

The Role of Arbitration in the Influence of Organizational Intangible Power on Work Commitment and Conflict*

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The purpose of this study is to investigate effects of arbitration in organizational performances by means of literature review. The contents of the study were theoretical studies on the role of intangible power in the organization. By mediating compliance and repulsion, it is intended to reduce conflicts and increase work commitment, which in turn will increase productivity and increase employee self-esteem, and help improve corporate image over the long term. Factors such as the contents of professional power, the content of referent power, the importance and contents of informational power as well as the importance of arbitration were studied. It is found that when arbitration is effective, it can increase work commitment and improve the productivity of the enterprise.

Key Words : intangible power, professional power, referential power, informational power, arbitration, commitment, conflict

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I . Introduction

The purpose of this study is to investigate effects of arbitration in organizational performances by means of literature review. Organizations are formed by meeting people and starting work. In order for an organization to work efficiently, the relationships between the upper and lower relationships begin to form naturally. Cooperation and compromise arise in horizontal and vertical work environments, and intangible power is created in the group of experts and researchers.

By making good use of such intangible power, an organization can better perform its original work. However, conflicts may arise due to the lack of communication among members. In order to solve this problem smoothly, intervention is needed. When intervention is properly performed, it can be considered that the level of conflict is lowered and the efficiency of management is enhanced. The study is based on the previous research that the intangible power in the organization lowers the conflict of work and increases the work flow.

We will focus on intangible power, which is more efficient than coercive power with low efficiency. Types of intangible power include professional power, referent power, and informational power. If the manager's intervention is effective in the execution of intangible power, the work will be performed efficiently because of the high engagement of the work. If the manager's intervention is not effective, conflict will occur between the manager and the worker, decreasing work efficiency. Emotional commitment, continuous commitment, and normative commitment were studied according to the degree of job commitment.

Relational power, one of the intangible powers, allows the other party to control the management resources in operating a company, such as management methods, management and technical competency, and equipment sharing mean.¹⁾²⁾³⁾⁴⁾ Relational

1) Fagre, N., and Wells Jr, L. T. "Bargaining power of multinationals and host governments", *Journal of International Business Studies*, Vol.13 No.2, 1982, pp.9-23.

2) Killing, J. P., "How to make a global joint venture work. *Harvard Business Review*," Vol.60 No.3, 1982, pp.120-127.

3) Harrigan, K. R., and Newman, W. H., "Bases of inter-organization co-operation: Propensity, power, persistence", *Journal of Management Studies*, Vol.27 No.4, 1990, pp.417-434.

4) Han, Sang-Ho, "Effects of Cooperative Orientation and Relationship Power on Conflict Resolution Strategy and Relationship Performance," *Korean Journal of Franchise Management*, Vol.8 No.2, 2017, pp.17-24.

power is defined as the ability of an enterprise or person in one of the two distribution channels to coordinate with a company or person in a different channel by a marketing strategy.⁵⁾

In the franchise industry, management strategies related to marketing, interior, work process, promotion, menus, etc. of the franchise headquarters can affect the management of the franchisee. It is very important for the franchising headquarters to exercise the power to control the management decisions of the franchisee through management guidance of the franchisee, which in turn affects how conflicts occur and conflicts are resolved.(Sang-Ho Han, 2017).

In the previous research, the non-coercive force of supply companies improves the satisfaction of purchasing companies, reduces conflicts between companies, and promotes cooperation. However, coercive force reduces relationship satisfaction, induces conflicts, and negatively affects cooperation.

Specifically, Hunt and Nevin(1974); Lusch(1976) is a study of fast food franchises and car dealers networks conducted by a supplier, showing that the use of coercive force of supply companies has a negative effect on the relationship satisfaction with suppliers.⁶⁾⁷⁾⁸⁾

<Table 1> Types of Power Sources

Does the party directly intervene or not	Coordinated Power	Compulsory power, Compensatory power, Legitimate power by law	Johnson, Koenig, and Brown(1985)
	Uninterventioned power	Professional power, Governing power, Legal power by tradition(custom), Informational power	

SOURCE: Seo, Sung-Moo and Lee, Eun-Jung, *Korea Distribution Association* symposium workshop presentation file, 2003, pp.121-166.

