

Working Paper



EVALUATION OF MANAGERIAL INFLUENCE TACTICS

By

Deepti Bhatnagar

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DEEPTI BHATNAGAR

Evaluation of Managerial Influence Tactics

Abstract

The present study was undertaken to find out whether different influence tactics are evaluated the same way, or differently, in downward and upward exercise of influence; whether appropriateness and effectiveness constitute two different dimensions of evaluation; and whether the sex of the influence agent and the influence target affects the evaluation of influence tactics. Data were collected from 144 bank managers. Results showed that for influencing subordinates, many more tactics are seen as being highly appropriate and effective, than for influencing superiors. Appropriateness and effectiveness emerged as two different dimensions of evaluation. The sex of the influence agent had no effect on the evaluation of influence tactics; however, the sex of the influence target affected the evaluation of the appropriateness of different influence tactics. Implications of these findings are presented.

Evaluation of Managerial Influence Tactics

Since an important business of a manager is to influence those around him/her, it is to be expected that themes of influence and power would stimulate a lot of research. Though a manager exercises power downward, upward and laterally, till recently the downward exercise of power, or leadership received a disproportionate research interest (Blake and Mouton, 1964; Fiedler, 1967; Hersey and Blanchard, 1974; Likert, 1961; Reddin, 1970; Stogdill, 1974). As if to correct this imbalance, the emerging research on influence is increasingly addressed to the exercise of influence upwards (Ansari and Kapoor, 1987; Gabarro and Kotter, 1980; Mowday, 1978; Porter, Allen and Angle, 1981; Schilit, 1986; Schilit and Locke, 1982; Schmidt and Kipnis, 1984).

Yet this separation of downward influence or leadership research from the study of upward influence seems to suggest that downward and upward influence are isolated and qualitatively different processes. If influence can be described as the ability to get things done in a way one wants them to be done, then this objective remains constant in the downward and upward influence situations; only the relative emphasis on different tactics may vary given the superior or subordinates position of the influence target.

Instead of divorcing upward from downward influence roles, an integrated and realistic perspective views a manager as holding a position in an organizational network that includes his/her superiors as well as subordinates in the same organizational setting. Research conducted by Kipnis, Schmidt and Wilkinson (1980) is an example of such an integrated approach which examines

the tactics used by managers in downward, upward, and lateral influence situations. From factor analysis, Kipnis et al. (1980) empirically derived major tactics which were further refined into six strategies. An instrument (Kipnis and Schmidt, 1982) was developed to measure the frequency with which managers employed different influence strategies such as ingratiation, bargaining, reason, assertiveness, higher appeal and coalition. Kipnis, Schmidt, Swaffin-Smith and Wilkinson (1984) followed the same approach to study the range of strategies used by managers in England, Australia and the United States. A limitation of this approach was that being a self-report measure, responses could get contaminated by imperfect memory. In the present research, instead of measuring the frequency of tactics used as was done in studies reported above, we wanted to study the evaluation of different influence tactics by managers with regard to subordinates and superiors. Our first research question is whether there are differences in the relative evaluation of influence tactics for downward and upward influence situations.

In their study of the influence of sex role stereotypes on the evaluation of male and female supervisory behaviour, Rosen and Jerdee (1973) had used bipolar semantic differential scales namely good-bad, improper-proper, and ineffective-effective and had summated the respondent ratings on the three scales to derive a single index of the respondent evaluation. In the present research we wanted to explore whether appropriateness and effectiveness are indeed two different dimensions, or do they represent the same evaluatory phenomenon. This constitutes the second research issue in the present study.

Although an emerging stream of research shows interest in gender as a variable while investigating organizational processes like leadership (Bartol, 1973; Bartol and Wortman, 1975; Day and Stogdill, 1972; Golub and Canty, 1982; Rosen and Jerdee, 1973), the research on influence upwards has largely ignored the crucial variable of gender so far. Earlier studies on influence have taken into account many other influencer characteristics, and have found them to impact the influence activity significantly (Baldrige, 1975; Patchen, 1975). Mowday's (1978) ^{study} showed power motivation and self perception of power to be positively related with high influence activity. Porter, Allen and Angle (1981) have indicated need for power, locus of control and risk-taking propensity among the actor characteristics that can significantly affect the process of upward influence. A study of Schilit (1986) shows the long association of the influence agents with their superiors, and need for achievement, power or internal locus of control to be positively related with success in the upward influence interactions. Tedeachi and Lindskold (cited in Schilit, *ibid.*, p. 136) suggest that an influence episode is affected by "who the source of the influence is, what he is like, what resources he possesses, and the intentions attributed to him by a target". Answers to the first two questions about the source of influence could provide information about the sex also, but it is not explicitly sought.

Thus although several influencer characteristics have been examined by researchers in the past, a salient characteristic, namely, the sex of the influencer has been under-researched. The studies that deal with the effect

of superior and subordinate sex (Rosen and Jerdee, 1973; Petty and Lee, 1975) are primarily concerned with supervisory style or downward influence attempts. Rosen and Jerdee examined the effect of sex-role stereotypes on the evaluation of male and female supervisory behaviour when the superior and subordinate are of different sexes. They found the friendly-dependent style to be effective for supervisors of either sex when their subordinates belonged to the opposite sex. Petty and Lee (1975) in their field study found that the relationship between supervisor consideration and subordinate job satisfaction was stronger when the superiors and subordinates belonged to different sexes.

Similar studies with sex as a variable and superior as an influence target in the upward exercise of influence have not been carried out, probably because of the small number of women holding superior positions for managers in the past. With a steady increase in the number of women entering organizations, it is reasonable to believe that the incidence of women in the roles of influence agents, as well as influence targets in the organization would be on the increase.

Given the pervasiveness of sex-role stereotypes which support different influence styles for men and women (Bartal and Butterfield, 1976), an important question is whether the evaluation of influence tactics in downward and upward situations gets affected by knowledge about the sex of the target and the agent. This is the final question to which the present study is addressed.

The Present Study:

The present research was undertaken to explore the evaluation of downward and upward influence tactics in managerial situations involving different sex combinations of the influence agent and the influence target. We wanted to examine the following questions:

1. Are there any differences in the evaluation of influence tactics in downward compared to the upward influence attempts. Our concern was to explore whether the evaluation of influence tactics gets affected by the direction of influence or, irrespective of whether a manager is trying to influence his/her subordinates or superiors, some tactics are evaluated as being more effective and appropriate, and others less so?
2. Are appropriateness and effectiveness of an influence tactic evaluated differently or do managers treat these dimensions as being the same? To put it differently, we wanted to find out whether respondents discern between the 'appropriateness' of an influence tactic and its 'effectiveness'?
3. Our last research question, and one having considerable significance in the context of the current state of gender-related research is whether the appropriateness and effectiveness of influence tactics is evaluated in the same way or differently for male and female agents, and for male and female influence targets. In other words we wanted to examine if information regarding the male or female sex of the manager as the influence

agent, and the male or female sex of the subordinates or supervisor as influence targets affects the evaluation of different influence tactics.

