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Supervisory Behavior and

Upward Influence Tactics: The Impact of Gender

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Abstract

We designed a role-playing between-subjects factorial study--2 (supervisor leadership behavior: participative; autocratic) x 2 (interactional justice: fair; unfair) x 2 (supervisor gender: male/female)--to test a general hypothesis that the use of upward influence tactics varies as a function of supervisory leadership, interactional justice, and supervisor gender. Drawing upon a sample of 445 Malaysian managers from multinational organizations, we found substantial support for the hypothesis. Implications of the experimental findings are discussed, potential limitations are noted, and directions for future research are suggested.

Supervisory Behavior and Upward Influence Tactics: The Impact of Gender

In recent years, as a result of increased level of competition in the work environment, individuals have to make serious efforts to advance their own interest (Chacko, 1990). In other words, one has to compete in order to achieve career objectives. Career advancement can be described as an opportunity that the employees have to improve their current position in the organization. One of the alternatives to gain career advancement is by means of influencing immediate seniors. Influencing seniors or upward influence is used to attain various personal and organizational objectives. In order to attain those objectives, individuals may employ several tactics of influence. The appropriateness of each influence tactic depends upon the context (Ansari & Kapoor, 1987; Cheng, 1983) in which it is used and the objectives of the influence attempt (Ansari & Kapoor, 1987; Kipnis et al., 1980; Yukl & Guinan, 1995). In a recent meta-analysis, Higgins, Judge, and Ferris (2003) noted that only a few studies have examined variables thought to impact the choice of influence tactics.

Supervisory style is one factor that has been found to be strongly correlated with the choice of upward influence tactics in the past research (see Ansari & Kapoor, 1987; Cable & Judge, 2003; Chacko, 1990; Singh-Sengupta, 1990). Another related ingredient affecting the choice of influence tactics could be interactional justice--defined as "the extent to which subordinates perceive that their manager has treated them fairly" (Greenberg, 1990, p. 423). Since perception has been found to shape the attitudes and behaviors of the employees (Chacko, 1990), interactional justice seems to be a crucial factor that is anticipated to affect the choice of influence tactics by the subordinates in their upward influence attempts.

In addition to the above supervisory behavior (leadership style and interactional justice), the choice of tactics may also vary as a function of the gender of the agent and that of the target. Previous studies (e.g., DuBrin, 1994) have shown that men are most likely to manipulate situations and people by joking or threatening punishment. On the other hand, women are most likely to use charm, appearance, and compliments to influence others. The gender of the supervisor too has been found to affect the choice of influence tactics (Ansari, 1989).

Past research (e.g., Ansari, 1990; DuBrin, 1994; Kipnis et al., 1980) has shown many factors to be associated with upward influence tactics used by the employees for their career advancement. However, there has been no single systematic empirical study that has examined upward influence tactics as a function of the interaction between supervisor leadership style and interactional justice. Also, we are aware of no empirical research that has examined the impact of gender (of the target) on the above relationship. The study at hand has been designed to bridge this gap by examining the impact of supervisory behavior (in terms of leadership styles and interactional justice) and gender (of the supervisor) on the use of upward influence as career advancement tactics.

Thus, this study is a follow-up to the research on career development and upward influence, supervisory behavior in terms of leadership styles and interactional justice, and gender differences, and contributes to these literatures in three ways. First, most past research has studied the two broad research areas—supervisory behavior (styles and justice) and gender—in isolation. Thus we attempt to examine their combined (interacting) role in predicting upward influence tactics. In the present research, we contrast the differential impact of those independent variables. Second, most previous studies have employed cross-sectional, static design to understand the upward influence phenomenon (Yukl, 2006). We adopted an experimental

methodology by manipulating three independent variables—supervisory styles, interactional justice, and supervisory gender—to understand the tactics of upward influence. Third, most previous studies on these constructs have been conducted in the West—especially the United States. This study adds to the literature by testing the integrated model of upward influence tactics in the Malaysian context.

Theoretical Background and Hypotheses

The essence of leadership is the exercise of influence. Leadership and followership are interdependent organizational activities. Both leaders and followers can mutually influence each other (Bass, 1990; Yukl, 2006). The direction of influence differs in terms of formal legitimacy. The influence attempt by the leader directed at followers (downward influence) may be formal, whereas the influence attempt by the followers directed at the leader (upward influence) may be viewed as informal. Upward influence refers to the behavior directed at establishing a favorable impact on someone higher in the hierarchy (Ansari, 1990; Ansari & Kapoor, 1987; Cheng, 1983; DuBrin, 1994; Kipnis, Schmidt, & Wilkinson, 1980). Researchers (e.g., Kipnis et al., 1980; Falbe & Yukl, 1992) have been equivocal in terms of suggesting the typology of influence tactics. However, there seems to be some agreement as to the higher-order categories of influence tactics—also called “metacategories.” Kipnis and Schmidt (1985) were the earliest to divide all influence tactics into three broad categories: hard, soft, and rational. These categories were further suggested and elaborated by others (e.g., Deluga, 1991; Egri, Ralston, Murray, & Nicholson, 2000; Falbe & Yukl, 1992; Farmer, Maslyn, Fedor, & Goodman, 1997).

To address the concern regarding typology, we followed the cross-culturally developed strategies of upward influence typology (Egri et al., 2000). This typology too has three categories

that, respectively, overlap with rational, soft, and hard metacategories: organizationally beneficial tactics, self-indulgent tactics, and destructive tactics.

Organizationally beneficial tactics are the standard prescribed and sanctioned behaviors for employees in organizations (Egri et al., 2000). These include: rational persuasion, showing expertise, and exchange of benefits. *Self-indulgent tactics* are opportunistic actions that place individual self-interest above the interests of others or of the organization (Egri et al., 2000). These influence tactics include: ingratiation, upward appeal, personalized help, showing dependency, and diplomacy. *Destructive tactics* are extreme self-interested and coercive behaviors that directly hurt others (Egri et al., 2000). These include tactics such as blocking, defiance, and manipulation.

Supervisory Leadership Styles

While some evidence (e.g., Ansari, 1990; Stitt, Schmidt, Price, & Kipnis, 1983) exists as to how managers with different leadership styles influence their subordinates, a very few attempts have been made to understand how subordinates influence their superiors with different leadership styles. In one of the earliest studies, Ansari and Kapoor (1987) distinguished among authoritarian, nurturant-task, and participative leadership styles, and found that subordinates varied their use of influence tactics as a function of the leadership styles of their immediate supervisor. Ansari and Kapoor, using role-playing situation found that engineering undergraduates were more likely to use rational influence tactics when their target (immediate supervisor) was participative but were more likely to employ ingratiation tactics when their target was authoritarian. Using a similar vignette approach, Singh-Sengupta (1990), replicated Ansari and Kapoor's (1987) study in organizational settings and found almost identical results. Since these results emerged from experimental studies employing a role-playing situation, Ansari

(1990) conducted a large survey study in various organizational settings and found quite similar results. In consistent with Ansari and Kapoor's (1987) study, Chacko (1990) found that subordinates were more likely to use assertiveness and higher authority to influence supervisors who exhibited leadership styles that were low in initiating structure and low in consideration. More recently, Cable and Judge (2003) confirmed that managers' upward influence tactic strategies depended on the leadership style of their target (their supervisor). Managers were more likely to use consultation and inspirational appeal tactics when their supervisor was a transformational leader, but were more likely to use exchange, coalition, legitimization, and pressure tactics when their supervisor displayed a laissez-faire leadership style. In yet another survey, it was found that transformational leadership was positively associated with such upward influence tactics as reasoning and friendliness (i.e., ingratiation), and negatively associated with higher authority (Krishnan, 2004).

Going along with the above studies, we designed an experimental study in natural settings by employing a widely researched leadership typology--participative and autocratic leadership styles--and anticipated that subordinates will vary their influence tactics with respect to the leadership styles of their supervisors, regardless of the supervisory gender and perceived interactional justice. Thus, by understanding the leader's behavior and attitudes can bring a lot of benefits to the employees when they want to persuade their supervisor to boost their career advancement in the future (Gabarro & Kotter, 1980). Thus, we hypothesized:

Hypothesis 1: Upward influence tactics are a function of supervisor leadership styles.

Specifically, subordinates will more frequently employ organizationally beneficial tactics (such as rational persuasion and showing expertise) to influence their participative supervisor than to influence their autocratic supervisor. In contrast, they will more

frequently employ self-indulgent tactics (such as ingratiation and upward appeal) and destructive tactics (such as blocking) to influence their autocratic supervisor than to influence their participative supervisor.