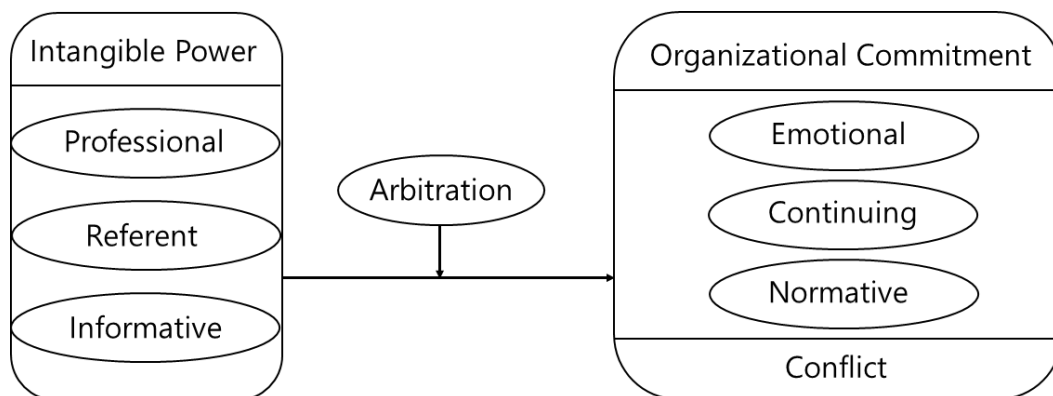
- 5) El-Ansary, A. I., and Stern, L. W. "Power measurement in the distribution channel.", *Journal of Marketing Research*, Vol.9 No.2, 1972, pp.47-52.
- 6) Shelby D. Hunt and John R. Nevin, "Power in a Channel of Distribution : Sources and Consequences", *Journal of Marketing Research*, 1974, pp.186-193.
- 7) Lusch, Robert F., "Sources of Power: Their Impact on Intra-channel Conflict," *Journal of Marketing Research*, 1976, pp.382-390.
- 8) Heo, Dae-Sik, Kim, Hyo-Jin and Ahn, Kyung-Sun(2015) "A Study of Power Perception between Supplier and Retail Buyer of Agricultural Products", *Korea Distribution Association*, Vol.20 No.4, pp.23-52.

An organization is an organism in which two or more people come together to achieve a common goal. Therefore, in order to contribute to the achievement of such an organization, it is necessary to have an effective leadership that can maximize the cooperation of the members of the organization.

Furthermore, within the organization, the leader must create an atmosphere that allows his subordinates to exercise their potential against common goals, and should be concerned with employee morale. Therefore, workers tend to equate leadership with effective business management itself, and are interested in the role of leaders in organizations today.⁹⁾

II. Review on the Intangible Power

As a model of previous research, the effects of intangible power on work commitment and conflict on mediation were developed by theoretical analysis (Hunt and John (1974)). Intangible power was further divided into professional power, referent power, and informational power. Mediation was used as an intermediary role, and as a result, the work flow and the work conflict were developed.



<Figure 1> Research Model

9) Park, Nae-hoe., "Modern leadership theory, Seoul, *Bobmunsa*," 1990.

1. Intangible power

(1) Professional power

Professional power is the source of power member A has for route member B if B is perceived to have special expertise or experience. The specialized power of clothing manufacturers in the distribution route of clothing is the advice on the display of products, counseling and advice on store management, and education of management information and consumer information.¹⁰⁾

Professional power is based on the very special and professional knowledge or experience of someone who can exercise power.

Professional power: if anyone has expertise in a field, these expert judgments are highly regarded. Because consultants are considered experts in a particular field, they ask for help if there is a problem in the professional sector. This professional power comes from the experience, knowledge, or ability of an individual.

The organization has not formally authorized such powers. There may be a variety of specialized employees with expertise in tool or equipment use who want to offer help to others if technical problems arise. But in other areas, such as interpersonal relationships, he or she might not have expertise and others may be experts.¹¹⁾¹²⁾

(2) Referent power

Dependent power is the source of power that A has for B because B wants to have unity about A. If A has charm or merit in many ways, B wants to be a member of A, and in this case, B wants to stay connected to the exchange. Some of the powers that appear on the clothing distribution route include the pride of retailers who deal with goods from famous manufacturers and the pride of manufacturers from the sale of

10) Park, Soo-Hong, "The Study on the Power-Conflict and the Response Model in the Distribution Channel For Foreign Brand Apparel In the Korean Market," *The Journal of International Trade & Commerce*, Vol.7 No.4, 2011, pp.189-211.