METHOD

Respondents

Data for this study were collected from 144 bank managers who came from different parts of India to attend training programmes in the apex training college of a leading nationalised bank at Ahmedabad. Data were collected over a period of three months in 1985. No female officers attended any programme during this period. Respondents belonged to the middle level of management. Their mean age was 40.12 years.

Experimental Design

Sex of the manager as influence agent, sex of the subordinates, and sex of the superior as influence targets were manipulated variables. Each respondent was involved in only one experimental condition which presented a manager in one situation involving subordinates as influence targets and the same manager in another situation involving superior as the influence target. In both situations the task of the respondent was to evaluate the effectiveness and appropriateness of eight influence tactics on a 7-point scale.

Instrument:

Situation. In order to develop an unobtrusive measure for evaluation of different influence tactics for male and female managers interacting with

male or female subordinates, and male or female superiors, an approach similar to the one used by Rosen and Jerdee (1973) was employed.

Two situation descriptions 'A' and 'B' with branch manager as the common influence agent in both, and subordinates as influence targets in A and superiors as influence target in B were developed. For selecting suitable situations for the exercise of influence downward and upward, a batch of twenty bank managers who were participating in a training programme were asked to indicate the most common problems faced by them with regard to a) their subordinates, and b) their superiors. Seventeen participants indicated declining performance as the most important problem with regard to their subordinates; and fourteen out of twenty managers indicated difficulty in persuading their bosses to shift their branches to more spacious premises in the wake of the recent manifold increase in the business as the most pressing problem with regard to their bosses. Improving the performance of subordinates, and influencing the superior to take a favourable decision about shifting the branch to more spacious premises were therefore taken as representative situations. Situation descriptions A and B were developed to depict downward and upward influence situations respectively. As in Rosen and Jerdee's study (1973), half the respondents were presented with a situation description involving a male branch manager as the influence agent and the other half with a situation involving a female branch manager as the influence agent.

The sex of the influence target was also manipulated. Thus in situation A, the manager (either male or female) had to exercise influence over subordinates who were described as being predominantly male or predominantly female.

Situation B depicted the same manager confronted with the need to influence his/her boss who was shown as being a female or a male.

To half of the respondents Situation A was presented first and Situation B followed. To the other half, a reverse order of situations (B followed by A) was presented.

Situation A

Rakesh (Rani) Roy works with a medium-sized bank and has considerable work experience as an Officer. Recently, Mr. (Ms.) Roy was transferred as manager of a medium-sized branch. In this branch, besides a few officers, he (she) has twelve clerks working under his (her). A large majority of the clerks are male(female).

One of the two major problems facing Mr. (Ms.) Roy is the declining performance among the clerical cadre. They show gross indifference to work and waste a lot of time in gossip while customers are waiting at the counter. Some of the courses of action open to Mr. (Ms.) Roy to try for improvement in subordinates' performance are indicated below. Your task is to consider each option carefully and indicate your opinion about its appropriateness and effectiveness on the scales provided.

Situation B

The other major problem facing Mr. (Ms.) Roy is the shortage of space in the branch. The present premises were occupied by the bank 15 years ago when the branch was small in size. Now with a marked increase in business and the staff strength, the acute shortage of space is hampering the smooth transac-

tion of business. However, the decision of whether or not to move to more spacious premises has to be taken by the Regional Manager, Mr. (Ms.) Suresh (Sudha) Bhatt. Some of the courses of action open to Mr. (Ms.) Rakesh (Rand) Roy to try for a favourable decision from Mr. (Ms.) Suresh (Sudha) Bhatt are indicated below. Your task is to consider each option carefully and indicate your opinion about its appropriateness and effectiveness on the scales provided.

Influence Tactics:

After each situation description, a range of influence tactics based on the typology developed by Kipnis et al. (1980) and used by Schmidt and Kipnis (1984) was presented to respondents for evaluation. Respondents were unaware that the sex of the manager, subordinates, and superior was manipulated. Statements representing influence tactics of bargaining,

friendliness, reason, assertiveness, upward appeal and coalition were presented as the influence tactics available to the manager in both the influence situations.

The questionnaire was pretested on 15 bank officers to find out whether the situation descriptions were clear, and whether all the major influence tactics had been included. Situation descriptions were found to be satisfactory. Influence tactics were found to be incomplete. Ten officers indicated appeal to the city union leaders as a tactic occasionally used by them in both upward and downward exercise of power. Eight officers mentioned 'building of coalition with union functionaries in the branch' as another influence tactic sometimes used by them. These two tactics were, therefore, included in the

revised questionnaire which was administered to another group of 15 bank officers. They confirmed that the questionnaire included all major influence tactics used by them. Thus the final questionnaire had bargaining, friendliness, reason, assertiveness, upward appeal, appeal to city union leaders, coalition, and coalition with union functionaries as influence tactics available to a manager in the downward (Situation A), and upward (Situation B) influence situations.

RESULTS AND DISCUSSION

I. Overall evaluation of influence tactics:

At the first level of analysis we wanted to find out the pattern of respondents' evaluation of different influence tactics at an aggregate level. Results are presented in Table 1.

 Table 1 about here

Reason emerged as the most positively evaluated tactic, followed by friendliness, and coalition with other employees. Coalition with union functionaries, assertiveness, and bargaining came next. Appeal to union leaders and upward appeal were evaluated as the least appropriate and effective tactics. The low evaluation of upward appeal speaks a lot about the perceived lack of capability and/or willingness of the senior and top management to help their middle level managers.