Interactional Justice

The second objective of the present study was to examine the link between interactional justice and the use of upward influence tactics. Interactional justice has been defined as “a measurement of sincerity” (Bies & Moag, 1986, p. 144). It essentially refers to the social interaction between an individual and others in an organizational setting or social exchange (Beugre, 1998). The justice literature suggests that if the workers perceive that they have received fair treatment in the organization, it gives them a feeling of job security (Brett, 1986). Greenberg (1990) expanded the scope of interactional justice by including the elements of respect. Interactional justice occurs when the decision-maker treats people with respect and sensitive when giving explanations of the rationale for decisions thoroughly (Colquitt, 2001). It has also been observed that fairness is an important element in determining the employees’ actions and reaction (Masterson, 2000). When employees think that they are receiving fair treatment with courtesy, they are likely to show their respect toward their supervisors. On the other hand, if the supervisor appears to be unfair and rude, then the employees are likely to show some kind of resentment toward his or her supervisor. In line with this idea, we hypothesized:

Hypothesis 2: Upward influence tactics are a function of interactional justice portrayed by the supervisor. Specifically, subordinates will more frequently employ organizationally beneficial tactics (such as rational persuasion and expertise) to influence their fair supervisor than to influence their unfair supervisor. In contrast, they will more frequently employ self-indulgent influence tactics (such as ingratiation and

upward appeal) and destructive tactics (such as blocking) to influence their unfair supervisor than to influence their fair supervisor.

Gender

“Gender” refers to socially constructed categories reflecting the different experiences of the individual based on their biological sex (Lorber & Farrell, 1991; Unger, 1976). Previous studies showed that gender had an impact on justice outcomes (Dalton & Todor, 1985), leadership styles (Jago & Vroom, 1982), and influence tactics (Ansari, 1989; DuBrin, 1991).

DuBrin (1991) examined sex and gender differences in influence tactics and compared the two elements. He defined sex as the actual differences among males and females (e.g., the difference in height), whereas gender refers to perceptions people have regarding the differences between men and women (e.g., women are better listeners than men). DuBrin (1991) found that men and women sometimes made use of certain influence tactics based on the situation that they were in. However, there are certain tactics that men were more likely to use compared to women, for example, manipulation of the situation, joking or kidding, and threat of punishment. As for women, they tended to use charm as an influence tactic. In a subsequent study, DuBrin (1994) found that women applied more warmth and support, making small talk, and avoiding a direct rejection to any request in order to impress the management.

In addition, people considered women to be warm, expressive, understanding, compassionate, and concerned about others’ feelings (DuBrin, 1991). As a result, women employees prefer to use softer tactics such as ingratiation and exchange. However, employees tend to apply rationality when dealing with male supervisors (Tepper, Brown, & Hunt, 1993). A study by Lee and Sweeney (2001) indicated that a female manager tended to be rational by

carefully explaining to the team members the reason for their request compared to a male supervisor. Hence, we hypothesized:

Hypothesis 3: Upward influence tactics are a function of the gender of the supervisor. Specifically, subordinates will more frequently employ organizationally beneficial tactics (such as rational persuasion and expertise) to influence their male supervisor than to influence their female supervisor. In contrast, they will more frequently employ self-indulgent tactics (such as ingratiation and upward appeal) to influence their female supervisor than to influence their male supervisor.

Leadership Behavior X Interactional Justice

Masterson (2000) concluded that fairness is an important element in determining the employees' actions and reaction. If the employees think that they are receiving fair treatment and being treated with courtesy, they will show their respect toward their leaders. On the other hand, if the leader is unfair and rude, then the employees will show their resentment toward their supervisor. Since the behavior and perception of the leaders shape the behavior of the employees (Chacko, 1990), we hypothesized the interaction between supervisory leadership styles and interactional justice on the use of upward influence tactics used by the employees. Thus we hypothesized:

Hypothesis 4: Upward influence tactics are a function of the interaction between leadership styles and interactional justice of the supervisor.

Hypothesis 4a: Subordinates will more frequently employ self-indulgent tactics like exchange of benefits, ingratiation, and showing dependency in influencing their participative and fair supervisor compared to other types of supervisor.

Hypothesis 4b: Subordinates will more frequently employ organizationally beneficial tactics (like rational persuasion and expertise) and self-indulgent tactics (such as diplomacy, personalized help, and showing dependency) in influencing their autocratic but fair supervisor compared to other types of supervisors.

Hypothesis 4c: Subordinates will more frequently employ self-indulgent tactics (like ingratiation and upward appeal) and destructive tactics (blocking, defiance, and manipulation) in influencing their autocratic but unfair supervisor compared to other types of supervisors.

Hypothesis 4d: Subordinates will more frequently use destructive tactics (like blocking, defiance, and manipulation) and self-indulgent tactics (like ingratiation and upward appeal) in influencing their participative but unfair supervisor compared to other types of supervisors.

Leadership Behavior X Gender

Women and men might possess different styles of leadership due to the difference in their characteristics (DuBrin, 1991). In this study, we hypothesized:

Hypothesis 5: Upward influence tactics are a function of the interaction between leadership styles and gender of the supervisor.

Hypothesis 5a: Subordinates will more frequently employ self-indulgent tactics like exchange of benefits, ingratiation, and showing dependency in influencing female participative supervisors compared to other types of supervisors.

Hypothesis 5b: Subordinates will more frequently employ organizationally beneficial tactics (like rational persuasion and expertise) and destructive tactics (such as diplomacy

and blocking) in influencing their male autocratic supervisors compared to other types of supervisors.

Hypothesis 5c: Subordinates will more frequently employ organizationally beneficial tactics (like rational persuasion and expertise) and self-indulgent tactics (such as personalized help and showing dependency) in influencing their male participative supervisor compared to other types of supervisors.

Hypothesis 5d: Subordinates will more frequently employ destructive tactics like blocking, defiance, and manipulation in influencing their female autocratic supervisor compared to other types of supervisors.

Interactional Justice X Gender

Since there is no systematic study that examines the effect of interactional justice and gender of the supervisor towards upward influence tactics, we conjectured:

Hypothesis 6: Upward influence tactics are a function of the interaction between interactional justice and gender of the supervisor.

Hypothesis 6a: Subordinates will more frequently employ self-indulgent tactics like ingratiation, personalized help, and showing dependency in influencing their fair female supervisor compared to other types of supervisors.

Hypothesis 6b: Subordinates will more frequently employ organizationally beneficial tactics (like rational persuasion and expertise) and self-indulgent tactics (such as personalized help and showing dependency) in influencing their fair male supervisor compared to other types of supervisors.

Hypothesis 6c: Subordinates will more frequently employ destructive tactics like blocking, defiance, and manipulation in influencing their unfair male supervisor compared to other types of supervisors.

Hypothesis 6d: Subordinates will more frequently employ a combination of organizationally beneficial (rational persuasion and exchange) and destructive tactics (like blocking, defiance, and manipulation) in influencing their unfair female supervisor compared to other types of supervisors.

Leadership Behavior X Interactional Justice X Gender

We are aware of no systematic research integrating the three constructs—leadership styles, interactional justice, and gender of the supervisor—in predicting upward influence tactics. In the relative paucity of empirical research on this subject, we offer no directional hypothesis beyond a general conjecture:

H7: Upward influence tactics are a function of the interaction among supervisor leadership styles, interactional justice, and gender of the supervisor.

Method

Research Site and Participants

The participants were 445 managers randomly drawn from Malaysian manufacturing organizations. They predominantly represented multinational corporations (90%). A majority of the respondents were relatively younger ($M = 30.96$; $SD = 7.04$). Their sex composition was almost even. Over 80% of them were degree holders. In terms of ethnicity, they were Malays (43%), Chinese (34%), and Indian (23%). Their average organizational tenure was about four years.

Experimental Design and Procedure

The overall design of this study was a 2 (leadership behavior of the supervisor: participative, $n = 225$; autocratic, $n = 220$) X 2 (interactional justice: fair, $n = 224$; unfair, $n = 221$) X 2 (gender of the supervisor: male, $n = 212$; female, $n = 233$) between-subjects factorial. Thus there were eight experimental treatments. This means that each participant was exposed to just one treatment condition.

The manipulation of the three independent variables was done through a three-paragraph vignette. Vignettes may not reflect the dynamism of supervisor-subordinate relationships as accurate as videotapes or live enactments do. However, vignettes do allow researchers remove several potential confounds and extraneous sources of variance that other methods may introduce (Aguinis, Simonsen, & Pierce, 1998). Thus, through vignettes, we can manipulate supervisor-subordinate relationships with greater precision and a high degree of experimental control. In addition, previous researchers have successfully manipulated supervisor-subordinates relationships through vignettes (e.g., Ansari & Kapoor, 1987; Ansari, Tandon, & Lakhtakia, 1987; Fu & Yukl, 2000). In our research the use of vignettes had several benefits, such as the standardization of the stimulus materials and the capability to manipulate and compare specific experimental conditions.

The first paragraph of the scenario described the leadership style of the supervisor: autocratic or participative. Interactional justice (fair or unfair) portrayed by the supervisor during performance appraisal was depicted in the second paragraph. After reading a complete vignette, in the third paragraph, the respondents were asked to respond to the dependent measures and manipulation check items.

