

THE EFFECT OF MANAGERS' POWER BASES ON EMPLOYEES' JOB SATISFACTION: A STUDY IN THE TEXTILE INDUSTRY

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ABSTRACT

This study was conducted to determine the effect of power bases (Charismatic or referent power, reward power, legitimate power, expert power and coercive power) used by managers of different levels in textile businesses on employees' job satisfaction. The study designed in relational model was carried out among 400 employees working in 27 textile enterprises which had been chosen according to convenience sampling method. Survey technique was utilized to collect data. Within the scope of data analysis, correlation analysis was used to determine the relationship between power bases and job satisfaction variables; and regression analysis was used to determine whether power bases predict job satisfaction significantly. Results show that, all power bases except coercive power were positively and significantly related to job satisfaction, and only reward power predicted employees' job satisfaction significantly.

Keywords: Power Bases, Job Satisfaction, Textile Industry.

Jel code: D23, M12, M54

YÖNETİCİLERİN KULLANDIKLARI GÜÇ KAYNAKLARININ ÇALIŞANLARIN İŞ TATMİNLERİ ÜZERİNDEKİ ETKİSİ: TEKSTİL SEKTÖRÜNDE BİR ARAŞTIRMA

ÖZ

Bu araştırma tekstil sektöründe faaliyet gösteren işletmelerde görev yapan çeşitli kademelerdeki yöneticilerin kullandıkları güç kaynaklarının (Karizmatik güç ya da özdeşim gücü, ödüllendirme gücü, yasal güç, uzmanlık gücü ve zorlayıcı güç) çalışanların iş tatminleri üzerindeki etkisini belirlemek amacıyla yapılmıştır. İlişkisel modelde tasarlanan çalışma kolayda örnekleme yöntemine göre seçilmiş 27 tekstil işletmesindeki 400 çalışan üzerinde yürütülmüştür. Verilerin toplanmasında anket tekniğinden yararlanılmıştır. Verilerin analizi kapsamında güç kaynakları ile iş tatmini değişkenleri arasındaki ilişkinin miktarını belirlemek için korelasyon analizi ve güç kaynaklarının iş tatminini anlamlı bir şekilde yordayıp yordamadığını belirlemek için regresyon analizleri gerçekleştirilmiştir. Sonuçlar zorlayıcı güç dışındaki tüm güç kaynaklarının iş tatmini ile pozitif yönlü anlamlı bir ilişki

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içerisinde bulunduğunu ve sadece ödüllendirme gücünün çalışanların iş tatmini üzerinde anlamlı bir yordayıcı olduğunu göstermiştir.

Anahtar Kelimeler: *Güç Kaynakları, İş Tatmini, Tekstil Sektörü.*

Jel Kodu: *D23, M12, M54*

1. INTRODUCTION

One of the most important resources of enterprises is their employees who contribute to attain organizational goals by means of the effort they put by using their knowledge and skills. While the employees were considered just a cost item in the past, today it has been clearly understood that they are actually very important asset for enterprises.

Today when the enterprises which are regarded as successful are examined, it is seen that many of them have employees who do their job properly, enjoy themselves, mention their jobs and firms proudly, have the management's support and integrate the organizational goals and targets with his and embrace them (Tor, 2011:47). So managers, because of their important role in organizational effectiveness, should become more sensitive about job satisfaction which may be defined as "the joy and happiness of a person about his/her job and job-related factors" (Eğinli, 2009:36), "a person's pleasure in or displeasure at his/her job" (Devis, 1988:96), "emotional state occurring after the individual assessment on the job" (Keser, 2006:104) or "pleasing or positive emotional state occurring as a result of job or work experience assessment" (Azeem, 2010:295). Job satisfaction is often perceived to be related directly to personal happiness as well as productivity. Job satisfaction is a feeling that an employee has because he/she has a job which he/she loves, does well and is definitely rewarded for his/her effort. Somebody with a high job satisfaction continues to do his/her job more willingly, more conscientiously and more happily (Aziri, 2011:78).

