

The Mediating Effect of Downward Influence Tactics on the Relationship between Leadership Style and Organizational Citizenship Behavior

(Kesan Pengantara Taktik Pengaruh Arah Bawah ke atas Hubungan antara Gaya Kepimpinan dengan Gelagat Kewarganegaraan Organisasi)

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ABSTRACT

This paper examines the effect of leadership styles on employee organizational citizenship behavior (OCB) in Malaysian organizations. Downward influence tactics, as a mediator between leadership and its outcome, is explored to develop the proposed framework. Data from 347 respondents representing several industries show that leaders, who are associated with a transformational leadership style, have a significant positive relationship with their subordinates' OCB. On the contrary, subordinates who perceive their superior as a transactional leader are found to be negatively related with their OCB. Among the downward influence tactics, inspirational appeals and consultation tactics are found to mediate the relationship between transformational leadership and OCB. Thus, a transformational leader may encourage employees' OCB by using a combination of downward influence tactics based on inspirational appeals and the consultation approach. The paper concludes by highlighting the implications of the study for future research and practice.

ABSTRAK

Kertas ini mengkaji kesan gaya kepimpinan terhadap gelagat kewarganegaraan organisasi (GKO) pekerja dalam organisasi di Malaysia. Kajian ini turut menguji peranan taktik pengaruh arah bawah sebagai pengantara dalam hubungan antara kepimpinan dengan hasilnya bagi membina rangka yang dicadangkan. Data daripada 347 responden yang mewakili beberapa industri menunjukkan pemimpin yang berasaskan gaya kepimpinan transformasi mempunyai kesan positif terhadap GKO pekerja. Sebaliknya, pekerja yang menganggap ketuanya mengamalkan gaya kepimpinan transaksi menunjukkan kesan negatif ke atas GKO mereka. Antara pengaruh taktik arah bawah, taktik tarikan inspirasi dan taktik perundingan didapati menjadi pengantara bagi hubungan antara kepimpinan perubahan dengan GKO. Oleh yang demikian, pemimpin yang mengamalkan taktik transformasi berkemungkinan mampu meningkatkan GKO dalam kalangan orang bawahannya jika ia mengamalkan kombinasi gaya kepimpinan pengaruh arah bawah jenis tarikan inspirasi dan perundingan. Kertas ini disimpulkan dengan menyorot implikasi hasil kajian terhadap kajian masa depan dan praktis.

Keywords: Leadership; Downward Influence Tactics; Organizational Citizenship Behavior; Consultation; Inspirational Appeals; Malaysian Organizations

INTRODUCTION

This study explores how superior leadership styles may impact subordinates' organizational citizenship behavior (OCB). The study investigates downward influence tactics in order to determine their mediating effect on OCB when subjected to different leadership styles. The importance of leadership style as an antecedent of OCB has been well established (see Bass 1985; Boerner, Eisenbesiss & Griesser 2007; Geyer & Steyrer 1998; Howell & Avolio 1993; Lowe, Kroeck & Sivasubramaniam 1996; MacKenzie, Podsakoff & Rich 2001; Organ 1988; Podsakoff, MacKenzie & Bommer 1996; Podsakoff et al. 1990; Schlechter & Engelbrecht 2006; Wang et al. 2005). In addition, several researchers suggest that leadership research needs to focus more on the "fundamental" issues,

such as influence processes that characterize leader-follower interaction (Bass 1990; Hollander & Offermann 1990; Yukl 1989). Research also demonstrates that effective leaders must have the ability to recognize when to use different tactics of influence, as well as the skill necessary to effectively carry out these influence attempts (Bolino & Turnley 2003; Kipnis, Schmidt & Wilkinson 1980; Yukl 1998; Yukl & Falbe 1990). Moreover, in terms of using downward influence tactics effectively, several empirical studies offer strong support for the idea that the most effective leaders in organizations should understand the nature of influence; "what" influence tactics are available to them; and "how" and "when" to use those tactics (Case et al. 1988; Kaplan 1986; Kipnis & Schmidt 1988; Mowday 1978; Schilit & Locke 1982; Yukl & Falbe 1990). Recently, a considerable amount of research seeks

to examine specific influencing tactics used by superiors to effect changes in the decisions and actions of their subordinates. These works seem to infer that influence is important in all human relationships.

On the other hand, studies on OCB focusing on the issue of interpersonal relationships are driven by the conviction that a sound superior-subordinate relationship is crucial to organizational success. Positive interpersonal relationships in the workplace should enhance positive OCB among the employees. Subordinates with high levels of OCB are more likely to be committed to the organization (Smith, Organ & Near 1983; William & Anderson 1991). Therefore, it is worthwhile for superiors to be aware of the existing leadership style in work situations and how it promotes subordinates' OCB, as a negative outcome may lead to organizational dysfunction including a decline in work performance, absenteeism and high turnover rates (Lamude 1994; Motowidlo 2003). Graham (1988) and Podsakoff et al. (1990) indicate that a superior's leadership style and the subordinates' OCB are inter-related. Inappropriate leadership styles may trigger negative consequences, which might further increase the sensitivity and susceptibility to misunderstanding, which in turn decreases subordinates' OCB. Thus, the prevention of subordinates' negative outcome is important *vis-a-vis* the use of different leadership styles. The mismatch might precipitate an unending and potentially disruptive and vicious cycle that many organizational leaders want to avoid and, therefore, they may want to address their styles and the impending consequences more rigorously.