11) French, J. and Raven, B. H. "The bases of social power. In D. Cartwright(Ed.), *Studies of social power*", Ann Arbor: Institute for Social Research, *University of Michigan*. 1959, pp.150-167.

12) Lee, wan-woo, "The effect of power types and influence tactics on a subordinate's organizational commitment," *Yonsei University, The Graduate School of Education Major in Industrial Education, A master's thesis*, 2002.

goods at famous department stores and shopping centers. Dependent power means that if one path member has several advantages, the other path member will want to maintain a close relationship with that path member.¹³⁾

Referent power is the most abstract type of power. Some employees admire other employees, want to be like them and may seek them out as a mentor. Departmental powers arise from the personal qualities of the person to whom they are referred. Cultural factors can influence these personal qualities.

Young people respect people who are older than themselves because age itself is an admirable personal quality. In addition, norms can also create regulatory power. Employees want to have identity with a particular group and will not be disappointed by the group's expectations(Lee, wan-woo, 2002). However, the classification of power in (French and Raven, 1959) does not include all the sources of power that are related to the manager. For example, governance of information is also related to the source of managerial power.¹⁴⁾

For example, if a manager of a department requests that an employee should be promoted to a section chief at the time of a personnel change, the leaders of that department and the team are more likely to be informed before the leader of another division.

(3) Informational power

Informational power is the information that distribution member A possesses and is needed by distribution member B. At a superficial level, informational power is very similar to professional power, but informational power starts with accepting the logic of assertion rather than the expertise of the other party. In this sense, the exercise of influence through informational power is sometimes called persuasion.

The concept of this power in the field of distribution (El-Ansary and Stern) has defined the ability of any path member within a distribution channel to control decision variables on the marketing strategy of other members at different levels.

Therefore, the force is not caused by the independent behavior of a single path

13) Lee, Sung-Geun, Bae Soo-Hyun, "New Distribution Management Theory trade management corp", 1999, p.454.

14) Pettigrew, A. M., "Information control as a power resources," *Sociology*, Vol.6 1972, pp.187-204.

member, but by the interaction between path members. Especially when the dependency relationship between two members is unbalanced or there is little chance of replacing them.

Hunt and Nevin(1974) studied the quality of the relationship between the manufacturer and the distributor in the franchise distribution channel. When the manufacturer uses non-coercive power, the quality of the relationship felt by the distributor is more satisfactory, whereas coercive power within conflicts can increase. Beier and Stern(1969) argue that the use of non-coercive power in path member relationships with power differences appears to be more satisfactory in terms of weaker members.¹⁵⁾

Frazier and Summers(1986) studied the perception and use of force among firms within a franchise distribution channel for automobile manufacturers and dealers.¹⁶⁾ In this study, existing empirical studies suggested that certain members are not heavily focused on each other's influence strategies when they have strong power, and that they are subject to the exercise of force by the method limitations of experimental research.

In other words, in the actual distribution relationship, the long-term transaction is continued and the behavior of each other is taken into consideration. Therefore, the transaction tends to refrain from the forced influence strategy, and both sides can receive the supplementary compensation by cooperative relationship.

Don Y. Lee (2001), a study of beer distribution in China, found that the use of non-coercive power in the Chinese beer market, as in the West, is more satisfactory than the use of coercive power in the quality of relationships with distributors.¹⁷⁾

Contemporary enterprises have the potential to grow infinitely as the global era in which the limitation of the geographical area of activities disappears, while competition among companies is accelerating. This competition has led to a consumer-oriented change rather than a seller-centered approach in terms of marketing, and customer value creation and customer satisfaction have become important motto of management(Soo-Hong Park, 2011).

15) Frederick J. Beier, and Louis W. Stern. "Power in the Channel of Distribution, Distribution Channels : Behavioral Dimensions", Louis W. Stern (*New York : Houghton Mifflin*). 1969, pp.92-93.

16) Gary, L. Frazier and John, O. Summer, "Perceptions of Inter-firm Power and Its Use Within a Franchise Chanel of Distribution", *Journal of Marketing Research*, Vol.23 May, 1986, pp.169-176.