Experimental Manipulations

Leadership behavior. Based upon the work by Ansari (1990) and Sinha (1980), items describing participative and autocratic leadership styles were combined to create leadership behavior scenarios. The leadership vignette read as follows (phrases in parentheses indicated autocratic leadership behavior):

Imagine that you are holding a supervisory position for reputed Shipping Company. You report directly to your Manager, Faisal/Fatimah. Your colleagues in your department have observed that Faisal/Fatimah is a manager who likes to consult his/her subordinates before making any decisions (has strong likes and dislikes for his/her subordinates). He/She prefers to work in a group rather than individually (He/She believes that power and prestige are necessary for getting compliance from the subordinates). In addition, he/she encourages free and frank discussion among subordinates (He/She demands that her subordinates do exactly what he/she wants). During his/her leisure time, he/she usually invites his/her subordinates for a cup of tea or coffee (He/She does not tolerate any interference or non-compliance from his/her subordinates). This encouraging attitude makes his/her subordinates feel free even to disagree with him/her (As he/she does not trust his/her subordinates, he/she prefers to keep all crucial information to him/herself).

Interactional justice. After describing the leadership styles of the supervisor, the second paragraph described the currently held performance appraisal in which the participants were treated either fairly or unfairly by the supervisor. The vignette elements were based on the work by Bies and Moag (1986). The paragraph read as follows (phrases in parentheses reflected unfair treatment):

Performance appraisal exercise is done in your organization at the end of each year. In the year that just ended, the management asked Faisal/Fatimah to conduct performance

appraisal with you. Prior to signing the final evaluation form, Faisal/Fatimah and you were required to discuss about the evaluation and the criteria for evaluation. During the performance evaluation meeting, he/she appeared to be very nice—that is, he/she was extremely polite and treated you with respect and dignity (He/she appeared to be very impolite—that is, he/she was extremely rude; he/she did not treat you with respect and dignity). In addition, he/she clearly explained to you why, during the evaluation process, the particular procedures were used in a certain way (He/she did not explain at all why, during the evaluation process, the particular procedures were used in a certain way).

Supervisor Gender. Gender was manipulated by using a typical male name (Faisal) or a typical female name (Fatima) in the scenario. Accordingly, throughout the scenario, appropriate pronouns (he/she, him/herself, his/her) were used.

After reading the above two paragraphs, the third paragraph required respondents to indicate the frequency with which they would use each of the influence tactics to meet their personal objective (i.e., career advancement). This paragraph was taken from the study by Ansari and Kapoor (1987) and slightly modified in this study.

Measures

Dependent measures. Based on the works by Ansari (1990), Kipnis et al. (1980), and Falbe (1977), 42 pre-tested single-statement items were employed to tap the tactics of upward influence. The scale consisted of 11 influence tactics: rational persuasion, upward appeal, blocking, personalized help, exchange of benefits, ingratiation, defiance, showing dependency, showing expertise, manipulation, and diplomacy. Respondents were asked to indicate on a 7-point scale (1 = *never*; 7 = *always*) the *frequency* with which they would engage in the behaviors indicated by the scale items. We are aware of no research that has previously used

this influence scale in the Malaysian context. Thus, to verify the distinctiveness of the influence tactics, we conducted a varimax rotated principal components analysis. Ten factors (explaining a total of 90.67%) were extracted following the criteria of eigenvalues greater than 1.0 and factor loadings greater than .50. Factor loadings obtained are contained in Table 1. As can be seen, ingratiation and upward appeal tactics converged to one factor and hence this factor was named “Ingratiation with Upward Appeal.” All other 9 factors were extracted as they were conceptualized. Descriptive statistics, coefficients alpha, and reliabilities are provided in Table 2. Overall, factors were neat and found to be fairly reliable.

 Tables 1 and 2 about here

Manipulation check. Respondents were required to describe the managerial behavior of the depicted supervisor by responding to four manipulation check items in a semantic-differential scale format: autocratic-participative, soft-tough, fair-unfair, and pleasant-unpleasant. The first two items indicated leadership styles and the last two items indicated interactional justice.

Results

Check on Experimental Manipulations

Four manipulation check items built into the study material were included to understand how precisely respondents understood the leadership styles of the supervisor and the levels of interactional justice. A 2 (supervisor leadership styles: autocratic; participative) x 2 (interactional justice: fair; unfair) univariate ANOVA was performed on the four manipulation check items: autocratic-participative, fair-unfair, pleasant-unpleasant, and soft-tough. The analysis quickly disclosed that the participative supervisor ($M = 5.03$; $SD = 2.33$ vs. $M = 6.50$; $SD = 0.83$) was

perceived to be significantly more participative ($F_{(1,441)} = 549.32, p < .01$) and soft ($F_{(1,441)} = 272.10, df < .01$) than the depicted autocratic supervisor ($M = 1.47; SD = 1.03$ vs. $M = 4.36; SD = 1.74$). Similarly, the interactionally fair supervisor ($M = 6.38; SD = 0.76$ vs. $M = 5.90; SD = 1.05$) was perceived to be significantly more fair ($F_{(1,441)} = 1903.25, p < .01$) and pleasant ($F_{(1,441)} = 804.06, df < .01$) than the depicted interactionally unfair supervisor ($M = 2.09; SD = 1.26$ vs. $M = 2.67; SD = 1.46$). The analysis implies that the participants understood the vignettes as intended, thereby suggesting the successful manipulation of experimental treatments. In conclusion, results of the exploratory factor analysis of dependent measures and their reliability analysis (coefficients alpha ranging from .92 to .99), and the successful check on manipulations indicate that the measures have sound psychometric properties and the experiment has sound internal validity.

Hypothesis Testing

The analysis was performed by computing a 2 X 2 X 2 MANOVA—with 10 influence tactics as dependent variables and leadership behavior, interactional justice, and supervisor gender as independent variables. Following a significant MANOVA, we computed a series of univariate 2 X 2 X 2 ANOVA. Table 4 contains a summary of MANOVA results and Table 5 includes a summary of ANOVA results.

 Tables 3 and 4 about here

As can be seen in Tables 3 and 4, our hypotheses received substantial support from the experimental data. The analysis revealed that subordinates did vary their use of influence tactics as a function of supervisory leadership style, interactional justice, and supervisor gender.

Specifically, participants reported more frequent a use of such influence tactics as ingratiation and upward appeal to influence their autocratic supervisor ($M = 4.76$; $SD = 1.49$) than to influence their participative supervisor ($M = 4.37$; $SD = 1.57$). On the contrary, they reported more frequent a use of a variety of influence tactics such as manipulation ($M = 4.16$; $SD = 1.93$ vs. $M = 3.70$; $SD = 1.82$), defiance ($M = 4.31$; $SD = 3.85$ vs. $M = 3.85$; $SD = 1.75$), personalized help ($M = 4.20$; $SD = 1.87$ vs. $M = 3.53$; $SD = 1.96$), showing dependency ($M = 3.68$; $SD = 2.00$ vs. $M = 3.00$; $SD = 1.77$), and rational persuasion ($M = 5.22$; $SD = 1.31$ vs. $M = 4.86$; $SD = 1.76$) to influence their participative manager than to influence their autocratic manager.

Similarly, participants reported more frequent a use of ingratiation and upward appeal ($M = 4.81$; $SD = 1.44$ vs. $M = 4.32$; $SD = 1.61$) with their fair supervisor than with their unfair supervisor. Interestingly, they reported more frequent a use of such influence tactics as showing expertise ($M = 5.36$; $SD = 1.22$ vs. $M = 5.04$; $SD = 1.51$), exchange ($M = 3.71$; $SD = 1.97$ vs. $M = 3.34$; $SD = 1.47$), and rational persuasion ($M = 5.23$; $SD = 1.54$ vs. $M = 4.85$; $SD = 1.55$) with their unfair supervisor than with their fair supervisor.

Supervisor gender also made a difference in the use of influence tactics. In general, participants reported more often a use of self-indulgent influence tactics like ingratiation and upward appeal ($M = 4.71$; $SD = 1.62$ vs. $M = 4.40$; $SD = 1.43$) with their female supervisor than with their male supervisor. In contrast, they reported more often a use of such influence tactics as expertise ($M = 5.34$; $SD = 1.27$ vs. $M = 5.07$; $SD = 1.47$), exchange ($M = 4.03$; $SD = 1.62$ vs. $M = 3.42$; $SD = 2.20$), and showing dependency ($M = 3.55$; $SD = 1.86$ vs. $M = 3.17$; $SD = 1.96$) with their male supervisor than with their female supervisor.

Of interest were several significant interaction effects. Except for ingratiation with upward appeal and defiance, all other tactics of influence were affected by the interaction of independent variables.