Theoretically many studies refer to Hierarchy of Needs Theory (Maslow, 1954) and Herzberg's Two Factor Theory (Herzberg, 1966) which try to determine the person's special needs that should be met or special values that he/she should obtain in order to explain job satisfaction concept (Burnard et al., 1999:9). Hierarchy of Needs Theory states that the needs come out in a specific hierarchical structure and job satisfaction is possible only if the need in each hierarchical level is met to some extent. What matters here for employee's satisfaction is that what he/she gets overlaps with what he/she expects (Karataş and Güleş, 2010:76). Herzberg argues that there are two factor groups affecting employees' motivation and job satisfaction in organizations and names them hygiene factors and motivating factors. Hygiene factors are the minimum factors that should exist in order to ensure the jobs are done in the workplace and the employer feels comfortable, such as salary, working conditions, occupational safety, inspection, company policy and people's relationships with

management. If these factors are inadequate or absent, it is almost impossible to motivate or satisfy the employees. However, the presence of these factors alone doesn't motivate the employees; it just provides the necessary environment for motivation (Ateş et al., 2012:150). On the other hand, the motivators like achievement, recognition, responsibility, the job itself, personal improvement motivate the employees and are satisfactory to the extent they are met. Nonoccurrence of one of the factors in question hinders the employee's motivation (Küçük, 2007:76).

Since job satisfaction is an attitudinal variable which reflects the work-related feelings of employees, it is critical to determine the factors it affects and it is affected by. Since attitudes are important indicators for predicting behaviors, it becomes possible to predict how the employees will behave and to take the necessary measures (Yılmaz and Altinkurt, 2012:386). In the literature, the relationship of job satisfaction with many variables have been examined including demographic properties, stress, organizational commitment, organizational justice, organizational communication, burnout, turnover intention, job performance, organizational structure, role ambiguity, role conflict, empowerment, organizational culture (Bağcı, 2014; Aydın et al., 2014; Keklik and Coşkun, 2013; Talachi and Gorji, 2013; Ghafoor, 2012; Mercanlıoğlu, 2012; Lumley et al., 2011; Ahmed et al., 2010; Christen et al., 2006; Scott et al., 2005; Dua, 1994). However it should be emphasized that while there are a lot of variables related to job satisfaction, the perception of and reaction to them varies from person to person (Yılmaz and Altinkurt, 2012:386).

Employees spend considerable amount of their time at work. Work environment is a spot where many colleagues with different traits co-exist and thus mutual relationships are –willingly or unwillingly- inevitable. Based on the natural quality of the job, the interdependence between employees raised by the mutual relationships of employees who always work together is the foundation of power phenomenon. Dependence degrees of parties determine the powerful and the weak (Emerson, 1962:32).

Power is the most important resource that the managers use to lead their subordinates to attain the organizational goals by stimulating organizational dynamics (Yılmaz and Altinkurt, 2012:387). Russel (1990) summarizes the significance of power for organizations as follows: “energy is a fundamental concept in physics and similarly power is one of the fundamental concepts in social science” (Russel, 1990:12). There are different opinions about how power should be defined. For example, according to Dahl (1957) power is “that A who has a power over B, can have him/her do something which he/she wouldn't do otherwise” (Koop and Grant, 1993:265), according to Cobb (1984) power is “that the desires of the person who influences (source) are thought and considered seriously by the person who is influenced (target)”, Salancik and Pfeffer (1977) addressed power in their research as “a person's ability to have others do what he himself want to”. Tedeschi and Bonoma (1973) defined power as “a person's attempt to control the incidents and his/her environment in order to realize the desired changes in the behaviors” (Erdem, 1993:63). Especially in any interaction where

use of power is required, parties hardly know enough and satisfactorily about their own or others' powers. The parties, who hesitate about who has more power, will have to evaluate clues in the present situation (attitudes and behaviors of the person who has influence) when predicting personally (Bacharach and Lawler, 76:123). Parties, therefore, should be very careful when drawing cognitive inferences about their own or others' power levels from the available data. Because the behaviors of the one who is influenced are influenced by his/her perception of the behaviors and power of the one who influences.

There is a lot of research conducted to determine what sort of power bases people use to influence the others. Researchers have approached to the power bases issue differently depending on their own interests and put forward different power definitions and power bases categories. The most remarkable study, which has had an obvious effect on the following studies, among these was the study of French and Raven (1959). They defined power as "O's maximum potential ability to influence P" and mentioned 5 distinct power bases. These are charismatic or referent power, reward power, legitimate power, expert power and coercive power (French and Raven, 1959:152-156).