17) Lee Don Y., "Power, Conflict, and Satisfaction in IJV(international joint venture) Supplier-Chinese Distributor Channels," *Journal of Business Research*, 2001, p.52.

What kind of power should be exercised in order to influence the behavior of the path member, and the effect of the various powers that affect the behavior of the members will vary from situation to situation. In addition, the effect of power will vary depending on the structure of the path, the nature of the path members, and the environment in which the power is used. Depending on not only the type of power but also how it is used, path conflicts and cooperation will occur, and the path members will have different levels of satisfaction with path relationships.

And in most cases, the use of forced power will cause more discontent and conflict than the use of other powers. In the previous research, we have summarized the general research model of power as follows. The effects of intangible power, professional power, referential power, and informational power on organizational commitment and influence on purchase intention were defined.

III. Review on the Arbitration

Arbitration means the final settlement of disputes between two parties in accordance with the arbitration committee's decision. Mediation means the process by which the arbitration committee intervenes in disputes between the two parties.¹⁸⁾ The original meaning of mediation is the process by which a third party intervenes and promotes direct communication between the parties to resolve problems, finds consensus, restores and improves relations through emotional expression and understanding.¹⁹⁾²⁰⁾

In particular, Kovach, et al.(2005) explained that 'reconciliation' should minimize the role of the law in terms of legal victory, right and wrong, and understand regulation as a conflict resolution process rather than judicial process(Yung wook Kim, Yu jin Lim, 2010). In the original sense, the adjustment system is not merely a law-based alternative conflict resolution device but rather a system that includes human emotions in the conflict-resolution process.

18) Yung-wook Kim and Lim, Yu-jin, "A Study on Press Arbitration System in South Korea: Focusing on its Functions of Conflict Resolution and Reinforcing the Role of Mediation", *Korean Journal of Journalism & Communication Studies(KJCS)*, Vol.54 No1, 2010, pp.183-205.

19) Kovach K. K., Mediation, In Moffitt, M. L., and Bordone, R. C., "The handbook of dispute resolution", *Jossey-Bass*. 2005, pp.304-317.

20) Menkel-Meadow, C. J., Love, L. P., and Schneider, A. K., "Dispute resolution: Beyond the adversarial models", *Aspen Publishers*, 2005.

In order to obtain legal evidence in the event of an adjustment failure, the use of courier or certified mail currently provides clearer evidence in the event of a dispute.²¹⁾

For example, in the case of InterGen, the arbitration failed and was subsequently judged by the court. According to the language of the two purchase orders, the court noted that each purchase order's arbitration clause applied only to "any and all controversies, disputes, or claims between Buyer and Seller wherein the words 'Buyer' and 'Seller' were explicitly defined as Bechtel and APG." Therefore, the court ruled that InterGen could not be considered as third party beneficiary of the purchase orders and contracts.²²⁾

Yung-wook, Kim (2008) pointed out that the current adjustment system in Korea is not making full use of the original meaning of self-determination, confidentiality and mutual understanding.²³⁾

In the same context, the revised arbitration system was revised in 2005 because the original function of the mediation system was misunderstood. Compared with the original meaning of mediation, there is little evidence to suggest that contemporary mediation was similar to mediation used in the past.

Yung wook, Kim and Yu jin, Lim(2010) argues that, firstly, if the adjustment system is viewed from the procedural side, the principles including the original meaning of the adjustment as described above (the prohibition of the arbitrator's sanctions, the limit recognition of the arbitrator, self-determination, honesty, etc.) it is necessary to examine how well the specific procedures surrounding the actual adjustment system are applied, and whether they are well defined by the internal regulations. Actually, it is hard to find the provisions stipulating these principles in the Korean situation.

21) Dr. Lars Markert, LL.M. (Georgetown) and Jan Burghardt, "Navigating the Digital Maze - Pertinent Issues in E-Arbitration", *Journal of Arbitration Studies*, Vol.27 No. 3 September 1, 2017, pp. 3-31.

22) Seung-nam Shin, "Non-signatories in Arbitration Proceedings With Focus on a Third Party Beneficiary and Equitable Estoppel Doctrines in the United States", *Journal of Arbitration Studies*, Vol.27 No. 3 September 1, 2017, pp. 77-94.

