Exploring The Sources of Managerial Power and Their Impact on Promoting Organizational Adaptation: An Empirical Investigation of Deans and Departments Heads in Jordanian Private Universities

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Abstract

This study aimed to investigate the impact of management power on promoting organizational adaptation in (17) private Jordanian universities. The study used a sample of (137) deans and department heads from selected private Jordanian universities and employed various statistical tools such as arithmetic means, standard deviations, t-tests for independent samples, one-way analysis of variance, and Scheffe's method test to analyze the data.

The study found that the level of possession of power sources among deans and department heads was high, with persuasion and conflict management power being the most prominent, while reference power was the least used. Additionally, the study revealed that the energy sources and their dimensions significantly affected the organizational adaptation of deans and department heads in private universities. Furthermore, the study identified significant disparities in legal and persuasive ability between deans and department directors and significant variations in how faculty deans and department leaders adapt to institutions' goals and values.

The findings of this study provide insights into the impact of managers' power on organizational adaptation in private institutions and offer practical implications for managers to improve their leadership skills and enhance organizational effectiveness.

Keywords: *Managers' Powers, Coercive Force, Coercion, Power of Experience, Reference Force, Information Power, Social Standing, Organizational Adaptation.*

Introduction

Organizations increasingly view as political entities where different coalitions compete to serve their interests and objectives. As such, administrative power has become a critical topic in organizational research (Liu, 2021).

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Administrative power refers to the ability of managers to influence others to act per their wishes, directly impacting an organization's overall functioning (Peter C. Verhoef).

In the context of Jordanian private universities, administrative power embodies in deans and department heads, who play a crucial role in these institutions' day-to-day management and strategic decision-making. These managers must possess sources of power that enable them to exercise their power effectively and navigate the complex environment in which they operate (Sarta, 2021).

Organizational adaptation is another critical concept that reflects how organizations can respond to environmental pressures and maintain their competitive advantage (Teimouri, 2015). Considering Jordanian private universities, organizational adaptation is necessary for these institutions to survive and thrive in a rapidly changing and complex environment.

Therefore, this study aims to explore the sources of executive power and their impact on organizational adaptation in Jordanian private universities. Specifically, the study will examine the extent to which sources of power, such as coercive force, reference power, and social status, affect the ability of deans and department heads to adapt to the prevailing environmental conditions.

The empirical investigation will be based on a sample of deans and department heads from (17) private Jordanian universities, using statistical analysis to assess the relationships between the variables. By shedding light on the sources of executive power and their impact on organizational adaptation, this study will better understand the dynamics of power and adaptation in Jordanian private universities. The findings will also have practical implications for managers in these institutions, providing insights into how they can enhance their power sources to achieve better organizational outcomes.

The problem of the study:

This research seeks to address the limited understanding of the sources of executive power and their impact on organizational adaptation in Jordanian private universities. While there have been some studies on executive power and organizational adaptation in various contexts, there needs to be more research specifically focused on Jordanian private universities—the significant gap in the literature. Private universities in Jordan are an important sector of higher education, and their success and sustainability depend on effective leadership and organizational adaptation to changing circumstances. Therefore, it is crucial to investigate the sources of executive power and their impact on organizational adaptation in this context to inform leadership practices better and improve the overall performance and effectiveness of private universities in Jordan.

More specifically, this study aims to address the following research questions:

1.   What are the dominant sources of executive power, including formal authority, expertise, and personal influence, utilized by deans and department heads in Jordanian private universities to influence and drive organizational adaptation?

2.   How do deans and department heads in Jordanian private universities employ various sources of executive power to overcome barriers and challenges in promoting organizational adaptation, such as resistance to change, resource constraints, and cultural norms?

3.   To what extent do contextual factors, such as the unique cultural and institutional context of Jordanian private universities, influence the utilization and effectiveness of various sources of managerial power in facilitating organizational adaptation?

4.   What strategies do deans and department heads in Jordanian private universities employ to effectively navigate power dynamics and balance the utilization of various

sources of executive power to promote organizational adaptation in the dynamic and competitive environment of private higher education?

5.　　　How does the executive power exercise by deans and department heads in Jordanian private universities impact organizational adaptation outcomes, such as organizational change implementation, organizational learning, and organizational performance?

6.　　　What practical implications can be drawn from the findings of this empirical investigation to inform strategies for enhancing the role of deans and department heads as change agents in promoting organizational adaptation in Jordanian private universities and similar contexts?

By addressing these research questions, the study can contribute to the existing literature on executive power and organizational adaptation and provide valuable insights for practitioners, policymakers, and researchers interested in understanding the dynamics of power and adaptation in the context of Jordanian private universities or similar organizational settings.

Significance of the Study:

Leadership is critical in promoting organizational adaptation and enhancing performance and competitiveness in private universities (Sarta, 2021). Previous research has investigated the impact of various leadership styles and organizational practices on organizational adaptation and effectiveness (Hassan, 2018). However, the role of sources of managerial power in enhancing organizational adaptation in Jordanian private universities explore. This study aims to fill this gap in the literature and contribute to a better understanding of the factors that promote effective leadership and organizational adaptation in Jordanian private universities.

