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The Role of Coercive Power Strategy and Coercion in Promoting Organizational Adaptability in the Saudi Telecommunications Company

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Abstract:

The main objective of this study is to investigate the role of coercive power strategy and coercion in promoting organizational adaptability dimensions (adapting to the prominent language in the company, organizational policies, the personnel in the company, and to business performance methods) from the managers' perspective in the Saudi telecommunications company. In order to achieve this objective, the researcher has developed a questionnaire as a tool for the study, and it has been distributed to a sample of managers in the Saudi telecommunications company. The sample size is 70 managers selected based on simple random technique; (60) questionnaires have been recovered, (8) questionnaires were excluded because they are invalid; therefore, the final sample size was (52) questionnaires.

The study found a number of results most notably is the existence of a remarked role of coercive power strategy and coercion in promoting organizational adaptability. Managers in the Saudi telecommunications company are using the language of threat, ultimatum, salary deduction, and job termination with staff.

The study has mentioned a number of recommendations most importantly is giving the relative importance to the organizational adaptability of prominent language in Saudi telecommunications company. This could be achieved via the support of senior management by monitoring and controlling the internal and external work environment, and to find consensus, balance, and stability of the organizational environments a whole. In addition, managers ought to give a great significance for the regulatory policies prevailing in the Saudi telecommunications company.

Also, there must be given a partial importance to the organizational adaptability with the personnel in the Saudi telecommunications company, and to promote and strengthen the relationship between the most influential individuals in the company's decisions.

Keywords: *Coercive power strategy and coercion, organizational adaptability, and managers*

1. Introduction

The importance of this current research is in determining the type of power strategies, namely, coercive power strategy and coercion and its role in strengthening the organizational adaptability dimensions (adapting to the prominent language in the company, organizational policies, the personnel in the company, and to business performance methods) by managers in the Saudi telecommunications company which is one of critical behavioral phenomena that support the effectiveness of organizations of different types.

Coercive power strategy and coercion has become one of the main topics especially with the growing interest at the beginning of the political entrance in the organizational ideology. This cannot be overlooked when analyzing the organization as an important part, which includes different coalitions contesting with each other to serve the purposes and self-goals in order to protect its interests and influential positions. (Gareth, 2010).

The coercive power strategy and coercion represents the most prevalent entity in the organizational life. It is the basis of influence in most decisions within the organizations, beginning with the decisions relating to the strategic option and down to decisions daily routine (Lfurie, 2007). It is thus, a fundamental phenomenon in the functional area because it provides support to the organization, maximizes its effectiveness, and provides some sort of continuity in the workplace, where it is based on one basic to adapt effectively with the environmental pressures. The power itself cannot emerge without immediate support to power structure. (Shiraze, 2012)

2. The Study Terms and Operational Definitions

2.1. Coercive Power Strategy and Coercion: is defined as the right to issue commands to others, and the right to act in the most appropriate manner for the benefit of the organization's goals as a whole. In addition, it is the right of the individual by virtue of his position in the organization. In this case, we can say that power is the supreme Coordination strength (Shiraze, 2010).

Maghrebi defined the authority as it represents giving orders or imposing of will on others and extorting obedience from them. The power is between two parties, the first is the manager and the second is the subordinate, under which the manger issues and

communicates decisions anticipating acceptance of the subordinate, and the subordinate is expected to implement these decisions that will determine his/her behavior as well (Maghrebi, 2010).

Coercive power is the ability to punish someone for not complying with or control over how to distribute undesirable results by others (Kurtulus, 2011). In business organizations, the managers have various types of coercive power, such as the threat of deductions from salary, prevention or delaying of promotions, or deprivation of rewards. The leader might use this power with subordinates to monitor the work performance and to apply laws and rules on them (Khiry, 2013).

From the researcher's perspective, the leader in the coercive power accomplishes his work through threats, coercion, and the use of fear principle, which in turn force subordinates to follow a certain behavior to satisfy that leader desires.

2.2. Organizational Adaptability: it is a psychological dynamic process through which the individual can take a number of methods that are more appropriate to deal with various situations. It is a holistic effort scheme aims to change and develop staff by affecting their values, skills, behavioral patterns, and by the technology used in the organization (AL Mansour, 2012).