23) Yung-wook Kim, "Risk, Crisis, and Communication: Interpretation and Response to the Dangers, Crisis, and Conflicts of Modern Society," *Seoul, Ewha Womans University Press*. 2008.

IV. Review on the Organizational Commitment and Conflict

Over the past two decades, the concept of organizational commitment has received much attention in organizational research.²⁴⁾ The research on organizational commitment can be divided into two aspects. First, it sees organizational commitment as a dimension of organizational efficiency.²⁵⁾ The results of this study are as follows: first, the organizational commitment is one of the outcomes of organizational efficiency. Second, organizational commitment is seen as a way to improve organizational efficiency by improving worker performance and reducing turnover.²⁶⁾

Researchers with this position have sought to find out how organizational commitment affects organizational efficiency variables such as turnover intention, absence rate, turnover rate, work performance, and participation. However, regardless of these two positions, the common reason that these studies are interested in organizational commitment is that organizational commitment is closely related to various organizational effectiveness variables.²⁷⁾²⁸⁾

However, despite many studies, the meaning and measurement of organizational commitment has not yet reached a consensus.²⁹⁾³⁰⁾ Allen and Meyer(1990) proposed a three-component model of organizational commitment by integrating various concepts of organizational commitment. The concept of organizational commitment has been conceptualized by three components as follows:

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- 24) Mathieu, J. E. and Zajac, D. M., "A Review and Meta-analysis of the Antecedents, Correlates and Consequences of Organizational Commitment", *Psychological Bulletin*, 108, 1990, pp.171-194.
 - 25) Schein, E. H., "Organizational Psychology,(2nd ed). Englewood Cliffs, NJ; *Pretice Hall*," 1977.
 - 26) Steers, R. M., "Antecedents and Outcomes of Organizational Commitment, *Administrative Science Quarterly*," Vol.22 No.1, 1977, pp.46-56.
 - 27) Porter, L. W., Steers, R. M., Mowday, R. T., and Boulian, P. V., "Organizational commitment, job satisfaction, and turnover among psychiatric technicians", *Journal of Applied Psychology*, Vol.59, 1974, pp.603-609.
 - 28) Mowday, R. T., Porter, L. W. and Steers, R. M., "Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover. New York : Academic Press", 1982.
 - 29) Allen, N. J. and Meyer, J. P. "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", *Journal of Occupational Psychology*. Vol.63 1990, pp.1-18.
 - 30) Meyer, J. P. and Allen, N. J., "A Three-Component Conceptualization of Organizational Commitment", *Human Resource Management Review*, Vol.1 1991, pp.1-89.

1. Emotional Commitment

(1) Determinants of Emotional Commitment

Most studies on organizational commitment have focused on emotional commitment, and there are numerous studies that have examined and identified determinants of emotional commitment. Although previous studies point to a variety of variables as determinants of emotional commitment, they generally agree that work experience variables such as job characteristics, working conditions, and working environments are the key determinants of emotional commitment (Allen and Meyer, 1990; Mathieu and Zajac, 1990; Meyer and Allen, 1991).³¹⁾³²⁾

Work experience and labor compensation can be categorized in various ways. In this study, the determinants of emotional commitment are divided into three categories: task rewards, organizational rewards, and social rewards.³³⁾³⁴⁾

Job compensation refers to intrinsic compensation directly related to job performance, such as job diversity and autonomy. Organizational compensation refers to promotion, organizational compensation provided by an organization to motivate the performance of tasks and to maintain members. Benefits such as promotions, job stability, etc., provided by an organization to motivate and retain its members, and social rewards may be related to other aspects of the organization, such as interactions with others in the organization.

(2) Contents of Emotional Commitment

Emotional commitment refers to feeling a strong attachment to an organization, such as an individual feels a strong identification with his or her organization, is deeply

31) Meyer, J. P., Stanley, D. J., Herscovitch, L. and Topolnytsky, L., "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates and Consequences", *Journal of Vocational Behavior*, Vol.61 No.1, 2002, pp.20-52.

32) Morrow, P. C., "The Theory and Measurement of Work Commitment. Greenwich, CT : JAI Press," 1993.

