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Managers' Power and Its Sources in Managing People in Multicultural Teams: The Results of Interviews with Czech, Portuguese, and French Managers

Władza menedżerów i jej źródła w zarządzaniu ludźmi w wielokulturowych zespołach. Wyniki wywiadów z menedżerami z Czech, Portugalii i Francji

ABSTRACT

The aims of the article are to describe how Czech, Portuguese, and French managers define the concept of "power," to identify the sources of power they use, and to demonstrate the impact of their power on managing their culturally diverse teams. The research problem focuses on finding the answers to the questions: How do Czech, Portuguese, and French managers understand the term "power"? What sources of power and ways of exercising it do they use in practice? What areas of people management are affected by managers' power? The research methods consist of a literature review and individual in-depth interviews with managers conducted in 2022. The theoretical part defines the term "power," and describes the sources

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of managers' power and their ways of exercising it. The research part reports the results of the interviews with the managers.

The study demonstrates the importance of managers' power and its impact on people management in multicultural workplaces. The results of the interviews reveal that the managers accurately define the term "power" and frequently use its most common sources: legitimate and reward power. According to the managers, in workplaces with culturally diverse employees their power exerts a significant impact on people management.

ABSTRAKT

Celem artykułu jest przedstawienie sposobu definiowania pojęcia „władzy" przez menedżerów czeskich, portugalskich i francuskich, określenie stosowanych przez nich źródeł władzy, a także wykazanie wpływu władzy menedżerów na zarządzanie ludźmi w zespołach zróżnicowanych kulturowo. Problemy badawcze to znalezienie odpowiedzi na pytania: Jak menedżerowie z Czech, Portugalii i Francji rozumieją pojęcie „władzy"? Jakie źródła władzy i sposoby jej sprawowania stosują w praktyce? Na jakie obszary zarządzania ludźmi ma wpływ władza menedżerów? Metody badawcze wykorzystane przez autorkę to przegląd literatury i wyniki indywidualnych wywiadów pogłębionych z menedżerami, które zrealizowano w roku 2022. W części teoretycznej zdefiniowano pojęcie „władzy", opisano źródła władzy menedżerów i sposoby jej sprawowania. W części badawczej przedstawiono wyniki wywiadów, które przeprowadzono z menedżerami czeskimi, portugalskimi i francuskimi.

Analiza literatury i wyniki badań pozwoliły autorce na wykazanie znaczenia władzy menedżerów i jej wpływu na zarządzanie ludźmi w wielokulturowym środowisku pracy. Wyniki wywiadów wskazują, że czescy, portugalscy i francuscy menedżerowie trafnie definiują termin „władza" i wykorzystują najczęściej źródła władzy określane jako: *legitimate power* i *reward power*. Władza w środowisku zróżnicowanym kulturowo ma zdaniem menedżerów istotny wpływ na zarządzanie ludźmi.

Introduction

The fact that today's companies increasingly operate in international markets inevitably leads to growing cultural diversity in modern work environments. Managers and employees frequently work

in multicultural teams, which means that managers' power can affect their subordinates from diverse cultures in different ways, including influencing their attitudes, behaviors, and performance. Power is the ability to influence others, make decisions, give orders, and control how they are executed. The power that managers have and use should definitely not be used against people but directed at achieving the goals of teams and organizations. In multicultural workplaces, completely different needs and expectations of employees with different cultural backgrounds can sometimes lead to their completely different perceptions of managers' power. Thus, a vital challenge is to determine what role managers' power plays in people management, especially in workplaces characterized by cultural diversity.

The interviews analyzed in this article were conducted with Czech, Portuguese, and French managers, with the main objectives of describing how Czech, Portuguese, and French managers define the concept of "power," identifying the sources of power they use, and demonstrating the impact of their power on managing their culturally diverse teams.

Bearing in mind the aims of the study, the author formulated the following research problem: How do Czech, Portuguese, and French managers who manage culturally diverse teams understand the concept of "power"? What sources of power and ways of exercising it do they use in practice? What areas of people management in multicultural teams are affected by managers' power?