 Figures 1 through 8 about here

As can be seen in Figure 1, a significant 2-way (leadership X gender) interaction indicated that subordinates reported the most frequent a use of manipulation (a destructive tactic) to influence their female participative supervisors. But they reported least frequent a use of this influence tactic with autocratic female supervisors. However, leadership made no difference for male supervisors. An interesting 3-way interaction can be seen in Figure 2. For female supervisors, respondents varied their personalized help tactic (a self-indulging tactic of influence) as a function of supervisory behavior (style X interactional justice). They reported more frequent a use of this tactic of influence with fair but autocratic supervisor than with unfair autocratic supervisor. However, interactional fairness did not matter for participative supervisors. In contrast, for male supervisors, respondents reported a greater frequency of personalized help with unfair supervisors, regardless of their leadership behavior.

Both leadership behavior and interactional justice interacted but separately with supervisor gender in predicting the blocking tactic of influence—see Figure 3. Gender made a significant difference for fair supervisors. That is, respondents reported more frequent a use of blocking tactic of influence with female but fair supervisors. For unfair supervisors, gender did not matter. The pattern of interaction was found to be interesting for participative style as a function of gender—see Figure 3. Respondents reported more frequent a use of blocking tactic

with female participative supervisors than with male participative supervisors. For autocratic supervisors, gender made no difference in the use of blocking. Figure 4 shows a significant 2-way interaction pattern for the use of showing expertise tactic of influence. Interestingly, interactional justice made a significant difference for participative leadership style of leadership: respondents indicated more often a use of expertise tactic of influence with unfair supervisors than with fair supervisors. But interactional justice made no difference for autocratic supervisors in the use of showing expertise. As can be seen in Figure 4, a significant 2-way (leadership X justice) interaction was apparent for showing expertise. Respondents reported more frequent a use of expertise with unfair male supervisors than with unfair female supervisors. Gender effect was non-significant for fair supervisors.

Figure 5 portrays a 2-way (leadership X justice) interaction for exchange tactic of influence. As can be seen, interactional justice made a significant difference for participative supervisors, but made no difference for autocratic supervisors. Specifically, the respondents reported more frequent a use of this influence tactic with participative but unfair supervisors than with participative but fair supervisors. Figure 6 is a summary of leadership X gender interaction on rational persuasion tactic of influence. As is evident, gender made no difference for participative supervisors, but it did make a significant difference for autocratic supervisors. Respondents reported more frequent a use of rational persuasion with autocratic male supervisors than with autocratic female supervisors.

Figure 7 shows a 3-way interaction on showing dependency. As can be seen, for male supervisors, fairness did matter for participative supervisors, but did not make a difference for autocratic supervisors. For female supervisors, there was an additional effect: fairness did matter for autocratic supervisors as well. Finally, Figure 8 is a 3-way interaction on diplomacy tactic of

influence. For male supervisors, interactional justice did not matter at all for participative leadership, but made a significant difference for autocratic leadership: respondents reported more frequent a use of diplomacy with autocratic but unfair supervisors than with autocratic but fair supervisors. For female supervisors, an additional effect was present: respondents reported more frequent a use of diplomacy with participative but unfair supervisors than with participative but fair supervisors.

Discussion

Overall, our hypotheses received substantial support from the data. Clearly, our findings suggest that Malaysian managers have the tendency to endorse rational persuasion and showing expertise as the most effective (popular) tactics of influence. On the other hand, the least effective tactics were chosen to be blocking, exchange, and showing dependency. The popularity of organizationally beneficial tactics (such as rational persuasion and expertise) based on reason is quite consistent with that of previous studies (see e.g., Ansari, 1990; Ansari & Kapoor, 1987; Chacko, 1990; Kipnis et al., 1980). This fact may be taken as the external validity of the present experimental findings. However, the fact remains that managers vary their frequency of influence tactics usage depending upon the style of their supervisor, the kind of treatment they receive from their supervisor during performance evaluation, and who the supervisor is—male or female.

The findings have obvious implications for future researchers and practitioners. Theoretically, the present research has added an integrated framework of upward influence in organizations. Future research should integrate other leadership theories like leader-member exchange (LMX) in the framework. One can speculate that subordinates would more likely use organizationally beneficial tactics of influence (such as rational persuasion) with high-LMX

leader than with low-LMX leader. Similarly, future research should combine justice climate with leadership. Of interest to examine in the future research would be to pair-up supervisor-subordinate in terms of mixed or same sex dyads and leadership orientations.

Practically, our results suggest that there is an important relationship between the supervisor (target) characteristics and the tendencies toward certain upward influence tactics. Our findings may help managers rethink whether their use of certain tactics is successful in certain conditions to attain their personal objective of career advancement. Because influence tactics can be changed and learned, managers may benefit from greater awareness of a range of tactics that is available to them. They are likely to learn the most effective tactics even if these tactics are not their initial tendency. Another practical implication of our findings is that managers should also be aware of the fact of being influenced by their immediate subordinates. The awareness is a must for the leaders to adjust their behavior with each of their subordinates.

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Table 1

Rotated Factors and Factor Loadings of Upward Influence Tactics

<i>Items</i>	<i>Factors</i>									
	<i>F1</i>	<i>F2</i>	<i>F3</i>	<i>F4</i>	<i>F5</i>	<i>F6</i>	<i>F7</i>	<i>F8</i>	<i>F9</i>	<i>F10</i>
02 Appeal formally to higher levels to back my request	<u>.96</u>	.03	-.02	.04	.10	-.02	.04	.00	.09	.02
13 Obtain the support of someone higher to back my request	<u>.89</u>	.02	-.01	.04	.11	-.10	.03	.05	.02	.07
17 Make him/her feel important	<u>.96</u>	.04	-.01	.05	.10	-.02	.05	.01	.09	.02
28 Act very humbly to him/her while requesting my point	<u>.96</u>	.06	.02	.04	.09	-.05	.04	.03	.06	.02
35 Influence the boss of my boss	<u>.87</u>	-.02	-.05	.01	.07	-.10	.00	.02	-.02	-.00
38 Use words that make him/her feel good	<u>.93</u>	.07	.03	.05	.10	-.02	.03	.04	.01	.07
6 Use superlatives to describe him/her while interacting with him/her	.05	<u>.85</u>	.22	.29	.14	.08	.02	-.00	.20	.16
10 Have my way by making him/her feel that it was his/her idea	.03	<u>.87</u>	.25	.27	.16	.07	.03	-.00	.19	.15
21 Keep track of his/her omissions and commissions	.04	<u>.86</u>	.25	.29	.17	.08	.05	.00	.20	.13
32 Present my ideas in a disguised way	.03	<u>.87</u>	.25	.29	.17	.08	.05	-.00	.19	.14

42	Distort or lie about the reasons why he/she should do what I wanted	.04	<u>.85</u>	.24	.30	.17	.05	.04	.00	.18	.16
04	Help him/her even in personal matters	-.05	.24	<u>.83</u>	.15	.14	.00	.13	.05	.20	.15
15	Go out of my way to help him/her	-.00	.24	<u>.90</u>	.11	.13	-.00	.13	.02	.20	.16
26	Do personal favors for him/her	.00	.24	<u>.90</u>	.11	.13	.00	.13	.03	.19	.15
37	Offer some personal sacrifice in exchange	-.00	.24	<u>.90</u>	.11	.13	-.01	.13	.02	.19	.16
07	Differ from him/her	.06	.26	.10	<u>.92</u>	.09	-.39	.10	-.00	.04	.1
18	Oppose him/her openly	.06	.28	.12	<u>.92</u>	.1	-.05	.09	.15	.03	.12
29	Argue with him/her	.05	.25	.12	<u>.92</u>	.1	-.04	.09	.01	.03	.14
39	Challenge his/her ability	.06	.25	.12	<u>.92</u>	.09	-.04	.1	.08	.04	.10
03	Withhold some crucial information from him/her	.15	.16	.09	.10	<u>.92</u>	-.07	-.06	-.03	.08	.11
14	Engage in a work slow down until he did what I wanted	.16	.15	.11	.09	<u>.91</u>	-.12	-.05	-.04	.08	.12
25	Do not cooperate with him/her	.13	.15	.14	.09	<u>.94</u>	-.05	-.05	-.04	.05	.11
36	Stop the work in between if my demands are not met	.13	.15	.14	.10	<u>.94</u>	-.05	-.05	-.05	.05	.11
09	Influence him/her because of my competence	-.09	.15	-.06	-.09	-.07	<u>.90</u>	-.04	-.10	-.09	.08
20	Make him/her believe that I am a very responsible person	-.09	.12	-.06	-.05	-.07	<u>.93</u>	-.06	-.09	-.01	.10