33) Katz, R. and Van Maanan, J., "The Loci of Work Satisfaction: Job Interaction and Policy", *Human Relations*, Vol.30 1977, pp.469-486.

34) Mottaz, C. J., "Determinants of Organizational Commitment," *Human Relations*, Vol.41, 1988. pp.467-482. "An Analysis of the Relationship between Attitudinal Commitment and Behavioral Commitment," *The Sociological Quarterly*, Vol.30 1989, pp.143-158.

involved, and enjoys being a member of the organization. First, an individual with a strong emotional commitment refers to emotionally attaching to the organization in such a way that he or she identifies him or herself with the organization, engages in the organization, and enjoys the organization's membership. Meyer and his colleagues say this organizational commitment concept is best represented by Porter and his colleagues (Mowday et al., 1982; Porter et al., 1974).

2. Continuous commitment

(1) Determinants of Continuous Commitment

Meyer (1990), Allen and Meyer (1990), Meyer and Allen (1991) and his colleagues explain that when leaving an organization, everything that increases costs over profit can be a determinant of persistent commitment.³⁵⁾

The discussion of Meyer (1990) and his colleagues on persistent commitment is based mainly on Becker's (1960) side-bet theory. Becker (1960) argues that the key determinant of persistent commitment is side-bet. It is hardly known empirically what side-bets have in the side-bets that increase the cost than profit if an organization member leaves the organization. In this study, self-investing and organizational specific training as a side-bet are considered as determinants of continuous commitment.

(2) Contents of continuous commitment

Continuous commitment refers to the tendency to maintain consistency and continuity of activities (Becker, 1960), which is based on an individual's perception of the costs incurred by leaving the current organization.

Continuous commitment refers to "the tendency to maintain a consistent line of activity" (Becker, 1960), based on personal awareness of the costs incurred when the activity is stopped. Meyer and his colleagues suggest that the concept of persistent commitment comes from Becker's (1960) side-bets theory.

According to the site-bet theory, a side-bet (investment) that will be lost if an individual abandons an organization's membership is applied to the organization, and the side-by-side

35) Becker, H. S. "Notes on the concept of commitment," *American Journal of Sociology*, Vol.66 1960, pp.32-42.

accumulation shows a consistent line of action. This side-bet theory facilitated a lot of research on the behavioral commitment mentioned above. Meyer(1990) and his colleagues argue that Becker's(1960) side-bet theory should be distinguished from the behavioral approach. The reason for this is that Becker(1960) emphasizes awareness or awareness of the costs that will arise when leaving the organization, and argues that his concept of organizational commitment is a form of attitudinal commitment.

3. Normative commitment

(1) Determinants of normative commitment

Normative commitment literature suggests that socialization and exchange principles will play a key role in the development of normative commitment based on moral obligations.³⁶;(Meyer and Allen, 1991).

In this study, the members of the organization try to consider the normative commitment, which means the belief that they should be loyal to their organization, and the benefits that the organization provides. In addition to these two obligatory variables, three types of labor compensation (task compensation, social compensation and organizational compensation), which were mentioned as determinants of sensible commitment, are also considered as determinants of normative commitment.

One mechanism that contributes to the development of normative commitment is socialization. Wiener(1982) sees that normative commitment develops as a consequence of internalized normative beliefs through socialization before entering (family and cultural) and after entering (organization). Therefore, normative commitment is expected to increase as the norm of commitment is internalized through socialization.

(2) The content of normative commitment

Normative commitment refers to a commitment based on an individual's moral conviction and sense of duty that is left to the organization to be 'right' and 'moral'. Meyer et al.(1993) found that job satisfaction had a positive correlation with emotional and normative organizational commitment, but negatively correlated with persistent commitment.³⁷) Emotional

36) Wiener, Y., "Commitment in Organizations: A Normative View," *Academy of Management Review*, Vol.7, 1982, pp.418-428.

commitment and job satisfaction had the strongest correlation.³⁸⁾

In addition, the correlation with intentions of all three types of job involvement is still yet to be made (Meyer and Allen, 1991), and in this case, in particular, the correlation between emotional commitment and turnover intentions is strongest (Hackett et al., 1994). The results of this study suggest that many studies using the organizational commitment as a dependent variable should consider the type of organizational commitment.