Power: explanation of the concept, sources of power, and ways in which managers exercise their power

The power held by managers influences employees' attitudes and behaviors, their motivation, commitment, and achievement of goals. It is an effective tool in coordinating and promoting harmonious relationships, resolving conflicts, and increasing team performance. Researchers have long discussed and analyzed the role that power plays in organizations (e.g., French, Raven 1959; McClelland 1970; Huber 1981; Finkelstein 1992; Pfeffer 1993; Aguinis, Nesler, Quigley et al. 1994; McClelland, Burnham 2003; Turner 2005; Randolph, Kemery 2011; Lunenburg 2012; Fehr, Herz, Wilkening 2013; Pfeffer 2013; Zigarmi, Roberts, Randolph 2015; Winter, Michels 2018;

Kovach 2020), and unanimously view it as an important behavioral construct, an essential part of managers' work, and a vital factor in management.

For Palumbo (1969), power as a concept is real for those working in various types of administration jobs, while for Clegg (2010), power is the foundation of organizations. Singh (2009) believes that power is necessary in performing even the simplest tasks within projects and in the general functioning of organizations, which is a view confirmed by Fehr et al. (2013), who claim that power is indispensable in organizations, and Magee and Smith (2013), for whom power is essentially important in organizations. According to Pfeffer (2013), power facilitates achieving organizational goals, while according to Vallas and Hill (2012), it is a key element in organizational analyses. Sturm and Antonakis (2015) discuss its interactional and relational attributes.

Power is the potential influence that someone has over another person or a group of people, and generally speaking, a person with power has control over something another person (or a group) wants. Power allows the one who possesses it to influence other people, thus it is the ability to introduce changes in the attitudes or behaviors of individuals and groups (Stoner et al. 1997). Power can also be defined as such processes or individuals that are capable of ensuring and leading the cooperation of community members by holding a designated social position within which it is possible to create and maintain social groups and thus influence others' behaviors (Andringa et al. 2013). Bachmann (2001) and other authors (e.g., Russell 2004; Randolph, Kemery 2011; Pierro, Kruglanski, Raven 2012; Anderson 2014; Sturm, Antonakis 2015) argue that power can be viewed as a mechanism for efficiently coordinating social interactions and that it fosters strong and healthy relationships between social partners. This definition facilitates analyzing power relationships, i.e., those that occur between managers and employees, especially if they work in multicultural teams. Power relationships are inherently social and exist only in relation to others (Vince 2014).

The role of power is crucial in the sense that it can severely hamper cooperation with an organization (Hingley 2005; Kumar 2005; Sodano 2006). Managers who misuse power they wield can negatively affect the functioning of individuals and teams, as well as their

relationships and performance, especially in culturally diverse work environments.

Already half a century ago, John French and Bertrand Raven (1959) defined and described five sources of power within organizations: legitimate (also called formal or bureaucratic) power, reward power, coercive power, expert power, and referent power. Since then, numerous researchers have elaborated on these sources of power in their studies (e.g., Raven, Kruglanski 1970; Teven 2007; Bolman, Deal 2008; Berdahl 2008; Randolph, Kemery 2011; Lunenburg 2012; Jones, George 2015; Hofmann et al. 2017; Kovach 2020). It should be emphasized that in various types of business settings, demonstrating power (or influence) can modify employee behavior either positively or negatively (Kovach 2020).

Legitimate power has its source in an elected, selected, or appointed position of authority and is usually grounded in social norms (Raven 1992). Such power allows instilling in others a sense of obligation or responsibility (Hinkin, Schriesheim 1989) and is based on the power holder's position in the hierarchy of authority. Legitimate power is born when subordinates accept the manager's right to exert impact on them (Raven et al. 1998) and is perpetuated when they internalize the belief that the manager has the right to be the manager (Podsakoff, Schriesheim 1985). Subordinates' perception of power as legitimate makes them comply with the orders of power holders, which allows those in charge to exercise thus legitimized power (Gibson, Ivancevich, Donnelly et al. 2012). However, because legitimate power encompasses a rather narrow scope of influence, overstepping its bounds should be avoided (Greenberg 2011).

Reward power is based on a person's right to offer rewards to others—these rewards can be tangible, social, emotional, or spiritual—if they do what is wanted or expected of them. Similarly, this power is also linked to a person's right to deny rewards to others if they do not do (or refuse to do) what is wanted or expected of them (Taucean, Tamasila, Negru-Strauti 2015: 70). Reward power can be defined as a person's ability to guide the behavior of others by providing them with what they want. As long as employees appreciate particular rewards, managers can use their reward power to influence their behavior by granting these rewards to them (or refusing to do so) (Lunenberg 2012). The more rewards are possible and the

higher their relative attractiveness, the greater reward power becomes (Podsakoff, Schriesheim 1985).