For want of comparable studies about evaluation of influence tactics, our results can be compared with the self-reported frequency of the usage

of different influence tactics reported by Kipnis, et al. (1984). Admittedly, the evaluation of influence tactics and the frequency of actual usage of influence tactics are two different phenomena. Yet, their comparisons need not be out of place, for as Raven (cited in Schmidt and Kipnis, 1984, p. 793) has observed, "to the extent man is rational, we would expect him to use (the influence strategies), which would most likely lead to successful influence". Our results are in broad conformity with the pattern reported by Kipnis et al. (1984). Similar to our findings, Kipnis et al. also found reason to be the most popular tactic, and appeal to higher authority as the least popular tactics for influencing superiors, and the second least popular tactic (the last one was sanction which was not included in our study) for influencing subordinates. As in our study, Kipnis et al. found friendliness and coalition to be next in popularity for influencing superiors (although the order was reversed). However, for influencing subordinates they found assertiveness to be the second most popular tactic which enjoyed a comparatively low evaluation in our study. If our findings can be interpreted in conjunction with the results reported by Kipnis et al. (1984), it appears that the tactic of reason which involves use of facts, and data-based logical arguments holds very high appeal among managers in countries as far apart as India, England, Australia and the United States. Also, appeal to higher authorities, which involves obtaining the support of higher levels in the organization to back up the efforts of a manager appears to enjoy a low evaluation as an influence tactic across different countries. For other tactics there appear to be differences in evaluation and usage. We analysed our data further to obtain a clearer picture of the evaluation of influence tactics under different conditions. Results are presented below.

II. Downward and upward influence tactics:

Results showed that influence tactics were evaluated differently for downward and upward influence situations $[F(7,980) = 15.26, p < .01]$. The appropriateness and effectiveness in downward and upward influence situations of the eight influence tactics were further analyzed. Results are presented in Table 2.

a. Appropriateness: As Table 2 shows, reason, friendliness and coalition

Table 2 about here

with employees were perceived as the most appropriate tactics for downward as well as upward influence situations. Although their ranks were similar, the mean scores for these tactics for downward and upward situations varied. For example, reason was seen as the most appropriate tactic both with reference to subordinates (downward) as well as superiors (upward), yet it was seen as more appropriate for the upward situation than downward situation. For the other influence tactics except bargaining (which had the same rank though different means), there were some differences in the mean ratings as well as their ranks. For example, upward appeal was perceived as the least appropriate tactic while exercising influence downward, whereas in upward influence situation, appeal to union leaders was seen as the least appropriate tactic.

In order to understand the differences among tactics better, Newman-Keuls test was carried out. Figure 1 presents the results for appropriateness.

Figure 1 about here

Three categories of mean ratings emerged which were labelled as most appropriate, moderately appropriate and least appropriate. Mean differences across categories were statistically significant, and within category were statistically insignificant. Post-hoc comparisons among the eight means by an $\alpha = .05$ for the downward situation, and likewise for the upward situation revealed that whereas for the downward exercise of influence, four tactics namely reason, coalition with employees, friendliness, and coalition with union functionaries were evaluated as being highly appropriate (the differences among those tactics being statistically insignificant). When it came to exercising influence vis-a-vis one's superiors, reason was the only tactic that was viewed as being highly appropriate; the mean ratings for other tactics were much lower. For downward influence, assertiveness was evaluated as being moderately appropriate; in case of the upward influence, four tactics namely friendliness, coalition with employees, assertiveness, and coalition with the union functionaries fall into this category. Finally, bargaining, appeal to union leaders and appeal to higher management emerged as the least appropriate tactics with regard to influencing subordinates as well as superiors.

b. Effectiveness: As in the case of appropriateness, for effectiveness ratings also, Newman-Keuls test was carried out. Results are presented in Figure 2.

Figure 2 about here

The effectiveness of different influence tactics was evaluated differently for exercise of influence downwards, and upwards. For influencing subordinates, friendliness, coalition with employees, reason, and coalition with union functionaries were rated as the most effective tactics. These were followed by

bargaining and assertiveness which had statistically significant differences in means from tactics in the above category and tactics in the lower category. Appeal to union leaders and appeal to higher management were evaluated as least effective tactics for influencing subordinates.

For the exercise of influence upwards, as in the case of appropriateness, only one tactic namely reason emerged as the most effective tactic. Friendliness, coalition with employees, coalition with union functionaries, and assertiveness were seen as being moderately effective. Appeal to higher management, appeal to union leaders and bargaining were evaluated as the least effective tactics.

Comparing Figures 1 and 2, it seems that whereas for influencing one's subordinates several tactics are perceived as being both highly appropriate and effective, for influencing superiors only one tactic namely reason is evaluated as being high on both appropriateness and effectiveness. Bargaining, appeal to higher authorities and appeal to union leaders are seen as being low on appropriateness as well as effectiveness for downward and upward influence, the only exception being a moderately high evaluation of the effectiveness of bargaining while influencing subordinates. Other tactics are judged as being moderately appropriate and effective in influencing subordinates and superiors.

Overall, the following observations can be inferred from Table 2 about the evaluation of influence tactics in downward and upward situations:

1. Although bargaining is rated low on appropriateness, it is seen as being considerably effective with regard to subordinates, though not so with superiors.

2. Friendliness as a tactic is evaluated as being more appropriate and effective while influencing subordinates than superiors.
3. Reason is considered as being both more appropriate as well as effective when the target of influence is superior rather than subordinate.
4. Coalition with employees and coalition with union functionaries are rated as being more successful with subordinates than with bosses. For both these tactics appropriateness as well as effectiveness is evaluated to be greater in the downward situation than in upward situation.

To sum, the relative appeal of different tactics in terms of their suitability and efficacy seems to depend upon whether influence is to be exercised downward or upward.

III. Appropriateness and Effectiveness:

In order to answer our next question, we needed to determine whether the respondents' evaluation of the appropriateness of influence tactics differed from their evaluation of effectiveness. Significant two-way interactions in the analysis of variance demonstrated that appropriateness and effectiveness of the eight influence tactics are two different dimensions $\bar{L}F(7, 980) = 19.98, p < .01$. Further, there was significant interaction effect between the appropriateness and effectiveness of the influence tactics, the

direction (downward or upward) of influence, and the sex of the target of influence [$F(7,980) = 2.24, p < .05$]. The mean ratings under different conditions are presented in Table 3. For identifying statistically signi-

Table 3 around here

ficant differences between ratings for appropriateness and effectiveness, F ratios were computed. These ratings as well as statistically significant differences are graphically presented in Figure 3.

As evident from Figure 3, in most cases the effectiveness of an influence tactic is evaluated as being greater than its appropriateness. Thus

Figure 3 about here

the propriety of these tactics is seen as being less than their effectiveness. Seven of these differences are statistically significant at $p < .01$. One interesting exception to this pattern is the tactic of reason which under conditions of downward influence (Figure 3A and 3C), is evaluated, irrespective of the sex of the target, as being high on propriety, but relatively low on effectiveness. Our respondents seem to be saying that whether the subordinates are male or female, presenting logical arguments and reasons is a highly appropriate tactic, but it is not highly effective in influencing them. However, this difference is not statistically significant.

Significant differences between appropriateness and effectiveness for different tactics are discussed below.

