

## Behavioural Influence Tactics in Indian Organizations: Effect of Team Size and Managerial Experience on Choice of Influence Tactics in Strategy Selection for Leadership Success

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KEYWORDS	ABSTRACT
Behavioral Influence tactics, Team Size, Managerial Experience, Leadership Success, Social Influence Questionnaire	Influencing others at workplaces is an inexorable process. Managers accomplish organizational goals by influencing others. Towards this end, a range of influence tactics are exercised by managers. Managers are varied with others by having different numbers of subordinates and different tenure at work place. The prime objectives of the study were to develop a scale to measure behavioural influence tactics and to examine the impact of size of team and managerial experience on dimensions of influence tactics. To develop the scale SPSS and Smart PLS Software was utilized to run the multivariate regression and MANOVA analysis. The study explored 12 important dimensions of influence tactics. Path coefficient and Multivariate analysis identified a significant relationship between the number of subordinates and organizational tenure with the choice of influence tactics.

### 1. INTRODUCTION

Influence behaviour enacts a prominent role to augment the efficacy of a manager. In today's organisational context, for a manager, exercising mere formal authority is not a way to get work done. Therefore, influence behaviour facilitates a manager for the implementation of their plans to achieve organisational goals.

Cartwright (1965) provides a useful working definition of the concept of influence: "when an agent (exerting influence), O, performs an act resulting in some change in another agent (subjected to influence), P, we say that "O" influences "P." Jones and Pittman (1982) defined influence behaviours as constructive self-presentation behaviours with the purpose of power maintenance. Some researched defined influence tactics as generalized ability to change the actions of others in some intended fashion (Filley, House, & Karr; Kipnis, 1976; Mowday, 1978). Behavioral Influence Tactics are actions or behaviours used by individuals, typically within an organizational or interpersonal context, to shape, guide, or modify the attitudes, behaviors, or decisions of others to achieve desired outcomes (Yukl & Falbe, 1990). These tactics are rooted in psychological and social principles and can vary based on the situational context, the individuals involved, and the goals being pursued (Ansari, 1990).

Towards this end, a manager exercises a range of behavioural influence tactics to accomplish goals. Identification and measurement of influence tactics through an influence scale plays a very pivotal role

in the empirical understanding of the social influence process in an organisational context. A contextual gap exists in the availability of a proactive influence tactics scale for Indian workplaces. Henceforth, development of a scale to measure the influence tactics is an important research activity. A significant body of literature has been accumulated on behavioural influence tactics and its measurements. Assuming the significance of measure of behavioural influence tactics in academic research, the conceptual and empirical validation of the tactics constitutes the core of investigation of the study. Consequently, development of a SIQ for an Indian context to measure influence tactics at work places was the main objective of the study.



Further, a predilection for an influence tactic from a range of tactics in a context is shaped by a range of considerations. Number of subordinates and organisational tenure prominently work as antecedents to managerial styles. They also function as precursors for preference of influence tactics (Ng & Feldman, 2010). Number of subordinates and organisational tenure of a manager are a very decisive determinant for the choice of a behavioural tactic from an array of tactics.

A manager who has a large number of subordinates or has few subordinates very pervasively determines the preference for an influence tactic. A few studies have been done in influence process literature in connection with how the number of subordinates' changes manager's orientation towards inclination for hard, soft, and rationale tactics at work places (McCutcheon et al., 2009). It is a very critical research question as to in what way number of subordinates decide whether a manager will use fact-based tactics like logical reasoning or hard tactics like intimidation or disparagement (Ng & Feldman, 2013). This research question helps to explain how the number of subordinates set the tone for choosing behavioural influence tactics which have implications for creating a range of productivity at work places.

Teclaw and associates (2014) found a manager's organisational tenure had a significant positive relationship with work attitude (affective commitment). In the same way, organisational tenure of a manager also conclusively regulates the preference for behavioural influence tactics at the work places (Ng & Feldman, 2010). Managers' with a fairly long or short organisational tenure may vary, conclusively, for using certain proactive tactics which have an implication for people engaging organisational culture at work-places. Some empirical works have investigated the relationship between organisational tenure and influence tactics (Vecchio & Boatwright, 2002). There is an absence of any empirical work in Indian context to relate the relationship between influence tactics and organisational tenure.

This paper attempts to identify number of subordinates and organisational tenure as very prominent antecedents which determine the managers' choice of behavioural influence tactics. How a manager's influence behaviour who has vast tenure in an organisation varies in comparison to a manager who has joined the organisation newly. In the same way, the number of subordinates (whether managing small cohort of workforce or a large number of employees) determines the choice for behavioural influence tactics. The study is conducted to investigate the relationship between these variables to improve our perceptiveness for the constructs for an Indian organisational context. We consider this research paper, at one side, is very pertinent for enhancing the managerial effectiveness, and on the other side, it also helps to fill the gap in this area where impact of number of subordinates and organisational tenure were not explored with much rigor on manager's preference for proactive influence tactics (Ng & Feldman, 2013).

**The objectives of the study can be summarized as:**

1. To identify dimensions of Behavioural Influence Tactics related to Strategic Selection for Leadership Success.
2. To identify the relationship between Team size and Managers' Behavioural Influence Tactics.
3. To analyse the effect of Managerial Experience on Managers' Behavioural Influence Tactics

## 2. LITERATURE REVIEW

Managers' Behavioural Influence Tactics:

Behavioural Influence Tactics, in organisational context, as a distinct body of knowledge derives its propositions under the research domain of intra-organisational influence tactics. Moreover, the process is also immensely benefited and enriched from research in compliance & conformity, persuasion, impression management, organisational politics, and self-presentation (Ferries et al., 2002). Seminal work of Kipnis and associates (1980) has led to development of the theory of intra-organisational influence tactics. This theory is empirically validated by a number of studies (Schriesheim & Hinkin, 1990; Yukl & Falbe, 1990; Yukl et al, 2008; Lee et al., 2017). A plethora of research in intra-organisational influence tactics has identified a range of influence tactics and influence tactics scales in the organisational context (Kipnis, et al., 1980; Schriesheim & Hinkin, 1990; Yukl & Falbe, 1990; Lee et al., 2017; Leong, 2007).