Coercive power is linked to a person's ability to influence others by punishing them or by threatening to do so. For example, employees may comply with their manager's orders because they are afraid of being punished (Lunenburg 2012). Coercive power is also defined as employees' belief that their manager has the right to punish them if they do not follow his or her instructions (Raven et al. 1998). This power is based on the extent of potential punishment and is often linked with negative emotions between the manager and the employees (Podsakoff, Schriesheim 1985). Coercive power refers to the threat of using force to make people do what is expected of them; this force can adopt various physical, social, emotional, political, or economic forms. In a nutshell, this power entails forcefully coercing people into doing something they do not want to do (Taucean, Tamasila, Negru-Strauti 2015: 70).

Expert power is based on the knowledge of those who hold power, their experience, and special skills or talents. Expertise is revealed through reputation, relevant credentials, or actions. Expert power is a person's ability to shape the behaviors of others because they believe that he or she possesses relevant knowledge, skills, or abilities (Lunenberg 2012). Expert power is directly linked with how subordinates perceive and how much they value the power holder's expertise and knowledge (Raven et al., 1998). The greater the expertise or knowledge in a given area employees perceive and attribute to the person with this power, the greater this power is (Podsakoff, Schriesheim 1985). Expert power is granted to those who are seen as credible, trustworthy, and relevant (Luthans 2011).

Referent power stems from the power holder being liked, admired, and respected, which allows him or her to affect others' behaviors (Lunenberg 2012). Its foundation is built on employees' personal identification with their manager (Raven et al. 1998), and it is conditioned by the extent to which they believe that their personal self-identification will improve through interactions with him or her or their desire to be like him or her (Podsakoff, Schriesheim 1985). Thus, it can be said that referent power feeds on admiration and a wish to be like the person who holds this power.

Two other types of power mentioned in the subject literature are connection power and informational power. Connection power stems from who you know and who the people you know know, and who they have a good relationship with, while informational power is based on having access to valuable or important information (Reyes 2014). These two types of power rely on the conviction that the power holder is able to provide reasonable justification to others why they should believe in something or behave in a given way (Raven et al. 1998).

In their work, managers exercise the power they possess in different ways. Galata describes three forms of exercising power by managers (2004: 21). One is the display of one's superiority. A manager enforces expected behaviors from his or her employees by means of various sanctions. The relationship between the manager and his subordinates is based on the professional dependence and superiority of the manager. The second form is manipulation of employee behavior. In this way of exercising power, the manager withholds certain information from employees, such as organizational changes, and influences their attitudes and behavior through manipulation. Logical argumentation is the third form of exercising power. The manager justifies and convinces employees of the rightness of his or her decisions. This form is used by managers who are not afraid of discussing things with their subordinates and who rely on their managerial and substantive competences.

Although French and Raven listed the five aforementioned sources of power (legitimate, reward, coercive, expert, and referent), it is worth observing that these sources should not be treated as separate from each other. Managers can and should use them in different combinations which are best suited to the situation they are dealing with.

The power of managers is of great significance in the area of day-to-day people management, particularly in culturally diverse work environments, in which the needs, expectations, and habits of employees who come from different cultures can be poles apart.

Methodology of the study

The interviews described in the article were conducted in July and August 2022. In July 2022, during her research trip, the author conducted eight face-to-face interviews with Czech managers, and

in August 2022 she interviewed eight Portuguese and eight French managers online. The criterion for selecting managers for the interviews was that they had worked in a managerial position in a multinational company for at least three years as managers of culturally diverse team whose members come from at least three different cultures.

Organizing and conducting international research (which—in the case of the interviews analyzed in the article—were interviews with managers of different nationalities) is not an easy task for a researcher. The selection of managers from specific European countries who would participate in the study was dictated primarily by the author's capacity to arrange and hold interviews with managers of these specific nationalities. In order to organize and conduct the interviews, the author used her socio-professional networks to find managers who meet the selection criteria, to obtain their consent to participate in the interviews, and to conduct the interviews at times convenient to them. The research sample was selected using a non-probability sampling method. The technique used was snowball sampling, which entails reaching out to a small group of respondents and then, through them, reaching out to more respondents who are their acquaintances and who have similar characteristics (Miszczak, Walasek 2013: 104). As for the interviews described in the article, this involved managers who met the given criteria.