Bargaining: Although the effectiveness of bargaining was evaluated to be low in downward as well as upward influence situations, bargaining was seen as having substantial effectiveness while influencing subordinates, both male and female. Thus in downward influence situations, bargaining was seen as a successful tactic whose propriety was low. Differences between appropriateness and effectiveness were statistically significant both in the case of male subordinates ($F = 13.7$, $df = 1/208$, $p < .01$) and female subordinates ($F = 17.46$, $df = 1/208$, $p < .01$) (Fig. 3-A and 3-C).

Reasons: An intriguing finding was that for female bosses, reason as an influence tactic was evaluated as being high in effectiveness and relatively low in appropriateness (Fig. 3-D). The difference was significant ($F = 11.37$, $df = 1/208$, $p < .01$). The high rating for effectiveness was similar to the high rating for effectiveness in case of male bosses. What was unexpected was a relatively low rating of reason for appropriateness when the boss was a female. Probably it reflected the influence of sex role stereotypes which uphold rationality as a desirable characteristics for men and views it as being out of place for women (Brewer, Brewer, Clarkson, Rosenkrantz and Vogel, 1970). However, such stereotypes did not influence the evaluation of the appropriateness of reason when women happened to be subordinates (Figure 3C).

Upward appeal: Appeal to higher authorities was evaluated as low in effectiveness for male and female subordinates and for male and female superiors. However, in the case of male superior, upward appeal was seen as being more effective (Fig. 3-B). The difference between appropriateness and effectiveness was significant ($F = 5$, $df = 1/208$, $p < .01$).

Appeal to union leaders: This tactic appears to produce the greatest conflict among managers for it is widely evaluated as being high in effectiveness and low in appropriateness. Difference between effectiveness and appropriateness ratings were significant in case of male subordinates ($F = 4.21$, $df = 1/208$, $p < .01$), male superiors ($F = 5.5$, $df = 1/208$, $p < .01$) and female superiors ($F = 8.81$, $df = 1/208$, $p < .01$). Only with female subordinates, appeal to union leaders was not seen as being highly successful.

Our results clearly show appropriateness and effectiveness to be two different dimensions for evaluating influence tactics. Out of 32 comparisons, differences were statistically significant in seven cases. The same difference could pervade the evaluation of other managerial phenomena like supervisory styles. We therefore question the appropriateness, not the effectiveness of summing these different evaluatory dimensions to derive an overall index of effectiveness as done by Rosen and Jerdee (1973). If propriety and effectiveness were treated as two independent dimensions, Rosen and Jerdee would probably have found relationships different than the ones obtained by them by summing individual ratings over these dimensions.

IV. Sex of influence agent and influence target:

There was no effect of the sex of the influence agent on the evaluation of appropriateness and effectiveness of influence tactics. The sex of the target influenced the appropriateness of influence tactics in downward and upward influence situations ($F = 2.63$, $df = 7/980$, $p < .05$).

This means that according to our respondents, the evaluation of influence tactics does not depend upon whether the person exercising influence is a male

or a female. This result is contrary to the findings reported by Rosen and Jerdee (1973) which showed that evaluations of the efficacy of certain supervisory styles are influenced by the sex of the supervisor and subordinate. Our results do not support the sex-role congruence hypothesis which holds that female leaders are more effective when being friendly and considerate, and male leaders are more effective while being assertive and task-oriented, and which found support in a study of 51 directors by Petty and Miles (1976). However, our findings are in consonance with the results reported by Donnell and Hall (1980) who found no difference in the management styles of 227 matched pairs of male and female managers. As in Donnell and Hall study about management styles, in our study of influence tactics also the sex of the manager appears to be irrelevant to the task of managing and influencing others. Yet, the second part of the findings of Rosen and Jerdee, namely, the influence of the sex of the subordinate on the evaluation was borne out by our study.

Table 4 presents mean scores for appropriateness of influence tactics for male/female subordinates and male/female superiors as influence targets.

Table 4 about here

a. Downward influences: As evident from Table 4, there were differences in the evaluation of the appropriateness of influence tactics when the influence target was shown as being male subordinates than female subordinates. Newman-Keuls test was carried out for comparisons among the eight means for male subordinates, and for female subordinates. Figure 4 presents the results

Figure 4 about here

When the influence targets were male subordinates, four tactics namely coalition with employees, reason, friendliness and coalition with union functionaries were evaluated as being highly appropriate. The difference in mean ratings among these tactics were not statistically significant. Assertiveness, however, differed significantly from the above tactics on the one hand, and tactics with lower ratings like bargaining, appeal to union leaders and appeal to higher management, on the other.

When the influence targets were female subordinates, reason was evaluated as the most appropriate tactic. Friendliness, coalition with employees and coalition with union functionaries were evaluated as being moderately appropriate; and assertiveness, bargaining, appeal to union leaders and appeal to higher management were rated low on appropriateness.

Thus, these appear to be marked differences in the perceived appropriateness of tactics between male subordinates and female subordinates. For influencing men, four tactics appear to be equally high on appropriateness; for women, only reason emerges as highly appropriate. Although assertiveness is the fifth appropriate tactic for influencing both male and female subordinates in case of men it is seen as being moderately appropriate, for women subordinates assertiveness joins the category of least appropriate tactics.

b. Upward influence: Newman-Keuls test was carried out for comparison among eight means for influencing male superiors, and likewise for influencing female superiors. Figure 5 presents the results.

Figure 5 about here

For the most appropriate tactic, there were no differences between male and female superiors; in both cases reason emerged as the most appropriate tactic. For moderately appropriate and least appropriate tactics, there were slight differences. For example, coalition with union functionaries was considered more appropriate in case of female superior than for male superior.

Summary:

In the present paper we have reported results of a study of different influence tactics in the Indian bank setting. The fact that we drew situation descriptions, action alternatives, and respondents from the banking sector is a limitation of our study which detracts from its generalisability. Yet it is also a strength partly because the Indian banks with their fast growing size constitute a significant industrial sector and largely because due to their intimate familiarity with situation descriptions, our respondents at once identified with the manager as the influence agent. Respondents therefore provided experience-based, rather than merely academic and superficial, evaluations of different influence tactics.

In our study, reason emerged as the most appropriate and effective influence tactic. Although perceived as highly suitable for both subordinates and superiors, reason is evaluated as being much more appropriate and effective with a manager's superiors than with subordinates. Friendliness is the second most popular approach which, though high in both downward and upward situations, is considered to be significantly more appropriate and effective with subordinates than with superiors. Building coalitions or support bases with other

members at the workplace, coalitions with union functionaries and assertiveness enjoy moderate evaluation. Bargaining, upward appeal and appeal to union leaders are given low ratings. These differences highlight the efficacy of tactics like reason and friendliness, and limitations of tactics like bargaining and upward appeal in managerial influence situations.