Charismatic (referent) power stems from that a superior can inspire his/her subordinates and voice their desires and hopes (Uysal et al., 2012:29). Charisma or referent power can be an important means of increasing personal power. Reward power stems from the subordinate's perception that his/her superior may reward him/her in return for having fulfilled the desired behaviors (Rahim, 1986:467). Rewarding may be fulfilled by promoting, pay rise, assigning more responsibilities, extra payment, awarding better status, recognition, praising subordinate among the group or doing something to honor him/her (Uysal et al., 2012:29). Legitimate power is based on legalization of authority. The agreement on the social structure gives the right to use legitimate power to some people in the society. The coverage of one's power is determined by designating the power (Griffin, 2001:25). Expert power stems from a superior's special knowledge, talent and experience. Rather than legitimate, coercive or reward power, which stems from being appointed to a position, employees tend to consider that expert power is a more respectable personal power (Rudolph and Peluchette, 1993:12). Coercive power is based on the perception that if a subordinate makes a mistake in obeying his/her superior's influencing attempt, the subordinate has the right to punish him/her (Rahim, 1986:466).

Job satisfaction of the employees is closely related to how their managers behave towards them. The power types the manager uses and the way he/she administrates the organization have a determining effect on the employees' job satisfaction (Mushtaq et al., 2014:294; Yılmaz and Altinkurt, 2012:388; Nedae et al., 2012a:2617). Although there are a few studies to find the relationship between the managers' power bases and employees' job satisfaction in the literature, there are different findings on this subject matter. For example; Junaimah, See and Bashawir (2015), in their research conducted in Malaysia to determine the effect of managers' power bases on employees' job satisfaction, found that referent, expert and reward power have positive effect while coercive and

legitimate power have negative on job satisfaction. Akyüz and Kaya (2015), in the research where they examined the effect leader's power bases on public sector employees' job satisfaction, found positive effect of reward power and legitimate power on job satisfaction, whereas it was seen that coercive power had a negative effect on job satisfaction. In the same study, charismatic power and expert power were found to have no effect on job satisfaction. In the research conducted by Ehsani et al. (2013) examining the relationship between the power bases perceived by sportsmen and their job satisfaction, it was established that among power bases only referent and reward power had significant and positive relationship with job satisfaction and there was no relationship between legitimate, expert and coercive power bases and job satisfaction. In the study by Yılmaz and Altinkurt (2012) made to determine the relationship between school administrators power bases and teachers' job satisfaction, they established that among power bases only reward power had a significant effect on job satisfaction. In the research by Rahim ve Afza (1993) where the relationship between leader's power, organizational commitment, job satisfaction, obedience and turnover intention among accountants in the USA, it was found that only referent power had a positive and significant effect on job satisfaction and the others had no effect. In a research among three different samples comprising undergraduates and master students at university, and workers in a psychiatry hospital, which Hinkin and Schriesheim (1989) carried out to develop and implement a new scale to measure power bases by French and Raven (1959), they established that all power bases, other than coercive power, have positive and significant relationship with the job satisfaction which they addressed in three groups, namely general job satisfaction, satisfaction from manager's technical talent and satisfaction from human relations; and only coercive power is negatively related to all three dimensions of satisfaction.

The research objective in this study is to examine the effect of power bases perceived by employees on their job satisfaction in the context of Denizli textile industry. This is because we haven't encountered a similar one in literature conducted among textile employees. Denizli is the eighth biggest exporter province in Turkey with around 3 billion dollars and thus it is named among the provinces called "Anatolian Tigers" (Afatoğlu, 2014:4). No doubt the lion's share in this success is of textile. Considering the export value of 178,610,000 \$ in January-February 2015 and the provided employment of 46,873 people (DSO, 25.05.2015), ensuring effectiveness of employees in one of the leading sectors of both Turkey and Denizli is crucial in terms of both organizations employing them and also national economy.

2. METHODOLOGY

2.1. Research Model and Hypotheses

The study, which aims to determine the effect of the power bases perceived by employees about their job satisfaction, was designed in a relational model for the purpose of determining whether there are any relationships between two or more variables, and designating its degree, if any.