The study's significance is derived from the importance of manager power, considered one of the most critical behavioral phenomena that support the success of organizations in all forms (Xiao, 2021). The study provides a valuable opportunity to expand knowledge of leadership practices and their effects on organizational adaptation in the Middle East region, contributing to the existing literature on organizational behavior, power, and leadership by providing empirical evidence of the relationship between sources of managerial power and promoting organizational adaptation (Al-Sarayreh & Shamaileh, 2022)

Finally, the study's importance lies in its potential to contribute to developing effective leadership training programs and management practices in Jordanian private universities. By identifying the sources of executive power and their impact on organizational adaptation, this study can inform the design of leadership development programs that focus on enhancing specific skills and competencies among leaders, such as effective communication, strategic thinking, and adaptive leadership (Freelon, 2018). Therefore, this study seeks to address an important gap in the literature on leadership and organizational behavior in the context of Jordanian private universities and provides valuable insights into the factors that promote effective leadership and organizational performance. The study's findings also have implications for leadership and management practices in other regions and industries, making it a significant contribution to contemporary professional, scientific methods of research.

Objectives of the Study:

This study attempts to advance our understanding of the sources of executive power and their impact on promoting organizational adaptation in Jordanian private universities and provide practical recommendations for enhancing organizational effectiveness and performance in this unique context. Therefore, the study seeks to achieve the following objectives:

1.   To identify and analyze the sources of executive power, including formal authority, expertise, and personal influence, utilized by deans and department heads in Jordanian private universities.

2.   To explore the strategies employed by deans and department heads in Jordanian private universities to utilize various sources of managerial power in promoting organizational adaptation, considering factors such as resistance to change, resource constraints, and cultural norms.

3.   To investigate the contextual factors, such as the unique cultural and institutional context of Jordanian private universities, which influence the utilization and effectiveness of various sources of managerial power in facilitating organizational adaptation.

4.   To examine the impact of the executive power exercised by deans and department heads on organizational adaptation outcomes, including organizational change implementation, organizational learning, and organizational performance.

5.   To identify the barriers and challenges that deans and department heads face in utilizing various sources of executive power to facilitate organizational adaptation in Jordanian private universities and explore strategies to overcome them.

6.   To provide practical implications and recommendations for enhancing the role of deans and department heads as change agents in promoting organizational adaptation in Jordanian private universities and similar organizational contexts, based on the findings of the empirical investigation.

7.   To contribute to the academic literature on executive power, organizational adaptation, and higher education management by providing empirical evidence and insights from the context of Jordanian private universities, which may have implications for other similar settings or regions.

Hypotheses of the Study:

Based on the Literature Review, some hypotheses are developed to describe the relationships between the sources of managerial power and promoting organizational adaptation in Jordanian private universities. These hypotheses can guide the empirical investigation and help to evaluate the relationships between various sources of managerial power, organizational adaptation, and contextual factors in the specific context of Jordanian private universities.

Therefore, the following four hypotheses setting for this study:

1.   Ho1: There is no statistically significant effect of The Sources of Managerial Power with their dimensions (force majeure and coercion, power of experience, power of legitimacy, reference power, power of persuasion and conflict management, information and social status) among Deans and Department Heads in Jordanian Private Universities on promoting Organizational Adaptation in its dimensions (the dominant language at the university, organizational policies and methods of doing business, university employees, organizational goals and values, university history, and incentives associated with achievement) at the level of ($\alpha \leq 0.05$) in the research sample.

2.   Ho2: There is no statistically significant effect of The Sources of Managerial Power with their dimensions (force majeure and coercion, power of experience, power of legitimacy, reference power, power of persuasion and conflict management, information, and social status) among Deans and Department Heads in Jordanian Private Universities at the level of ($\alpha \leq 0.05$) in the research sample.

3.   HO3: There are no statistically significant differences in the level of promoting organizational adaptation in its dimensions (the dominant language at the university, organizational policies and methods of doing business, university employees, organizational goals and values, university history, and incentives associated with

achievement) among deans and heads of departments in private universities at the level of (α≤0.05) in the research sample.

Hypothetical Model:
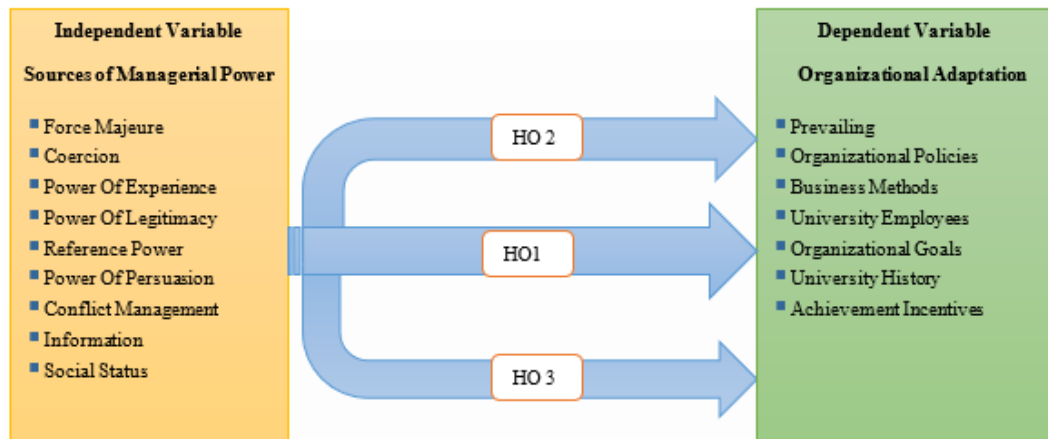
Source: The following references use to identify model variables: independent variable: (Teimouri, 2015). dependent variable (Morash, 1998)   moderating variable: (Xiao, 2021).

Theoretical Framework:

The theoretical framework of this study draws on several key concepts and theories from leadership, organizational behavior, and management.