So far, no studies have been carried out that investigate the downward influence tactics of a superior as a mediator relating to leadership style and OCB in Malaysian work settings. Thus, this research is conducted with the intention of achieving a greater understanding of appropriate downward influence tactics that allow superiors to better achieve objectives associated with maintaining subordinates' OCB. While there is a substantial amount of research within the context of upward influence, little attention has been given to linking the issues surrounding downward influence. Knowing how downward influence tactics relate to transformational or transactional leadership and the consequences of such tactics would enable a superior to consider changing or maintaining his/her leadership styles and influence tactics in order to achieve certain desirable outcomes. Although several studies have explored the relationship between leadership styles and OCB, hitherto a study has not yet been conducted that examines the mediating effect of downward influence tactics on such relationships.

The major motivation of this research is to examine leadership styles and influence tactics employed by superiors in Malaysian companies and determine how these associations maximize organizational outcomes. More specifically, it seeks to answer the following research questions:

1. Can leadership style predict downward influence tactics and a subordinates' OCB?

2. Will there be any significant differences in subordinates' OCB when subjected to different downward influence tactics?
3. Can downward influence tactics mediate the relationship between leadership style and OCB?

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

This section reviews the relevant constructs and variables, as well as their interactions, including: (1) Leadership styles; (2) Typologies of downward influence; and (3) Subordinates' OCB, as shown in Figure 1.

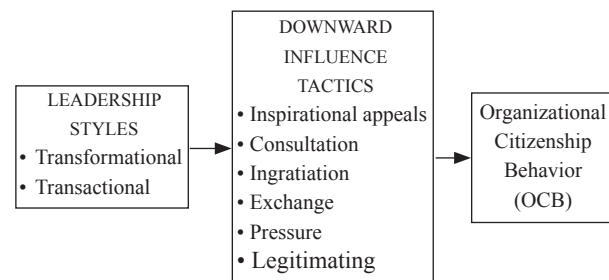


FIGURE 1. Model of downward influence tactics and interactions

LEADERSHIP STYLES

Prior to the introduction of transformational leadership theory into literature, past researchers studied transactional leadership as the core component of effective leadership behavior in organizations (Bass 1985; Burns 1978; House 1977). Transactional leadership is based on an exchange relationship where subordinates agreed with, accepted, or complied with the superior in exchange for rewards, resources or the avoidance of disciplinary action (Podsakoff et al. 1990; Podsakoff, Todor & Skov 1982). Previous research finds a transactional contingent reward style of leadership to be positively related to followers' commitment, satisfaction, extra-role behavior and performance (Bycio, Hackett & Allen 1995; Goodwin, Wofford & Whittington 2001; Podsakoff et al. 1984).

Empirical work on transformational leadership has focused on the extent to which transformational leadership augments the effect of transactional leadership in explaining various outcomes, such as leader effectiveness (Hater & Bass 1988), subordinate satisfaction (Seltzer & Bass 1990) and subordinate effort (Bass 1985). However, little is known about the relationship between transformational/transactional leadership and the influence tactics, although several researchers have highlighted the importance of studying power and influence processes (Bass 1990; Hollander & Offermann 1990; Yukl 1989). These recommendations seem particularly relevant for leadership research that looks into: (1) how transactional and transformational leaders elicit different patterns of follower conformity; and (2) how transactional and transformational leaders employ different kinds of

influence strategies to obtain follower conformity (Tichy & Devanna 1986). This new genre of leadership study advocates that transformational leaders can motivate followers to perform beyond the normal call of duty. There is also considerable empirical research that supports the notion that such leaders produce leadership effects, such as high follower motivation, satisfaction and commitment (Deluga 1988).

TYPOLOGIES OF DOWNWARD INFLUENCE TACTICS

Kipnis, Schmidt and Wilkinson’s (1980) definition of influence tactics as assertiveness, coalitions, exchange, ingratiation, rationality and upward appeal represents a broad segment of influence tactic literature. Schriesheim and Hinkin (1990) replicate the study of Kipnis et al. (1980) and introduce new items to measure the same subscales. Both studies by Kipnis et al. (1980) and

Schriesheim and Hinkin (1990) focus on upward influence tactics. Subsequently, Yukl and colleagues (Yukl & Falbe 1990; Yukl, Falbe & Youn 1993; Yukl, Kim & Falbe 1996; Yukl & Tracey 1992) take it further by examining influence tactics from the perspectives of both agent and target, as well as extending the work of Kipnis et al. (1980) by identifying the additional tactics of inspirational appeals, consultation, legitimating, pressure and personal appeal. Yukl and Falbe (1990) discover that inspirational appeal, consultation, ingratiation, exchange, pressure and legitimating tactics are among the most frequently used downward influence tactics. For the purpose of this study, the researchers have chosen to adopt Yukl and Falbe (1990) and Yukl and Tracey’s (1992) scale of downward influence tactics. The scale is among the most popular downward influence scales used in contemporary research. Table 1 identifies the definition of the primary tactic leaders used in downward direction.