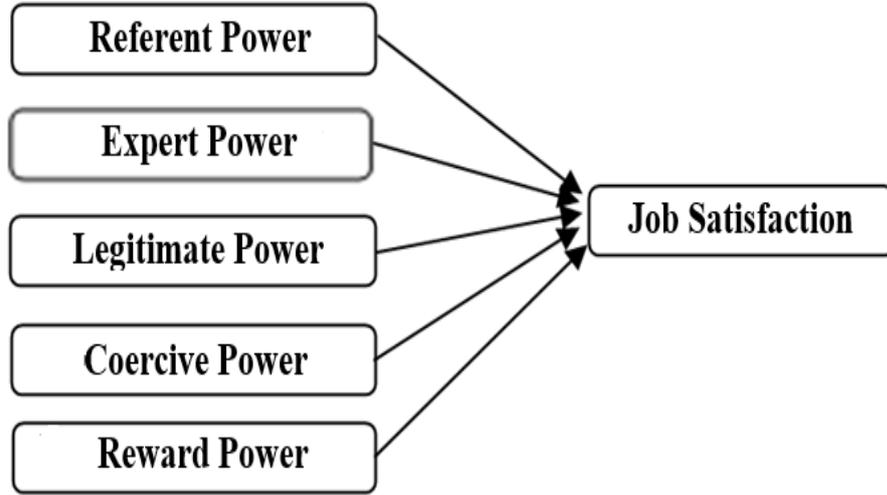


Figure 1. Research Model

The hypotheses are listed as following:

H₁: The perception of referent power by employees influences their job satisfaction positively and significantly.

H₂: The perception of expert power by employees influences their job satisfaction positively and significantly.

H₃: The perception of legitimate power by employees influences their job satisfaction positively and significantly.

H₄: The perception of coercive power by employees influences their job satisfaction positively and significantly.

H₅: The perception of reward power by employees influences their job satisfaction positively and significantly.

2.2. Universe and Sample

The research universe is comprised of employees in textile companies who are active within the borders of central district of Denizli province. Since it was impossible to reach the whole universe in terms of both time and cost, 400 employees from 27 firms, who accepted to participate in the study and were chosen according to convenience sampling method. Deciding the adequacy of the sample size, although 46,873 people seem to be employed according to data from Denizli Chamber of Industry, since we believe that there are more employees given unrecorded employment, we used the formula which is used to calculate the sample size when the number of elements in the universe is unknown. Accordingly;

$$n = \frac{t^2 \cdot p \cdot q}{d^2} = \frac{(1,96)^2 \cdot 0,50 \cdot 0,50}{(0,05)^2} = 384$$

n: Number of individuals included in the sample

p: Frequency of occurrence of the studied event (probability of occurrence)

q: Frequency of non-occurrence of the studied event (probability of non-occurrence)

t: The value at the t-table at a specific significance degree

d: Acceptable sampling error according to the occurrence frequency of the incident.

According to the obtained result the sample size was decided to be adequate.

2.3. Data Collecting Tools

Within the scope of study, survey was used as the data collecting technique. The questionnaire consists of three parts. In part 1 are the questions regarding various demographic properties like age, education, marital status and tenure of office.

In part 2, in order to determine the managers' power bases, depending on French and Raven's (1959) power bases classification, there are questions relating the measure developed by Hinkin and Schriesheim (1989). The scale is composed of 5 dimensions and 20 items including referent power (4 items), expert power (4 items), legitimate power (4 items), reward power (4 items) and coercive power (4 items). Each item was evaluated by means of 5-point Likert type scale, namely 1. "Strongly disagree", 2. "Disagree", 3. "Neither disagree nor agree", 4. "Agree" and 5. "Strongly agree". In the study, Cronbach's Alpha values for each dimension were calculated as follows: $\alpha=0.79$ for referent power; $\alpha= 0.87$ for expert power; $\alpha= 0.78$ for legitimate power; $\alpha= 0.92$ for reward power and $\alpha =0.82$ for coercive power.

In part 3, there are 5 items to measure job satisfaction developed by Brown and Peterson (1994). Each item was assessed using 5-point Likert scale (from 1 "Strongly disagree" towards 5 "Strongly agree", and coefficient of internal consistency (Cronbach's alpha) was worked out as $\alpha=0.81$.

