costs according to their line of command, going out with customers sometimes to test the problem and find solution, and lastly submitting report to management and to Ford Thailand to discuss the problems. These are the tasks that technicians here need to carry out. As for other office workers, they have to contact customers and try to persuade customers to come back to use the services. Apart from that, some of them

have to write a report about customers' expectation and feedbacks and submit to Ford as well. All of them need to work together with the management team to make the operation run better and leaner. Before interviewing them, I provided them with the list of types of power, definitions, and examples to make sure that they understand the meaning of each type of power. After explaining, I interviewed them with open-ended questions on the following points:

- What is the type of power your boss always uses to ask you to perform the task?
- If your boss promises to give you a reward after finishing the task that you don't like, will you do it?
- If your boss threatens you to do something that you don't like, will you do it?
- What kind of power should your boss use, so that you will do the job for him?
- What kind of power will lead you to perform your best and feel satisfied with your job?
- The type of power you prefer to receive from most to least and reason in detail
- When is it appropriate to scold you or use coercive power here?
- To what extent do you feel satisfied with the use of power from your boss? Is your boss always threatening you to work? Is your boss always using one type of power or mean to ask you to do your job, ex. By forcing you, by providing you reward, etc?
- Do you feel satisfied with working under younger boss and his way of asking or forcing you to work for him? Why and why not?
- Which type of order would make you feel satisfied to work for your boss and the reason why?
 - Do it now or else you will have a tough time later (coercive power)
 - If you do this job, I will grant you a reward afterward (reward power)

- If you do it according to what I tell you, it will give you a good outcome (Expert power)
- Please do this job for me. I know that you respect and believe in me (referent power)
- As an order of your manager, you have to do this job (legitimate power)

The in-depth interview method is adopted to collect, because it allows each individual to feel at ease and eliminate group pressure or external factors which can affect or lead respondents to answer something else. According to Mcdaniel and Gates (2013), there is no better way to understand the in-depth motivation and detecting the problems than this method. During the interview, the interviewee might answer something interesting. So the interviewer can use probing technique to get more information from each interviewee by asking them to elaborate or to explain in detail regarding some issues. All questions listed above are open-ended questions which encourage the interviewees to speak about their opinions freely.

There are other advantages according to Mcdaniel and Gates (2013) as well, such as, the interviewer can probe questions at length to reveal hidden motives and feelings, new directions of questioning can be improvised easily, nonverbal gesture or feedback can be observed closely, and singular viewpoint can be obtained without pressure from peers. From these given merits, the in-depth interview method was selected to conduct this research. During the interview, note taking and voice recording will be adopted as well, because we can analyze each interviewee's answers in detail afterwards.

CHAPTER V

RESEARCH FINDINGS AND DISCUSSION

The result after interviewing one young manager and five subordinates is listed below. First, I will discuss and analyze the power that the young manager usually utilizes in this company, what his subordinates perceive, and the effect of utilizing those powers toward job satisfaction.

The Use of Power and Impact on Job Satisfaction

From analyzing the manager first few answers, it could be observed that he is utilizing legitimate power quite often to order his subordinates. The young manager explained this as follows: “Normally I got the jobs or requests from my customers. After I know the problem, I try to think which technician suits this kind of job. After that, I personally tell that technician to fix the car. This is the way that I normally ask or order technicians around here to do jobs.” It is clear that he is the boss there, and everyone in the company knows that he is the son of the owner. So it will be hard to find who anyone dares to oppose him without any good reason. Apart from that, he believes that he only orders them to do the things that they have to do, so they shouldn't reject or have any reason to reject what he asks. He believes that by using this type of power to order what they have to do, it shouldn't affect level of job satisfaction in a negative way.