Some potential theoretical perspectives that could inform the study include:

Concept of Managerial power:

The concept of executive power is central to this study. Executive power refers to managers' knowledge, skills, and abilities, enabling them to effectively lead and manage their organizations (Avolio, Walumbwa, & Weber, 2009). Executive power is influenced by several factors, including education, experience, training, and personal characteristics (Alapo, 2018).

Researchers, managers, writers, and practitioners have differing views on the broad concept of power (Northouse, 2021) because many look at it from opposite directions to define the sphere of influence.

The perspective starts with Max Weber's definition of power as the power imposed on an individual based on his will and performance based on a specific position (Al-Sarayreh A., 2018).

The second approach reflects the first approach, which looks at power through structural variables, which emphasizes that power in organizations is sufficient because the behavior of a particular social class determines the behavior of other social classes (Peter C. Verhoef).

Influence other units to work in a pre-planned way, either through a formal center or through concrete and concrete methods of organizing activities (Meyer, 2020). Alternatively, power is a social unit's ability to influence other social units' behavior to pursue its interests (Alkhawaldeh, 2022).

Based on the above. Power is a social phenomenon that refers to the individual or collective ability (and the ability of others to determine or determine the behavior of an individual or group) in a way that compels the will to achieve specific goals. There is none (Loewen, P. J., S., & & Sheafer, 2018).

Forms of power:

Patterns of power are found in every element of society and are particularly important in behaviors that require coordination, such as those required by business organizations to do their jobs. Here it is necessary to clarify and acknowledge the dimensions of power on the one hand and its form on the other. As a result, a good portion of the power agrees to help others achieve their goals, and the person uses the power to achieve their own goals. (Sheffer, 2018).

The good side of power outweighs the lousy side embedded in most organizations. Leadership influence involves the active use of power to influence sales decision-making. The second type is harmful to use, which means that the intentions of those who exercise power do not possess the power itself but are affected by the different ways it uses. Examples of negative usage include coercion and mechanisms of suffering. Harmful coercion. (Al-Sarayreh & Shamaileh, 2022).

Sources and types of power:

Power can be derived from various sources by individuals and organizational entities, and the level of power of internal units depends on their interactions within themselves and with the organization. Therefore, organizational behavior experts attempted to classify the sources of power.

The origins of the organizational intellectual tradition in organizational power typologies can be traced back to (Kovach, 2020), who defined them as (expert power, referent power, legitimate power, coercive power, and reward power). Salanick and Peffer (Salancik, 1974) defined organizational power as control over resources. (Pettigrew, 1972) articulated knowledge as a source of power. (Macneil, 1978) introduced a new source, which is (the socio-emotional force). (Lord, 1991) also added another source: (equivalent power and influence). Loaksorien (1989) emphasized four sources: (economic, cognitive, personal, and ideological) (Elamze., 2018).

Other researchers proposed different classifications of sources of power. (Sadeghi, 2013) suggested another source: (the power of accompaniment). (Shropshire, 2010) created a typology that distinguished between structural sources (reward, coercion, task dependence, and legitimacy) and private sources (expertise, individuality).

Several researchers have utilized these sources to enhance their effectiveness. According to five sources (Stoner, 1992), (the power of ownership, coercive, rewarding, referent, and power of expertise). In the case of (Zhang, 2010), he used the same sources and added (the power of information). While (Jahangir, 2006) identified five sources (structural power, charismatic, coercive, punitive, and referent) (Yukl, 1991), in addition to power sources (charisma, referent, expertise, and information), power of exchange, and power of overcoming ambiguity.

Other researchers utilized these sources to enhance their effectiveness. (Finkelstein, 1992) defined them as five primary sources, each with several branches: structural power (number of job titles, salaries, and cash rewards, percentage of jobs with higher titles), ownership power (managers' shares of stocks, returns on stocks), critical expert power (functional areas, jobs in the organization), and prestige power (membership in boards, membership in external boards of directors, as well as elite education), The sources mentioned by (Hofmann E, 2017) are as follows: (expertise power, reward, conflict management, persuasion, referent and legitimacy, information, social status, and coercion).

Based on the basic framework presented by (French & Raven, 1959), several aspects of the primary sources of administrative power have been studied, which most researchers focus on as follows:

1.   Structural power: It is based on the formal structure of the organization, and managers have the legal authority to influence others (members) due to their hidden formal position in the organization, which enables them to manage ambiguity by controlling and aligning individuals with organizational goals (Håvold, 2019).

2.   Ownership power is the most common type of power, as managers enjoy it as they work for the owners. The power of the managers' position in the agent-principal relationship determines the ownership power, and the managers' location on the solid line depends on their position related to ownership and their association with the founder of the organization, as well as the shares they own as founders of the organization (Al-Khatib, 2018).

3.   Expert power: It is the power that the manager has due to his expertise and knowledge of the tasks that subordinates perform, where they are willing and cheerful to respond to the manager's attempts to influence their behavior if they realize that he has the professional expertise and specific knowledge to do their tasks well, which they lack. There are two primary components of expert power: information and technical skills of the manager that others need, especially if the information is vital to other departments in the organization. The control of information by experts makes them more involved in the decision-making process (Alapo, 2018).

4.   Information and social status power: It refers to the extent to which managers have information about the organization in general, and it includes two aspects: access to information and control over the process and how to distribute it among the members who need it. Also, managers have an advantageous position and reputation in the general environment and among shareholders, which makes them among the administrative elite, which leads to enhancing their power and thus facilitating the process of eliminating environmental ambiguity in terms of informational and symbolic aspects (Finkelstein, 1992).

