

Effects of Managerial Leadership Power Bases on Employees' Job Commitment in the Nationalised Commercial Banks of Bangladesh

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Abstract

Lack of efficiency in the Nationalised Commercial Banks (NCBs) of Bangladesh can be attributed to a multitude of sources. Absence of adequate infrastructure facilities, lack of modern technology and the use of conventional managerial approaches have all contributed to the dismal performance of the NCBs. In a poor country like Bangladesh, where financial resources are scarce, an abrupt improvement in the infrastructure and technological facilities cannot be expected in government-owned banks. Immediate improvement in the NCBs can be brought about by improving the employees' job performance by motivating and developing their commitment to the organisation. The role of the managers as leaders of the employees is vital along this direction. Among the various aspects of leadership the use of power bases has gained significant popularity in the literature of management. The effective use of different bases of social power by the managers can contribute significantly in accomplishing higher employee commitment, greater job performance, and higher job satisfaction, all of which result in improved organisational performance. This paper examines the relationship between managers' use of social power and employees' organisational commitment level in context of NCBs of Bangladesh. The five bases of social power, as developed by French and Raven (1959), were utilised to investigate the relationship. Bivariate correlation, factor analysis and hierarchical multiple regression analyses were performed on data obtained from NCBs employees. The results indicate significant relationship between organisational commitment and two bases of social power. Implications for practicing managers and for future research are also discussed¹.

1. Introduction

Nationalised Commercial Banks (NCBs) have been operating in Bangladesh since its independence in 1971. The commercial banks that operated in the erstwhile East Pakistan were consolidated into six NCBs by the "Nationalised

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1. The terms leader, manager, supervisor, and superior have been used interchangeably while the terms follower, subordinate, and employee have been used interchangeably, throughout the body of the paper.

Commercial Banks Ordinance, 1972.” For over a decade, since their inception, the NCBs remained as the principal vehicles for conducting commercial transactions for the citizens until the emergence of private banks in the 1980s and onwards. The performance of the NCBs has not been quite satisfactory from its beginning (Choudhury 1990). With increase in competition from local private banks as well as overseas multinational banks, the inefficiencies of the NCBs became even more prominent. These inefficiencies can be attributed to several sources. While the private-sector and international banks of the country are using automated systems and databases for handling customer transactions and other business activities, most of the NCBs have still adhered to the traditional ledger operated system of dealing business activities thereby retarding the process of operations. The physical environment in the NCBs is significantly poor compared to their counterparts in the private sector. The employees have to work using substandard, outdated and dilapidated furniture and equipment. Compared to the volume of customers served by these public-sector banks, floor space available to them is inadequate, causing long queues during rush hours. Such conditions create serious physical stress on the employees thereby affecting their job performance (Jahangir, Haq and Ahmed 2004).

The managerial aspect of job performance depends largely on the leadership approach of the managers toward their subordinates the manager's ability and intention to influence the subordinates to perform their job responsibilities along the desired directions (Jahangir, Haq and Ahmed 2005). Jahangir (2003) pointed out the dismal performance of NCBs related to managers' inefficiency in decision-making. While the other functions of management-planning, organising, and controlling-cannot be ignored, the author particularly stressed on the inefficient use of social power by the managers of these banks. Whether NCBs continue to gradually decline in their financial performance will largely be determined by the quality of leadership at the managerial level.

With increase in complexity and diversity in managing organisational affairs, combined with rapid changes in the external environment and embedded with uncertainties, leadership today is viewed as something different or something of 'higher order or capability' than management (Byars 1987). An organisational leader is an individual who is able to influence the attitudes

and opinions of others within the organisation; a manager is merely able to influence their actions and decisions. Managers imply that an employee has been placed in an organisational position of legitimate authority over others; here management is institutional (Bass 1998). Quality of leadership is, arguably, central to the survival and success of groups and organisations.

Leaders in organisations bring out powerful emotions that can spur people on to accomplish things they did not think they were capable of doing (Ciampa 1992). In an attempt to distinguish between managers and leaders, Goetsch and Davis (1997) revealed that managers administer and do things right whereas leaders innovate and do the right things. Nonetheless, a social leader is interpreted as someone who sets direction in an effort and influences people to follow that direction. Organisational leadership is concerned with creating and articulating a bright and compelling vision for the organisation (Mannan 2001).