It should be mentioned here that the interviews described in this article are a continuation of a study dedicated to mangers' power which the author conducted in 2021–2022 by means of interviews with Polish, Spanish, and Italian managers (Knap-Stefaniuk 2022). Also for those interviews, the choice of managers from Poland and, in particular, from Spain and Italy was dictated by the author's ability (through her socio-professional networks) to organize and conduct interviews in these countries. The author's intention was to continue her investigations devoted to power among managers from other nationalities (here: Czech, Portuguese, and French), rather than to undertake comparative analyses between the previous and the present study, which is one of the directions of her future research. That is why, to make it possible to compare the results of both studies in the future, she formulated the same research problems and applied the same research methods, techniques, and tool (an interview scenario)

that she used when interviewing the Polish, Spanish, and Italian managers. The study described in this article (as well as the previous study) is qualitative and is based on the semi-structured interview method, individual in-depth interview technique, and elements of quantitative analysis.

The interviews with eight Czech managers were conducted in face-to-face meetings while the author was on a research trip in the Czech Republic, while the interviews with eight Portuguese and eight French managers were conducted online, using the Zoom application.

The interviews lasted between 40 and 60 minutes. At their beginning, the managers were given all necessary information (regarding the method, technique, and purpose of the study, as well as various formalities). The author took notes during all interviews (some of them were recorded with the managers' consent), which made it possible to subject the results to qualitative and quantitative analyses. The interviews were conducted in English; those with the French managers required a translator's help (because not all managers spoke English in the interview). Table 1 presents the characteristics of the respondents who took part in the interviews.

Table 1. Characteristics of the respondents (the managers who participated in the interviews)

Criterion	Czech managers	Portuguese managers	French managers
Age	35–52	36–49	38–51
Women	4	3	3
Men	4	5	5
Number of years as a manager in an international company (work experience)	4–13	4–11	5–12
Number of different nationalities in the team managed by the manager	at least 3 nationalities (4 nationalities)	at least 3 nationalities (4 nationalities)	at least 3 nationalities (4 nationalities)

Based on interviews with Czech, Portuguese, and French managers.

Power and sources of power used by managers participating in the interviews: findings of the study

The aim of the interviews was to obtain information on how the Czech, Portuguese, and French managers define the term "power," to identify the sources of power they use, and to identify the ways in which they exercise it. The author, as in the interviews she previously conducted with Polish, Spanish, and Italian managers, also wanted to identify the areas of people management in which managers' power is, in their opinion, the most important. Table 2 shows the respondents' answers to a request to define the term "power."

Table 2. The ways in which the concept of power is defined by the respondents

Power: definition of the term	Czech managers	Portuguese managers	French managers
Manager 1	Influencing employees to change their behavior	Influencing employees through various means and methods (rewards, punishments, or authority) to be able to enforce diligent execution of the manager's orders and decisions	The ability to use the manager's official and unofficial authority to influence employees
Manager 2	Influencing employees from a position of authority, the manager has to effectively achieve the goals of the team	Influencing employees to build relationships within the team and to effectively achieve common goals; the manager can reward employees, punish them, and use his or her knowledge to influence them	Influencing employees by using various measures, such as rewards, punishments, and the manager's position, knowledge, and competence to effectively manage the team and achieve its goals
Manager 3	Influencing employees to achieve goals, e.g., through rewards and punishments or the manager's competences and personality	Influencing others (employees and co-workers) through the position of the manager and solutions such as rewarding or punishing	Influencing employees through various means (authority, official and unofficial power, rewards and punishments) to enforce the completion of tasks and the achievement of goals