5.   Referent power: It is based on the attraction and harmony between two people, where the influential person influences by the power of personality that enables him to gain the satisfaction of others and thus acceptance, adaptation, and emotion based on love, respect, appreciation, and admiration. Therefore, it is sometimes called charismatic power, which means magical or hidden influence, and the followers are drawn to the manager, which makes him able to create a vision that motivates the followers to his policy and strategies towards action (Alapo, 2018).

6.   Persuasive power: It is the power that the manager has and stems from the power of his personality, as it is one of the skills related to administrative effectiveness and progress, through which he uses rationality as a method of influence that helps determine the success of his directions, which is a sign of his negotiating power (Håvold, 2019).

Power theories:

The power phenomenon has attracted the attention of researchers over different periods, as they have tried hard to provide a clear picture of its realization and understanding through a set of scientific theories.

The power theories are built with their theoretical and tested models in organizations based on a hypothesis that the behavior of organizations is a function of meaningful goals, who have power and control the paths of strategic action, and thus adapt more harmoniously, striving towards a standard message.

From here, the researchers' attempt resulted in the emergence of several theories, the most important of which are:

-       First: Field Theory: This theory presents a causal philosophy stating that power is the leader's ability to impose a specific behavior on another person. This ability is a

function of the resources available to the leader. They are Perceived by the person being influenced (Alvesson, 2019).

- Second: Power Dependency Theory: It states that if a person has something that we need and cannot get anywhere else, this means that that person has a power that influences us and determines the attitudes and standards of others (Chaurasia, 2014).

- Third: The theory of social exchange: which says that the interaction that occurs between two people is an exchange of social goods: love, respect, power, information, praise, blame, attraction, and rejection. Where people enter into reciprocal relationships when what they get equals or exceeds what they give in return. Where when the net balance is equal or positive, the relationship continues. When it is negative, the relationship decreases or ends (Haferkamp, 1992).

- Fourth: The theory/model of power (social strategy): identifies ability in organizations that relate to sub-organizational units (individuals, units, or departments) that are important to deal with problem-solving and decision-making in the organization (Freelon, 2018).

- Fifth: Muntzberg's theory of executive power: This theory is built on the premise that organizational behavior is a game of power whereby a group of influential players seeks to control the decisions and actions of the organization within the following conditions: the foundations and sources of power with effort. They have coupled with a skillful political manner when the need arises (Mintzberg, 1989).

- Sixth: The political theory of decision-making: This theory is concerned with the behaviors practiced by the influencer, through which he seeks to push the influencer to do something, within the extent to which the influencer can make the influencer do something that he would not have done without it. That is, the influencer has power if the influencer does not comply with the demands (Sheffer, 2018).

- Seventh: Decision Analysis Theory: This theory basing on the expectations and values the influencer expects to choose between two alternatives (compliance) and (non-compliance) and his preferred higher value. Where power is defined here within the pressure imposed by the influencer on the one influenced by him to subjugate him, it is also based on authority over exchange systems since the one who controls them can affect the results that the influencer estimates, and vice versa. (Edwards. 2007).

- Eighth: Power and values: The idea of this value is that if the influencer has power, his values will prevail, and the political system will last through the social system, where individuals adopt values that suit the rules of the elite. Through which the professional values of the powerful are preserved.

- Ninth: The theory of symbolic power: It is the means used to influence the emotions, feelings, attitudes, and perceptions of the people it affects to conceal the legitimacy of the results achieved through internally dependent relationships. Hallett, T. (2003).

Organizational adaptation:

Organizational adaptation is one of the concepts that emerged from the open system in the early 1960s, which represents the process through which the individual aligns his values, abilities, expected behavior, and social knowledge with the organizational role.

Organizational adaptation is ambiguous. On the one hand, the concept is ubiquitous in management research and binds the central issues of organizational change, performance, and survival. On the other hand, it appears in various forms (e.g., "fit," "alignment," "congruence," and "strategic change") studied from multiple theoretical perspectives (e.g., behavioral, resource-based, and institutional) and at various levels of analysis (e.g., organization and industry levels). (Andrew Sarta,2021).

Concept of organizational adaptation:

In the early 1960s, organizational input trends revealed the importance of viewing the organization as an open system that encouraged later intellectual tendencies manifested in attitudinal, ecological, cognitive, cultural, data, and political orientation.

This intellectual openness to the external and internal environment has led to the emergence of concepts, terms, and symbols that reflect the content of this interaction. Organizational adaptation is one such concept and one of the forms of the organization's relationship with it.

The business environment faces significant challenges affecting its performance. Especially in an atmosphere of instability and extreme competition, the organization's ability to adapt to environmental change and respond is an essential element for the success and effectiveness of its strategic decision. (Mohammed et al., 2020).

Organizational change is one of the topics of interest and concern because it expresses the continuity of life of the organization and achieves its goals of survival, growth, and adaptation to environmental variables. The organization operates in an environment characterized by change and is becoming increasingly complex over time.

Organizations of various kinds are open and interactive systems with the external environment that is influenced and influenced. The organization is not a state of persistence and stillness. It constantly changes to achieve continuity, survival, and adaptation.

The manifestations of change that persist in the organization demonstrate the continuity of life and interaction with the factors surrounding it. Sociologists say the difference itself is the only thing that does not change. (Bakkara et al. 2018) Characteristics of organizations and environments must be jointly considered with specific attention to the environmental conditions that preclude or enable convergence. (Sarta. 2021).