Leaders are almost always using authoritative roles. Authority is often seen as the possession of powers based on formal role (Heifetz 1994). Organisational leaders have authority by virtue of their positions. Leaders may have formal authority, but they rely in large part on informal authority as well. This is derived from their personal qualities and actions. They may be trusted, respected for their expertise, or followed because of their ability to persuade. As such, if they fail to deliver the goods, to meet people's expectations, they run the risk of authority being removed and given to another.

The behavioural approach to managing organisations has been consistently touted as the driving force in achieving organisational success. Maslow (1970) gave such needs for belongingness and self esteem a higher level in the need hierarchy. McGregor (1960) emphasised the application of his theory Y for achieving higher organisational commitment and performance. Mayo's (1939) study at the Hawthorne plant of the Western Electric Company also heavily tilted toward applying human relations philosophy to elicit higher job performance in organisations. The social power approach to leadership postulated by French and Raven (1959) is based on the leader's ability to exert influence; that is, the ability to change the attitudes or behaviour of individuals or groups. Such ability relies on the leader's experience and expertise

(expert power), capacity to reward and punish (reward and expert powers), position in the organisational hierarchy (legitimate power), and the ability to instil a sense of belongingness to the organisation and transform the organisation for the better (referent power).

The way the organisational leaders exert their power bases can be expected to have a strong relationship with the way the employees view their leaders and commit themselves to the success of the organisation. Testa (2001) found empirical evidence that managers' social power and organisational commitment are related to organisational outcomes, i.e., the positive perception of managers' social power will increase employees' organisational commitment. The notion behind increase in commitment-performance link is that the effort level increases the expectation that performance will follow. O' Reily and Chatman (1986) indicated that commitment is an important influence on employees' behavioural outcomes. The more the organisational commitment that employees have, the higher their contribution to organisational outcomes.

Studies have been carried out to explore the impact of managers' use of social power bases on employees' perception of their managers, their commitment to the organisation and job satisfaction. Jahangir (2003) conducted a study of employee perception of managers' social power in relation to employees' organisational outcomes. Similar research topics have been found in the works of Rahim (1989), Rahim and Afza (1993), Rahim, Antonioni and Psenicka (2001), Mannan (2001). In a recent study Jahangir, Haq and Ahmed (2004) dissected the constituents of leadership power bases in the NCBs and analysed their impact on employee perception of their leaders' quality.

This paper addresses two major objectives:

1. To explore the possible dimensions of organisational commitment in the specific context of NCBs.
2. Assess how the different bases of social power exercised by the managers of NCBs predict employees' organisational commitment.

The paper also attempts to formulate a strategic vision to enable managers and policymakers, both at the government and the institutional levels to ensure higher level of organisational commitment.

2. Literature Review

2.1 Managers' use of Social Power

Despite growing importance to the concepts of influence and power in the literature on leadership and behaviour in organisations, little research has been conducted on this subject (Jahangir, 2003; Mossholder, Bennett, Kemery and Wesolowski 1998). When managers use power on the employees, employees make perceptions on the managers based on their use of power. It has been suggested that these perceptions then become the critical indicators behind the employees' organisational outcomes (Brass and Burkhardt 1993; Jahangir 2003; Rahim and Manger 1996).

The notion of power can be traced to Dahl (1957) who argued that power is the ability to overcome resistance in achieving a desired result. Rahim (1989) elaborated on desired results, and proposed that power is the ability of one party to change or control the behaviour, attitudes, opinions, objectives, needs and values of another party.

French and Raven (1959) first proposed a theoretical framework that has received much attention in studies of social power. They identified five bases of social power (coercive, reward, legitimate, expert and referent) that have been the subject of numerous organisational studies. The five power bases are:

1. Coercive power is based on subordinates' perceptions that a superior has the ability to punish them if they fail to conform to his or her influence attempt.
2. Reward power is based on the perception of subordinates that a superior can reward them for desired behaviour.
3. Legitimate power is based on the belief of subordinates that a superior has the right to prescribe and control their behaviour.
4. Expert power is based on subordinates' belief that a superior has job experience and special knowledge or expertise in a given area.
5. Referent power is based on subordinates' desires to identify with a superior because of their admiration or personal liking of the superior.