Power: definition of the term	Czech managers	Portuguese managers	French managers
Manager 4	The ability/skill to influence employees and the team in such a way that they perform their tasks well and follow the manager's instructions	Using various means to influence the attitudes and behaviors of others (the manager has this ability because of his or her position)	Using one's position in the company's structure and the power that comes with it to influence employees' behaviors, their work, motivation, relationships in teams, and task performance
Manager 5	Being able to influence subordinates when one is a manager; using rewards, punishments, and other solutions to make employees act in accordance with the manager' will and decisions	Influencing employees through formal authority (but also primarily through informal authority to perform tasks in accordance with the organization's objectives	Influencing subordinates/co-workers (in various ways), e.g., through rewards, punishments, but also through the manager's competence and authority or personality traits in order to motivate, control, change behaviors, and achieve planned goals
Manager 6	Influencing employees' attitudes and behaviors through various means and methods in order to affect their motivation, goal achievement, and commitment	The ability to influence employees through rewards or punishments which is offered by the position the manager holds	Influencing employees through the manager's position in order to implement the plans of the organization, using various measures (punishments, rewards, appeal to the manager's expertise, authority, or information he or she possesses)
Manager 7	Influencing employees' attitudes and behaviors, their work, and the way in which they perform tasks through the authority and power that the manager holds due to his position	The ability to use rewards and punishments, to influence people, to control their work, due to the position that the manager holds	Real influence on employees through rewards and punishments in order to increase productivity in teams and to implement the company's strategy
Manager 8	Influencing subordinates, changing their attitudes and behaviors at work through rewards and punishments, authority and power that the manager possesses	Influencing employees, coordinating work and task performance through the use of various solutions: punishments, rewards, authority, relations with subordinates, as well as the manager's knowledge and contacts	Influencing employees to obtain such individual and team work results through which the organization achieves its goals (the manager can use various means to do this: to reward, punish, or appeal to his or her authority, experience, knowledge, and information he or she has)

Based on the interviews with the Czech, Portuguese, and French managers.

The managers' answers reveal that they are familiar with and understand the term "power" and define it similarly. During the interviews, the author described various sources of power and asked managers to identify the ones they use in managing people (i.e., the members of the teams they lead). Table 3 shows the managers' responses to the question about the sources of power.

Table 3. Sources of power that mangers use in managing their multicultural teams

Source of power	Czech managers	Portuguese managers	French managers
Legitimate power	8	8	8
Reward power	8	8	8
Coercive power	6	6	6
Expert power	7	6	8
Referent power	6	8	7
Connection power	7	6	7
Informational power	7	6	7

Based on the interviews with the Czech, Portuguese, and French managers.

The table above demonstrates that the sources of power that managers use most often are legitimate power (eight responses from managers of all nationalities) and reward power (also eight responses from managers of all nationalities). Coercive power was indicated by six Czech, six Portuguese, and six French managers. Expert power was mentioned by eight French managers, seven Czech managers, and six Portuguese managers. Referent power was mentioned by eight Portuguese managers, seven French managers, and six Czech managers, while connection power and informational power were identified by seven French and Czech managers and six Portuguese managers.

The interviews also aimed to identify the ways in which managers exercise their power while working with their multicultural teams in multicultural work environments. The respondents listened to descriptions of three different forms of exercising power and were asked to indicate the ones they apply in their work. Their responses are presented in Table 4.

Table 4. Ways in which managers of multicultural teams exercise their power

Sources of power	Czech managers	Portuguese managers	French managers
Showing one's superiority	6	4	6
Manipulating employee behavior	4	4	4
Logical argumentation	7	7	8

Based on the interviews with the Czech, Portuguese, and French managers.

Logical argumentation received the most affirmative responses (from eight French managers and seven Czech and Portuguese managers). Showing one's superiority was chosen by six French and Czech managers and four Portuguese managers. Manipulating employee behavior was indicated by four managers of each nationality. During the interviews, the author also asked the managers about the areas of people management in which their power is the most important. The results are shown in Table 5.

Table 5. Impact of managers' power on different areas of people management in multicultural teams

Different areas of human resource management	Czech managers	Portuguese managers	French managers
Human resource planning	7	7	8
Recruitment and selection of employees	8	7	8
Motivating employees	8	8	8
Remuneration	8	7	8
Training and development	8	7	8
Employee assessment	8	8	8
Team communication	7	6	7
Conflict resolution	8	6	8
Competence management	7	7	8
Talent management	7	7	8
Dismissal of employees	8	6	8

Based on the interviews with the Czech, Portuguese, and French managers.

The largest number of managers' responses concerned motivating employees (eight responses from the managers of all nationalities)

and evaluating employees (eight responses from the managers of all nationalities). This was followed by recruitment and selection of employees, remuneration, and training and development (eight responses from the French and Czech managers, and seven responses from the Portuguese managers).

Discussion

Researchers have long recognized the importance of power in effective people management and have conducted a number of studies on various aspects of power. Over the years, the notion of power and the sources of power described by French and Raven (1959) have been greatly expanded. Researchers have focused on explaining the psychology of an individual employee linked to the influence and power of the manager (Farmer, Aguinis 2005).