TABLE 1. Definition of influence tactics

Tactic	Definition
Inspirational Appeals	The agent makes a request or proposal that arouses target enthusiasm by appealing to target values, ideals and aspiration, or by increasing target self-confidence.
Consultation	The agent seeks target participation in planning a strategy, activity or change for which target support and assistance are desired, or the agent is willing to modify a proposal to deal with target concerns and suggestions.
Ingratiation	The agent uses praise, flattery, friendly behavior, or helpful behavior to get the target in a good mood or to think favorably of him or her before asking for something.
Exchange	The agent offers an exchange of favors, indicates willingness to reciprocate at a later time, or promises a share of the benefits if the target helps accomplish a task.
Legitimizing	The agent seeks to persuade others that the request is something they should comply with given their situation or position.
Pressure	The agent uses demands, threats, frequent checking, or persistent reminders to influence the target to do what he or she wants.

Note: Adapted from Yukl and Falbe (1990)

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

The construct of OCB is introduced by Bateman and Organ (1983), who draw upon the concept of super role behaviors as articulated by Katz and Kahn (1966). Examples of employees’ OCB include accepting extra duties and responsibilities at work; working overtime when needed; and helping subordinates with their work (Masterson et al. 1996; Organ 1988). Determining why individuals engage in OCB has occupied a substantial amount of research attention in both organizational behavior and social psychology (Brief & Motowidlo 1986; McNeely & Meglino 1994). Past research suggests that there is a relationship between OCB and a host of outcomes, such as satisfaction (Bateman & Organ 1983), commitment (O’Reilly & Chatman 1986), perceptions of fairness (Folger 1993; Martin & Bies 1991; Moorman, Rohit & Zaltman 1993; Tepper & Taylor 2003) and perceptions of pay equity (Organ 1988).

HYPOTHESIZED RELATIONSHIPS

LEADERSHIP STYLES AND DOWNWARD INFLUENCE TACTICS

Bass (1985) and Burns (1978) conceptualize leadership styles in terms of transactional and transformational characteristics. Burns (1978) views transformational leadership as a process of activating followers’ higher level needs by inspiring higher ideals and raising moral consciousness. He posits that a transformational leader heightens subordinates’ motivation to accomplish goals that exceed expectations through inspiration and instills pride and confidence. Burns also argues that a transformational leader can motivate and inspire employees to perform beyond expectations and, in effect, transform both individuals and organizations (Bass 1985; Keegan & Den Hartog 2004). Substantively, Bass and Avolio (2000) propose that transformational leadership is a behavioral process comprised of three factors; charisma,

intellectual stimulation and individualized consideration. According to Conger and Kanungo (1987), charismatic leadership has often been considered synonymous with transformational leadership. Individualized consideration of transformational leadership demonstrates concern for the followers' needs by introducing intervention processes, such as mentoring. Intellectual stimulation of a transformational leader encourages followers to think outside the box by questioning their old ways of doing things, which may be outdated or inappropriate for resolving current problems. In sum, transformational leaders are able to get their followers to perform at maximum levels and their ability to induce maximum performance is purportedly due to their ability to inspire the followers and to raise their followers' criteria for success (Bass 1985).

Burns (1978) contrasts transformational leadership from the transactional leader, the type of leader who invokes exchange processes in order to satisfy subordinates' self-interests by exchanging pay and other benefits for subordinates' effort. He suggests that a transactional leadership is a style based on bureaucratic authority and legitimacy within the organization; and that transactional leaders emphasize work standards, assignments and task-oriented goals. Burns also argue that transactional leaders tend to focus on task completion and employee compliance; and that these leaders rely quite heavily on organizational rewards and punishments to influence employee performance. Similarly, Bass (1985) argues that transactional leadership enhances the likelihood that subordinates will display expected levels of performance by providing the desired rewards contingent on acceptable performance and by punishing subordinates when they do not meet performance standards. Complementarily, Al-Mailam (2004) describes a transactional leader as an agent of change; a goal setter; and a leader that works well with employees, resulting in improvements in the productivity of the leader.

However, in contrast to their transactional counterparts, it may be expected that transformational leaders would employ more personal and soft influence tactics, such as inspirational appeals, consultation and ingratiation (Falbe & Yukl 1992; Yukl 1998). There are several reasons for suspecting an association between certain influence tactics and transformational leadership. Leaders' behaviors that inspire others to change their beliefs and values (Bass 1997) are reminiscent of inspirational appeals. Inspirational appeals refer to the use of values and ideals to arouse an emotional response in subordinates (Yukl 2002; Yukl & Seifert 2002). The request is presented in such a way that it resonates with the subordinate's needs, values and ideas. Inspirational appeals are known to be an effective tool to raise subordinate's enthusiasm towards the request (Yukl et al. 1996). Thus, the inspirational appeal tactic is expected to be associated with transformational leaders who often communicate with vivid imagery and symbols in a way that generates enthusiasm (Cable & Judge 2003; Yukl 2002). The transformational leader is also be more

likely to influence subordinates by getting them personally involved and committed to a project through consultation tactics, such as encouraging them to contribute; suggesting ways to improve a proposal; and/or helping to plan an activity (Cable & Judge 2003; Falbe & Yukl 1992; Yukl 2002; Yukl et al. 1996; Yukl & Tracey 1992; Yukl & Seifert 2002). Ingratiation involves flattery and doing a favor that enhances the managerial liking of the subordinates (Higgins, Judge & Ferris 2003). Downward influence tactics, such as inspirational appeals, consultation and ingratiation, are said to be used by transformational leaders to induce employees' commitment through the transformation of employees' value systems to value systems that align with the organizational goals (Emans et al. 2003). It is thus hypothesized that:

H_{1a}: A transformational leader attempting to influence subordinates will be more likely to adopt downward influence tactics that emphasize inspirational appeals, consultation and ingratiation.