Influence tactics are further compartmentalized under various framework. These frameworks are developed considering the characteristics of tactic, antecedent, consequence (outcome), mediation of influence. Wilkinson and Kipnis (1978) described tactics in terms of two broad categories- strong (persistence or threat), and weak (compromise or request for compliance). Kipnis & Schmidt (1985) have identified hard, rational, and soft categories of influence tactics. Falbe and Peplau (1980) presented a two-dimensional model of influence tactics. These two dimensions concerned the extent to which the tactics were direct (ranging from direct to indirect) and interactive (ranging from bilateral to unilateral). Cialdini and Richardson (1980) drew a distinction between two kinds of tactics: 1. Direct tactics and 2. Indirect tactics. Cialdini further categorized the indirect tactics into: 1. Connection focused tactics, and 2. Other focused tactics. Tedeschi and Melburg (1984) proposed a useful taxonomy for contextualizing the vast array of influence behaviour. They classified these behaviours into two dimensions: assertive-defensive and tactical-strategic. Wayne and Ferris (1990) constructed a 24-item scale and did the principal component analysis. They identified three categories of influence tactic- (1) job-focused tactics, (2) supervisor-focused tactics, and (3) self-focused tactics. Falbe and Yukl (1992) have identified the soft tactics category and hard tactics category. We have adopted the influence tactics categorization of Kipnis & Schmidt (1985).



The seminal work of Pandey and Bohra (1981) steered the development of a social behaviour questionnaire (SBQ) to measure ingratiation tactics in an Indian context. A series of works had been done by Ansari and associates and other research to study the influence process in an Indian context (Shankar, Ansari, & Saxena, 2001; Srivastava, 2007; Diman, 2017). These efforts have given considerable impetus to progress and advancements to influence behaviour research in the Indian context.

A literature review has identified various behavioral influence tactics, categorized into hard, rational, and soft influence tactics.

Hard Influence Tactics include intimidation, where threats or forceful behavior create a sense of fear or urgency (Harris et al., 2007); disparagement, which involves criticizing others to achieve objectives (Fodor, 1974); use of authority, leveraging the legitimacy of one's position to influence targets (Sparrowe, Soetjito, & Kraimer, 2006); assertiveness, where agents repeatedly press their points to get work done (Emans et al., 2003); and coalition formation, which involves forming alliances or groups to exert collective influence (Barbuto Jr. & Mess, 2006).

Rational Influence Tactics focus on logical exchanges and reasoning. These include the exchange of benefits, where mutual give-and-take or reminders of past support are used to influence targets (Sparrow, Soetjito, & Kraimer, 2006), and rationality, which relies on data, facts, and logical

reasoning for persuasion (Standifird, Pons, & Moshavi, 2008).

Soft Influence Tactics emphasize interpersonal and inclusive approaches. Consultation tactics involve seeking input and collaboration to influence others (Lu et al., 2019). Exemplification uses role modeling to inspire and guide behavior (Bolino et al., 2008). Ethnic identity draws on shared cultural or personal similarities to build rapport and influence (Byrne, 1971; Singh, 1974). Ingratiation relies on charm and likability to win favor and influence targets (Westphal & Shani, 2016). Finally, supplication involves presenting oneself as needy or helpless to elicit support or avoid challenging tasks (Nagy, Kacmar, & Harris, 2011; Turnley & Bolino, 2001).

These tactics collectively provide a comprehensive framework for understanding how individuals influence others in organizational settings. But, literature review has identified probable gaps in the research related proactive influence tactics in an Indian organisational context. Advancement in theories and practices in intra-organisational influence theory in recent years has identify some new proactive behavioural influence tactics like supplication, ethnic identity, disparagement which are not reflected in present influence tactics scales. Current paper attempts to expand the base of proactive influence tactics considering recent advancements in intra-organizational influence tactics literature. It also makes an effort to come up with a survey questionnaire which can help quantify the process in an Indian context. At present, there is a critical dearth of a scale to quantify the influence phenomena considering Indian context.

### **Effect of team size on influence tactics**

The chief reason to examine the number of subordinates is for the efficient management of people at a work place (Remenova, Skorkova, & Jankelova, 2018). Number of subordinates may be small or large. Xie, Jiang & Kirkman (2019) posits that when the number of subordinates is large, there will emerge a distanced interpersonal relationship. Empirical observations have shown that the relationship between supervisors and junior employees weakened as the supervision horizon grew (Bai, Lin, & Lui 2019). To manage a large number of subordinates, it is not possible to interact with them on a daily basis and have a one-to-one interaction. In this scenario, an element of formalization may come into sight to manage a large unit of subordinates (Xie, Jiang & Kirkman (2019). However, having many subordinates, will lessen the friction in daily encounters. Daily hassles will be reduced because there is a less or a distanced interaction between superior and subordinates (Weiss & Hoegel, 2016). It invokes a sense of flexibility and empowerment among the subordinates (Walter & Zimmermann, 2016). At the same time, when the number of subordinates is small, some element of informal components will be present in interpersonal interaction between the subordinates and the superior. In this case, interpersonal relationships may get stronger or weaker. Stronger relationship in small number of subordinates' situation, managers may prefer soft tactics. In weaker relationship with small number of subordinates' situation, managers may prefer hard tactics. McCutcheon et al. (2009) suggested that certain influence tactics have less effect in group settings with a smaller span of supervision than in group settings with a larger span of supervision. Story and colleagues (2013) suggested that using ingratiation (soft tactic) and assertiveness (hard tactic) was more successful when supervising a small group compared to a large group. Research has shown that there is an intermix of correlation between logical reasoning influence tactic and the extent of number of subordinates (Bos-Nehles & Van Riemsdijk, 2024). In a study conducted by Schyns, Maslyn, & Weibler (2010), it was discovered that there was a higher usage of exchange of benefit and assertiveness tactics on a narrow number of subordinates compared to a wide number of subordinates. But, Zoller & Muldoon (2020) found no notable distinction in the use of ingratiation tactics between small and large groups. Zoller & Muldoon (2020) advocated, in a broader scope of supervision, logical reasoning will be favored over a narrower scope of supervision. In the current scenario, there is an influx of new value employees (talents) with

higher levels of specialized expertise and skills joining the workforce. Less guidance and intervention in their work domain is preferred by the new value talents. Managers can effectively manage their workforce by empowering employees,



delegating tasks, and emphasizing trust. These managerial techniques are supported by a broad scope of supervision. A broad scope of supervision eases the everyday stress environment, which fosters positive working relationships.

As the previously stated research has given contrary results relating to behavioural influence

tactics and the number of subordinates, a research was undertaken to see the relationship between these two constructs.