Sources and types of organizational adaptation:

Organizations are constantly living in a changing economic, political, social, and technical environment and are experiencing tangible changes due to their internal and external environment.

In recent years, organizations of various kinds have also embraced several changes, and the response to this change varies from organization to organization; its objective was to achieve adaptation at the level of the organizational and social environment. Moreover, indeed, these changes did not happen by chance or suddenly; instead, they have been described as deliberate changes that are interrelated and have a significant impact on industrial regulations.

Sometimes they involve a shift from one specific regulatory model of the production system to another or the replacement of old management methods with different new strategies in line with the enterprise's circumstances, as well as a change in the form of administrative authority.

Technology patterns used, division of labor, communication formats, imposition of promotion, as well as training and composition practices, to achieve greater effectiveness. Given that the success of any organization or institution compared to another is measured by the extent to which the potential of the working individual is qualified, this is reflected in different levels of potential for giving, development, and creativity and work to develop this to achieve high performance increasing productivity, sharing and creativity, which are the primary objectives of the institution. Thus, attention must be paid to the individual's goals and the search for motivations to do more and innovative performance to achieve creativity (Tahari et al., 2015).

Today's business environment is complex and rapidly changing. Behind this speed, a range of drivers or forces push regulation towards change and increase its desire to implement change programs, divided into internal.

Organizational adaptation models:

Ensuring survival or continuity is among the organization's most important drivers of growth and development. In an environment of rapid change and complexity, the organization has adapted its internal elements to suit this environment. Several models have emerged, including those focusing on its external and internal structure, which will be focused on:

1.   Goal Model: This model is one of the early models addressing internal organizational goals that states that goals provide the means to legitimize the organization within the society in which it operates. Thus, the distinction was made between open-adapted organizations and closed-stable organizations. So, this kind of organization usually has the means to adapt by goal (Eydi,2015).

2.   Installation model: This model is essential because it is seen as a tool for achieving the organization's responsiveness to changes in its internal structure and achieving what the organization has to do with the installation design consistent with its structure (Kenton. 2023).

3.   Operational model: This model's philosophy is to make the necessary changes in the level of the organization's administrative processes in line with external pressures as one of the primary response methods (Tang. 2021).

4.   The unmanaged organic adaptation model, which arises from several organizational changes characterized by the complexities of implementing activities, is, therefore, a cause for unmanageable strategic change by a prominent senior management member to adapt individuals to ensure the organization's survival (Jundi et al., 2019).

Explanatory theories of organizational adaptations:

1.   The biopsychological theory of personality: The scientist Jeffrey Alan Gray presented 1970 his theory of the differences between individuals in personality due to the biological mechanisms that relate to reactions to the motivation of punishment or stimulus and new situations that make them adapt to the current situation (yes theory helps.2023).

2.   Social adaptation theory: This theory explains the social adaptation context: An individual's compatibility with his/her surrounding community and his/her ability to follow the prevailing attitude in the way that makes him/her satisfied. The theory showed their ability to change, social response conditions, and commitment to organizational ethics (psychodz.2021).

3.   Freud's psychoanalytic theories: Freud believed that human behavior results from instinctive motives, and through them, the psychosocial structures and human behavioral limitations can be understood. In this case, we can facilitate the process of organizational adaptation in individuals (Majdi., 2018).

4.   Interaction theory: The theory focuses on leadership and its social interaction regarding the leading organization and its dimensions [Features/ case-statues elements/ organization characteristics to be led]. Its essential criterion is centered on the leader's ability to interact with the case-statues elements, functions, and organizational individuals, leading them all towards the desired goals successfully and effectively (Sharqawi., 2022).

5.   Equilibrium theory: Based on the balance between the temptations offered by the organization to their workers and the worker's contributions and efforts to the organization. This shows that the organization can convince their workers to continue

their contributions to ensure the organization remains as long as it tends to their needs and personal goals; the decision to participate is the essence of this theory and its condition for survival.

Context of Jordanian private universities:

Private universities in Jordan face numerous challenges, including limited financial resources, intense competition, and changing market demands (Alawamleh & Abughazaleh, 2019), which operate in a highly competitive and rapidly changing environment (Al-Tabbaa & Ankrah, 2019). Understanding the sources of managerial power and their impact on organizational adaptation is crucial for the success and sustainability of these institutions.

Methodology of the Study:

This study relied on a descriptive approach through a theoretical literature review of managers' power, the organizational adaptations, and the theories that dealt with them.

Community of the study:

The study population consisted of deans and heads of departments in Jordan's private universities which reached thirteen private universities, and they are [JUST University, Isra University, Alzaytooneh University, Jerash University, The American University of Madaba, Philadelphia University, Alzarqa University, Jadara University, Middle East University, Amman Arab University, Irbid University, Petra University, Ajloun National University, Aqaba University of Technology, Aqaba University for Medical Sciences, Al-Ahliyya Amman University and Princess Sumaya University. Working in them (138) academic dean and (429) academic head department.

Sample of the Study:

A random sample of 33% was selected from the study population consisting of (185) deans and heads of departments working at Jordanian private universities, including (56) deans and (129) heads of departments [the Ministry of Higher Education and scientific research]; the study's questionnaire was distributed to them, 137 questionnaires of 74% were recovered; (33) of them are deans' questionnaires, (104) are heads of departments questionnaires. The following TableTable shows the distribution of the study sample among Jordan's private universities.