Studies on power by various authors emphasize the interdependence between superiors and employees and confirm the vital role that power plays in the workplace, in such areas as increasing employees' performance (McShane, von Glinow 2003), influencing employee motivation (Coelho, Cunha, Souza Meirelles 2016), exerting negative interpersonal impact, reducing job satisfaction, and increasing stress and dissatisfaction (Thoresen, Kaplan, Barsky et al. 2003; Teven 2007; Ng, Sorensen 2009).

In the study described in this article, the author focused on the way in which managers of different nationalities (Czech, Portuguese, and French) define the concept of "power," which is a follow up of an analogous study she previously conducted among Polish, Spanish, and Italian managers. Both studies also investigated the sources of power that managers use in managing people in culturally diverse work environments and the ways in which they exercise their power in practice.

The author accomplished her research objective, and the information collected during the interviews allowed her to provide answers to the research questions. Unquestionably, a particularly valuable element of the study was identifying the areas of people management in which the power held by managers is of the greatest importance.

In the author's opinion, the managers who participated in the study define power correctly. In managing their teams, they use all sources of power described in the theoretical part of the article. The

sources of power that they most frequently use are legitimate power and reward power (eight responses from the managers of all nationalities), while in exercising their power, managers primarily refer to logical argumentation (eight responses from the French managers and seven responses from the Czech and Portuguese managers).

The areas of people management indicated by the managers as the ones in which their authority is the most important included motivating employees and evaluating them (eight responses each from the managers of all nationalities), as well as employee recruitment and selection, remuneration, and training and development (eight responses from the French and Czech managers and seven responses from the Portuguese managers).

The results of the interviews confirm that power is an important management tool available to managers, which is in line with the findings of, among others: Pratto, Pearson, I-Ching, and Saguy (2008); Biong, Nygaard, Silkoset (2010); Taucean, Tamasila, Negru-Strauti (2016).

Limitations and future research directions

Admittedly, the greatest limitation of this study is its comparatively small sample size. A larger one would certainly have provided more decisive findings and allowed more conclusive interpretations. Thus, future research should replicate the study using a larger sample size. It would be highly beneficial to repeat the study with managers from other countries, which would provide information on the impact of managers' power on people management and various aspects of HRM in multicultural work environments, which would make it possible to study the role of managers' power across cultures and compare results from different countries.

It is worth mentioning here that this study was limited to qualitative research (with an element of quantitative measures), but it might be interesting to conduct analysis based on a larger quantitative study. In the author's opinion, future studies should focus on relationships between the sources of power used by managers as well as on understanding the impact of different power sources on employees' behaviors and performance, especially in intercultural teams working in culturally diverse work environments.

In future research, it is certainly worthwhile to survey managers of other nationalities. Examining how managers' understanding and use of their power affects the functioning of the teams they manage also seems to be a promising future research direction. Moreover, the research area can certainly be extended to include other aspects of managers' power.

Conclusions

The analysis of the subject literature and the interviews conducted by the author reveal that power is fundamental in shaping work environments and relationships within them based on respect for and adherence to the rules within an organization. Power is the sanctioning of the organizational order, including the structure of the organization and the distribution of tasks, duties, and responsibilities within it. By virtue of their position, managers mainly have formal authority, but they use various sources of authority in their management practice which can have either a positive or negative impact on employees.

The managers of all nationalities who took part in the study are familiar with and correctly describe the concept of power. In their work with multicultural teams, they use all sources of power described in the literature, such as legitimate power, reward power, coercive power, expert power, referent power, connection power, and informational power. Their responses to the interview questions reveal that legitimate power and reward power are the sources they use most frequently in their management practice and that they primarily (the greatest number of responses) exercise their power by means of logical argumentation. In their opinion, the areas of people management where power is particularly important are employee motivation and employee assessment.

Employees who are influenced by managers can be divided into two groups. The first group includes satisfied and contented employees, who feel safe in the presence of their managers and trust them, based on their previous positive experiences. The second group includes employees whose relationships with their managers are based on negative emotions and experiences, which has led to their insecurity resulting from previous incorrect relations. Power is

a tool that can increase or decrease the effectiveness of management, thus managers should use it wisely. Managers who work in culturally diverse environments should pay particular attention to skillfully minimizing insecurity among employees, not using their power against employees, and seeking effective ways of building positive relationships with employees. Workplaces in which managers misuse their power and are not trusted nor respected by their employees from diverse cultural backgrounds are usually characterized by coercion, anxiety, and even psychological violence in supervisor–subordinate relations, which necessarily leads to a range of conflicts and stress.

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