Numerous studies on power, particularly in relation to organisational outcomes have been carried out employing French and Raven's power

framework (Cobb 1980; Rahim, Antonioni and Psenicka 2001). In these researches, French and Raven's framework has been used in relation to employee outcomes and focuses particularly on employees' job satisfaction. In a recent study, Jahangir, Haq and Ahmed (2005) studied the perception of employees on the quality of their managers based on the managers' use of social power. They found that three bases of social power (e.g., expert, referent and coercive powers) had significant impact in explaining their perception of leader quality.

2.2 Organisational Commitment

Organisational commitment has emerged as a very important construct in organisational research over the last three decades. This in part could be due to the relationship with such important work-related constructs as absenteeism, turnover, job satisfaction, job involvement and leader-subordinate relations (Bateman and Strasser, 1984; Buchanan, 1974; Carson et al., 1999; Chang, 1999; Eby et al., 1999; Mowday, Steers and Porter 1979).

Numerous studies have been conducted on commitment mainly focusing on such professionals as scientists, nurses, and teachers to their employing organisations (Hrebiniak and Alutto 1973; Lee 1971; Sheldon 1971). Other studies have explored the roots of commitment to utopian communities (Kantor 1968, 1972) and of employees of large public bureaucracies (Patchman 1970). Scant attention has been paid to the commitment level of managers and employees in an organisational context (Buchanan 1974; Mowday, Steers and Porter 1979; O'Reilly and Chatman 1986).

Organisational commitment has been widely investigated because employees become committed to the organisation even before attitudes towards the job can meaningfully emerge (Bateman and Strasser 1984), also because it is a relatively stable attitude over time compared to other variables such as job satisfaction (Porter et al. 1974). However, organisational commitment has been regarded as a predictor that has attracted researchers interested in behaviours of individuals in organisations (Chang 1999).

The concept employed in our study is the affective commitment concept as outlined in the study of Mowday, Steers, and Porter (1979). Mowday, Steers, and Porter's affective commitment does not imply only loyalty towards the organisation, rather it means that an individual is willing to give something of

themselves in order to contribute to the organisation's well being. Affective commitment has been studied focusing on attitude and behavioural context. Mowday et al. (1982) also compared the relation between these two types of commitment as mentioned previously. According to Reichers (1985), the Organisational Commitment Questionnaire (OCQ) can be a valuable instrument used to assess commitment, which allows for more consistency and coherence to the notion of attitude and behavioural commitment. Eby et al. (1999) stated that over 500 studies have employed affective commitment in studies of organisational commitment since mid-1970s.

Smith, Organ and Near (1983) in their empirical study noted that any organisation that wants to sustain their position in the long-run must rely on acts of cooperation, altruism and spontaneous un-rewarded help from employees. Smith et al. also found that such employees' behaviour comes from affective commitment towards the organisation. Failure to develop this psychological attachment among members may require the organisation to bear the increased costs associated with more detailed and sophisticated control systems. Having employees that shares the organisation's goals and values can ensure that individuals act instinctively to benefit the organisation (Eby et al., 1999; Ouchi 1980).

From the literature review, it was postulated that employee perception of the manager's use of power is related to the employees' organisational commitment, job satisfaction, burnout and turnover (Carlson, Carlson, and Wadsworth 2000; Jahangir 2003; Mossholder et al., 1998). For almost a decade, the notion that employees' perception of managers' use of power is a crucial variable related to organisational outcomes has been widely acknowledged in the West (Brass and Burkhardt 1993; Carlson, Carlson and Wadsworth 2000; Rahim and Manger 1996). However, in the context of Nationalised Commercial Banks (NCBs) of Bangladesh such relationship has not been investigated. Limited research has focused on employees' perception of managers' use of power in regard to employees in NCBs (Haq, 1991; Rahim and Magner 1996). Jahangir (2003) conducted a study on NCBs managers' use of power and procedural justice and their relationships with employees' organisational outcomes (i.e., organisational commitment and job satisfaction); but there is only few published research evidence where only managers' use of power has been investigated in relation to employees' organisational

commitment and job satisfaction in case of NCBs of Bangladesh. This paper is an extension of the work of Jahangir (2003) attempting to explore the extent to which the various bases of power impact the employee perception of leader quality at the nationalised commercial banks of Bangladesh.