In contrast to the transformational leader, it may be predicted that transactional leaders frequently exert influence by offering to reciprocate or exchange favors. A transactional leader may employ exchange tactics, including promises of future commitments and personal incentives, to gain subordinates' help. Previous research suggests that when transactional leaders believe that softer tactics are unlikely to be effective, they resort to pressure tactics or legitimating tactics. Transactional leaders may view pressure tactics as the most effective strategy for influencing subordinates by using demands, persistence and repeated requests in cases where subordinates tend to watch and wait for others to do assigned tasks (Avolio 1999). Legitimizing tactics may also be efficacious for influencing subordinates to comply with requests mandated by organizational policies, rules or procedures (Kipnis 1984). Finally, a study by Tepper (2000) provides support to the notion that transactional leaders employ exchange, pressure and legitimating tactics more frequently than transformational leaders. Therefore, it is hypothesized that:

H_{1b}: Transactional leadership is positively associated with downward influence tactics that emphasize exchange, pressure and legitimating tactics.

LEADERSHIP STYLES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

It is suggested that the most important effects of transformational leadership behavior should be on extra-role behaviors that exceed the requirements of in-role expectations (Graham 1988). Furthermore, these extra-role behaviors are best articulated by the OCB construct (Deluga 1995; Organ 1988; Organ & Konovsky 1989; Podsakoff et al. 1990). OCB is a behavior, largely discretionary and seldom included in formal job descriptions. This behavior is said able to promote efficient and effective functioning of the organization (Organ

1988). Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interests. Individuals make contributions because, in performing these acts, their senses of self-worth and self-concepts are enhanced. Individuals for whom this link between the interests of self and others has not been established are less likely to make these largely discretionary, non-tangibly rewarded contributions. Results of past research demonstrate that transformational leadership has been consistently linked to followers' higher level of OCB (Bass 1985; Boerner, Eisenbesiss, Griesser 2007; Howell & Avolio 1993; Organ 1988; Podsakoff et al. 1990; Schlechter & Engelbrecht 2006; Wang et al. 2005). Considering these findings, the following hypothesis is suggested:

H₂: Transformational leadership style is positively correlated with OCB.

DOWNWARD INFLUENCE TACTICS AND OUTCOME

Conceptual and empirical research on influence tactics and OCB have flourished in a concurrent manner, but only recently have their conceptual overlaps in behavioral and motive content been established (e.g., Bolino 1999; Eastman 1994). Since past investigations of influence tactics and OCB have been carried out separately, little is known about their level of distinctiveness. This omission represents a research need, since both of these categories of behavior are common within organizations and have been found to be associated with supervisor-subordinate relationship quality and important organizational outcomes.

The current study is designed to address this gap in the literature, that is, to evaluate whether or not supervisor downward influence tactics and OCB are distinct constructs; and to identify the nature of their interactions. Researchers have discovered that influence tactics are often used by superiors as a means of obtaining personal goals, promoting their self-interest, exercising social control and changing the behavior of others (Barry & Watson 1996; Ferris & Judge 1991; Ferris, Russ & Fandt 1989; Kipnis et al. 1980) and the successful use of influence tactics tends to reduce resistance by subordinates (Pfeffer 1981; Tedeschi & Melburg 1984). According to Blau (1964) and Organ (1988), the employment relationship engenders feelings of personal obligation when subordinates (treated well by superiors) feel obligated to discharge such obligations by engaging in extra-role behavior directed towards helping others and the organization. Initial conceptual and theoretical work in influence tactics research and extra-role behavior suggest that inspirational appeals, consultation and ingratiation tactics used would enhance supervisor-subordinate relationships (Tedeschi & Melburg 1984). Inspirational appeals (using emotional language to emphasize the importance of a new task and arouse enthusiasm), consultation (involving employees in the decision-making process) and ingratiation (engaging in friendly behavior toward the target to ensure the subordinate is well disposed toward the leader's request)

have been demonstrated to be effective in generating subordinates' OCB (Kipnis et al. 1980; Tedeschi & Melburg 1984; Wayne & Liden 1995; Yukl & Falbe 1990; Yukl & Tracey 1992). Likewise, other studies record that the use of pressure, exchange and legitimating tactics by superior are linked to the negative effect on subordinates' OCB (Falbe & Yukl 1992; Kipnis & Schmidt 1988; Schriesheim & Hinkin 1990; Sparrowe, Soetjijto, Kraimer 2006). Thus, the following are expected:

H_{3a}: The superior's exercise of influence tactics in the form of inspirational appeals, consultation and ingratiation will have a direct and positive effect on OCB.

H_{3b}: The superior's exchange, pressure and legitimating tactics will have a negative effect on OCB.