### **Effect of organization tenure on Influence tactics**

Organizational tenure is the amount of time an individual remains in an organization. The number of years a manager has been employed is the operational definition of work experience as per this paper (Kooij et al., 2017). Organizational tenure of employees plays an important role in shaping the employees' behaviour in an organizational context. A manager gains knowledge and skills which is acquired, in part, from their organizational tenure (Gerpott et al., 2015). In various conditions, the duration of managers' employment within the organization (organizational tenure) affects the social influence process as well. Does a manager's tenure at an organization effect the preference of managers for behavioral influence strategies? Regarding this research question, few empirical works are available. In relation to the selection of proactive behavioral influence tactics by managers considering their organizational tenure, this question is especially pertinent. These influence tactics support managers in accomplishing organizational objectives. Thus, a significant factor in assessing a manager's efficacy is the effect of organizational tenure at a work place on the preference for various influence strategies. The study investigates the relationships between influence strategies and organizational tenure. Analysing how organizational tenure affects the choice of influence tactics- which might range from ingratiation to intimidation- is crucial. In accordance to studies, lengthy tenure in an organization is associated with beneficial behaviors such as a preference for tacit and logic-based influence (Kim, 2018). Research has indicated that managers who have worked for a longer period of time exhibit more relationship-oriented behaviors (Teclaw et al., 2014). A manager with a long career in an organization is more likely to exhibit traits like selflessness, helping colleagues, and providing constructive criticism (Ng & Feldman, 2013). According to Vecchio and Boatwright (2002), there will be less preference for hard influence tactics like assertiveness, use of authority, intimidation etc. when a manager's organizational tenure increases in an organization. However, as managers' tenure inside in an organization increases, relationship-oriented strategies like ingratiation, consultation, and behavioural exemplification have been chosen more (Steffens and associates (2014). At the same time, Valle, Harris, & Andrews (2004) advancing the human capital theory, opined that manager with high 5rganizational tenure will use soft and hard tactics. Halbesleben and Wheeler (2008) posited that manager's higher organizational tenure will correlate positively with use of soft and hard tactics. Based on human capital theory of Valle, Harris, & Andrews (2004) and job embedded postulation of Halbesleben & Wheeler (2008) we hypothesis that Higher the 5rganizational tenure will lead to more the use of hard and soft tactics.

Managers' profile is characterized by the number of subordinates and organizational tenure (years of experience in organization) at work places. We study how these factors impact the manager's choice of influence tactics when a manager makes a choice for behavioural influence tactics. Studying the effect of number of subordinates and organizational tenure on the choice of influence tactics have implications for understanding and improving the effectiveness of managers. However, only few studies have examined the effect of number of subordinates and organizational tenure on choice of behavioural influence tactics used by managers in an organizational context (Carmeli, Gelbald, & Reiter-Palmon, 2013). This study was, further, undertaken to see the impact of number of subordinates

and organizational tenure on the choice of behavioural influence tactics. As there was a paucity of research finding relating to the area, towards this end, the study was conducted.

Thus the prime objective of the study is to develop a SIQ for Indian organizations on the basis of which we examine the relationship of Number of Subordinates and Organizational tenure with a Manager's social influence process

### **3. RESEARCH METHOD**

The research design of the study was explorative and descriptive both in nature and a scale (SIQ) to measure influence tactics in Indian organizational context was developed using EFA and CFA statical approach. The initial SIQ had eighty-four items, out of which sixty were retained and twenty-four were rejected at a content validation and pre-testing stage of the scale development. Subsequently, through the EFA and CFA, forty nine items were retained relating to twelve constructs of influence tactics. The cross-sectional data was collected by a self-developed questionnaire and data was analyzed by using descriptive and inferential statistics. Following stages defines adopted methodology of current research.

#### **Stage- 1: Item- generation**

Item-generation was guided by DeVillis' (2003) suggestions that the objective of the constructs had to be clear by operationally defining the constructs and thus generating an item pool. Item writing was guided by the operational definition of each dimension to measure each influence tactic. Eighty-four tactics or behaviours were identified in preliminary construction of the questionnaire.

#### **Stage-2: Reviewer's Rating**



DeVellis (2003) outlined to have experts review the initial item pool. Reviewers' ratings were taken after a preliminary construction of the questionnaire. The reviewers' review involved an analysis of content and face validity of the questionnaire. Appointed reviewers were professors and subject experts in esteemed universities of India. The five Reviewers independently reviewed each item for suitability in the questionnaire. Identified behaviours were modified according to the reviewers' recommendations. There was an over-all unanimity for face validity of items of the questionnaire among the reviewers and length of administration of the questionnaire.

### **Stage:3- Pilot study**

The pilot study was facilitated to single out some of the inadequacies of the questionnaire. Feedback received on the pilot study were assisted to compute mean and standard deviations. On the basis of these results, some items had been re-written. A hundred and thirty-six (136) employees of organizations like banks, insurance company, audit & accounts office and manufacturing organizations were selected as the sample for the research. Sample participants of the research study were drawn from various grades of different organizations. The average education experience of the respondents was up to graduation.

Item scrutiny was conducted to examine the technical aspects questionnaire through various statistical techniques. The descriptive statistics were computed for each item. Items having a higher item- total correlation were retained. The item-total correlations of these 85 identified behaviours ranged from .30 to .85. This method has identified few behaviours which were not representing the constructs. The rejection of these behaviours resulted into a questionnaire assigning 60 tactics or behaviours.

For further analysis, first, an exploratory factor analysis (EFA) study was conducted on sixty items. 302 respondents participated in the study. Following the Gorsuch (1983) criteria, item-sample ratio was kept 5:1. Sampling techniques were convenient and purposeful to get the managers' responses on SIQ to conduct the factor analysis. We used principal components analysis (PCA) and Varimax rotation method with 9 iterations for factor extraction method in the EFA (Gorsuch, 1983). KMO

value for EFA was .892 which reflects that sample was adequate to run EFA.

Subsequently, confirmatory factor analysis (CFA) cycle 1 was conducted on 400 professionals working in organizations (banking & finance, insurance, audit, administration, manufacturing, Information Technology etc.) These samples were selected randomly from their organizations. While selecting these samples, it was ensured that these samples were having a superior and subordinates (purposive sample). Hence, respondents having superiors and subordinates were qualified for the study.

Further, CFA Cycle 2 was done on 526 samples working in a range of public and private sector organizations which include banking & finance, manufacturing, railways, audit, information technology etc. The average age of the respondents was 41 years. The respondents were having more than 12 years of experience in working in organizations.

The CFA Cycle 1 and 2 were performed using Smart-PLS 4 (Version 4.0.9.6) Software. A two-step strategy was utilized for the development of a measurement model.

### **Stage 4- Measures explored from EFA and CFA**

Measure consisted of twelve dimensions of influence tactics. These influence tactics include: 1, Intimidation, 2. Disparagement, 3. Use of Authority, 4. Assertiveness, 5. Coalition Formation, 6.

Exchange of Benefit, 7. Logical Reasoning, 8. Consultation Tactic, 9. Exemplification, 10. Ethnic Identity, 11. Ingratiation, 12. Supplication. Questionnaire has a section of personal information. It contained demographic variables, such as, name of organization, age, gender, cadre, nature of work, number of subordinates, experience in organization, and educational qualification.