2.4. Data Analysis

When analyzing the data, first, EFA (Exploratory Factor Analysis) and CFA (Confirmatory Factor Analysis) were applied to test the validity and reliability of power bases and job satisfaction scales by using SPSS and LISREL programs. Later, correlation analysis was used to determine the relationship between power bases and job satisfaction variables; and regression analysis was used to determine whether power bases predict job satisfaction.

2.5. Findings

2.5.1. Findings about Demographic Properties

59 % of the participants were women and 41 % were men. Most of them (43.5 %) were between the ages of 18 and 25. 26.7 % were between 26 and 30; 21.3 % were between 31 and 36; and 8.5 % were 37 and over. Education level of 12.8 % of the participants was primary or secondary school; that of 41.5 % was high school or equivalent; 14 % had associate's degree and 29.2 % had bachelor's degree. The percentage of master and doctorate was only 2.5. Vast majority (53.7 %) of the participants had tenure of office of under 5 years directly proportional with their ages. The rate of employees who had tenure of office between 6 and 10 years is 29.6 %; that for the ones with tenure of office between 11 and 15 is 10.5 %; and that for the ones with tenure of office of 16 years and over is 6.2 %.

2.5.2. Findings about Scales' Validity and Reliability

Construct validity of scales was tested using EFA (Exploratory Factor Analysis). Construct validity indicates the test's level of measuring an abstract concept (factor) correctly in the context of the behavior that is intended to be measured (Büyüköztürk, 2003:162). When evaluating psychological constructs, factor analysis serves two goals as exploring and decreasing variable. Exploring goal defines the lower-dimensions of the measures developed in line with a theory, which represent the theoretical construct. The goal of decreasing variable is to obtain fewer variables which have the maximum variation and reliability among large set of variables (Çokluk et al., 2012:186). Within the scope of exploratory factor analysis, first of all, factors explaining the maximum variance between variables were calculated using principal component analysis as factor obtaining method. Next, varimax rotation solution method was used to determine what variables the factors are comprised of. Whether obtained data are suitable for making factor analysis was tested using Kayser-Meyer-Olkin measure. KMO value was calculated 0.80. Since KMO value $0.80 > 0.50$ and Bartlett test was found significant ($p < 0.05$) it was decided that it was very suitable for making factor analysis. Number of factors wasn't limited and factors with eigenvalue over "1" were selected. The lower limit for factor loadings was designated to be 0.40 and significance level was taken 0.05.

Factor loadings indicating the relationship between the scale items and the factors are given in Table 1.

Table 1. Factor Loadings Indicating the Relationships between Scale Items and Factors

Items	Reward Power	Coercive Power	Legitimate Power	Expert Power	Referent Power	Job Satisfaction
RP1	,848					
RP2	,903					
RP3	,884					
RP4	,856					
CP1		,762				
CP2		,797				
CP3		,852				
CP4		,748				
LP1			,725			
LP2			,806			
LP3			,715			
LP4			,732			
EP1				,763		
EP2				,860		
EP3				,890		
EP4				,802		
REFP1					,707	
REFP2					,783	
REFP3					,826	
REFP4					,677	
JS1						,753
JS2						,731
JS3						,921
JS4						,845
JS5						,824
α	0,92	0,82	0,78	0,87	0,79	0,81

RP: Reward Power; CP: Coercive Power; LP: Legitimate Power; EP: Expert Power; REFP: Referent Power; JS: Job Satisfaction.

After EFA, CFA was applied. Confirmatory Factor Analysis is regarded as a stronger analysis than Exploratory Factor Analysis because it gives much more reliable information theoretically about the validity of the model and factor construct (Şencan, 2005:408). It is possible to test convergent validity and discriminant validity with confirmatory factor analysis. That all of the indicators designated to measure under a common factor have quite high loadings for that factor shows convergent validity where the low level of correlation between the factors shows discriminant validity (Çokluk et al., 2012:277). The factor loadings of factor items are given in Table 2, and the correlations between factors are given in Table 3.