MEDIATING DOWNWARD INFLUENCE TACTICS

Transformational leaders inspire and challenge subordinates to achieve beyond their self-expectations by raising their self-confidence and enthusiasm towards the request (Bass 1997, 1998; Cable & Judge 2003; Yukl 2002; Yukl et al. 1996). In addition, a transformational leader is more likely to influence subordinates by getting them personally involved in a task (Cable & Judge 2003; Falbe & Yukl 1992; Yukl 2002; Yukl et al. 1996; Yukl & Seifert 2002; Yukl & Tracey 1992). Inspiration and involvement, in essence, represent the exercise of downward inspirational appeals and consultation tactics (Yukl & Tracey 1992). In addition, when an individual is a transformational leader and his/her influence style is perceived as inspirational and consultative, the leader should be particularly likely to employ inspirational/consultation influence tactics with subordinates to inspire them and get them personally involved in the project. Thus, subordinates would be likely to respond positively to a transformational leader.

Studies linking transformational leadership and OCB have been done with relentless regularity in organizational behavior literature ever since the work of Bass (1985) and Organ (1988). Transformational leaders have a significant influence in gaining the employees' OCB by engaging in influence tactics, such as consultation and inspirational appeals. Therefore, it may be hypothesized that the use of influence tactics that emphasize the importance of consultation and inspirational appeals will have a direct or indirect association with employees' OCB. Conversely, transactional leaders may also communicate their requests via the exercise of downward influence tactics, which include exchange and pressure tactics, by stating the organization's rules in exchange for the completion of duties (Graen & Cashman 1975). Constantly reminding subordinates about the possibility of getting negative consequences if they fail to complete such requests could also be considered as an exercise of downward pressure tactics (Yukl & Falbe 1990; Yukl & Tracy 1992). The utilization of influence tactics that emphasize pressure are likely to foster a more negative OCB. The following relationships are thus proposed:

- H_{4a}: The use of inspirational appeals and consultation tactics will mediate the relationship between transformational leadership and OCB.
- H_{4b}: The use of pressure and exchange tactics will mediate the relationship between transactional leadership and OCB.

METHODOLOGY AND RESEARCH DESIGN

The sample selected for this study is comprised of executives, managers and professionals in service, manufacturing, mining and construction companies. This sample is chosen for two reasons. First, the selected industries are picked to represent the main lines of businesses that are among the more dominant industries in Malaysia and that contribute significantly to the Gross Domestic Product (GDP) and labor employment. Secondly, it is believed that the power of theoretical framework would increase substantially if the predicted relationships between leadership styles, downward influence tactics and OCB are observed among a more diverse range of industries. The companies that fulfill these criteria are selected from a list of companies gathered from several sources, including the Federation of Manufacturers Malaysia (FMM), Service Directory, Construction Industry Development Board (CIDB) and Malaysian Trade and Commerce Directory. Stratified random sampling is used in selecting the sample from the large database. Data from respondents are obtained through survey questionnaires.

RESEARCH INSTRUMENTS

The leadership style scale consists of the Transformational Leadership Behavior Inventory (TLI) of Podsakoff et al. (1990) that measures six dimensions, including articulating a vision; providing an appropriate model; fostering the acceptance of group goals; having high performance expectations; providing individualized support; and providing intellectual stimulation. A 7-item scale is used to assess the transactional leadership based upon the Leader Reward and Punishment Behavior Questionnaire (LRPQ) of Podsakoff et al. (1984) and Podsakoff, Todor and Skov (1982). In this study, the leadership scale is treated as unidimensional in order to achieve construct parsimony that best differentiates the leadership style. This follows a similar approach adopted by many other researchers who treat transformational and transactional scale as unidimensional by combining the scores of all dimensions belonging to the respective key styles (Podsakoff, MacKenzie & Bommer 1996; Podsakoff, MacKenzie & Fetter 1993; Podsakoff et al. 1993; Podsakoff & Organ 1986).

Yukl's Influence Behavior Questionnaire-2000 (IBQ-2000) is used to measure downward influence tactics. The OCB scale is measured using a 7-item scale developed by Smith, Organ and Near (1983). The scale measures highs and lows of OCB by asking respondents to indicate the frequency of their engagement in various citizenship

behaviors. The main statistical technique used is Path Analysis. The other statistical analysis tool employed is correlation analysis.

RESULTS AND DISCUSSIONS

From the total of 2500 questionnaires mailed, a total of 374 responses are received and data from 347 respondents is found usable. By ethnic group, 44 percent of the respondents are Chinese, 33 percent are Malay and 18 percent are Indian, with other races constituting 5 percent of the sample. By gender, 46 percent are male and 54 percent are female. In terms of age, the highest proportion of respondents falls into the 30-39 years age group and they account for 45 percent of the total number of respondents. This is followed by the 20-29 years age group (38%), while those above 40 years old account for 17 percent of the total respondents. On the whole, the education level of the respondents is high. This is reflected in the position or the type of occupation held by the majority of the respondents. The average salary of the respondents is higher than the national average.