### **Stage5- Operational Definition of the Constructs**

In the influence scale development, following Devellis' (2003) suggestions, we distinctly operationally define each latent influence tactic constructs clearly and concretely. The operational definition of each tactic is guided by using both existing theory and research as well as from a generation of pool of behaviours to provide a sound conceptual foundation. In the research, we have operationally defined each construct according to Indian organisational context which is given below:

In the context of this study, behavioral influence tactics refer to the strategic actions or approaches employed by individuals within an organizational setting to influence the attitudes, behaviors, or decisions of others. These tactics are categorized into three broad groups:

**Hard Influence Tactics:** These involve assertive or coercive actions aimed at exerting pressure or control over others. This includes intimidation (using threats or bullying), disparagement (undermining others' abilities or work), use of authority (leveraging positional power to influence), assertiveness (repeated demands, setting strict deadlines, and continuous monitoring), and coalition formation (forming groups to exert collective pressure).





**Rational Influence Tactics:** These rely on logical reasoning and mutual exchange to influence others. This includes exchange of benefits (using reciprocal give-and-take strategies) and logical reasoning (persuading others with facts, data, and rational explanations).

**Soft Influence Tactics:** These involve more subtle, interpersonal strategies to build rapport and foster cooperation. This includes consultation (involving others in decision-making), exemplification (acting as a role model or providing personal examples), ethnic identity (using shared ethnic or cultural similarities to create connection), ingratiation (utilizing social status, contacts, or dependence to gain favor), and supplication (presenting oneself as needy or helpless to elicit assistance).

The objective was to develop a questionnaire scale to measure social influence process in an Indian context which was conceptualized in terms of above dimensions.

**Team size or Number of subordinates:** Number of subordinates was controlled at three levels. 1. 0 – 10 Subordinates, 2. 10 – 50 Subordinates, and 3. More than 50 Subordinates. These number of subordinates are presently working under the respondents at present job.

**Managerial experience or Organizational Tenure:** Organizational tenure of respondent was measured as the number of years in the present organization. Organizational tenure of respondents was manipulated at four levels. Level 1: 0 – 1 year of experience, Level II: 1 year – 5 years, Level III: 6 years – 10 years, and Level IV: More than 10 years.

The study used G\*Power software for determining appropriate sample size with a minimum required power of test at 0.80 (Faul et al., 2009). The minimum sample size requirement at 5 percent significance level was 159, therefore final sample of 526 for CFA and Path analysis was found to be appropriate. Nonparametric structural modeling was used to analyze and test the hypotheses by using variance-based partial least square method (PLS – SEM) in SmartPLS 4.0. software (Ringle et al., 2015). PLS-SEM was found to be appropriate multivariate data analysis method in the present study as it involves complex model (Hair et al., 2019). PLS-SEM is an appropriate approach for prediction orientation in a theoretical framework for social and behavioral sciences (Hair et al., 2019). Further, the data analysis in the present study involves Reflective ordinal predictor variable (Cheah et al., 2019; Sarstedt et al., 2019).

### Research Hypotheses of the study

Ha1: There is a significant relationship between Team size and selected Managers' Behavioural Influence Tactics.

Ha2: There is a significant relationship between Managerial Experience and selected Managers' Behavioural Influence Tactics.

## 4. RESULTS

The results presented in Table 1 provide the outer loadings of EFA and CFA and validity metrics for the constructs used in this study. These values are crucial for assessing the reliability and validity of the measurement model, with outer loadings indicating the strength of the relationships between the constructs and their respective indicators.

Outer Loading and Validity of constructs:

Outer loadings of Items in EFA and CFA									
Items (Code)	Item Stat estimate	EFA Loadings	CFA (Cycle 1)	CFA (Cycle 2)	Outer loadings	Original sample (O)	T statistics ( O /STDEV)	P values	VIF
Intimidation 1		0.723	0.526	0.551	0.551	0.547	0.244	2.261	0.024
Intimidation 2		0.567	0.912	0.936	0.936	0.936	4.254	0.000	1.820
Intimidation 3		0.794	0.606	0.631	0.631	0.631	3.278	0.001	1.275
Intimidation 4		0.621	0.756	0.78	0.780	0.780	4.317	0.000	1.703
Intimidation 5		0.807	-0.125	(dropped in Cycle 2).					
Disparagement 1		0.712	0.751	0.754	0.751	0.751	5.901	0.000	1.547
Disparagement 2		0.727	0.816	0.874	0.816	0.816	8.082	0.000	1.937
Disparagement 3		0.748	0.821	0.882	0.821	0.821	8.222	0.000	2.310



Disparagement 4		0.774	0.714	0.783	0.714	0.714	6.772	0.000	1.377
Disparagement 5		0.599	0.788	0.808	0.788	0.788	7.896	0.000	2.102
Use of Authority 1		0.528	0.441	(dropped in Cycle 2).					
Use of Authority 2		0.578	0.764	0.788	0.788	0.788	4.596	0.000	1.278
Use of Authority 3		0.516	0.731	0.756	0.756	0.756	2.887	0.004	1.207
Use of Authority 4		0.584	0.668	0.692	0.692	0.692	2.832	0.005	1.165
Assertiveness 1		0.618	-0.103	(dropped in Cycle 2).					
Assertiveness 2		0.466	0.828	0.852	0.852	0.852	0.852	5.925	0.001
Assertiveness 3		0.656	0.449	(dropped in Cycle 2).					
Assertiveness 4		0.629	0.316	(dropped in Cycle 2).					
Assertiveness 5		0.447	0.657	0.682	0.682	0.682	3.602	0.000	1.041
Coalition Formation 1		0.503	0.685	0.695	0.685	0.685	7.021	0.000	1.395
Coalition Formation 2		0.621	0.675	0.715	0.675	0.675	5.594	0.000	1.719
Coalition Formation 3		0.606	0.75	0.78	0.750	0.750	7.346	0.000	2.025
Coalition Formation 4		0.576	0.777	0.823	0.777	0.777	7.720	0.000	1.920
Coalition Formation 5		0.47	0.846	0.911	0.846	0.846	10.062	0.000	1.473
Exchange Benefit 1 of		0.54	0.73	0.831	0.730	0.730	3.472	0.001	1.671
Exchange Benefit 2 of		0.525	0.825	0.895	0.825	0.825	3.882	0.000	1.686
Exchange Benefit 3 of		0.597	0.501	0.701	0.501	0.501	2.114	0.035	1.425
Exchange Benefit 4 of		0.511	0.785	0.882	0.785	0.785	3.311	0.001	1.777
Exchange Benefit 5 of		0.49	0.825	0.911	0.825	0.825	4.160	0.000	1.714
Logical Reasoning 1		0.572	0.753	0.778	0.778	0.778	3.873	0.000	1.700
Logical Reasoning 2		0.545	0.127	(dropped in Cycle 2).					