Table (1): Distribution of study samples to Jordan's private universities

University	Deans	Head departments	Total
Al-Israa University	4	10	14
Petra University	3	17	20
Jadara University	5	14	19
Philadelphia University	4	16	20
Alzarqaa University	3	15	18
Alzaytooneh University	4	12	16
Aqaba University for Medical Sciences	5	10	15
Princess Sumaya University	5	10	15
Total	33	104	137

This, as well as frequencies and percentages, were extracted to demonstrate the characteristics of the research sample, as shown in TableTable (2).

Table (2): The research sample's features

Number	Category	Information
21	30-20	lifetime
11	31-40	
57	50-41	
37	60-51	
11	70-61	
21	5-1	Duration of work at the university
52	10-6	
64	15-11	
32	1	Number of universities you have previously worked at
73	2	
16	3	
16	4	
21	1000-500	Salary
75	1001-1500	
41	1501-2000	
16	Yes	Are you one of the founders of the university?
121	No	
105	1-3	The number of conferences and circles in which they participated
11	4-6	
16	7-10	
5	11-13	

Tool of the Study:

The following variables were constructed for measurement: managers' sources of power and organizational conditioning:

1.   The first section is concerned with general information regarding the research sample.

2.   The second part: assesses managers' sources of power, with the scale of managers' sources of power devised by French and Raven (French & Raven 1959). was developed, and the scale was distributed to five sources of power: the Authority of The reward, the authority of coercion or coercion/coercion, the authority of the legitimate law, the authority of reference, and the authority of technical expertise, the study added a sixth force, which is the power of information and social status, and the scale of (29) items distributed among the six sources of power.

Third part: Measures organizational adaptation, where the Organizational Adaptation Scale prepared by Chao (1994) was developed, which consisted of six dimensions of organizational adaptation: adaptation to the history of the organization,   and with Organizational policies, and individuals working in the goals and values of the organization and with the ways of performing work in the organization, the study added a seventh dimension is to adapt to the incentives associated with achievement,   and the measure of 28 A paragraph measuring seven dimensions of organizational adaptation.

The Authenticity of the Study's Tool:

The study tool was presented to several specialists in the field of business administration and organizational behavior in Jordanian universities to determine the appropriateness and validity of the paragraphs used to measure the two variables of the study, sources of power and adaptive behavior, and to see the extent to which these paragraphs belong to the dimension within which they were placed. In light of the observations of the arbitrators and the wording of some sections of the study tool, the coefficient of agreement of the arbitrators on the paragraphs of the instrument reached (8.5%).

Stability of the study's instrument:

The internal consistency coefficient of the study tool was extracted, as the degree of compatibility of the respondents to the paragraphs of the study tool, based on the Cronbach Alpha equation for each variable and all dimensions of the study variables. The stability coefficients for all measurements were high, which are excellent and acceptable stability ratios, and TableTable (3) shows the test results.

Table (3): Internal consistency coefficient for each variable in all its dimensions of the study variables

Cronbach Alpha	Paragraphs	Dimension	Variable
0.76	4-1	Compulsive force and coercion	Sources of power
0.78	5-9	The Power of Experience	
0.79	15-10	Legitimate power	
0.70	16-20	Reference power	
0.76	21-24	The Power of Persuasion and conflict management	
0.78	29-25	Information and social status	
0.73	30-33	Adapting to the history of the university	Adaptation Organizational
0.75	34-36	Adapting to the dominant language at the university	
0.70	37-40	Adapting to regulatory policies	
0.79	41-44	Adapting to individuals working at the university	
0.81	45-48	Adapting to goals and values	
0.76	49-52	Adapting to ways of performing work	
0.88	53-57	Adapt to incentives associated with achievement	

Statistical treatment:

Statistical Package for Social Sciences (SPSS) was used. (Science) to answer the study's questions and assess its hypotheses, as follows: -

1.   Arithmetic means and standard deviations to answer the study's questions.

2.   Multiple regression tests to determine the first hypothesis.

3.   T-tests for independent samples consider the second and third hypotheses.

Findings of the Study:

1.   First: Answering the study questions:

A-   In responding to the first question, "What are the sources of authority possessed by Jordanian private university deans of faculties and heads of departments?"

The arithmetic means, and standard deviations of the sources of power of deans of faculties and heads of departments at private institutions were derived from their questionnaire replies, as shown in TableTable (4).

Table (4): In decreasing order, the arithmetic means and standard deviations of the sources of authority of deans of faculties and heads of departments in private institutions

level	Rank	standard deviation	Arithmetic mean	Sources of power	Dimension number
High	1	0.23	4.24	The Power of Persuasion and conflict management	5
High	2	0.75	4.8	Coercive force and coercion	1
High	3	0.39	3.74	The power of experience	2
High	4	0.48	3.70	Information and social status	6
High	5	0.24	3.53	legitimate force	3
Medium	6	0.16	2.99	reference force	4
High	-	0.375	3.83	Total	

Table (4) demonstrates that the overall average of the powers of Jordanian private university deans of faculties and heads of departments was (3.83), indicating that their degree of power is high.

The power of persuasion and conflict management ranked first with an arithmetic average of (4.24), followed by coercion with an arithmetic mean of (4.8), followed by the power of experience with an arithmetic mean of (3.74), followed by the power of information and social status with an arithmetic mean of (3.73), The legal force came in second with an arithmetic average of (3.53), and the reference force came in third with an arithmetic average of (2.99). The levels of power were high, except for the reference force, which was medium, as seen in the figure below. The standard deviations range between (0.16 and 0.75); it implies a concentration in the responses and a lack of dispersion concerning the sources of power of the deans of faculties and heads of departments, as indicated by the overall average of the study sample's answers, which reached 3.83.