The survey reveals the following information about the respondents' superiors. The majority (64%) of the superiors reported in the survey are males. A majority of them are holding middle to top management positions. The racial composition of the superiors is: 50 percent Chinese, 32 percent Malay, 11 percent Indian and 7 percent from other races. Most of the superiors hold high positions in the company, with 24 percent of them at the first hierarchical level. Their educational level is also high, with 94 percent of the respondents having completed tertiary education.

For the validation of the scales, we estimate the standardized Cronbach Alpha for each subscale as provided in Table 2. The internal consistency reliability coefficients for all the scales are satisfactory (Nunnally 1978), as all scales produce Cronbach Alphas greater than 0.78.

LEADERSHIP AND DOWNWARD INFLUENCE TACTIC

Hypothesis H_{1a} predicts that a transformational leader attempting to influence subordinates will be more likely to adopt downward influence tactics that emphasize inspirational appeals, consultation and ingratiation. The correlational analysis in Table 3 provides support for H_{1a}. In the relationship of transformational leadership to downward influence tactics, consultation tactics rank highest among other tactics ($r = 0.69$, $p < 0.01$). This is followed by inspirational appeals and ingratiation ($r = 0.66$, $p < 0.01$ and $r = 0.54$, $p < 0.01$ respectively). Moreover, the results of the path analysis, which partial out other effects in Table 4, indicate that the three influence tactics have positive relationships with and direct effects on transformational leadership, i.e., the relationship between inspirational appeals ($\beta = 0.663$, $p < 0.005$), consultation ($\beta = 0.685$, $p < 0.005$) and ingratiation ($\beta = 0.540$, $p < 0.005$) are significantly

TABLE 2. Summary of scale items and measure of scale reliabilities

Scales	Questionnaire Items & Operationalization of the Scales	Inter-item Correlation	Cronbach Alpha
Leadership Styles			
Transformational	(D1+D2+D4*+D6+D8+D9+D10+D13+D14+D15+D17+D18*+D19+D21)/14	.52 to .75	.92
Transactional	(D3+D5+D7+D11+D12+D16*+D20)/7	.67 to .79	.91
Downward Influence Tactics			
Inspirational Appeals	(E2+E8+E9+E15+E23+E30+E36)/7	.62 to .77	.90
Consultation	(E3+E12+E18+E27)/4	.51 to .78	.83
Ingratiation	(E10+E21+E26+ E34)/4	.61 to .65	.81
Exchange	(E5+E6+E13+E14+E22+E29)/6	.52 to .67	.84
Pressure	(E4+E24+E31+E35)/4	.50 to .65	.78
Legitimizing	(E7+E17+E28)/3	.65 to .70	.82
OCB	(G1+G2+G3+G4+G5+G6+G7)/7	.63 to .74	.89

Note: * Incorporated after item is reverse-scored. OCB = organizational citizenship behavior.

TABLE 3. Means, standard deviations and pearson correlations among key variables

Variables	Mean	S.D.	1	2	3	4	5	6	7	8
1. Transformational Leadership	4.56	1.14	1.00							
2. Transactional Leadership	3.71	1.47	-.63**	1.00						
3. Inspirational Appeals	3.33	.88	.66**	-.45**	1.00					
4. Consultation	3.50	.82	.69**	-.41**	.58**	1.00				
5. Ingratiation	3.11	.82	.54**	-.33**	.63**	.48**	1.00			
6. Exchange	2.83	.83	-.19**	.31**	-.08	-.15**	.13*	1.00		
7. Pressure	2.90	.88	-.35**	.40**	-.24**	-.31*	-.16**	.43**	1.00	
8. Legitimizing	3.15	.94	-.10	.22**	-.04	-.08	-.08	.31**	.46**	1.00
9. OCB	4.63	1.33	.63**	-.40**	.53**	.58**	.42**	-.10	-.33**	-.16**

Notes: * and ** indicate correlation is significant at the .05 level and .01 level, respectively. OCB refers to organizational citizenship behavior.

TABLE 4. Results of multiple regression analysis

Dependent and independent variables	Regression coeff	Full Model		Trimmed Model		
		Path coeff	t-stats	Regression coeff	Path coeff	t-stats
Inspirational						
Transformational	.483 (.040)	.626	12.088***	.512 (.031)	.663	16.437***
Transactional	-.035 (.031)	-.059	-1.146			
(Constant)	1.252 (.272)		4.604***	.990 (.147)		6.753***
R ²	.438			.438		
F	135.861***			270.162***		
Df	2,344			1,345		
Consultation						
Transformational	.509 (.037)	.702	13.931***	.496 (.028)	.685	17.462***
Transactional	.016 (.028)	.028	.551			
(Constant)	1.121 (.248)		4.514***	1.236 (.134)		9.251***
R ²	.467			.468		
F	152.302***			304.917***		
Df	2,344			1,345		