Logical Reasoning 3		0.426	0.788	0.812	0.812	0.812	3.785	0.000	1.698
Logical Reasoning 4		0.597	0.792	0.816	0.816	0.816	4.021	0.000	1.963
Logical Reasoning 5		0.49	0.654	0.678	0.678	0.678	2.997	0.003	1.842
Logical Reasoning 6		0.678	0.624	0.648	0.648	0.648	2.952	0.003	1.383
Consultation 1		0.622	0.749	0.761	0.749	0.749	9.817	0.000	1.510
Consultation 2		0.636	0.725	0.753	0.725	0.725	8.612	0.000	1.390
Consultation 3		0.529	0.795	0.882	0.795	0.795	8.216	0.000	1.708
Consultation 4		0.564	0.75	0.821	0.750	0.750	8.613	0.000	1.724
Consultation 5		0.403	0.731	0.778	0.731	0.731	8.455	0.000	1.636
Exemplification 1		0.469	0.828	0.868	0.828	0.828	17.670	0.000	1.968
Exemplification 2		0.465	0.904	0.921	0.904	0.904	21.860	0.000	3.745
Exemplification 3		0.472	0.918	0.932	0.918	0.918	24.937	0.000	4.134
Exemplification 4		0.49	0.847	0.863	0.847	0.847	17.820	0.000	2.843
Exemplification 5		0.484	0.85	0.871	0.850	0.850	19.350	0.000	2.678
Ethnic Identity 1		0.647	0.384	(dropped in Cycle 2).					
Ethnic Identity 2		0.712	0.764	0.788	0.788	0.788	4.086	0.000	1.844
Ethnic Identity 3		0.626	0.834	0.858	0.858	0.858	4.687	0.000	2.015
Ethnic Identity 4		0.667	0.252	(dropped in Cycle 2).					
Ethnic Identity 5		0.655	0.871	0.896	0.896	0.896	4.602	0.000	1.668
Ingratiation 1		0.548	0.788	0.813	0.551	0.551	2.261	0.024	1.435
Ingratiation 2		0.69	0.23	(dropped in Cycle 2).		0.813	4.427	0.000	1.375
Ingratiation 3		0.678	0.756	0.781	0.781	0.781	4.945	0.000	1.955
Ingratiation 4		0.54	0.771	0.796	0.796	0.796	5.181	0.000	1.98





									9
Ingratiation 5		0.541	0.669	0.694	0.694	0.694	3.780	0.000	1.896
Ingratiation 6		0.453	0.688	0.712	0.712	0.712	4.251	0.000	1.780
Supplication 1		0.685	0.856	0.881	0.881	0.881	5.886	0.000	1.472
Supplication 2		0.453	0.038	(dropped in Cycle 2).					
Supplication 3		0.651	0.864	0.889	0.889	0.889	6.318	0.000	1.472
Supplication 4		0.433	0.404	(dropped in Cycle 2).					
Total Variance Explained by 12 constructs-75.176 percent									
KMO and Bartlett's Test-.892									
Bartlett's Test of Sphericity- Chi-Square 7314.456 (Df 1770, 0.000)									

In table 1, in EFA, the factor loading of each item was more than 0.5. Therefore, all the sixty items related to twelve dimensions of influence tactics were retained in the scale (Hair et al. 2020). Notably, majority of the factor loadings ranged 0.714 to 0.850. The VIF values obtained in this study are < 3.5, indicating the absence of significant common method bias, following Kock's (2015) guidelines. The confirmatory factor analysis rejected eleven items from all constructs. These items were deleted based on outer loading value and AVE < 0.5. Final Scale was having 49 items related to twelve dimensions of influence.

#### ***Construct Reliability and Validity***

<b>Dimensions</b>	<b>Cronbach's alpha</b>	<b>Composite reliability (pa)</b>	<b>Composite reliability (pc)</b>	<b>Average variance extracted (AVE)</b>
Assertiveness	0.731	0.753	0.774	0.596
Coalition Formation	0.823	0.956	0.864	0.561
Consultation Tactics	0.807	0.811	0.866	0.563
Disparagement	0.839	0.845	0.885	0.607
Ethnic Identity	0.816	0.906	0.885	0.720
Exchange of Benefit	0.821	0.806	0.857	0.552
Exemplification	0.920	0.937	0.940	0.757
Ingratiation	0.839	0.921	0.872	0.578
Intimidation	0.767	.856	0.822	0.547
Logical Reasoning	0.814	0.818	0.864	0.562
Supplication	0.723	0.723	0.878	0.783
Use of Authority	0.702	0.707	0.790	0.557

**Table 2: Construct Reliability and Validity**

Source: Authors' Own

Table 2 indicated the Cronbach's alpha and composite reliability (pc). The table 2 showed that Cronbach's alpha/Composite reliability (pc) were ranging from

0.70 to 0.94. These values are

above 0.70 and below 0.95 (Nunnally & Bernstein, 1994). The result indicated that the latent constructs had good internal consistency. Table 2 showed that AVEs of all the twelve constructs were more than 0.50. AVEs of latent constructs of Ethnic identity, Exemplification and Supplication have crossed 0.70.



#### Discriminant validity

Discriminant validity refers to the extent in which the construct is actually differing from other constructs empirically. In the study, discriminant validity of 12 latent constructs of influence were evaluated by using Heterotrait-monotrait (HTMT) ratio of correlation and Fornell & Larcker criteria. Henseler et. al, (2015) proposed the HTMT method. HTMT values close to 1 indicates a lack of discriminant validity. Gold et. al, (2001) argued that if the value of the HTMT is higher than 0.90, one can conclude that there is lack of discriminant value in a latent construct. The HTMT ratios were examined and found to be less than 0.86 for all twelve latent constructs, indicating the absence of multicollinearity issues. All the twelve latent constructs of influence were distinctive and reflective in nature.



<i>Dimension s</i>	<i>Asserti ve ness</i>	<i>Coali ti on For mat ion</i>	<i>Consu lta tion Tactics</i>	<i>Dis pa rage ment</i>	<i>Eth ni c Ide nt ity</i>	<i>Exc h ang e of Ben ef it</i>	<i>Exe mpl ificat ion</i>	<i>Ingr ati atio n</i>	<i>In ti m id at ion</i>	<i>Logic al Reaso nin g</i>	<i>Supplic ati on</i>	<i>Us e of Au th ority</i>	<i>R- squa re</i>	<i>R- squ are adj us ted</i>
Assertive ne ss	0.772												0.02 3	0.019
Coalition Formation	0.276	0.749											0.02 2	0.018
Consultati o n Tactics	0.175	0.275	0.750										0.01 7	0.013
Disparage ment	0.343	0.453	0.175	0.779									0.01 3	0.009
Ethnic Identity	0.218	0.312	0.361	0.288	0.849								0.00 3	0.001
Excha nge of Benefi t	0.323	0.485	0.330	0.490	0.422	0.743							0.00 5	0.002
Exemplifi c ation	0.313	0.487	0.168	0.599	0.325	0.528	0.870						0.01 6	0.012
Ingratiatio n	0.355	0.476	0.215	0.507	0.352	0.499	0.560	0.761					0.00 9	0.005
Intimidati o n	0.303	0.442	0.112	0.538	0.235	0.477	0.515	0.426	0.73 9				0.01 1	0.007
Logical Reasoning	0.226	0.353	0.412	0.268	0.366	0.383	0.288	0.332	0.25 1	0.750			0.00 3	0.001
Supplicati o n	0.337	0.467	0.149	0.536	0.285	0.527	0.606	0.587	0.53 7	0.256	0.885		0.00 9	0.005
Use of Authority	0.218	0.383	0.221	0.516	0.207	0.491	0.476	0.447	0.50 2	0.296	0.439	0.746	0.01 4	0.010