B-   Responding to the second question, "What is the level of organizational adaptation of Jordanian private university deans of faculties and heads of departments?"

The arithmetic means, and standard deviations of the level of organizational adaptability of Jordanian private university deans of faculties and heads of departments were extracted based on their replies to the study questionnaire, as shown in TableTable (5).

Table (5): Mathematical means and standard deviations of the level of organizational adaptability among Jordanian private university deans of faculties and heads of departments

Level	Rank	standard deviation	Arithmetic mean	Dimensions of organizational adaptation	Dimension number
High	1	0.21	4.34	Adjusting to the university's dominant language	2
High	2	0.15	4.23	Adapting to organizational	3

				policies	
High	3	0.21	4.20	Adaptation to business methods	6
High	4	0.19	4	Adaptation to individuals working in the university	4
High	5	0.46	3.84	Alignment with organizational goals and values	5
High	6	0.28	3.78	Adaptation to the University's History	1
Medium	7	0.77	2.74	Adaptation to achievement-related incentives	7
High	-	0.32	3.88	Total	

According to TableTable (5), the general average of organizational adaptation among deans of faculties and heads of departments at private institutions was (3.88), indicating a high degree of organizational transformation.

Analyzing the dimensions of organizational adaptation reveals that the extent of adapting to the dominant language in the university ranked first with an average of (4.34), followed by the dimension of adapting to organizational policies with an average of (4.23), and finally, the measurement of adapting to business performance methods with an average of (4.20). It was followed by adaptation with individuals working in the university with an average of (4), transformation with organizational goals and values with an average of (3.9), adaptation with the university's history with an average of (3.78), and adaptation with incentives associated with achievement with an arithmetic average of (2.74), Except for the dimension of adaptation to achievement-related stimuli, which was low, the level of transformation on these dimensions was high. The graphic below depicts the research sample's levels of adaptation. The standard deviations range between 0.15 and 0.77, indicating that there was a concentration in the answers and a lack of dispersion around the sources of power of the deans of faculties and heads of departments, as evidenced by the general average of the study sample's answers, which amounted to (3.88).

2.   Second: Testing the study hypotheses

Testing the first hypothesis: which states that there is no statistically significant effect at the level of significance ($\alpha = 0.05$) for the sources of power in all its dimensions (coercive power, coercion, experience power, legal power, reference power, persuasion power, conflict management, information, and social status) Deans of faculties and heads of departments in private universities in organizational adaptation.

The multiple regression test was used to assess this hypothesis, and TableTable (6) shows that.

Table (6): The results of the multiple regression analysis of the impact of the sources of power on the organizational adaptation of deans of faculties and heads of departments in private universities.

Independent variables	Beta	The calculated T-value	level of significance T	R²	The calculated F value	F level of significance
Coercive force and coercion	0.5	3.90	0.00*	0.75	62.41	*0.00
The power of experience	0.47	3.16	0.00*			
legitimate force	0.12	1.02	0.30			
Reference power	0.5	5.71	0.00*			
Persuasion, power, and conflict management	0.30	1.67	0.09			
Information and social standing	0.15	2.02	0.04*			

* Statistically significant at the level of significance (α = 0.05)

Table (5) shows that there is an effect of the sources of power on the organizational adaptation of the deans of faculties and heads of departments in private universities, as the calculated value of (F) was (62.41) with a probability value of (0.00), which is less than the level of significance (α = 0.05), and that Sources of power explain (75%) of the variance in the dependent variable organizational adaptation.

It is also noted that the (t) values for the independent dimensions (compulsion and coercion, experience power, reference power, information, and social status) amounted to (3.90, 3.16, 5.71, 2.02) with probability values less than the significance level (α = 0.05), which indicates that these dimensions have an impact on organizational adaptation, and this is reinforced by the high values of (Beta) coefficients for them. The (T) values for the two independent dimensions (legitimate power, persuasion power, and conflict management) reached (1.02, 1.67) with probability values more extraordinary than the significance level (α = 0.05), which indicates that there is no effect of these two dimensions on organizational adaptation, and this is reinforced by a low value for its Beta coefficient.

Based on these results, there is a statistically significant effect at the level of significance (α = 0.05) for the sources of power and its dimensions (compulsion and coercion, the power of experience, the power of reference, information, and social status) on the organizational adaptation of the deans of faculties and heads of departments in private universities. And that there is no statistically significant effect at the level of significance (α = 0.05) for the sources of power and its dimensions (legitimate power, persuasion power, and conflict management) on the organizational adaptation of deans of faculties and heads of departments in private universities, and thus this hypothesis is partially achieved.

Testing the second hypothesis: It states that: There are no statistically significant differences in the sources of power in its dimensions (coercive power, coercion, experience power, legal power, reference power, persuasion power, and conflict management, information, and social status) among deans of faculties and heads of departments in universities own.

A T-test was used for independent samples to assess this hypothesis. Table (7) shows the results of the test.

Table (7): The results of the (T) test for the differences in the sources of power attributed to deans of faculties and heads of departments in private universities.