In other words, when trying to study organizational commitment, it is necessary to measure not only the tendency of respondents to remain in the organization, but also the reason for remaining for some reason.

In conceptualizing organizational commitment, Meyer and his colleagues add another dimension: normative commitment (Wiener and Vardi, 1980; Wiener, 1982) is a commitment based on a sense of duty.³⁹⁾

According to Wiener (1982), organizational commitment refers to “the total internalized normative pressure to act in a manner that meets organizational goals and interests.” This view of organizational commitment suggests that individuals simply behave in a certain way because they believe that doing so is right and moral.

4. Conflict

There may be conflicts between wholesalers and retailers in distribution companies, and conflicts between producers and wholesalers. In franchise firms, there may be conflicts between the franchise headquarters and franchisees (Sang-Ho Han (2017)).⁴⁰⁾

One of the causes of conflict between distribution companies may be different depending on the interdependence between the franchise headquarters and the

37) Meyer, J. P., Allen, N.J., and Smith, C. A., “Commitment to Organizations and Occupation: Extension and Test of a three-component concentration”, *Journal of Applied Psychology*, Vol.78 No.4, 1993, pp.538-551.

38) Hackett, R. D., Bycio, P. and Hausdorf, P. A., “Further assessments of Meyer and Allen’s (1991) three-component model of organizational commitment”, *Journal of Applied Psychology*, Vol.79 No.1, 1994, pp.15-23.

39) Wiener, Y. and Vardi, Y., “Relationships between Job, Organization, and Career Commitment and Work Outcomes: An Integration View”, *Organizational Behavior and Human Performance*, Vol.26, 1980, pp.81-96.

40) Cochet, O., Dormann, J., and Ehrmann, T. “Capitalizing on franchisee autonomy: Relational forms of governance as controls in idiosyncratic franchise dyads”, *Journal of Small Business Management*, Vol.46 No.1, 2008, pp.50-72.

franchisees. The franchise headquarters and the franchisee have a relationship power depending on each others' dependence, and this relationship power has a power advantage that can be exercised to the opponent, and the result influences the occurrence of conflict and conflict resolution methods (Sang-Ho Han, 2017).

The conflict resolution strategy describes the behavior or behavior style to resolve the conflict when the conflict occurs.⁴¹⁾ This behavior can be divided into the parties' needs and expectations.⁴²⁾

Rahim(1983) divided conflict resolution strategies into five dimensions: avoidance, coercion, collaboration, adaptation, and compromise. Avoidance refers to avoiding the situation of conflict and not considering your position or the position of the other party. Coercion refers to an attitude that will use force or intimidation to obtain compliance.⁴³⁾ Collaboration refers to an activity that aims to resolve conflicts with other parties while exchanging information with others. Adaptation refers to acting in accordance with the needs of the other party, and compromise refers to attitudes to resolve conflicts by slightly lowering and adjusting one's expectations with regard to the other party.

V. Conclusion

Lee, wan-woo(2002) found that intangible power, professional power, referential power, and informational power affect emotional commitment and normative commitment. However, it does not affect sustained power.

These results suggest that it is difficult to demonstrate sustained leadership, no matter how much power you have and whether or not it will be influential in your situation. In order to maintain sustainable leadership, the leader should be able to play a role as a continuous leader in reaching a consensus among the members by suggesting rational persuasion, encouraging appeal, and proposing a strategic blueprint for the future.

41) Kim, H. J. "Influence of language and similarity on initial intercultural attraction. In Stella Ting-Toomey & F. Korzeny (Eds.), *Cross-cultural interpersonal communication*," *Newbury Park, US: Sage Publications*, 1991, pp.213-229.

42) Rahim, M. A. "A strategy for managing conflict in complex organizations," *Human Relations*, Vol.38 No.1, 1985, pp.81-89.

43) Rahim, M. A. "A measure of styles of handling interpersonal conflict," *Academy of Management Journal*, Vol.26 No.2, 1983, pp.368-376.

Because of the execution of professional power, managers and organizational members can improve commitment to work and reduce conflict. In order to increase the efficiency of the organization, the role of the middle manager is important in order to increase the work commitment and lower the conflict of the members by utilizing professional power. If middle managers perform the role of arbitration between managers and organizational members, it can increase work commitment and reduce organizational conflicts.

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