**Table 3: Discriminant Validity: Fornell-Larcker Criterion**

Table 3 showed the results of discriminant validity through Fornell & Larcker (1981) criterion. It compared the square root of each AVE in the diagonal with the correlation coefficient (off- diagonal) for each construct in the relevant rows and columns. Table 3 showed that the value of square root of each construct's AVE is greater than the correlations with other latent constructs. By the Fornell & Larcker method the discriminant validity is accepted between twelve latent constructs of the influence.



<i>Fit Indices</i>	<i>Model</i>	<i>Interpretation</i>
SRMR (Standardized root mean square residual)	0.067	SRMR less than 0.08 (Hu and Bentler, 1999). As the value is than 0.08, it indicated the good fit.
NFI (Normed fit index)	0.922	The coefficient also known as Bentler-Bonett non-normed fit index (NNFI) ranged from 0 to 1 where a value more than 0.90 indicates good value. As the NFI value in the model is 0.922 which is indicative of good fit of the model.

Table 4: Model Fit Indices

Source: Authors' Own

	<b>Ingratiation</b>	<b>Exchange</b>	<b>Logic</b>	<b>Assert</b>	<b>Upward appeal</b>	<b>Coalition</b>
Ingratiation	0.774**	-0.520	-0.401	-0.658	0.519	0.138
Exchange of Benefits	0.125	0.836*	-0.47	0.622*	0.145	0.462
Logical Reasoning	-0.568	-0.451	0.844**	-0.685	-0.489	-0.363
Assertiveness	-0.605	0.433	-0.614	0.832*	0.105	0.635*
exemplification	-0.683**	-0.423	0.593	0.675	-0.989*	-0.413
Collation Formation	-0.521	0.331	-0.642	0.641	0.402	0.717**

Table 5: Correlation between PIOS and SIQ Correlations

Pearson Correlation

\*\*. Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed). Source: Authors' Own

<b>Pearson Correlations</b>			
	<b>OCB</b>	<b>Consultation</b>	<b>exemplification</b>
OCB	1	0.821**	0.78**
Consultation	0.821**	1	.372**
exemplification	0.78**	.372**	1

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 6: Correlation between OCB, Consultation tactics and Exemplification tactic

Source: Authors' Own

#### 4.1 Nomological Validity of SIQ

To determine the nomological validity of the scale, relationship of the SIQ scale constructs with similar influence behaviour scale constructs was looked at in the study. We used Schriesheim & Hinkin (1990) scale PIOS and organizational citizenship behaviour (OCB) scale developed by DiPaola & Tschannen-Moran (2001) to determine the nomological validity of the SIQ. To see the nomological

validity, data was collected in 244 samples on PIOS and SIQ to examine the pearson product moment correlation. Table 5 showed the correlation between constructs of PIOS and SIQ. Table 6 showed that OCB had a positive and significant relationship with consultation and exemplification tactics. With the results, we can infer that the SIQ scale has nomological validity.