The organizational adaptability is one of the concepts that reflects the intensive interaction to the subject of environmental pressure content, which represents forms of relationship between the organization, habitat and the prevalent language, policies and individuals, and how perform business to ensure the survival and growth of an environment characterized by complexity and change, which also requires organizations to make adjustments of the internal elements in line with this environment in order to help its members adapt with it (Perez, 2010).

Adaptability is meant to achieve a state of balance and harmony between the individual and his organization or his environment, or between operations and psychological functions of the individual that are arising from the reduction or elimination of stress and anxiety caused by the need not to fall into any conflict (Yaphank, 2011). Adaptive behavior is any behavior by which the individual is trying to overcome the difficulties or obstacles which stand against achieving needs or motivations, because the process of adaptability depends on the field of life and the composition of psychological individual type; for example, if an individual lost his job in the organization, this will lead to a situation of depression in his economic and social motives. Adaptability is the amendments to the objectives and policies of the administration or in any component of the organizational work factors (Najee, 2010).

Managers: those who are responsible for departments, organizational units, and branches in Saudi Telecommunications Company.

3. Methodology

In the light of the objectives of the study and main hypothesis, a field analytical method has been followed in addition to the descriptive approach, where a questionnaire has been developed as a field study design directed to the managers in the Saudi Telecommunications company to identify the coercive power strategy and coercion and its role in strengthening the organizational adaptability dimensions (adapting to the prominent language in the company organizational policies, the personnel in the company, and to business performance methods). The following hypotheses have been used :-

3.1. Study Framework

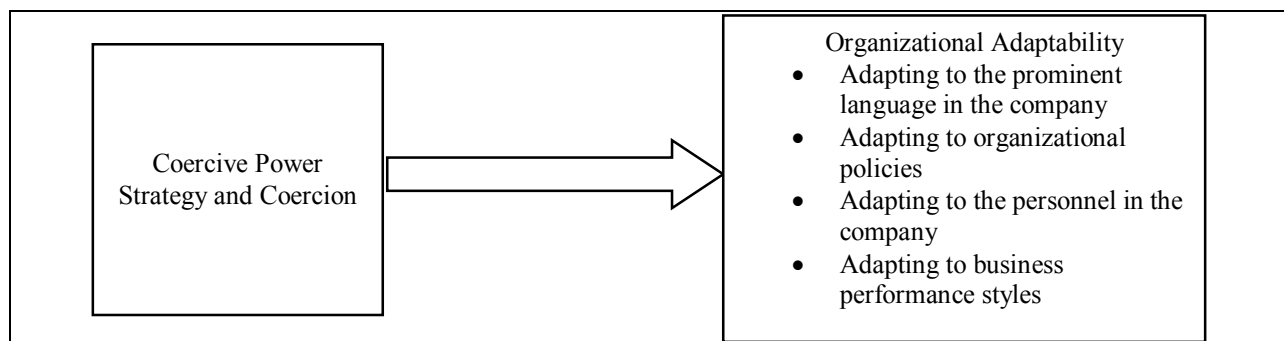


Figure 1

The main hypothesis of this study states: no effect is statistically significant at the level of significance ($\alpha \leq 0.05$) of coercive power strategy and coercion in the organizational adaptability.

The following sub hypothesis are given:

- i. No effect is statistically significant at the level of significance ($\alpha \leq 0.05$) of coercive power strategy and coercion in the organizational adaptability with the prominent language in the Saudi telecommunications company.
- ii. No effect is statistically significant at the level of significance ($\alpha \leq 0.05$) of coercive power strategy and coercion in the organizational adaptability with the organizational policies in the Saudi telecommunications company.
- iii. No effect is statistically significant at the level of significance ($\alpha \leq 0.05$) of coercive power strategy and coercion in the organizational adaptability with the personnel working in the Saudi telecommunications company.
- iv. No effect is statistically significant at the level of significance ($\alpha \leq 0.05$) of coercive power strategy and coercion in the organizational adaptability with the business performance methods in the Saudi telecommunications company.

The Likert scale has been used to answer the study questions, calculating the coefficients values "Cronbach Alpha", and the correlation coefficients to measure the internal consistency of the stages of the organizational adaptability dimensions.