Our next important finding is that given the upward or downward position of the influence target, the appropriateness and effectiveness of different tactics is evaluated differently. While trying to influence subordinates, a manager can select from a range of equally successful tactics like friendliness, coalition and reason which are given high ratings for both appropriateness and effectiveness. For influencing superiors, however, the choice of the influence agent appears to be severely restricted. Only one tactic namely reason emerges as being highly appropriate and effective for influencing superiors; the evaluation of other tactics is significantly lower. This result suggests that managers enjoy much greater manoeuvrability due to a much broader range of efficacious tactics available while handling subordinates, than in the case of influencing superiors. Future research can further explore this.

In answer to our next question we found that appropriateness and effectiveness are indeed two different dimensions of evaluation. These differences are particularly interesting for tactics like bargaining, upward appeal, and appeal to union leaders which are evaluated ^{as} being high on effectiveness but their rating for appropriateness is low. These results have implications both for theory and practice. The implication for theory-building is obvious: the future models of influence processes need to incorporate the appropriateness

dimension as an intervening variable to explain better the managerial choices and preferred action alternatives. The perceived effectiveness and probable success as an outcome need not be the only criteria governing managerial evaluation of alternatives; our study has empirically proved the existence of another dimension. Although propriety and ethical considerations are increasingly attracting attentions of researchers (Boling and Deepsey, 1981; Evans, 1981), time has come to explicitly incorporate them into the paradigms exploring managerial choices and behaviour. For practitioners, these differences between appropriateness and effectiveness highlight the areas of potential managerial dilemmas and conflicts. Which are the tactics that present strong temptation because they are perceived as being high on effectiveness yet their appropriateness is low; to what extent and with reference to which decision areas do managers experience these conflicts; and, what conflict resolution strategies and mechanisms do they adopt are some important issues that need to be researched.

Finally, since women are emerging as a cognisable group at managerial levels, we wanted to find out if people hold different sets of expectations, evaluations and prescriptions for influence tactics for female influence agents and influence targets compared to male influence agents and influence targets. Contrary to the findings reported by Rosen and Jerdee (1973), in our study the sex of the manager as an influence agent did not affect the evaluation of the appropriateness and effectiveness of different influence tactics. This absence of significant differences in the evaluation of influence tactics for male and female managers seems to suggest that probably with the passage of time and an increasing interaction with women in managerial positions, sex-role stereotypes

(Broverman, et al., 1972), sex-related differences in expectations (Johnson, 1976) and evaluation (Rosen and Jerdee, 1973) are giving way to gender-free perceptions and evaluations of self and others (Deaux and Ullman, cited in Deaux, 1984), managerial styles (Donnell and Hall, 1980), and influence tactics as shown in our study.

However, this does not mean that sex-related expectations have become extinct, and gender has become an irrelevant variable in work organizations. In our study, we found the sex of the influence targets namely superiors and subordinates to be influencing significantly the appropriateness, not effectiveness^{of} influence tactics. Our respondents seem to be saying then that the appropriateness and effectiveness of tactics remains the same whether the person exercising influence happens to be a male or a female. However, it is important for the influence agent to bear in mind the sex of the influence target because tactics which are appropriate for male targets need not be equally appropriate for female targets. This is a significant result for it shows that gender still matters at the workplace, though in limited, and indirect way, it does not influence the effectiveness of outcomes, but the appropriateness of certain managerial behaviours varies according to the sex of the recipient.

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Table 1
 Evaluation of Influence Tactics
 (n = 144)

Influence tactic	<u>Mean</u>	<u>Rank</u>
Bargaining	3.64	6
Friendliness	5.25	2
Reason	6.06	1
Assertiveness	4.2	5
Upward appeal	3.17	8
Appeal to union leaders	3.23	7
Coalition with other employees	5.06	3
Coalition with union functionaries	4.77	4

Table 2

Mean Evaluation of Influence Tactics in Downward and Upward
Influence Situations

(n = 144)

Direction of Influence	Appropriateness				Effectiveness			
	Downward		Upward		Downward		Upward	
	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
Bargaining	3.51	6	3.12	6	4.59	5	3.35	8
Friendliness	5.56	2	4.8	2	5.63	1	5.00	2
Reason	5.8	1	6.53	1	5.46	3	6.43	1
Assertiveness	4.33	5	4.08	4	4.24	6	4.15	5
Upward appeal	2.94	8	2.97	7	3.27	8	3.51	6
Appeal to union leaders	3.19	7	2.74	8	3.51	7	3.47	7
Coalition with employees	5.56	2	4.47	3	5.56	2	4.64	3
Coalition with union func- tionaries	5.35	4	3.99	5	5.44	4	4.30	4

Table 3

Mean Evaluation of Influence Tactics for Appropriateness and Effectiveness

Influence Tactic	Male Target				Female Target			
	Subordinate		Superior		Subordinate		Superior	
	Appro- priate	Effec- tiveness	Appro- priate	Effec- tiveness	Appro- priate	Effec- tiveness	Appro- priate	Effec- tiveness
Bargaining	3.46	4.47*	3.04	3.24	3.57	4.71*	3.19	3.46
Friendliness	5.72	5.78	4.53	4.89	5.39	5.5	5.07	5.11
Reason	5.78	5.31	6.49	6.36	6.01	5.61	5.58	6.9*
Assertiveness	4.36	4.03	4.08	4.1	4.29	4.46	4.08	4.21
Upward appeal	2.82	3.33	3.03	3.64*	3.06	3.21	2.92	3.39
Appeal to union leaders	3.13	3.69*	2.76	3.4*	3.26	3.33	2.72	3.53*
Coalition with employees	5.82	5.69	4.17	4.43	5.31	5.43	4.78	4.85
Coalition with union func- tionaries	5.36	5.44	3.86	4.25	5.33	5.44	4.13	4.35

* Difference between appropriateness and effectiveness ratings significant at $p = .05$

Table 4

Appropriateness of Influence Tactics for Male and
Female Influence Targets

Influence Target	Downward				Upward			
	Male (n=72)		Female (n=72)		Male (n=72)		Female (n=72)	
	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
Bargaining	3.46	6	3.57	6	3.04	6	3.19	6
Friendliness	5.72	3	5.39	2	4.53	2	5.07	2
Reason	5.78	2	6.01	1	6.49	1	6.58	1
Assertiveness	4.36	5	4.29	5	4.08	4	4.08	5
Upward appeal	2.82	8	3.06	8	3.03	7	2.92	7
Appeal to union leaders	3.13	7	3.26	7	2.76	8	2.72	8
Coalition with employees	5.82	1	5.31	4	4.17	3	4.78	3
Coalition with union func- tionaries	5.36	4	5.33	3	3.86	5	4.13	4