31	Tell him/her that I have a lot of experience with such matter	-.05	-.02	.03	-.86	-.03	<u>.94</u>	-.08	-.1	.05	.01
41	Highlight my achievements to him/her	-.05	-.00	.07	-.02	-.06	<u>.89</u>	-.09	-.00	.03	.01
05	Offer an exchange of favors	.06	.06	.20	.13	-.05	-.13	<u>.90</u>	-.03	.11	.05
16	Offer to help if he/she would do what I want	.06	.02	.15	-.09	-.07	-.11	<u>.94</u>	.00	.13	.05
27	Remind him/her how hard I had worked and that it would only be fair for him/her to help me now	.05	.06	.10	.11	-.07	-.03	<u>.92</u>	.04	.09	.05
01	Explain the reasons for my request	.09	.00	.06	.01	-.05	-.05	.02	<u>.96</u>	-.05	-.07
23	Use logic to convince him/her	.10	.00	.06	.01	-.06	-.06	.02	<u>.96</u>	-.05	-.01
34	Convince him/her by explaining the importance of the issue	-.05	-.02	-.02	-.00	-.04	-.14	-.01	<u>.84</u>	.11	.01
08	Present myself in a poor light so that he/she can help me	.10	.35	.34	.05	.08	.03	.18	-.00	<u>.79</u>	.17
19	Pretend that he/she is the only person who can decide things for me	.10	.28	.31	.06	.10	.05	.15	.00	<u>.85</u>	.15
30	Pretend that I am only dependent on him/her	.12	.27	.30	.05	.11	.04	.15	.02	<u>.85</u>	.15
11	Show that I will give my whole-hearted support for his/her policies	.03	.29	.39	.22	.23	.1	.08	.02	.19	<u>.69</u>

22	Show that I have respect for him/her	.04	.34	.27	.19	.19	.09	.05	-.03	.15	<u>.84</u>
33	Pretend that I care for him/her	.05	.21	.20	.18	.18	.11	.06	-.004	.16	<u>.85</u>
Eigenvalue		13.20	5.66	3.98	3.37	3.01	2.51	1.71	1.42	1.21	1.12
Percentage of Variance		32.20	13.81	9.70	8.21	7.34	6.12	4.17	3.45	2.94	2.73

Note. $N = 445$; items are grouped for presentation purposes; the scale contained items in random order; underlined loadings indicate the inclusion of those items in the factor; F1 = Ingratiation with Upward Appeal; F2 = Manipulation; F3 = Personalized Help; F4 = Defiance; F5 = Blocking; F6 = Showing Expertise; F7 = Exchange of Benefits; F8 = Rational Persuasion; F9 = Showing Dependency; F10 = Diplomacy.

Table 2

Descriptive Statistics, Coefficients Alpha, and Zero-order Correlations of Upward Influence Tactics

Tactics	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. Ingratiation with Upward Appeal	4.57	1.54	.98									
2. Manipulation	3.93	1.88	.11*	.99								
3. Personalized Help	3.87	1.94	.03	.56**	.98							
4. Defiance	4.09	1.78	.12*	.57**	.34**	.99						
5. Blocking	3.62	1.85	.26**	.38**	.31**	.26**	.98					
6. Showing Expertise	5.20	1.38	-.13**	.12*	-.00	-.07	-.12*	.95				
7. Exchange of Benefits	3.52	1.74	.11*	.17**	.32**	.24**	-.05	-.15**	.95			
8. Rational Persuasion	5.04	1.56	.08	-.01	.07	.03	-.08	-.16**	.03	.92		
9. Showing Dependency	3.35	1.92	.17**	.57**	.60**	.25**	.26**	.05	.33**	.02	.98	
10. Diplomacy	4.21	1.92	.11*	.57**	.57**	.42**	.40**	.14**	.19**	.01	.50**	.95

Note. * $p < .05$; ** $p < .01$; Decimal points in correlation matrix and alpha are omitted; Diagonal entries in bold are coefficients alpha.

Table 3

Summary of Multivariate Analysis of Variance (MANOVA): Upward Influence Tactics as a Function of Supervisor Leadership Styles, Interactional Justice, and Supervisor Gender

Source of Variation	<i>df</i>	<i>Wilks' Lambda</i>	<i>F</i>	<i>Eta Squared</i>
LS	10	.89	5.57**	.12
IJ	10	.81	9.85**	.19
G	10	.91	4.05**	.09
LS x IJ	10	.91	4.11**	.09
LS x G	10	.89	5.47**	.11
IJ x G	10	.89	5.49**	.11
LS x IJ x G	10	.95	2.3*	.05
Error	428			

Note. * $p < .05$, ** $p < .01$; LS = Leadership Style; IJ = Interactional Justice; G = Gender.

Table 4

F-ratios and their Level of Significance

Source	Upward Influence Tactics									
	Ingratiation with upward appeal	Manipulation	Personalized Help	Defiance	Blocking	Showing Expertise	Exchange of Benefits	Rational Persuasion	Showing Dependency	Diplomacy
LS	7.96**	6.28*	12.25**	6.84**	0.09	0.12	1.73	6.00*	15.16**	11.23**
IJ	11.98**	1.25	2.34	13.17**	26.09**	7.70**	5.16*	8.02**	2.14	0.43
G	5.69*	0.00	2.39	0.88	1.81	3.38*	11.79**	2.23	4.01*	0.20
LS X IJ	1.01	2.67	4.20*	0.92	0.22	20.22**	2.91*	0.41	11.08**	2.22
LS X G	1.77	6.13*	11.45**	2.54	4.72*	14.50**	0.11	8.60**	0.25	7.98**
IJ X G	0.98	0.31	28.89**	1.40	3.45*	1.74	0.07	0.00	0.00	3.83*
LS X IJ X G	1.96	1.45	5.30*	1.23	0.73	2.05	0.00	1.55	6.97**	9.33**
Error										

Note. $df = 1, 437$; * $p < .05$, ** $p < .01$; LS = Leadership Style; IJ = Interactional Justice; G = Gender.

Figure Captions

Figure 1. Leadership X supervisor gender interaction on manipulation tactic of influence.

Figure 2. Leadership X interactional justice X supervisor gender interaction on personalized help tactic of influence.

Figure 3. Leadership X interactional justice X supervisor gender interaction on blocking tactic of influence.

Figure 4. Leadership X interactional justice X supervisor gender interaction on showing expertise tactic of influence.

Figure 5. Leadership X interactional justice interaction on exchange tactic of influence.

Figure 6. Leadership X supervisor gender interaction on rational persuasion tactic of influence.

Figure 7. Leadership X interactional justice X supervisor gender interaction on showing dependency tactic of influence.

Figure 8. Leadership X interactional justice X supervisor gender interaction on diplomacy tactic of influence.

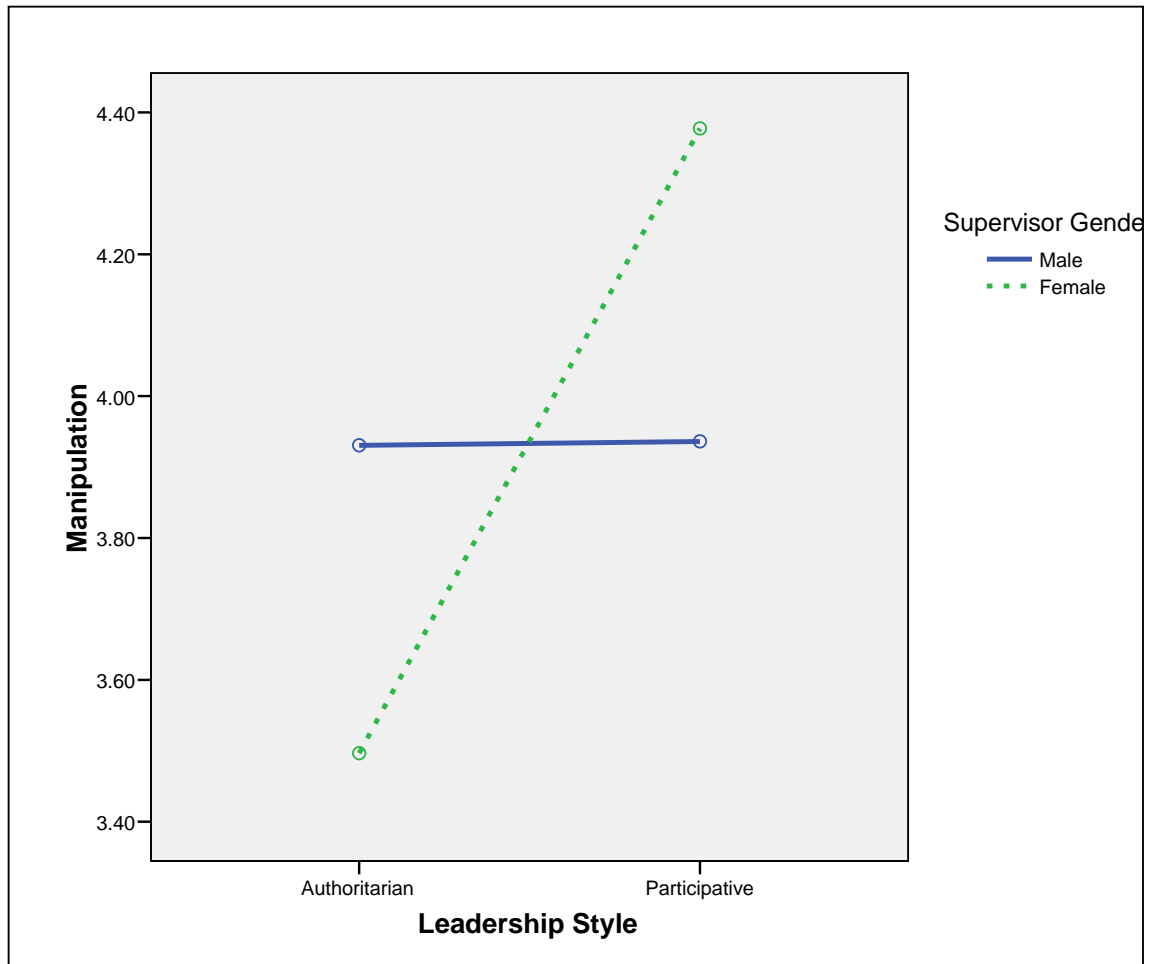


Figure 1. Leadership X supervisor gender interaction on manipulation tactic of influence.