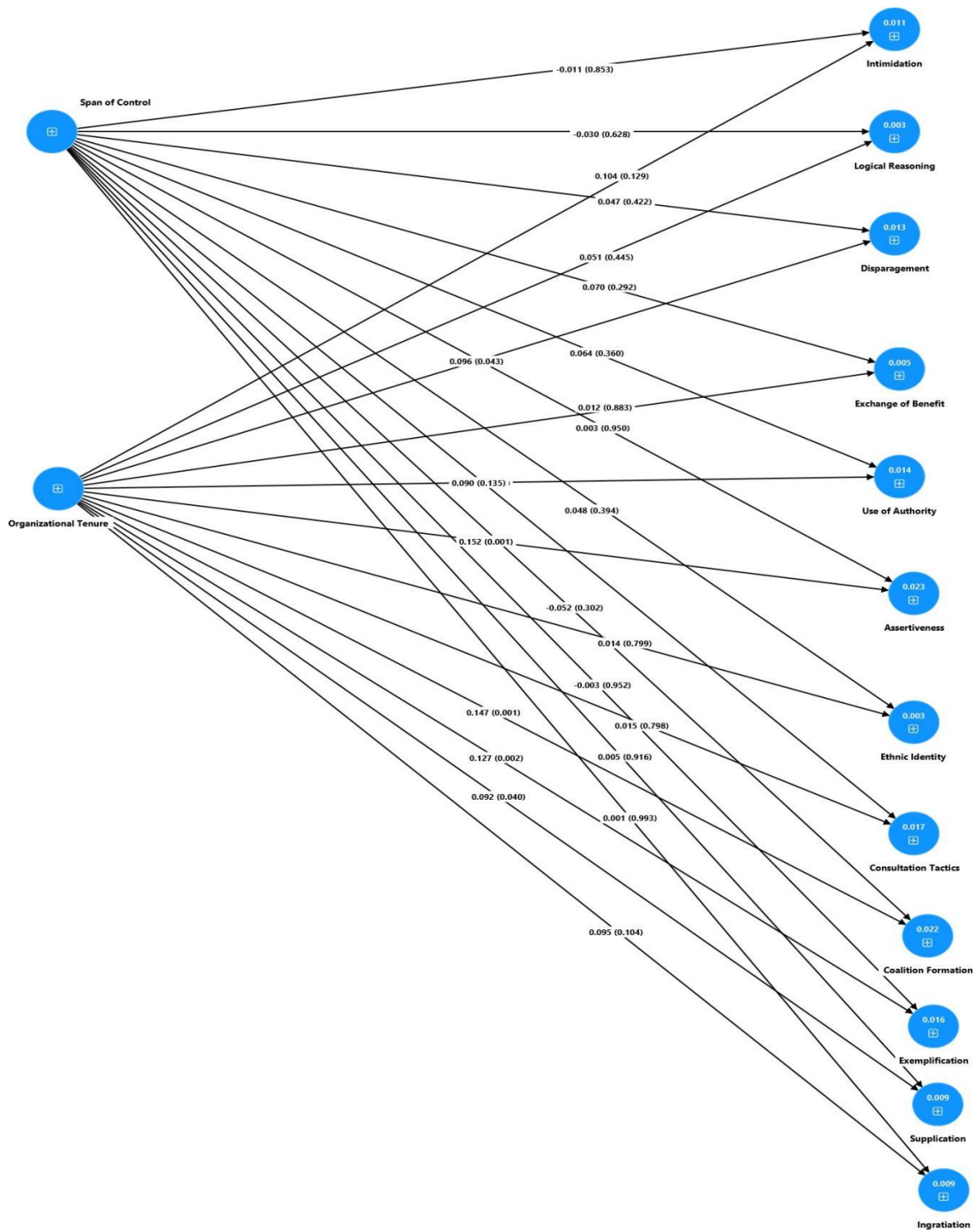


Figure 1: Results of structural equation model

Path Coefficients



<i>Dimensions</i>	<i>Beta</i>	<i>Sample mean-Beta</i>	<i>Standard deviation</i>	<i>T statistics</i>	<i>P values</i>	<i>f-square</i>	<i>Result</i>
Ha1a: Number of subordinates -> Consultation Tactics	0.428	0.435	0.044	2.870	0.004	0.160	Ha1 and Ha2 Accepted-Positive significant effect found
Ha2a: Organizational Tenure -> Assertiveness	0.452	0.456	0.045	3.390	0.001	0.230	
Ha2b: Organizational Tenure -> Coalition Formation	0.447	0.457	0.042	3.454	0.001	0.220	
Ha2c: Organizational Tenure -> Disparagement	0.396	0.384	0.048	2.022	0.043	0.090	
Ha2d: Organizational Tenure -> Exemplification	0.427	0.431	0.042	3.044	0.002	0.160	
Ha2e: Organizational Tenure -> Supplication	0.292	0.295	0.045	2.059	0.040	0.080	

**Table 7: Path Coefficients and Effect size**

In the study, the Effect of two independent variables (Number of subordinates and organizational tenure) was assessed on twelve dimensions of influence tactics. Table 7 showed that Number of subordinates and consultation tactic had a positive, and significant beta value. It means goodness of fit exists between these two variables. It showed that Number of subordinates and Consultation tactic had a significant relationship. The table suggested that Number of subordinates did not have any significant relationship with other influence tactics. F-square values showed the medium effect of Number of subordinates on Consultation tactic. Table 7 also showed the medium effect of organizational tenure on Assertiveness, Consultation tactic, Disparagement, Exemplification, and Supplication tactics.

Table 7 also showed the path analysis between organizational tenure and twelve dimensions of influence tactics. Beta value results showed that organizational tenure was significantly and positively related with Assertiveness, coalition formation, Disparagement, Exemplification, and Supplication tactics. It suggested that as managers' organizational tenure increased use of Assertiveness, coalition formation, Disparagement, Exemplification, and Supplication tactics also increased because the p-value is less than 0.05. Path coefficient result indicated that use of Ingratiation, Ethnic identity, Exchange of benefit, and Logical reasoning influence tactic by managers were not effected by Number of subordinates and organizational tenure because the p-value is greater than 0.05.

Effect of Number of subordinates and Organizational Tenure on Influence Tactics using MANOVA Analysis:

<i>Effect</i>		<i>Value</i>	<i>F</i>	<i>Hypothesis df</i>	<i>Error df</i>	<i>Sig.</i>
Organizational Tenure	Pillai's Trace	.088	1.272	36.000	1515.000	.130
	Wilks' Lambda	.714	1.273	36.000	1486.897	.130
	Hotelling's Trace	.091	1.273	36.000	1505.000	.130
	Roy's Largest Root	.051	2.137	12.000	505.000	.014
Number of subordinates	Pillai's Trace	.076	1.651	24.000	1008.000	.025
	Wilks' Lambda	.726	1.653 <sup>b</sup>	24.000	1006.000	.025
	Hotelling's Trace	.079	1.655	24.000	1004.000	.025
	Roy's Largest Root	.056	2.344 <sup>c</sup>	12.000	504.000	.006
Organizational Tenure * Number of	Pillai's Trace	.135	.976	72.000	3048.000	.535
	Wilks' Lambda	.871	.975	72.000	2742.420	.538
	Hotelling's Trace	.140	.974	72.000	3008.000	.540





subordinates	Roy's Largest Root	.050	2.097 <sup>c</sup>	12.000	508.000	.016
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**Table 8: Multivariate Tests-MANOVA**

Table 8 presented the results of multivariate MANOVA test. Analysis of the MANOVA results were done by using the Wilk's Lambda, Hotelling's Trace and Roy's Largest Root test (Everitt & Dunn, 1991). For the organizational tenure independent variable, using the alpha level of 0.05, results indicated that test results are not significant. Wilk's Lambda value was 0.714,  $F(df=36) = 1.27$ ,  $p >$

0.0 which is not significant. F test indicated that there were no significant differences among the organizational tenure of managers' group on a linear combination of the twelve dimensions of influence tactics (dependent variables). At the same time, results indicated that for the organizational tenure variable, Roy's Largest Root value is higher than Hotelling's Trace. Roy's Largest Root value was 0.051,  $F(df=12) = 2.14$ ,  $p < 0.05$ . The significant F value suggested that organizational tenure categories had a significant difference with twelve dimensions of influence tactics.

Table 8 also presented the multivariate tests results for the independent variable Number of subordinates. For the Number of subordinates independent variable, using Wilk's Lambda test at alpha level of 0.05, results indicated that test results are significant. Wilk's Lambda value was 0.726,  $F(24, 1006) = 1.65$ ,  $p < 0.05$ . The significant F test indicated that there was a significant difference among the organizational tenure of managers' group on a linear combination of the twelve dimensions of influence tactics (dependent variables). Thus, the results of multivariate test indicated that organizational tenure and Number of subordinates jointly determine the choice of twelve dimensions of influence tactics.