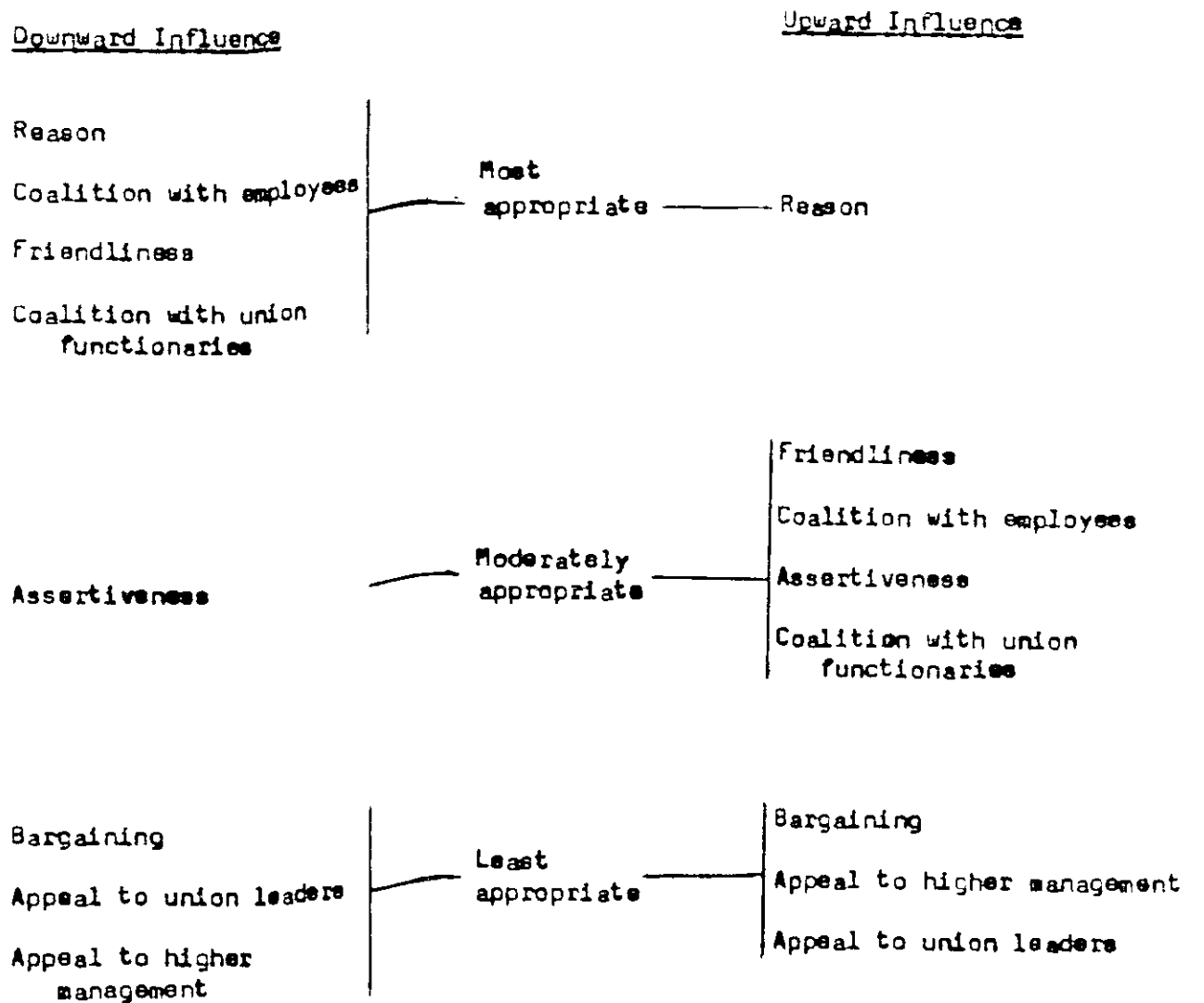


Fig. 1. Appropriateness of Tactics

Downward Influence

Upward Influence

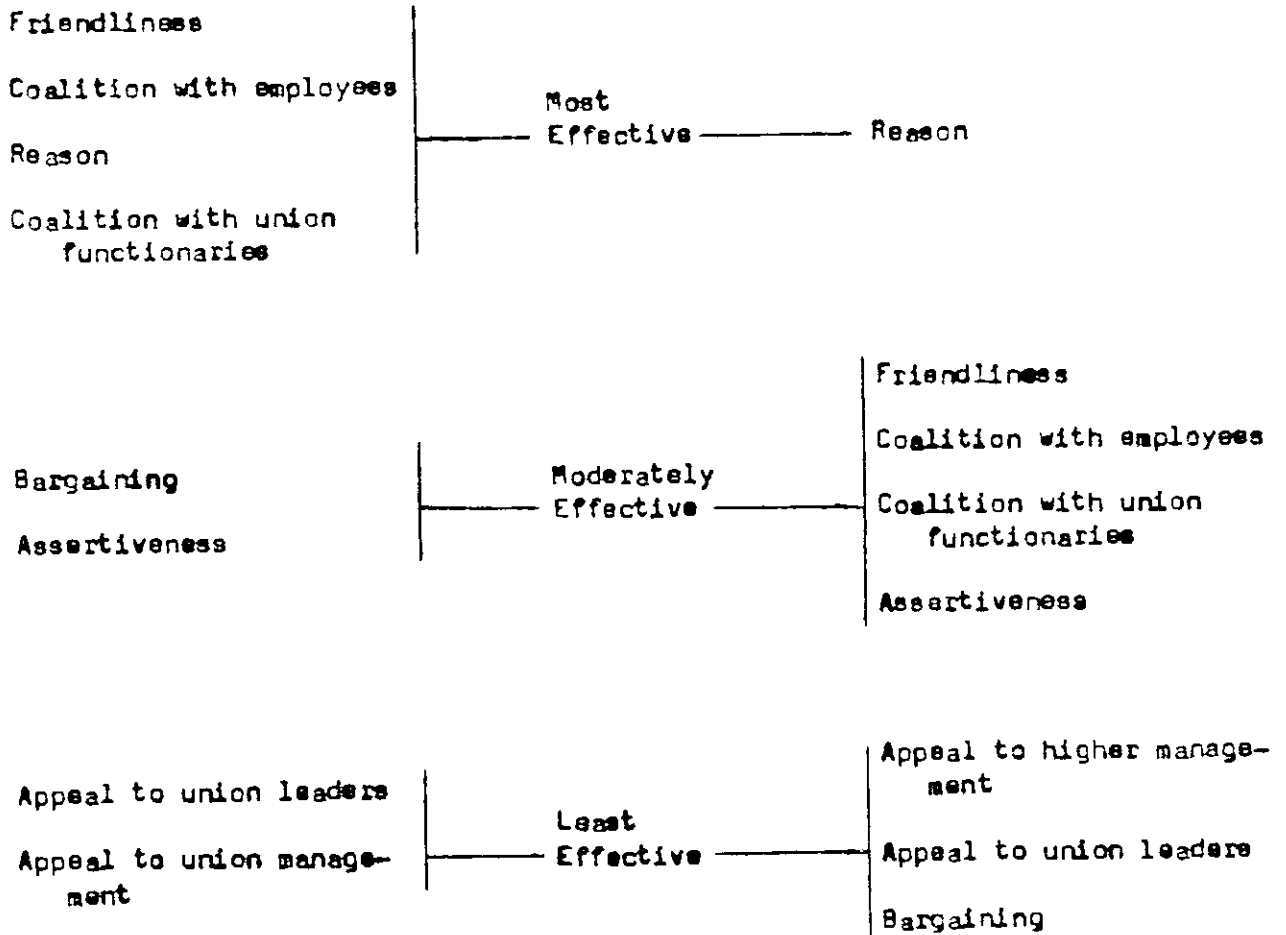


Fig. 2. Effectiveness of Tactics