3.2. Statistical Analysis

70 questionnaires have been distributed on a simple random sample of the study population. 60 questionnaires have been retrieved, 8 has been excluded because they were invalid. The researcher tried to provide a diversity in individuals' jobs who have been participated in the study to have a comprehensive result. 52 questionnaires have been studied and analyzed. The results of the field study are as follow:

NO	Adapting to the prominent language in STC	M	STD	ORD	Usage level
1	I know technical and specialized terms at my work	4.37	0.69	1	High
2	I know the prominent language and its terms at CO	4.24	0.71	2	High
3	I can understand abbreviations and symbols at CO	4.17	0.73	3	High
	Arithmetic mean to the dimension of adapting with the prominent language in the company	4.26			High
NO	Adapting to the regulatory policies in STC	M	STD	ORD	Usage level
4	I know how to perform duties in the company	4.09	0.45	3	High
5	I contact with the most influential employees in the company's decisions	3.94	0.68	4	High
6	I realize the prominent regulatory policies	4.16	0.71	2	High
7	I realize the driving motivation for others inside CO	4.22	0.54	1	high
	Arithmetic mean to the dimension of adapting with the regulatory policies in the company	4.10			High
NO	Adapting with the working personnel in the in STC	M	STD	ORD	Usage level
8	I can join any working group inside the company	4.38	0.61	2	High
9	I keep on to be a prominent member in the company	4.41	0.55	1	High
10	The relationship among the staff in the company is characterized by intimacy	4.21	0.72	3	High
	Arithmetic mean to the dimension of adapting with the working personnel	4.33			High
NO	Adapting to the business performance styles STC	M	STD	ORD	Usage level
11	I am seeking to represent an honorable image to the company I belong to	4.36	0.59	3	High
12	I realize the tasks required to perform my job	4.40	0.60	2	High
13	The company's values are part of my own values	4.34	0.65	4	High
14	The company's goals are based on the organizational values.	4.44	0.55	1	High
	Arithmetic mean to the dimension of adapting with the business performance styles	4.39			High

Table 1

The hypotheses results were as the following:

The first hypothesis: No effect is statistically significant at the level of significance ($\alpha \leq 0.05$) of coercive power strategy and coercion with the prominent language in the STC.

In order to test this hypothesis, multiple regression analysis test has been used as follow:

Independent variable (source coercive power strategy and coercion)	B	Beta	T-value	Level of significance
Coercive power strategy and coercion	0.101	0.086	1.553	0.121
Multiple correlation coefficient (R)	0.675			
Coefficient of determination (R ²)	0.456			
Calculated Results of the model (F)	33.787			
Level of significance (α)	0.000			

Table 2

By extrapolating the findings contained in table (2), the researcher note that the value of the multiple correlation coefficient between the independent variable of coercive power strategy and coercion and the adaptation to the prominent language have reached (0.675). The value of the coefficient of determination is (R²) (0.456), this means that the coercive power strategy and coercion explains a rate of (45.6%) of the discrepancy in the dependent variable (adaption to the prevailing language in Saudi telecommunication company). Also, because the calculated value of (F) model reached (33 787) is statistically significant at the level ($\alpha \leq 0.05$); we reject the first hypothesis and accept the alternative hypothesis as follows: there is a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in the organizational adaptation of the Saudi telecommunication company.

The second hypothesis: there is not a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in adaptation with the regulatory policies in the Saudi telecommunication company.

In order to test this hypothesis, multiple regression analysis test has been used as follow:

Independent variable (source coercive power strategy and coercion)	B	Beta	T-value	Level of significance
Coercive power strategy and coercion	0.137	0.157	3.772	*0.000
Multiple correlation coefficient (R)	0.832			
Coefficient of determination (R2)	0.693			
Calculated Results of the model (F)	90.956			
Level of significance (α)	0.000			

Table 3

By extrapolating the findings contained in table (3), the researcher note that the value of the multiple correlation coefficient between the independent variable of coercive power strategy and coercion and the adaptation to the regulatory policies have reached (0.832). The value of the coefficient of determination is (R2) (0.693), this means that the coercive power strategy and coercion explains a rate of (69.3%) of the discrepancy in the dependent variable (adaption to the regulatory policies in Saudi telecommunication company). Also, because the calculated value of (F) model reached (90.956) is statistically significant at the level ($\alpha \leq 0.05$); we reject the second hypothesis and accept the alternative hypothesis as follows: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in adaptation with the regulatory policies in the Saudi telecommunication company.