3. Hypotheses

It is proposed that employee perception of the manager's use of power is important in the context of their relationships with employees' organisational commitment. Moreover, employees' perception about their commitment to their work and the organisation could be proposed to be significant in achieving higher job performance on the part of the employees.

A leader can bring about significant transformation in the organisation by his/her ability to communicate among the subordinates their value and importance for the success of the organisation. Such charismatic approach to leading helps the employees develop a sense of belonging to the organisation and identify themselves with the organisation. Thus we propose:

H₀₁: The higher the leader's use of referent power, the greater will be the employee commitment for achieving organisational success.

The supervisor's possession of expertise in the relevant area and the use of such expertise allow the employees to learn their jobs more satisfactorily and perform their job responsibilities more efficiently and effectively. An employee with better knowledge of performing his/her job responsibilities can be expected to have higher commitment to his job, which in turn will lead to higher organisational performance. Thus:

H₀₂: The higher the leader's use of expert power, the greater will be the employee commitment to the success of the organisation.

The supervisor's ability to use punishment as a tool for getting the subordinates perform their job responsibilities is highly likely to create an atmosphere of fear, anxiety and develop a disliking for the supervisor. Recognising the fact that punitive measures can sometimes be necessary to maintain discipline within the organisation and correct severe or recurring inefficiencies we propose the following hypothesis:

H₀₃: The lower the leader's use of coercive power, the higher will be the employee organisational commitment.

The leader's rights and privileges to exercise authorities have to be in concert with his/her position. If such rights and privileges are inconsistent with the leader's position, and not acknowledged by the subordinates, the leader's ability to lead will be significantly impaired causing possible insubordination and loss of a sense of direction among the subordinates. Thus we propose:

H₀₄: The higher the leader's ability to use legitimate power, the greater will be the employee commitment toward the organisation.

Employee perception of performance vis-a-vis effort and reward vis-a-vis performance constitute the essence of the process theory of motivation. The leader's ability to provide equitable performance based reward can be expected to instil higher degree of motivation among employees and encourage them to work for the organisation with greater commitment. Thus:

H₀₅: The higher the leader's ability to use reward power, the greater will be the organisational commitment of the employees.

4. Methodology

4.1 Secondary Research

Secondary research was first carried out to explore the various bases of social power, previous studies conducted to determine the effect of the manager's use of social power on employees' job satisfaction and organisational commitment, and similar researches conducted in the specific context of the nationalised commercial banks of Bangladesh. The original work of French and Raven (1959) was studied to grasp the conceptual basis of social power. The work of Jahangir (2003) was reviewed to learn about his findings on the employee perception of the manager's use of power in the NCBs in affecting employee commitment and job satisfaction. The work of Hinkin and Schriesheim (1989) was then studied to review and assess the applicability of the scale items developed by him in measuring the use of social power bases, which served as the framework for Jahangir's (2003) survey.

4.2 Questionnaire Design and Pre-testing

Jahangir, Haq and Ahmed's (2004) adaptation of the "Managers' Use of Power (MUP) questionnaire" developed by Hinkin and Schriesheim (1989) served as the basis for developing the scale items for independent (power bases) variables, which were all found to have scale reliability above 0.7. All the scale

items in the MUP questionnaire were retained for the independent variables. Scale items for the dependent variable were derived from Mowday, Steers and Porter's (1979) Organisational Commitment Questionnaire (OCQ). A number of studies have provided the evidence of reliability of the scale ranging from 0.60 to 0.75 (Mossholder, Bennett, Kemery and Wesolowski 1998). The respondents were to respond to the questions under each power base and organisational commitment on a five point Likert scale with a higher score indicating that a supervisor has a larger power base and vice versa. Closed-ended demographic questions were included to obtain descriptive statistics about the respondents, which would help in a more in-depth interpretation of the responses. These questions were largely dichotomous and multiple choice in nature.