Sources of Power	Position	Arithmetic mean	Standard deviation	The calculated T value	Significance level T
Coercive force and coercion	Dean	3.77	0.39	1.41	0.17
	Department head	3.93	0.38		
The power of experience	Dean	3.59	0.40	1.60	0.12
	Department head	3.78	0.38		
legitimate force	Dean	3.38	0.25	2.25	*0.03
	Department head	3.58	0.23		
Reference power	Dean	2.91	0.13	1.36	0.19
	Department head	3.01	0.17		
Persuasion power and conflict management	Dean	4.10	0.23	2.13	0.04*
	Department head	4.28	0.22		
Information and social standing	Dean	3.65	0.51	0.80	0.41
	Department head	3.76	0.48		
Sources of power (total score)	Dean	3.57	0.32	2.34	0.04
	Department head	3.72	0.31		

* Statistically significant at the level of significance ($\alpha = 0.05$)

It is noted from the statistical results in TableTable (7) that there are statistically significant differences in the legal power and the power of persuasion between the deans of faculties and heads of departments, as the (T) values for them respectively reached (2.25, 2.13) and with probability values less than the level of significance ($\alpha \leq 0.05$). These differences favored the heads of departments, while the other sources of power did not reach the limit of statistical significance, and thus this hypothesis is partially achieved.

C- Testing the third hypothesis: It states that: There are no statistically significant differences in the level of organizational adaptation in its dimensions (prevailing language at the university, corporate policies, business performance methods, university employees, organizational goals and values, university history, and achievement-related incentives) Deans of faculties and heads of departments in private universities.

A t-test was used for independent samples to assess this hypothesis. Table (8) shows the results of the test.

Third hypothesis test: There were no statistically significant differences in the level of organizational adaptation in its dimensions (the dominant language at the university, administrative policies and methods of performing tasks, university employees, corporate values and goals, university history, and incentives associated with achievement) among deans and heads of departments in Private universities.

Schedule number (8) shows the results for assessing this hypothesis using the (t) test for independent samples.

Table (8): Test (T) results for differences in organizational adaptation among deans of colleges and heads of departments in private universities.

Sources of power	Career Centre	Arithmetic mean	Standard deviation	the calculated value of T	Level of indication
Adaptation to university history	Deans	3.68	0.26	1.42	0.18
	heads of departments	3.81	0.28		
adaptation to the prevailing language at the university	Deans	4.34	0.17	0.03	0.96
	heads of departments	4.34	0.23		
adaptation to organizational policies	Deans	4.19	0.13	0.60	0.58
	heads of departments	4.23	0.15		
adaptation with work individuals in the university	Deans	4.02	0.11	0.34	0.77
	heads of departments	3.99	0.21		
adaptation to organization goals and values in the university	Deans	3.60	0.41	2.26	0.02
	heads of departments	3.81	0.46		
adaptation with methods of doing business in the university	Deans	4.18	0.15	0.42	0.72
	heads of departments	4.21	0.23		
adaptation with incentives associated with achievement in the university	Deans	2.65	0.65	0.53	0.66
	heads of departments	2.76	0.79		
adaptation organizational (total score)	Deans	3.81	0.27	1.41	0.20
	heads of departments	3.88	0.34		

*Statistically significant at the level of significance (a =0.05)

Schedule number (8) shows statistically significant differences in the adaptation of goals and organizational values among deans and heads of departments, where the importance of (T) was found (2.26) with a P value below the significance level (a ≤ 0.05). The differences were in favor of heads of departments. Other dimensions of organizational adaptation did not reach the threshold of statistical significance. Thus, the hypothesis is partially verified.

Results and Conclusions:

Deans and heads of departments have high levels of power sources, such as the power of persuasion and the power of conflict management which came in the first rank while the power of reference came at last, to have a power of source you have to perfect the power of persuasion and the power of conflict management then you have to own the ability of influencing others, deans' power of negotiations which determine their success comes from the knowledge of using reason to influence others through having the ability to convince others by having a strong personality, while conflict management is the ability to make individuals perform effectively by choosing and finding constructive conflicts, power of reference came in the last rank because having hidden features like charisma that influence others is not easy to own especially since it's a genetic feature, it also depends on having a solid personality to please and satisfy others, the power of reference needs to find harmony between deans, professors and tutors of the universities.

The success of the deans and heads of departments in adapting to the universities that they work in and their environment includes adjusting to all aspects of the university environment like history, language, policies, goals, and values, and that is a solid indication for a high level of organizational adaptation that they have, adaptation with the language came in the first rank. In contrast, transformation with intensives connected to achievements came in the last position.

That shows the level of adaptation of deans and heads of departments in the universities they work in and how well they perform their roles and perform their tasks. It also shows how well they are educated.

Adapting to the dominant language helps achieve social transformation with others, which is needed to build healthy, satisfying relationships.

Regarding the differences in the power of reference between deans and heads of departments, it was found that heads of departments have more power of reference than deans due to the difference in adapting to goals and organizational values between them. In contrast, leaders of departments have a higher level of adjusting according to their higher level of commitment to apply the university roles and regulations. The differences in the power of reference between deans and heads of departments can also show the differences in the relationship nature of each of them, where leaders of departments have more direct contact with others than deans, which means that they have to obtain more social skills and more power of convincing and influencing others.

Recommendations:

Based on the findings of this study, there are several recommendations to help deans and heads of departments to better their adaptive behaviors and to promote their power of reference through the following points:

1.   Hold a training course specialized in developing managerial skills and leadership for deans and heads of departments.

2.   Encourage deans and heads of departments to depend on their experience when practicing their leadership skills.

3.   Hold a performance evaluation to give intensive information to deans and heads of departments according to the results of the assessment.

4.   Deans and heads of departments need to be given more delegation and authority over rewards and disciplinary actions.

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