From the interviews with both manager and subordinates it can be concluded that every type of power, except coercive power, is appropriate in this company. The young manager elaborated on this: “I personally think that all types of power are appropriate here, except coercive one. I do not think that anyone here prefers to be yelled at. So I do not force or try to use coercive power here.” Both manager and subordinates agree that by forcing or threatening others to do the job, it will sometimes result in a bad situation; that worsen relationship and quality of an outcome. If the manager utilizes coercive power here, many subordinates admit that

they would try to postpone the job or fix the car poorly. So far, the manager doesn't utilize coercive type of power at all, because he also believes that it's not the right thing to do. The subordinates agree that their manager should try to ask them nicely, not by force. However, according to the subordinates, there is a time that forcing or threatening will be acceptable here in this company. As one technician explained: "If I caused or made any mistake, I can accept to be yelled at or can accept a threatening order from my manager." However the manager can use this type of power only when his subordinates make a mistake and need to redo the whole job again. If this case happens, the young manager can use this type of power and force his subordinates to do the job right away. In this context, the job satisfaction will not be effected according to most technicians' opinions.

However, the types of power that the manager prefers to utilize with his subordinates are referent and reward powers to get his subordinates to work for him with and without his surveillance, because he believes that it will increase overall job satisfaction and enhance his relationship with subordinates: "If I can choose, I prefer my technicians to work for me, because they really want to do it for me. If they can achieve good performance, then I will try to provide them something that they like, specific to each individual."

It seems like he tries to provide reward, both monetary and non monetary, whenever his subordinates perform a good job or are able to achieve a good result. He believes that by providing them with rewards, they will like to work with him again in the future. In his opinion, reward power will be the best option, because it will make his subordinates feel satisfied and sincerely want to get things done for him: "By providing some money to technicians after they achieved good results will increase their motivation to do their jobs and increase job satisfaction, however the feeling will not last that long. Unless the reward is something that they value, it will create a great impact on job satisfaction and motivation." In his opinion, providing rewards temporarily increases short term job satisfaction. It all depends on the subordinates' needs and opinion toward money and the non-monetary reward that he will provide. Before he joined this company, he heard that there is no bonus or incentive to motivate technicians. So he tried to set a target for his technicians to reach each month in order

to earn a reward. Apart from that he also tries to buy snacks and drinks for them once a month, which he hopes that it will increase the bond between him and his subordinates.

In addition to reward power, the young manager also tries to use expert power and referent power: “These technicians want to work for someone who can give them an advice or solve a problem for them. If we know more than they do, they will respect us, because we can always teach them how to perform or fix cars better. If they like someone from their hearts, they will do any kind of jobs that person asks for without any question.” For expert and referent power, the manager thinks it will increase both short and long term job satisfaction, because the older subordinates can consult their manager how to achieve a good outcome, and it also shows that their manager knows exactly what they are doing. They perceive that their manager think and care about them, because he tries to provide them a plan to work and follow. It will lead subordinates to think that by following manager’s order, they can get a good result.

This is similar to Lo and Ramayah’s (2011) research, because they also agree that referent power has a positive correlation with performance. If the performance of a subordinate is good, then the manager can provide a reward afterwards. By doing what Lo and Ramayah suggest, it will increase both performance and job satisfaction in this case. On the other hand, many researchers suggest that coercive power will have a negative correlation with job satisfaction.

Perception of Powers from Subordinates and Job Satisfaction

In the eyes of subordinates, they agree among each others that their younger manager always uses legitimate, reward, expert, and referent power, ranked according to what technicians perceive: “My manager always assigns me the task by using his position. If I can fix cars properly and achieve the monthly target, he will provide me some money or snacks as a reward. In my opinion, he knows how to get jobs done and knows how to talk to customers, so I do not need to speak directly with any customers.”

Another technician added: Telling me what to do based on his position is acceptable in my opinion. We know what we have to do. We are here to fix cars anyway. It does not really create a bad feeling to receive an order from him.” By

utilizing legitimate power in this context, technicians agree that it won't increase or decrease job satisfaction at all. They know what they have to do and what they are responsible for. As long as the manager doesn't overuse his authority to force them to work, they can accept and will work for him.

This is quite contrary to Skinner, Dubinsky, and Donnelly's (1984) findings that a leader with strong legitimate power will have employees with high job satisfaction in the retail business. So in this automotive company, it seems to be perceived differently.