As the scale items had already been used in previous surveys, pre-testing of the questionnaire was limited to only few randomly selected respondents to ensure the preciseness, conciseness, objectivity, and understandability of the questions.

4.3 Sampling and Data Collection

The population for the research would be all the employees working in the three NCBs of Bangladesh (Sonali, Janata and Agrani) who have to perform their job responsibilities under a supervisor/manager. The nature of the survey made the respondents internally homogeneous as they all work under the authority of their supervisors, but externally heterogeneous in terms of their positions, ranks, income, responsibilities and so on. This justified the use of stratified random sampling for collecting the data for the study. Altogether 600 questionnaires were distributed randomly among the employees of the three NCBs of which 345 responses were received.

4.4 Data Analysis

The collected data were tabulated on the computer and the final analysis was performed on statistical software. Two types of analyses were primarily carried out:

- *Factor analysis* to check if the scale items included in the organisational commitment questionnaire constituted a single dependent variable in the specific context of the NCBs.
- *Correlations and Regression analysis* to find out if and to what extent the power bases explained employees' organisational commitment.

5. Analysis

The data gathered for the study were analysed with several data analysis techniques. Frequency distributions were analysed first to obtain descriptive statistics. The measures organisational commitment were factor analysed next. Since we used previously tested scale items for extracting the respondents' opinions, we expected the data reduction techniques to group the scale items of the organisational commitment questionnaire into one single variable as established by Mowday, Steers and Porter (1979).

The initial factor structure derived from varimax rotation converged into the two factors. Two items of the organisational commitment questionnaire appeared to be too generalised in terms of explaining organisational commitment and were hence removed from the analysis. Six out of the eight items could be retained for the final factor structure, which resulted in a single factor and explained 52.94% of the cumulative variation (Table 1).

Table 1 : Factor Analysis with Varimax Rotation : Dependent Variable; Organisational Commitment

Scale Items	Factor Organisational Commitment
I would take any type of job assignment in order to keep working for this organisation	0.786
I find that my values and the organisation's values are similar	0.782
This organisation really inspires the very best in me in the way of job performance	0.756
I talk up this organisation to my friends as a great organisation to work for	0.753
I am willing to put in a great deal of effort beyond what is normally expected in order to help this organisation to be successful	0.690
The amount of job security I have is very satisfactory	0.577

Eigen value = 3.176, % of variance = 52.94

The employee responses on the items in reference to power bases as available from the work of Jahangir, Haq and Ahmed (2005) were put through multiple regression to test the hypotheses and their predictability in measuring

organisational commitment. Two factors expert power and referent power were found to be significant at the 0.00% significance level. The other three factors namely legitimate, coercive and reward power came out to be extremely insignificant in explaining the employees' organisational commitment. The items associated with these three factors are summarised in Table 2. These two factors explained 59.08% of the cumulative variation in the data.

Table 2 : Factor Analysis with Varimax Rotation : Independent Variable; Power Bases

Scale items			Expert Power	Referent Power
My supervisor can provide me with sound job related advice			0.847	0.224
My supervisor can give me good technical suggestions			0.807	0.262
My supervisor can provide me with needed technical knowledge			0.801	0.333
My supervisor can share with me his/her considerable experience and training			0.697	0.085
My supervisor can make me feel personally accepted			0.023	0.793
My supervisor can make me feel like he/she approves of me			0.226	0.723
My supervisor can make me feel important			0.224	0.655
My supervisor can make me feel valued			0.383	0.592
My supervisor can make me recognise that I have tasks to accomplish			0.414	0.481
Component	Eigen value	% of Variance	Cumulative %	
Expert power	4.164	32.411	32.411	
Referent power	1.154	26.669	59.080	

The two bases of social power expert power and referent power exercised by the managers of NCBs were found to be extremely significant in the regression analysis were expertise plays a crucial role in achieving subordinate compliance and respect. As the employee learns from his/her manager as to what to do and how to do it in a particular situation, he or she becomes more adept in performing his/her job responsibilities and encouraged to take up more challenging tasks through committing himself/herself to his/her work more intensely.