Table 2. Convergent Validity

Construct	Item	Item Loading
Reward Power	RP1	0,83
	RP2	0,91
	RP3	0,90
	RP4	0,84
Coercive Power	CP1	0,71
	CP2	0,74
	CP3	0,82
	CP4	0,72
Legitimate Power	LP1	0,69
	LP2	0,77
	LP3	0,72
	LP4	0,84
Expert Power	EP1	0,72
	EP2	0,87
	EP3	0,83
	EP4	0,86
Referent Power	REFP1	0,84
	REFP2	0,71
	REFP3	0,85
	REFP4	0,65
Job Satisfaction	JS1	0,65
	JS2	0,63
	JS3	0,94
	JS4	0,82
	JS5	0,77

As seen in Table 2, factor loadings of items in each factor group exceeded 0.60 value suggested in the literature (Rozilah et al., 2015:340). So it can be said that the necessary condition occurs for convergent validity.

Table 3. Discriminant Validity

Constructs	Reward Power	Coercive Power	Legitimate Power	Expert Power	Referent Power
Reward	1				
Coercive	0.28*	1			
Legitimate	0.24*	0.20*	1		
Expert	0.10*	0.26*	0.22*	1	
Referent	0.22*	0.21*	0.41*	0.28*	1

Correlation is significant at the 0.05 level (2-tailed).

Examining Table 3, it is seen that there is a low correlation between factors constituting power bases scale. Based on these findings it is possible to conclude that discriminant validity occurs.

The LISREL outcomes indicating the conformity of scale items with the constructs in question are given in Figure 2 as a result of confirmatory factor analysis.