In this company, technicians will do their jobs as long as it's what they have to do, fix the car, even without reward attached to it. Most of them agree that they all have responsibilities for their jobs. As long as it is job related, they are willing to do it. Reward, in their opinion, is a short term motivation, and manager can use it as a means to increase job satisfaction temporarily: "We have to fix cars anyway. If my manager can provide some money as a reward after we do a good job, then we want to keep on doing a good job. It does not have to be big amount of money. As long as, my manager can provide me a guideline or create a standard to give out reward, I can accept it."

For the kind of reward, they prefer it to be money. It doesn't have to be a big amount. Providing them monetary reward from time to time is enough to keep them motivated. At the moment, the manager sets a target for each technician to reach each month. If any technician can achieve the target, they will earn 4% on top of their salaries. For example, the target for this month is 40,000 baht, sales of service department receiving from one technician's performance by fixing cars. If any technician can fix the car and reach that amount, they will receive 1,600 baht on top of their salaries.

Whenever the manager uses coercive power, threatening or forcing them to do the job, they will not perform their best and try to postpone doing the task. All technicians agree that all they need from their younger manager is respect and trust. If the young manager asks them nicely, they will do it for him. This is similar to what Koslowsky and Stashevsky (2005) found. If subordinates receive an unfair treatment or have been forced to do something against their will, they are likely to have a negative attitude toward the company, perform poorly, and quit the job at the end.

Overall, it will reduce employees' job satisfaction. So utilizing coercive power might not be an appropriate option in this case.

By interviewing technicians in this automotive company, we came to know that they rank referent power as a power they want their younger manager to use: "If I can choose, I prefer to work for my manager, because I like to work for him. All I need is a good manager who can express empathy and understand us. If such a manager exists, I will be very happy to work for him. Even though he assigns me something not related to my current job, I will be glad to do it for him." They will be happy and satisfied to work for someone who understands them and has empathy for them. If the manager has this power and utilizes it here, all subordinates will work their best for that manager without asking or need anything in return. This is also similar to expert power. Technicians here believe that by following someone who is an expert in this area, their manager can assist them to improve their performance or guide them through difficulties. They feel that they will have a better working environment and will feel very satisfied to work here as well. However, they perceive that their younger manager lacks both referent and expert powers at the moment. Because he just joined and worked in this company for 2 years, and it may take around 5 – 6 years to learn and to be an expert in this area. While comparing to his father, Mr. Somsak who had been in this field at least 15 years, every technician could consult him about fixing cars, and he was able to provide the right answer all the time. Based on this, technicians perceive that his son doesn't have enough knowledge and experience at the moment.

After analyzing subordinates' perceptions and opinions, the result is quite similar to what Ivancevich (1970) found, i.e. noncoercive sources of powers were found to have a correlation with a higher job satisfaction. In this company, although legitimate power might not have that much effect on job satisfaction according to what technicians' perceive, but the other 3 noncoercive powers seem to have a positive influence on job satisfaction.

Out of 5 types of power, it is clear that technicians here prefer to receive noncoercive powers from their younger manager. They all agree that by combining two types of power at the same time will increase job satisfaction. Two types of power here can be referent with reward powers or expert with reward powers. Their answers

are very similar to what Lo and Ramayah (2011) found; using referent power to get people to work for you first. If their performance is really good, then we can use reward power to provide them a reward according to their outcomes. So both referent and reward powers have a positive relationship with job satisfaction here.