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Organizational Tenure	Intimidation	6.478	3	2.159	2.190	.088
	Disparagement	7.361	3	2.454	2.818	.039
	Use of Authority	10.374	3	3.458	3.959	.008
	Assertiveness	14.890	3	4.963	4.913	.002
	Coalition Formation	3.755	3	1.252	1.310	.270
	Exchange of Benefit	4.337	3	1.446	1.687	.169
	Logical Reasoning	1.154	3	.385	.512	.674
	Consultation Tactics	.153	3	.051	.067	.978
	Ethnic Identity	2.772	3	.924	.947	.418
	Exemplification	15.535	3	5.178	3.480	.016
	Ingratiation	3.508	3	1.169	1.339	.261
	Supplication	13.774	3	4.591	3.658	.012
Number of subordinates	Intimidation	.138	2	.069	.070	.932
	Disparagement	2.817	2	1.408	1.618	.199
	Use of Authority	3.977	2	1.988	2.276	.104
	Assertiveness	.518	2	.259	.256	.774
	Coalition Formation	1.950	2	.975	1.021	.361
	Exchange of Benefit	2.945	2	1.472	1.718	.180
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
	Logical Reasoning	2.782	2	1.391	1.851	.158
	Consultation Tactics	4.079	2	2.039	3.667	.037
	Ethnic Identity	1.881	2	.940	.964	.382
	Exemplification	2.365	2	1.183	.795	.452
	Ingratiation	2.726	2	1.363	1.561	.211
	Supplication	.738	2	.369	.294	.745
Organizational Tenure	Intimidation	15.873	6	2.645	2.684	.014



zational Tenure * Numbe r of subordi nates	Disparagement	9.369	6	1.562	1.794	.098
	Use of Authority	6.801	6	1.134	1.298	.256
	Assertiveness	8.287	6	1.381	1.367	.226
	Coalition Formation	4.984	6	.831	.870	.517
	Exchange of Benefit	7.749	6	1.292	1.507	.174
	Logical Reasoning	3.527	6	.588	.782	.584
	Consultation Tactics	1.257	6	.210	.274	.949
	Ethnic Identity	4.707	6	.784	.804	.567
	Exemplification	10.366	6	1.728	1.161	.326
	Ingratiation	7.500	6	1.250	1.432	.200
	Supplication	13.178	6	2.196	1.750	.108

**Table 9: Tests of Between-Subjects Effects**

Table 9 showed the results of between subject effects. The table indicated that the p-value of ANOVA of independent variable organizational tenure is significant for Disparagement, Use of authority, Assertiveness, Exemplification, and Supplication influence tactics. In interaction effect, p-value of ANOVA was significant for intimidation tactics. Number of subordinates was not significant with any of the construct of influence. As for Number of subordinates, sig. values for all influence tactics other than Consultation Tactics are more than 0.05. So, there is no significant difference among categories of Number of subordinates. Only Consultation Tactics is having a significant difference among various categories of Number of subordinates.

## 5. FINDINGS AND DISCUSSION

The EFA and CFA results indicates that influence tactics to achieve managerial effectiveness can be measured by Intimidation, Disparagement, Use of authority, Assertiveness, Coalition formation, Exchange of benefit, Logical reasoning, Consultation tactic, Exemplification, Ethnic identity, Ingratiation, and Supplication tactics in an Indian organizational context. These tactics range from very hard influence behaviour like Intimidation to very soft influence behaviour like Supplication. In today's organizational context, authority, which is embedded in an organizational position, alone is not sufficient to achieve organizational goals. These proactive behavioural influence tactics helps to achieve organizational goals.

Respondents agreed that Disparagement and Ethnic identity tactics were frequently used by managers as their choice to influence others in an organizational context. These two behavioural influence tactics are a new addition to social influence literature. In the influence process literature, so far, these tactics are not mentioned as influence tactics which are used by managers in an organizational context.

The results of PLS-SEM and MANOVA technique reveals that number of subordinates (number of subordinates with a manager) and organizational tenure have important considerations on the functioning of a manager. In this research, we explored the significant and positive impact of Number of subordinates on choice of consultation tactic. The findings supported the previous theories related

to no. of subordinates. At the same time, hard and soft influence behaviours like intimidation, disparagement, assertiveness, ingratiation, ethnic identity and supplication might be more effective in a situation where number of subordinate is less (Neg & Feldman, 2010; Ng & Feldman, 2013). Further, effective leaders through consultation influence tactic make the job simple and reduce the demand for day-to-day management of subordinates. Therefore, worldwide efforts are there to flatten the organization by cutting organization layers and widening the number of subordinates (Weiss & Hoegel, 2016).

Consultation tactic through high number of subordinates develops a sense of empowerment (Mazzotta, 2019). Hence this study advocates that if number of subordinates are increased then managers will increase the proactive influence tactic like consultation. Organizations might consider increasing managers' spans of control to promote more consultative leadership styles. Training programs for managers should emphasize consultative skills, especially for those overseeing larger teams. This could include modules on effective delegation, collaborative decision-making, and inclusive leadership. Performance evaluation systems for managers should take into account the number of subordinates, recognizing that effective influence strategies may differ based on team size.

It was also found that managers' choice for Assertiveness, Coalition formation, Disparagement, Exemplification, and Supplication tactics increased as tenure had increased. At the same time, choice of influence tactics like Intimidation, Use of authority, Coalition formation, Exchange of benefit, logical reasoning, Consultation tactic, and Ingratiation were not impacted by a managers' organizational tenure. Research findings are similar to studies (Ng & Feldman, 2010). Previous research has indicated that organizational tenure had a positive correlation with entrenched relationship, increased ties with



organization, competence, positive behaviour, and performance (Rousseau & Parks, 1993). It opined that positive behaviour of managers increased with an increase in use of influence tactics like Assertiveness, Coalition formation, Disparagement, Exemplification and Supplication. Valle, Harris, & Andrews (2004) advocated the human capital theory related to organizational tenure. They suggested that high-work experience managers accumulate declarative domain knowledge and procedural domain knowledge. This knowledge helps to build confidence in managers to use both hard tactics (if subordinates are immature) and soft tactics (if subordinates are mature). The results have supported the Valle and associates' theoretical deliberates. Managers with higher organizational tenure understand the organization better and, further, develop the orientation to be facilitative with organization to accomplish organizational task (Steffens et al., 2014). The findings of this study suggest a need for differentiated leadership development programs that account for tenure. The increased use of Assertiveness, Coalition formation, Disparagement, Exemplification, and Supplication tactics by longer-tenured managers indicates a potential need for ethical guidelines and training to ensure these tactics are used appropriately.

The study indicated that the choice of Logical reasoning and Ingratiation tactic were not impacted by either organizational tenure or Number of subordinates. Use of these tactics were present in organizational context irrespective of organizational tenure and Number of subordinates of managers.

## 6. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH AND CONCLUSION

Further study of influence process in upward, downward and lateral directions in an organizational context can be taken by SIQ. Studying the influence tactics in upward, downward and lateral directions require direction-specific construct items. SIQ is lacking items for direction-specific influence attempts. Future studies can modify SIQ to bring items with reference to upward, downward, and lateral influence tactics.

The SIQ has limitations due to sensitivity in measurements. Some innovative methodological initiatives might be taken to develop a more refined instrument to check the social desirability in

responses in influence process research. Some new methodologies are required to overcome the bias for a proper understanding of the behavioural influence mechanism. It is advisable to introduce other methods such as observation, recording, content analysis, etc. to study the process

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