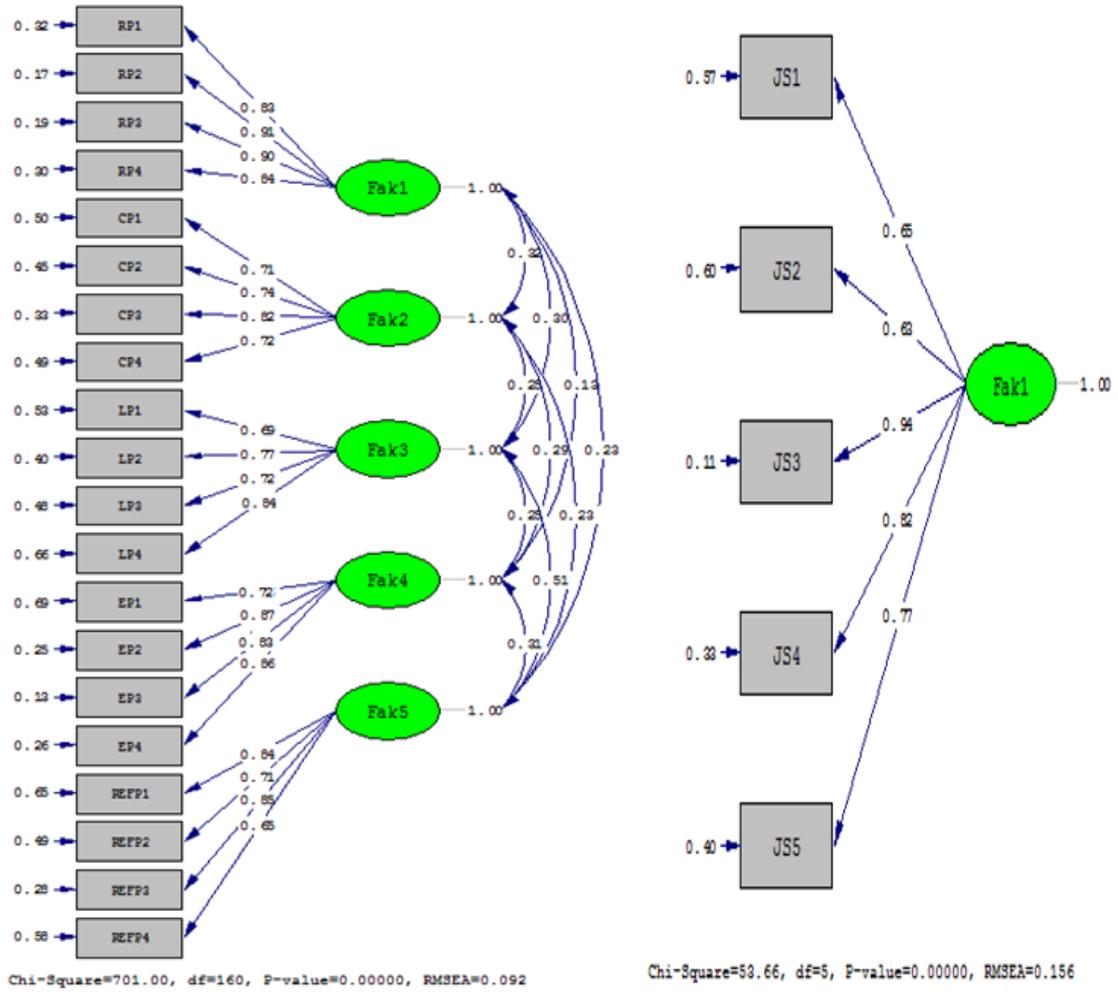


Figure 2. LISREL Outcomes Regarding Confirmatory Factor Analysis

Within the scope of confirmatory factor analysis, the most frequently used goodness of fit indices include similarity rate chi-square statistics (χ^2), χ^2/df rate, root mean square error of approximation (RMSEA), goodness of fit index, adjusted goodness of fit index (AGFI), normed fit index (NFI) and comparative fit index (CFI) (Şimşek, 2007: 47-49). The findings relating goodness of fit indices are presented in Table 4.

Table 4. Fit Indices Relating Power Bases and Job Satisfaction

Fit Indices	Acceptable Fit Values	Power Bases Fit Values	Job Satisfaction Fit Values
RMSEA	0.05<RMSEA<0.10	0.092	0.094
GFİ	0.90<GFİ<0.95	0.89	0.95
AGFİ	0.85<AGFİ<0.95	0.85	0.85
NFİ	0.90<NFİ<0.95	0.90	0.97
CFİ	0.90<CFİ<0.95	0.91	0.97
χ^2/df	2< χ^2/df <5	4.38	4.63

As seen in Table 4, the obtained results manifest that factor construct is between acceptable limits even if they don't have perfect fit values. According to these findings, it can be concluded that scales' factor constructs conform to literature.

2.5.3. Findings of Correlation Analysis

In Table 5 are the means, standard deviations and correlation coefficients for the opinions of employees on job satisfaction and managers' power bases.

Table 5: Findings of Correlation Analysis

Constructs	N	Mean (\bar{x})	Std.Dev.	Job Satisfaction
Job Satisfaction	400	2.78	0.785	-
Reward Power	400	3.28	0.907	0.541(**)
Coercive Power	400	3.92	1.038	-0.019
Legitimate Power	400	3.42	0.908	0.324(**)
Expert Power	400	3.07	1.011	0.371(**)
Referent Power	400	3.12	0.975	0.439(**)

** Correlation is significant at the 0.05 level (2-tailed).

When Table 5 is examined, it is seen that among power bases variables, coercive power has the highest mean (\bar{x} =3.92) and it is respectively followed by legitimate power (\bar{x} =3.42), reward power (\bar{x} =3.28), referent power (\bar{x} =3.12) and expert power (\bar{x} =3.07). The employees, therefore, may be said to feel legitimate, coercive and reward power more considerably based upon manager's position rather than referent and expert power based upon manager's traits.

Examining the coefficients of correlation between power bases variables and job satisfaction variable, it is seen that all power bases except coercive power has a positive and significant relationship with job satisfaction. Negative and weak relationship was found only between coercive power and job satisfaction. This relationship is not significant statistically (r =-0.019; p >0.05).

2.5.4. Findings of Regression Analysis

The results of regression analysis, which was made to determine to what extent managers' power bases predict job satisfaction, are given in Table 6.

Table 6: Findings of Regression Analysis

Variables	B	Std. Deviation	β	T	p
Constant	16.183	1.097	-	14.756	0.000
Reward Power	0.271	0.060	0.277	6.637	0.001**
Coercive Power	-0.110	0.052	- 0.129	0.932	0.352
Legitimate Power	0.024	0.061	0.048	0.429	0.668
Expert Power	0.163	0.049	0.165	1.612	0.174
Referent Power	0.102	0.057	0.110	1.389	0.166
R= 0.52	R ² = 0.30				
F= 20.798	p= 0.000				

As seen in Table 6, there is a medium and significant relationship between managers' power bases and employees' job satisfaction ($R=0.52$, $p<0.01$). Managers' power bases account for 30 % of the total variance for the employees' job satisfaction. According to the standardized regression coefficient (β), the relative importance sequence of managers' power bases for job satisfaction is reward power, expert power, referent power, legitimate power and coercive power. When the t-test results about significance of regression coefficients are examined, only reward power may be said to be a significant predictor about job satisfaction. The other power bases do not influence significantly. According to these findings, only hypothesis H_5 is accepted and the rest are rejected.