The third hypothesis: There is not a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in adaptation with the personnel working in the Saudi telecommunication company.

In order to test this hypothesis, multiple regression analysis test has been used as follow:

Independent variable (source coercive power strategy and coercion)	B	Beta	T-value	Level of significance
Coercive power strategy and coercion	0.246	0.272	4.941	*0.000
Multiple correlation coefficient (R)	0.677			
Coefficient of determination (R2)	0.459			
Calculated Results of the model (F)	34.143			
Level of significance (α)	0.000			

Table 4

By extrapolating the findings contained in table (4), the researcher note that the value of the multiple correlation coefficient between the independent variable of coercive power strategy and coercion and the adaptation to the working personnel have reached (0.677). The value of the coefficient of determination is (R2) (0.459), this means that the coercive power strategy and coercion explains a rate of (45.9%) of the discrepancy in the dependent variable (adaption to the regulatory policies in Saudi telecommunication company). Also, because the calculated value of (F) model reached (34.143) is statistically significant at the level ($\alpha \leq 0.05$); we reject the third hypothesis and accept the alternative hypothesis as follows: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in adaptation with the working personnel to the mangers and department's heads in the Saudi telecommunication company.

The fourth hypothesis: There is not a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in adaptation with the business performance style in the Saudi telecommunication company.

In order to test this hypothesis, multiple regression analysis test has been used as follow:

Independent variable (source coercive power strategy and coercion)	B	Beta	T-value	Level of significance
Coercive power strategy and coercion	0.073	0.076	1.749	0.081
Multiple correlation coefficient (R)	0.813			
Coefficient of determination (R2)	0.661			
Calculated Results of the model (F)	78.540			
Level of significance (α)	0.000			

Table 5

By extrapolating the findings contained in table (5), the researcher note that the value of the multiple correlation coefficient between the independent variable of coercive power strategy and coercion and the adaptation to the working personnel have reached (0.813). The value of the coefficient of determination is (R2) (0.661), this means that the coercive power strategy and coercion explains a rate of (66.1%) of the discrepancy in the dependent variable (adaption to the regulatory policies in Saudi telecommunication company). Also, because the calculated value of (F) model reached (78.540) is statistically significant at the level ($\alpha \leq 0.05$); we reject the fourth hypothesis and accept the alternative hypothesis as follows: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) to the source of coercive power strategy and coercion in adaptation with the business performance style to the mangers and department's heads in the Saudi telecommunication company.

4. Results and Conclusions

- i. The researcher concludes, through the source of coercive power strategy and coercion, that managers in Saudi telecommunication company have followed procedural policies including the use threat, warning, deduction, and termination.
- ii. Power strategy includes pursuing and achieving the company goals in order to preserve the administrative institutions and therefore achieving its continuity and sustainability.
- iii. Organizational adaptability, in terms of the dominant language in the Saudi telecommunication company, is inclined to know the technical terms and symbols in the company.
- iv. Through organizational adaptability with regulatory policies, managers should possess the activities' knowledge and link a positive relationship with the most influential employees.
- v. Adapting to individuals and workers in the company indicate maintaining a practical emerging in company's management center that prevails cooperation among employees for the benefit of workflow.
- vi. Work in harmonization and consistency with the policies and objectives of the company.
- vii. Among the adaption with business performance styles are owning skills, understanding, and seeking to its development.

5. Recommendations

- a) Giving a relative importance to the organizational adaptability with the prevailing language in the company, through the support of senior management by monitoring and controlling internal and external environment, and by making balance and stability of the whole organizational environment.
- b) The need to give a relative importance to the organizational adaptability with personnel working in the company to the sake of providing harmony with each other.
- c) Promoting and strengthening the relationship between the most influential individuals in the company's decisions.
- d) Managers need to give an importance to the regulatory policies prevailing in the company.

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