To summarize the frequency of young manager utilizes his power, older subordinates' perception, and job satisfaction, please refer to table below:

Table 5.1 Overall result of power utilization, perception, and job satisfaction

Type of Power	Manager's Utilization Frequency	Subordinates' Perception	Effect to Job Satisfaction
Legitimate	Often	Acceptable, as long as manager doesn't overuse his authority	No effect
Reward	Often	Creates a short term boost in job motivation	Positive short term increase
Referent	Rarely	Creates a good impact, motivation to work. Perceive that manager trusts in their abilities	Positive effect
Coercive	Never	Ruins relationship and lowers motivation	Negative effect
Expert	Rarely	Creates a boost in confidence that they can achieve good result, if they follow expert advice	Positive effect

CHAPTER VI

LIMITATIONS AND FURTHER RESEARCH

The major limitations for this research are time constraint. Collecting information by interviewing might reveal some insights. However, people might or might not reveal what they really think or perceive. Due to this point, observation technique might be a better choice to see and understand the effect of each type of power to job satisfaction. This method was not applied in this case, because of time limitation. Apart from that, this research was conducted in a specific company with qualitative data analysis. So there are various limitations on generalizing the findings to other companies.

In terms of further research, more research is suggested to study more organizations in the same industry. Not only that, breaking down each type of power into detail; for example, reward power to intrinsic and extrinsic rewards, this might yield a better result to study the effect and relationship with job satisfaction. Apart from that multiple theories and greater depth of analysis should be applied in further research studies.

CHAPTER VII

CONCLUSIONS AND RECOMMENDATIONS

According to what I have found here, it seems that the young manager is utilizing only noncoercive powers in this company, because he believes that no one likes to be forced to do something. The types of power that he uses quite often in the workplace are reward and legitimate powers. He is also aware that he himself doesn't possess such expertise in this area at the moment. Apart from that, he also states that he needs more time to gain trust and respect from technicians.

According to what I found from analyzing technicians' answers, this young manager is using both legitimate and reward powers quite often from technicians' perception. As for legitimate power, it might or might not create a positive impact or job satisfaction, but reward power does. From technicians' perceptions, they said that they will follow the order of this young manager as long as it is what they have to do or what they can agree upon. For example, the young manager might ask them to go out and buy or find something for him. They will do it if the young manager asks them nicely.

Utilizing only legitimate power in this company, he will find his subordinates to work for him, because it's an order. It might not increase the level of job satisfaction, but it won't lower it as well. If the young manager prefers to use this type of power, I recommend him not to state his position in the conversation. His technicians prefer their younger manager to ask them nicely to do the job, and they will do it for him.

As for reward power, in technicians' opinions, it's good to have one at the end of each job as a supplement. It will create a good impact to job satisfaction, if his manager provides them a reward based on their performance. At the moment, this young manager provides incentives each month, based on each technician's performance. If a technician can fix the car and can help the company to earn above 40,000 baht each month, they will receive 4% of the total amount they can fix. After

reviewing many things, I recommend this young manager to create a standard for giving out rewards by measuring the income each technician can generate each month, percentage of customers' satisfaction of solving or fixing the car, and efficiency of each technician to fix the car, which he and his subordinates can review together.

By utilizing this new incentive payment plan, the younger manager can make sure that his technicians will try to fix the car right in the first time. If they don't do it properly, he can deduct their incentive or bonus each month afterward. By doing so, it will try to encourage and motivate each technician to fix the car properly and try to fix it within given time.

For expert power, it can give a positive impact to job satisfaction, because his technicians will know what to do clearly and what he expects them to do. By knowing that their manager thinks, lays out the plan for them, and tells them what to do, they feel very comfortable and very confident that their outcome will be good.