Referent power is based on the desire of the subordinates to be like or to identify with the leader. Such power is demonstrated in the charismatic and transformational approach of the leader/manager while dealing with his/her subordinates and its effectiveness can be measured from the subordinates' personal feeling of importance and value to the organisation, and their feeling of acceptance and approval by the leader. Effective use of referent power by the manager can substantially raise an employee's sense of belongingness to the organisation and influences to perform his/her job with sincerity and devotion to achieve organisational goals and success.

Each of the two bases of power had already been assessed by Jahangir, Haq and Ahmed (2004) for reliability using coefficient α . The reliability coefficients exceeded the value of 0.7 for each factor, which is consistent with the recommendation of Nunnally (1978). The reliability of the scale items for organisational commitment is assessed and found the coefficient value to be 0.8230. Table 3 shows the summary statistics as well as the correlation matrix for the variables included in the study. The multiple-item construct for power bases were further factor analysed for testing the validity of the measures. In each case, the items always loaded on each case only, lending support to their validity. The correlation between one scale and another is considerably lower than each scale's coefficient α , which provides support for discriminant validity (Gaski and Nevin 1985). Nomological validity is supported by the directions of the signs of the coefficients.

Table 3 : Scale Reliability and Correlation Matrix^a

Variables		1	2	3	$\bar{x}$	s
1.	Organisational Commitment (6)	0.82			2.72	1.01
2.	Expert power (4)	0.46	0.85		2.79	1.06
4.	Referent power (5)	0.56	0.58	0.75	2.57	0.87

^aAll correlations are significant at $p < 0.000$; Figures in the diagonal represent scale reliability coefficients; Figures in parentheses represent number of items measuring each construct.

6. Results

The hypotheses for the study were tested using multiple regression. All five extracted factors were first fed through the analysis to test their significance in

predicting employees' organisational commitment. Three bases of power, namely reward power, legitimate power, and coercive power were found to be highly insignificant in predicting organisational commitment, and were therefore removed from the analysis. The final regression model, run with the remaining two power bases was significant with an overall $F_{2,342}$ value of 86.52 ($p < 0.000$) and explained 33.2% of the variation in the dependent variable as indicated by the adjusted R^2 value. Table 4 presents the results of the regression analysis. Organisational commitment of employees is dependent on a multitude of factors and the influence of the leaders exercise of power bases is only a fragment of all these factors. Considering the fact that the study was kept strictly confined to employees' organisational commitment based on leadership power bases, the results are very satisfying.

The two bases of power retained for the final model were all significant in explaining organisational commitment and the directions of relationships were as hypothesised. Referent power had the greatest impact on commitment as indicated by the standardised β values. Managers having the ability to use this power base effectively can bring about significant transformation in the behaviour of the subordinates. The exertion of referent power motivates the subordinates to perform better and encourages them to put their best efforts for achieving organisational success.

**Table 4 : Regression Results, Dependent Variable
Organisational Commitment^a**

	<i>b</i>	Std. Error	β	<i>t</i>	Sig.
(Constant)	.880	.147		5.972	.000
Expert power	.192	.052	.200	3.697	.000
Referent power	.508	.063	.439	8.107	.000

^a $R^2 = 0.336$; Adj. $R^2 = 0.332$; $F_{2,342} = 86.52$; $p < 0.000$

Expert power had the next greatest effect on leader quality. Banking operations involve high degree of specialised conceptual and technical skills in every sphere of activities like handling deposits, managing loan and equity, offering special financial products or dealing international trade. A good proportion of such skills come from the academic knowledge and training of the employees but the practical application of such skills is largely inherited from

the guidance and directions from the experience and expertise of the superiors. An employee working under a supervisor who acts as a mentor, can quickly grasp the art of carrying out his/her job responsibilities more quickly and efficiently and develops the urge to deal with more difficult and challenging assignments. The result is greater effort on the part of the employee and hence higher commitment.