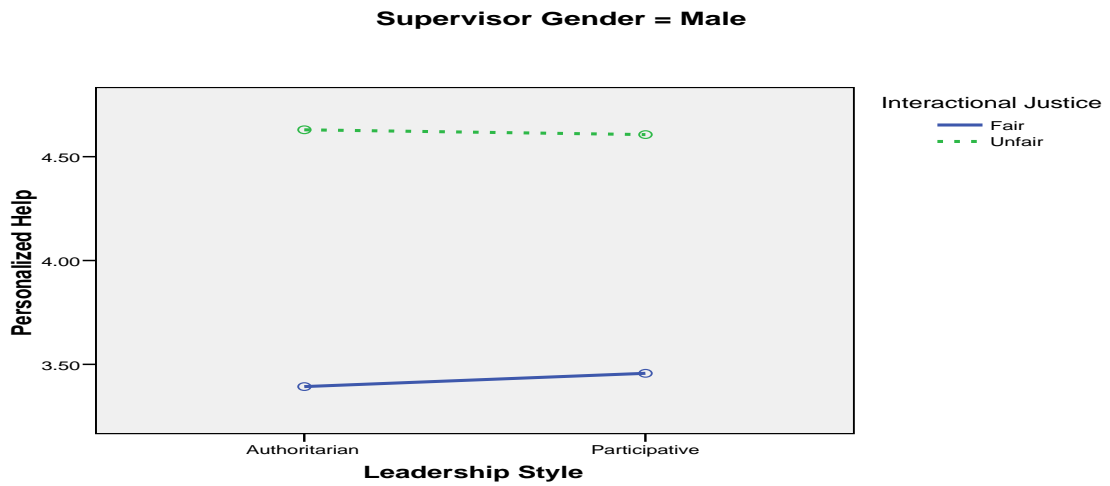
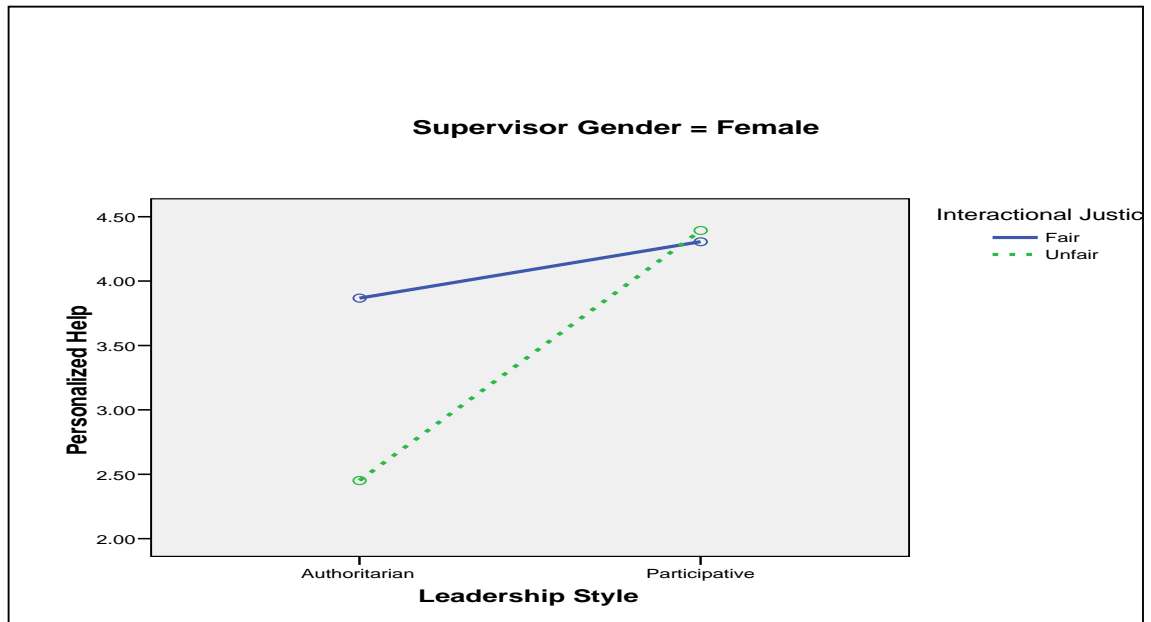


Figure 2. Leadership X interactional justice X supervisor gender interaction on personalized help tactic of influence.

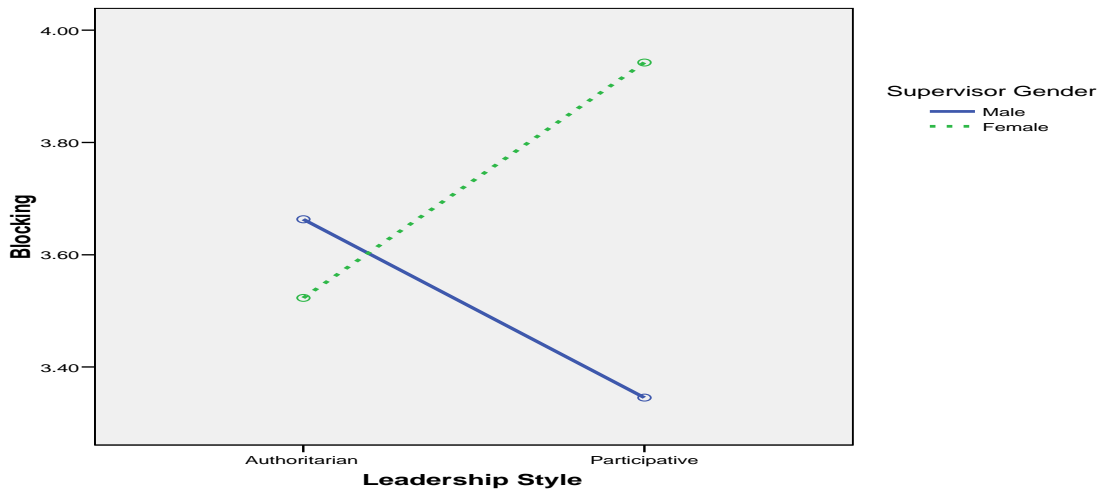
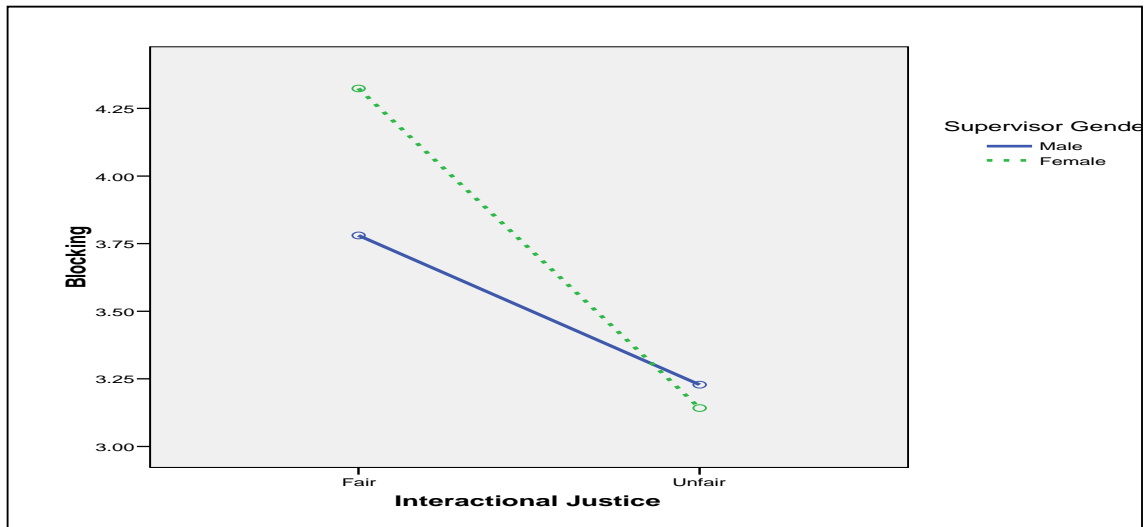


Figure 3. Leadership X interactional justice X supervisor gender interaction on blocking tactic of influence.