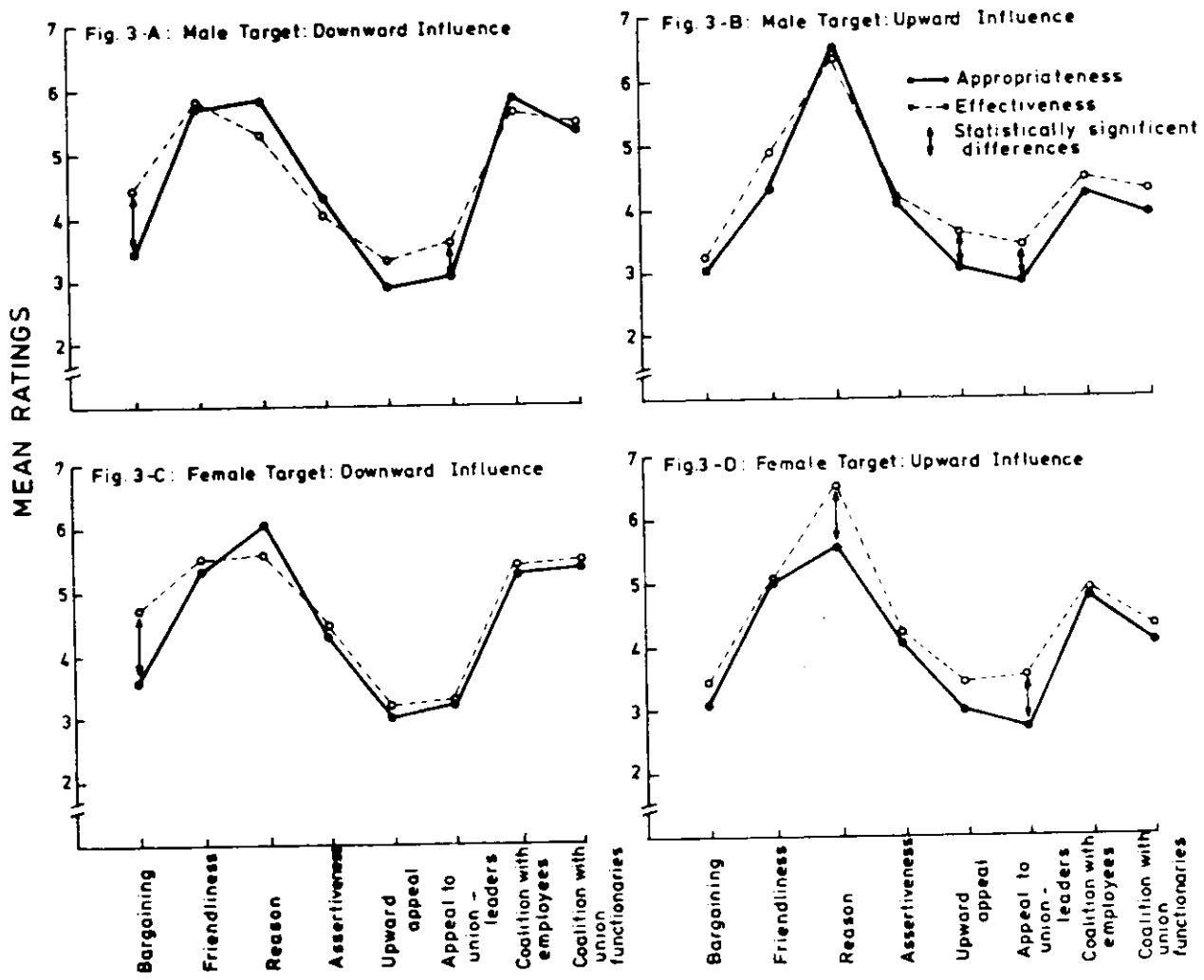


Fig. 3 : Evaluation of the Appropriateness and Effectiveness of Influence Tactics given Male Female Targets in Downward Upward Influence Situations