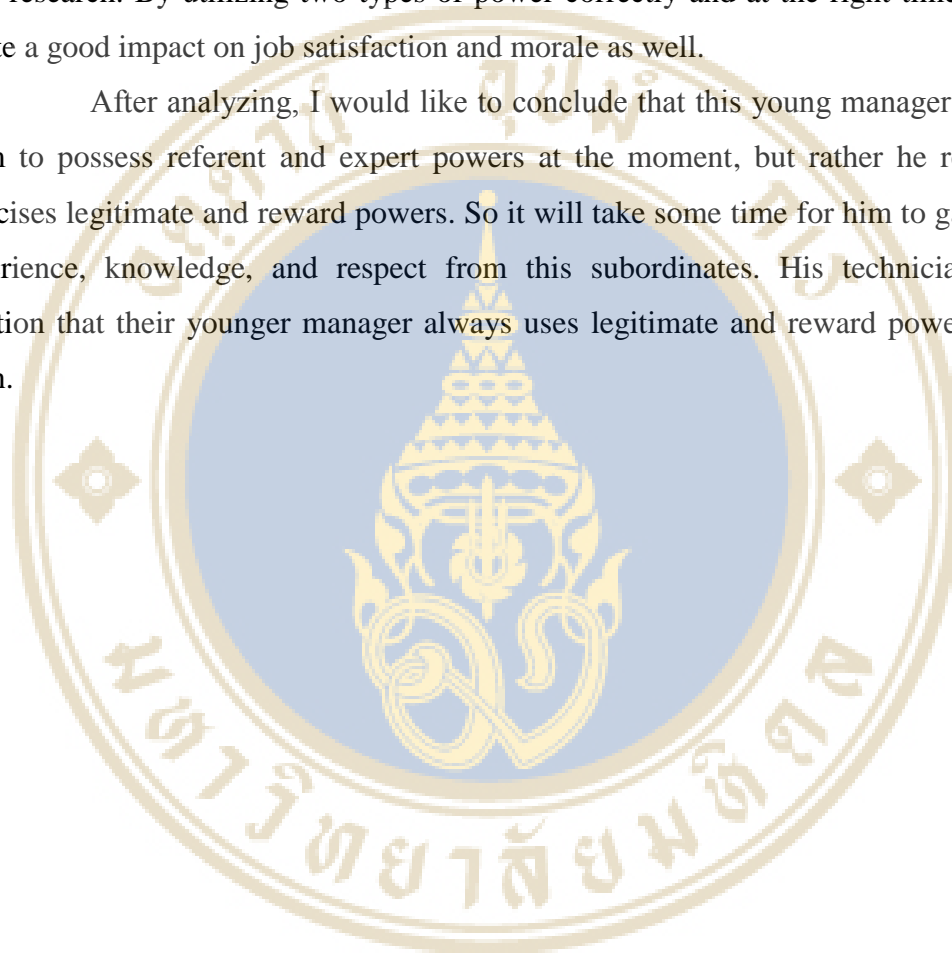
As for referent power, this one has the strongest impact on job satisfaction level and morale of employees based on their answers, because they want to work with someone who shows them empathy and respects them. In order to earn referent power, I would like to suggest this young manager to adopt the coaching and engaging approach to deal with his subordinates. Niratpattanasai (2014) states that by encouraging employees to share opinion and listen to them carefully. It will help to increase employee commitment at the end. Based on this, this young manager has to encourage his subordinates to share their opinions, rather than telling them what to do. The more he listens to his subordinates' opinions to solve problems, the more commitment he will gain from his subordinates. If young manager can adopt this approach and encourage his subordinates to share their opinions to solve the problem, it is likely to develop a trusting relationship between each other. Apart from that, this young manager can develop referent power from this process as well.

The last power is coercive power. In this case, none of the technicians indicate that they want to receive this type of power from their young manager. Their reason is quite simple; by asking them nicely, they will do the job for him. Threatening and forcing won't do any good, and it will impact job satisfaction level negatively. The only situation for this power to be accepted by technicians is when they do not do

their jobs correctly. If there is a proof of their mistakes, they can accept the consequence without having any grudge or negative feeling toward young manager.

For this context, I would like to recommend this young manager to try to use referent with reward or expert with reward powers. By using these powers, it will help to increase the level of job satisfaction and bond between him and his subordinates. This finding is very similar to what Lo and Ramayah (2011) found out in their research. By utilizing two types of power correctly and at the right time, it will create a good impact on job satisfaction and morale as well.

After analyzing, I would like to conclude that this young manager doesn't seem to possess referent and expert powers at the moment, but rather he regularly exercises legitimate and reward powers. So it will take some time for him to gain both experience, knowledge, and respect from this subordinates. His technicians also mention that their younger manager always uses legitimate and reward powers quite often.



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