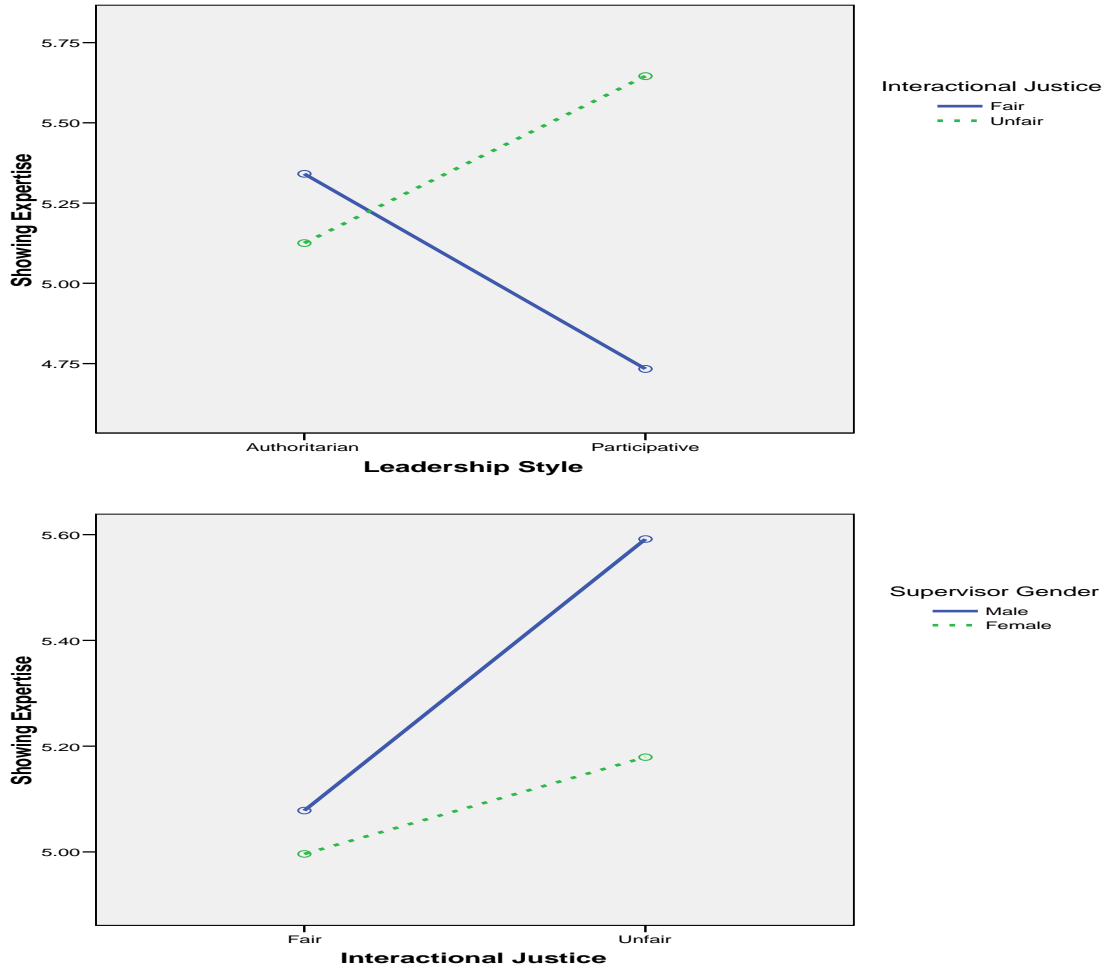


Figure 4. Leadership X interactional justice X supervisor gender interaction on showing expertise tactic of influence.

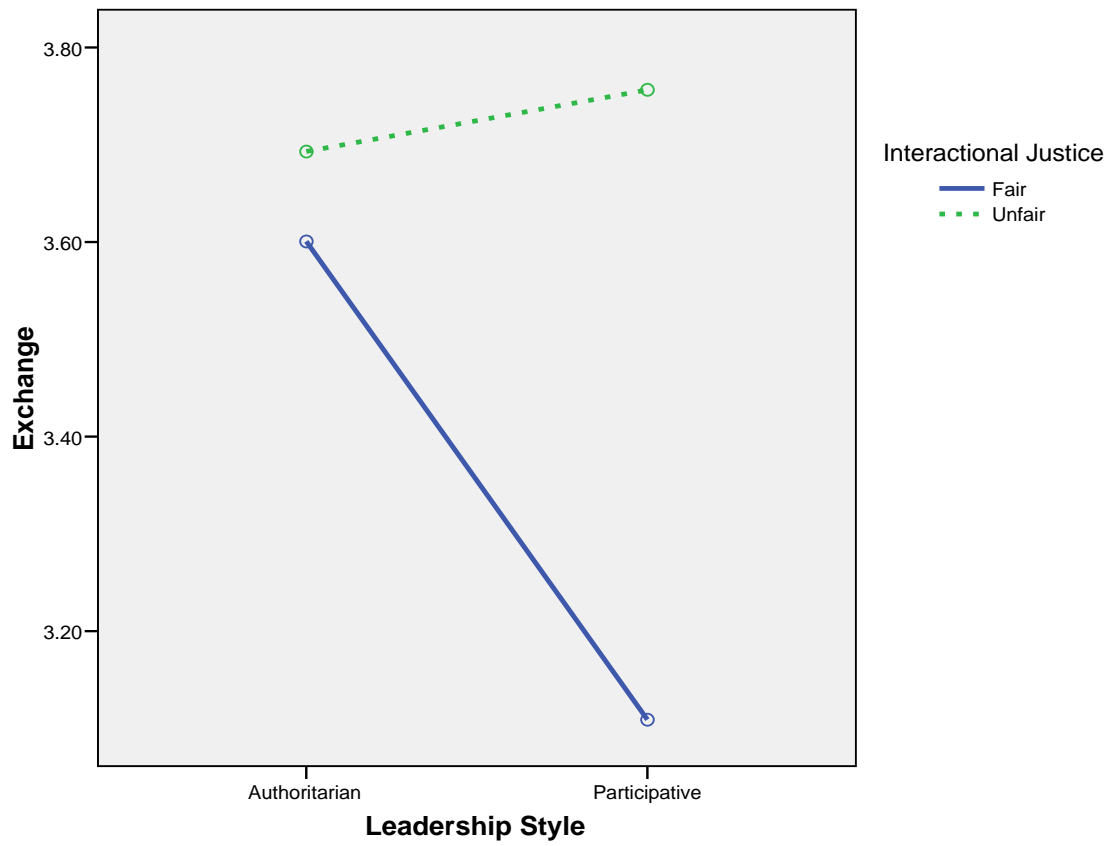


Figure 5. Leadership X interactional justice on exchange tactic of influence.

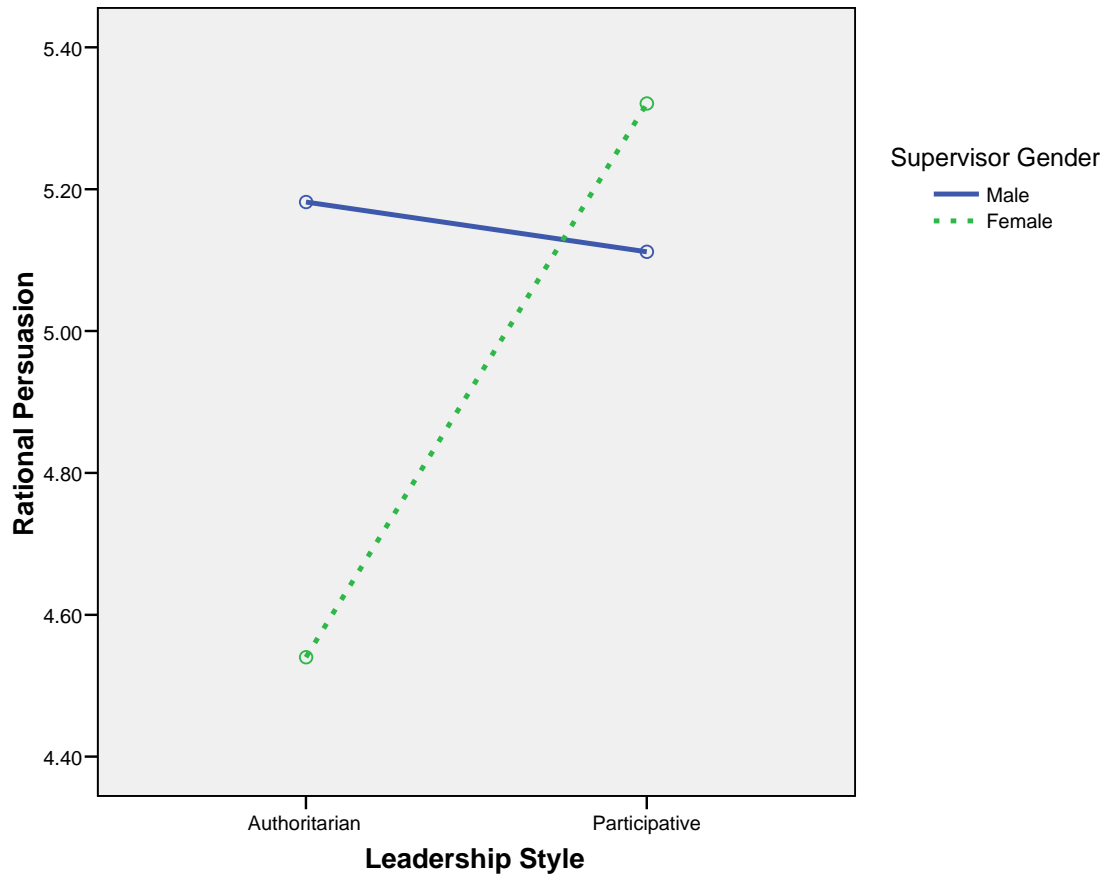


Figure 6. Leadership X supervisor gender interaction on rational persuasion tactic of influence.