7. Conclusion and Recommendations

The findings of this study provide insights to researchers who might be interested in conducting research works in the specific area and address important policy issues for the government and the management of the NCBs. The results may also be important to other developing countries where similar operating environment as Bangladesh.

Further research in this particular area is needed, particularly in refining the scale items to fit more accurately to the circumstances of Bangladesh. Additional surveys may also be carried out to explore the reasons why certain bases of power are more significant than others and why certain power bases are not viewed significant by the employees of the NCBs of Bangladesh in predicting their organisational commitment. Exploring the bounds of exercising each power base in nurturing employee commitment can be another avenue for conducting researches. Findings of such works can help concerned authorities of the NCBs to reshape and revitalise the organisation structures of the banks, improve employee satisfaction, performance and thereby provide superior customer services. Private banks, financial institutions, and even non-financial organisations can also replicate the model in their respective organisations to find out how their managers' use power bases help in securing employee commitment to the organisation.

Theoretically, the model presented in this paper identifies the bases of social power used by the managers of the NCBs of Bangladesh that are perceived to be significant in explaining their organisational commitment. Despite the perceptual nature of the dimensions rather than objective, the two power bases found significant from the study robustly explained the organisational commitment of the employees in the NCBs of Bangladesh. The model can help the government and the NCB managements plan and

implement changes in the authority-responsibility structure in these banks so the managers can exercise their power more effectively and yet yield higher commitment, performance, performance satisfaction and from the employees.

The results of this study must be viewed by the NCB management, as an overall evaluation of their use of power and such use of power is important for employee performance. In today's dynamic work environment, management of human resources calls for more than just leading by instinct and the leader must modify his/her own behaviour toward the subordinates in order to ensure favourable behaviour from them in return.

The mean scores on the different bases of power obtained from the study as depicted in Table 3 tell one important thing about the use of power by the managers of the NCBs of Bangladesh; on a scale of 5, all of the factors rated below 3, the neutral point, indicating negative valence. This would suggest the need for significant improvement in the use of social power. Expert power with a mean score of 2.79 rated highest among the three found significant. Employees view their managers' use of knowledge and expertise most favourably. Needless to reiterate at this point the importance of high levels of conceptual and technical skills of the managers for the success of the banking industry. The use of referent power had a mean score of 2.57. It goes without saying that scope for considerable improvement in the use of expert and referent power exists and the managers have to consciously improve on their ability to exercise these two power bases with a view to achieving favourable response from the subordinates.

The use of legitimate and reward powers did not emerge to be significant in the eyes of the subordinates. In the hierarchical structure of governance of the public sector enterprises in Bangladesh, managers are entitled to very little opportunity to influence the employee behaviour with respect to their legitimate duties and responsibilities. Reward system in the NCBs also follows a very hierarchical structure where more emphasis is placed on seniority rather than the manager's individual judgement of the merits of the subordinates. The absence of financial incentives for better performance may also be attributed to the insignificant effect of reward power on employee commitment. It is quite obvious that the use of coercive power cannot elicit positive employee

behaviour. Coercive power may be used only as the action of last resort for correcting unfavourable employee behaviour.

The results of this study can be tied to any reform plans to revitalise the NCBs of Bangladesh, be it under government control or under private managements. Within the existing structure of governance, highest priority has to be given to the improvement of the managers' ability to influence subordinates by means of the exercise of referent power followed by expert power as indicated by their respective beta (β) values. For a longer-term benefit, policymakers may contemplate how the significance in the managers' use of legitimate and reward power can be enhanced to make leadership in the NCBs more fruitful in accomplishing higher organisational commitment of the employees.

Conscious exercise of leadership power bases by the managers of the NCBs can bring in a significant behavioural change in the employees of these organisations thereby enhancing their motivation, commit to the organisation and job performance. Unlike other improvement schemes like technical and infrastructure development, which require huge monetary investments and takes long time to implement, improvement in leadership can be achieved by a mere change in attitude of the managers towards the positive direction. There should be concerted endeavour on the part of both policymakers and management of the NCBs of Bangladesh to consider this human aspect of management.

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