2.6. Conclusion and Suggestions

Considering the results obtained in this study aiming at examining the of managers' power bases on job satisfaction, it was determined that only reward power has a significant effect (Table 6). We haven't encountered a similar investigation on textile employees and it is seen that different results have been obtained in various studies. In those studies, job satisfaction was found to be predicted significantly by only reward power (Yılmaz and Altinkurt, 2012), reward power and referent power (Afza, 2005; Ehsani et al., 2013; Yi et al., 2014), reward power and legitimate power (Akyüz and Kaya, 2015), reward power and coercive power (Faiz, 2013), reward power, expert power and legitimate power (Nedae et al., 2012b) or only referent power (Rahim and Afza, 1993). On the whole, it is seen that reward power has a clear effect. So it is possible to say that this finding conforms with the literature.

Reward power is a power base which is always influential when it is used to improve employees' contribution to the organization. Abdalla (1987), when he examined the relationship between the employees' traits and the power bases, established that if the employees in the organizations were poorly educated, with little experience and reluctant; the manager was more successful when he/she used legitimate, coercive and reward powers (cited by Kokmaz and Abaan, 2005:28). In this study, considering 70.2 % of the participants are under 30; 53.7 % have a tenure of office less than 5 years; and 54.3 % had education lower than associate's degree, it can be said that this result makes sense.

That the managers use reward power causes the employees to be more satisfied with their jobs and to demonstrate higher performance (Junaimah et al., 2015:9). The managers who would like to get high performance from their employees by improving their job satisfaction, therefore, should recognize and reward them, and put more effort to provide them with personal improvement opportunities (Akyüz and Kaya, 2015:86). In this study it was determined that participants' job satisfaction is medium ($\bar{x}=2.78$, see Table 5). This finding can be said to be parallel with literature (Akyüz and Kaya, 2015; Yi et al., 2014; Yılmaz and Altinkurt, 2012).

The reward power which is an important motivator allowing employees to take action to attain their goals arises after providing valuable awards for the people or group. In the textile sector providing high employment for the society, the employees usually can't attain what they want because of the problems such as high unrecorded employment, which is due to long working hours, high turnover rate, high rated public regulations (social insurance premiums, taxes and the other deductions); prevalence of employing subcontracted workers, rarity of experienced and well-educated employees, the inadequacy of state policies in practice. According to Adams (1965), employees always compare what they invest (education level, experience, performance etc.) in the organization and what they get in return (wage, promotion, recognition etc.) (Altıntaş, 2006:21). The employee, who has a bad opinion, may demonstrate behaviors that could damage organizational effectiveness by slowdown, coming to job late, quitting or various attempts to sabotage (Ambrose et al., 2002; Skarlicki et al., 1999).

Consequently, the survival of textile enterprises in this highly competitive environment, as in all businesses, depend on becoming aware of how valuable every kind of resource they own is, and finding ways and methods to utilize them most efficiently. One of the most important resources to the enterprises is, no doubt, their employees. Taking textile sector's effect on Turkish exportation and the other industries into consideration, which has an important place in national economy; it is obvious how crucial the sustainability of this sector's competitiveness is (Çetin and Ecevit, 2008: 118).

One of the most important limitation of this study is that it includes only specific textile businesses active in Denizli. The obtained findings, therefore, cannot be generalized to the whole textile industry. Another important limitation is that because data collection tools had been sent to participants by mail, it is impossible to know whether the right people filled the forms or the respondents were influenced by one another.

It is believed that conducting other studies, with larger samples to include the textile enterprises in other provinces, will be important in terms of guiding managers by determining the power bases that will affect the employees' job satisfaction which has a great influence on the quality of the tasks they fulfill in the textile sector, the shining star of the national economy. Moreover, doing such research as sector-based or region-based comparatively may be expected to be useful.

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