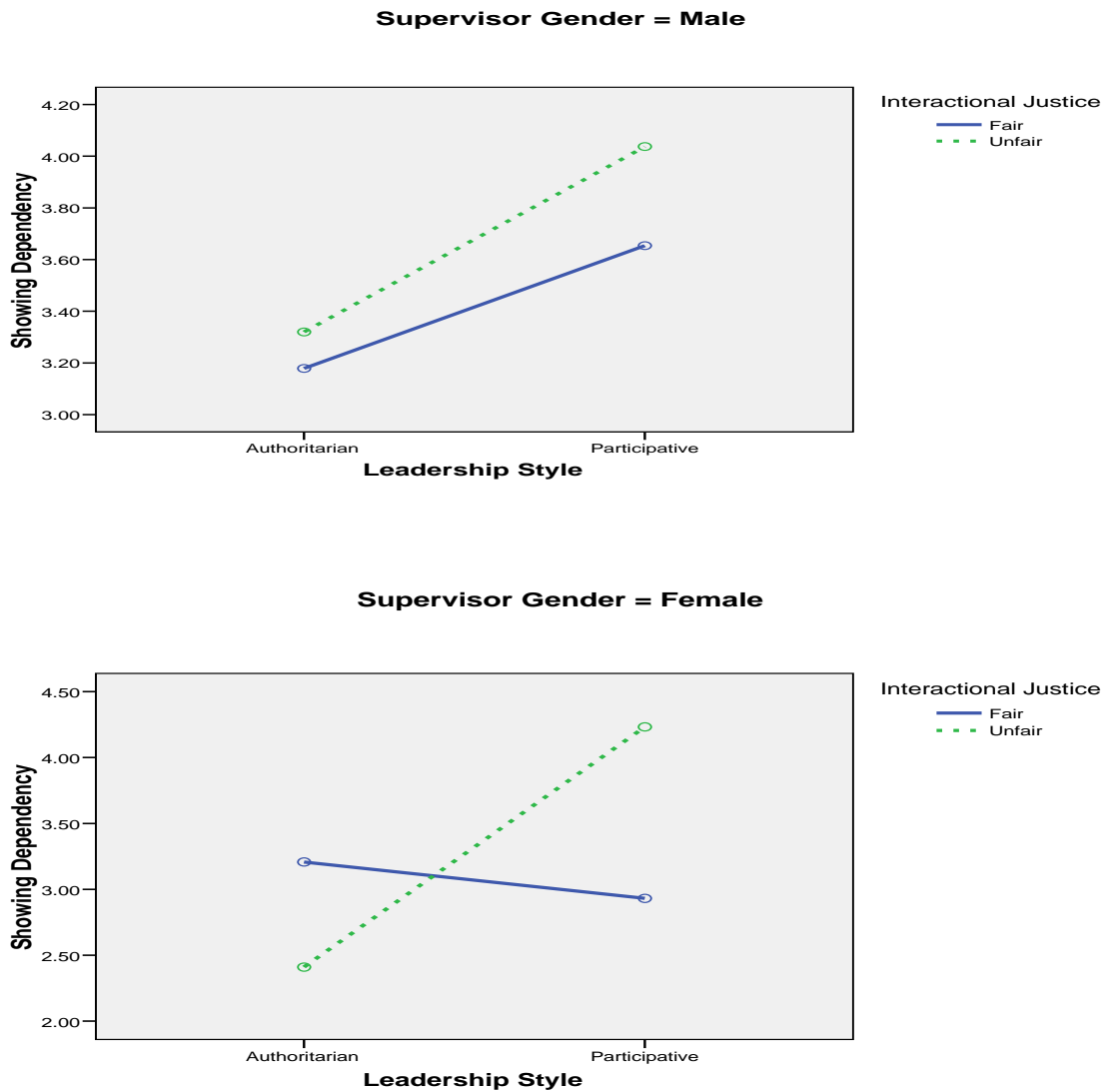


Figure 7. Leadership X interactional justice X supervisor gender interaction on showing dependency tactic of influence.

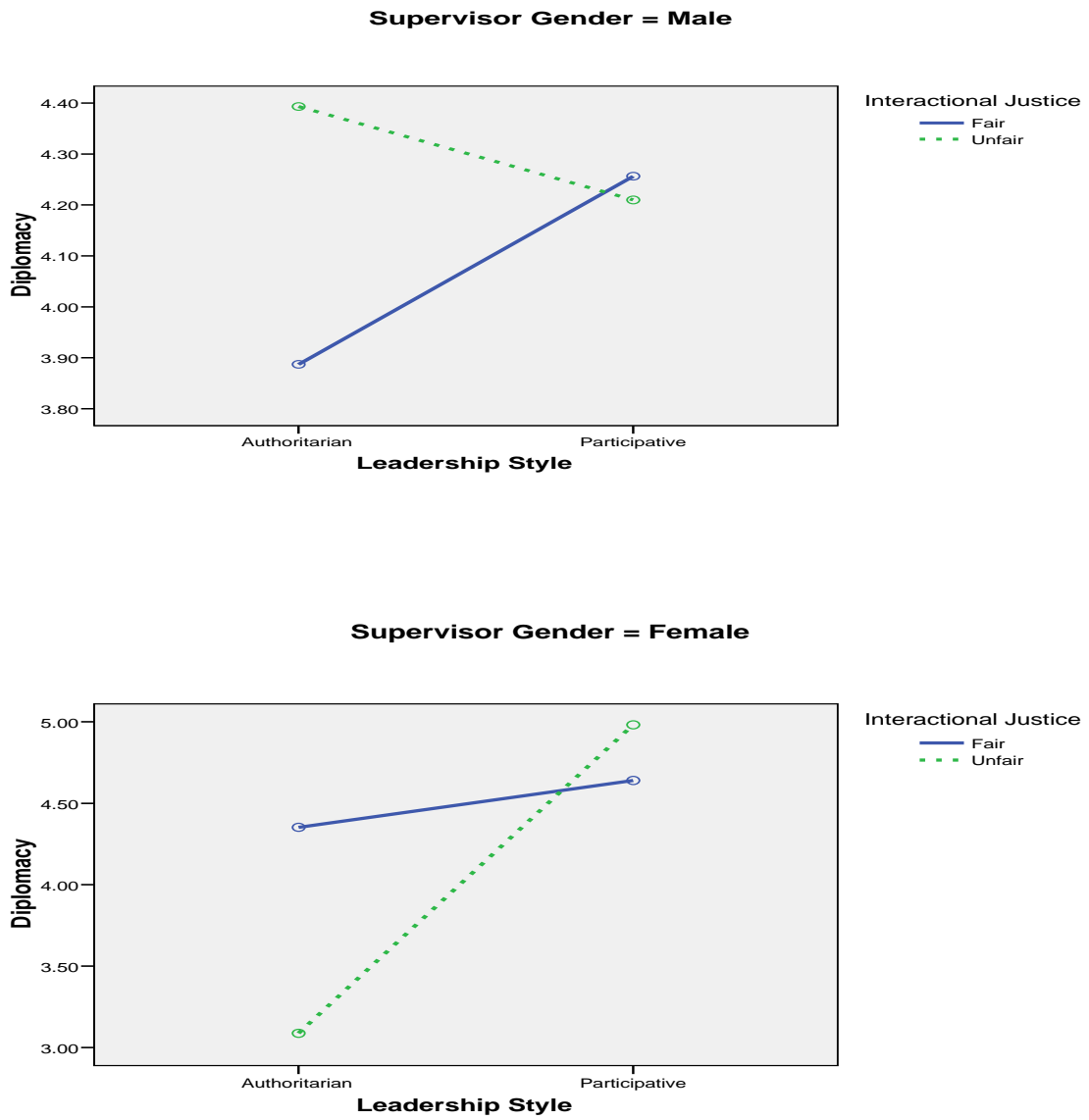


Figure 8. Leadership X interactional justice X supervisor gender interaction on diplomacy tactic of influence.