Downward Influence

Male Subordinates

Female Subordinates

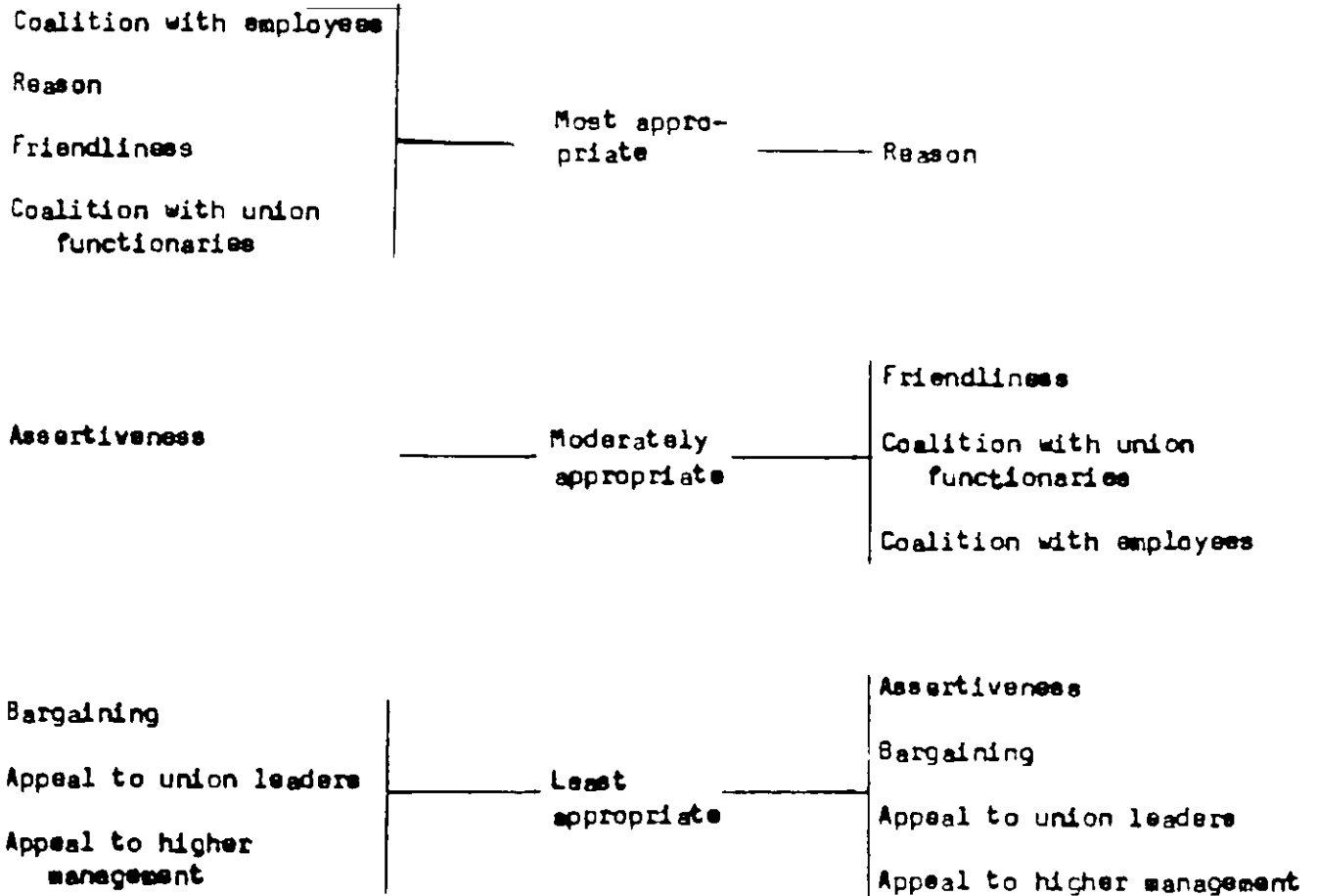


Fig. 4. Appropriateness of Influence Tactics for Male and Female Subordinates

Upward Influence

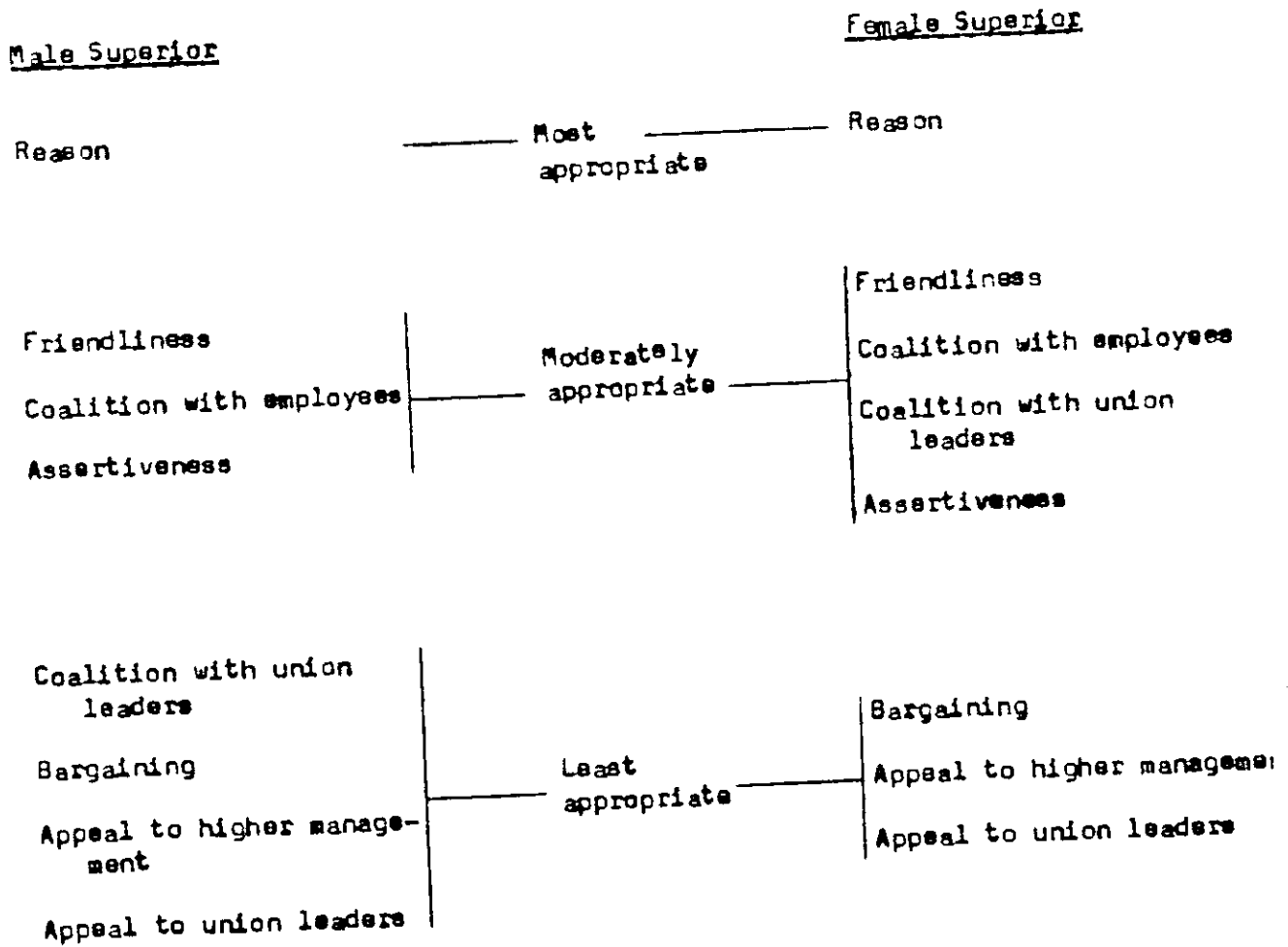


Fig. 5. Appropriateness of Influence Tactics for Male and Female Superiors