Continued

Dependent and independent variables	Full Model			Trimmed Model		
	Regression coeff	Path coeff	t-stats	Regression coeff	Path coeff	t-stats
Ingratiation						
Transformational	.396(.042)	.548	9.409***	.390(.033)	.540	11.929***
Transactional	.007(.033)	.012	.210			
(Constant)	1.277(.286)		4.465***	1.328(.154)		8.630***
R ²	.286			.290		
F	70.731***			142.297***		
Df	2,344			1,345		
Exchange						
Transformational	.010 (.048)	.014	.217			
Transactional	.180 (.037)	.319	4.855***	.175 (.029)	.311	6.068***
(Constant)	2.121 (.325)		6.523***	2.187 (.115)		19.073***
R ²	.091			.094		
F	18.381***			36.816***		
Df	2,344			1,345		
Pressure						
Transformational	-.120(.049)	-.155	-2.461			
Transactional	.183(.038)	.305	4.852***	.241(.030)	.402	8.152***
(Constant)	2.773(.332)		8.364***	2.010(.118)		17.040***
R ²	.171			.159		
F	36.746***			66.462***		
Df	2,344			1,345		
Legitimizing						
Transformational	.052(.056)	.062	.920			
Transactional	.166(.043)	.259	3.835***	.141(.034)	.220	4.185***
(Constant)	2.303(.381)		6.040***	2.630(.134)		19.561***
R ²	.045			.046		
F	9.175***			17.512***		
Df	2,344			1,345		
OCB						
Transformational	.439(.081)	.375	5.436***	.405(.072)	.346	5.623***
Transactional	.032(.049)	.036	.664			
Inspirational	.223(.091)	.147	2.458**	.222(.082)	.146	2.690**
Consultation	.363(.091)	.225	3.973***	.363(.091)	.225	3.997***
Ingratiation	-.003(.089)	-.002	-.037			
Exchange	.123(.076)	.076	1.625			
Pressure	-.164(.076)	-.109	-2.159*	-.161(.064)	-.107	-2.521**
Legitimizing	-.109(.064)	-.077	-1.693			
(Constant)	.977(.473)		2.063*	1.242(.372)		3.341***
R ²	.461			.458		
F	37.931***			74.037***		
Df	8,338			4,342		

Notes: Numbers in parentheses are the standard errors. * $p < .05$, ** $p < .01$, *** $p < .005$

related to transformational leadership. It is expected that consultation, inspirational appeals and ingratiation tactics represent a higher level of inner acceptance in superior and subordinate relationships. Evidence from extant literature on organizational influence and correlational results also demonstrates that consultation, inspirational appeals and ingratiation tactics are positively associated with transformational leadership. Yukl et al. (2002) find that consultation, inspirational appeals and ingratiation tactics exercised by a transformational leader tend to foster

a more satisfied, cooperative and prolonged relationship between superiors and subordinates.

The results of the study by Charbonneau (2004) support the transformational leader's uses of rational persuasion, inspirational appeals and consultation as effective in generating subordinate commitment to perform a task. This finding sheds some light on the underlying influence processes at work in transformational leadership. Indeed, the results suggest that leaders who use more influence methods that result in targets' internalization of

a request or task are perceived as more transformational. In turn, transformational leadership has been associated with organizational commitment (Barling, Weber & Kelloway 1996) and team commitment (Arnold, Barling & Kelloway 2001). Hence, the manner in which leaders make requests is important because it may ultimately lead to the followers' broader commitment to the organization's goals and values.

Among subordinates, consultation tactics emerge as a very important cue for acceptance and recognition of the superior's influence management style, as reflected in the present results. The superior most likely gains the compliance of the subordinates and is less likely to provoke their resistance (Tepper 2000). The present results support the general view that consultation, inspirational appeal and ingratiation tactics have a positive effect on the superior-subordinate relationship. The high degree of intercorrelations between consultation, inspirational appeals and ingratiation tactics serves to temper the previous discussions and tends to suggest that while consultation emerges as the dominant explanation for downward influence tactics, its effective utilization may be tied, to some extent, to the superior's exercise of a combination of other styles, such as inspirational appeals and ingratiation.

Hypothesis H_{1b} predicts that transactional leadership is positively associated with downward influence tactics that emphasize exchange, pressure and legitimating tactics. This hypothesis is supported by the data. Both the correlational and path analyses indicate that a positive and significant relationship exists between transactional leadership and the downward influence variables of exchange ($r = 0.31, p < 0.01; \beta = 0.311, p < 0.005$), pressure ($r = 0.40, p < 0.01; \beta = 0.402, p < 0.005$), and legitimating tactics ($r = 0.22, p < 0.01; \beta = 0.220, p < 0.005$). The results support the general contention that transactional leaders exert influence by offering to reciprocate or exchange favors (i.e. exchange tactics), as reported in the study conducted by Tepper (2000). Transactional leaders are reward-sensitive (Stewart 1994), making them particularly likely to use a tactic that is linked to exchange tactics, which is the purpose of exchange behaviors (Tedeschi & Melburg 1984). When an individual is perceived as a transactional leader by subordinates, he/she should be more likely to employ exchange tactics with their subordinates because this approach propels the leader to action, while still abiding by the formal rules of achievement in the organization.

Pressure tactics may be the most effective strategy for influencing subordinates by using demands, persistence and repeating requests when subordinates "sit and wait for others to take the necessary initiatives imposed by the tasks" (Avolio 1999: 38). The study by Tepper (2000) provides support for the argument that a transactional leader employs pressure tactics more frequently than a transformational leader. Finally, legitimating tactics may also be efficacious for influencing subordinates to comply with the requests mandated by organizational policies,

rules or procedures (Kipnis 1984). A study by Vroom and Jago (1988) shows a link between legitimating tactics and authoritarian leadership, thus implying that legitimating influence tactics are associated with transactional leadership. The present result is generally consistent with the literature, suggesting that a transactional leader employs more pressure, exchange and legitimating influence tactics to obtain organizational objectives (Kipnis 1984).

LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Hypothesis H₂ predicts that a transformational leadership style is positively correlated with OCB. The positive relationship between transformational leadership and OCB is in the hypothesized direction. The correlational result in Table 3 indicates that transformational leadership is highly related to OCB ($r = 0.63, p < 0.01$). This relationship is also further affirmed by the result of path analysis in Table 4 ($\beta = 0.346, p < 0.005$). This result, though, is quite similar to past studies (Chen & Farh 1999; Ferres, Travaglione & Connell 2002; Gerstner & Day 1997; Mackenzie, Podsakoff & Rich 2001; Schlechter & Engelbrecht 2006) that support the existence of a positive relationship between transformational leadership and OCB. The relationships between leadership and OCB have been empirically studied by researchers with the conclusion that a transformational leadership is consistently linked to the followers' higher level of OCB (Geyer & Steyrer 1998; Goodwin, Wofford & Whittington 2001; Graham 1988; Howell & Avolio 1993; Lowe, Kroeck & Sivasubramaniam 1996; Mackenzie, Podsakoff & Rich 2001; Podsakoff et al. 1990; Wang et al. 2005). Hence, there is a strong conceptual support for the notion that transformational leaders motivate their followers to exhibit extra-role behaviors. A study by MacKenzie, Podsakoff and Rich (2001) on transformational and salesperson performance concludes that transformational leadership influences salespersons to perform "above and beyond the call of duty" and that transformational leader behaviors actually have stronger direct and indirect relationships with sales performance and OCB.

DOWNWARD INFLUENCE AND OUTCOME

Hypothesis H_{3a} states that superior exercises of influence tactics of inspirational appeals, consultation and ingratiation will have a direct and positive effect on OCB. In linking the downward influence to OCB, correlational results indicate a significant association between inspirational appeals and OCB ($r = 0.53, p < 0.01$); consultation and OCB ($r = 0.58, p < 0.01$); and ingratiation and OCB ($r = 0.42, p < 0.01$). However, only the relationships between inspirational appeals and consultation tactics; and OCB are further affirmed by the path analysis, in which the path coefficient for inspirational appeals ($\beta = 0.146$) is significant at the 0.01 level and consultation ($\beta = 0.225$) is significant at the 0.005 level. These results provide

partial support for hypothesis H_{3a} and could well indicate that the inertial model of organizational evolution has prominence in explaining the linkage between influence tactics and OCB. Thus, it would be expected that managers' use of inspirational appeals and consultation tactics would encourage employees to increase their OCB (Dulebohn et al. 2005; Sparrowe, Soetjipto & Kraimer 2006).

Hypothesis H_{3b} proposes that the superior's exchange, pressure and legitimating tactics will have a negative effect on OCB. As shown in Table 3, the correlation coefficients are significant in the case of correlations between pressure tactics and OCB ($r = -0.33, p < 0.01$) and also between legitimating tactics and OCB ($r = -0.16, p < 0.01$), but not with exchange tactics. The path analysis result in Table 4, however, confirms that only pressure tactics reach a significant level. On the strength of both the correlational and path analysis results, only marginal support is found for hypothesis H_{3b}. There is consistent evidence that "forcing" influence tactics, such as pressure, is counterproductive in engaging employee commitment and motivation (Emans et al. 2003; Falbe & Yukl 1992; Yukl et al. 1996; Yukl & Tracey 1992). Thus, it would be expected that such tactics would have a negative influence on engaging employee OCB.

MEDIATING DOWNWARD INFLUENCE TACTICS

Hypothesis H_{4a} suggests that the use of inspirational appeals and consultation tactics will increase the positive relationship between transformational leadership and OCB. The strong direct relationship between transformational leadership and OCB is shown in Table 4, with a path coefficient of 0.346 ($p < 0.005$). From Table 5, the mediation effect of inspirational appeals is significant at the 0.01 level for the path X1 → X3 → X9 and the mediation effect of consultation is significant at the 0.001 level for the path X1 → X4 → X9. The result confirms that transformational leadership has a significant direct relation with the subordinates' OCB and this relationship is mediated by downward influence tactics of inspirational appeals and consultation (Figure 2). When transformational leadership is exercised, the use of inspirational appeals and consultation further increases the tendency of the subordinates to engage in OCB behavior. This finding is in line with the results of a study conducted by Soetjipto (2002), who concludes that only inspirational appeals and consultation tactics mediate the relationship between leaders-members' perceptions of LMX quality. A leader's exercise of inspirational appeals and consultation tactics

TABLE 5. Test of significance of indirect effect through a mediator

Measurement path	Before mediator		After mediator		t-statistic $t = (ab)/\sqrt{(b^2sa^2+a^2sb^2)}$
	Regression coefficient (a)	Standard errors (sa)	Regression coefficient (b)	Standard errors (sb)	
X1 → X3 → X9	0.483	0.040	0.223	0.091	2.402**
X1 → X4 → X9	0.509	0.037	0.363	0.091	3.831***

Notes: Degrees of freedom = N-1 = 346. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

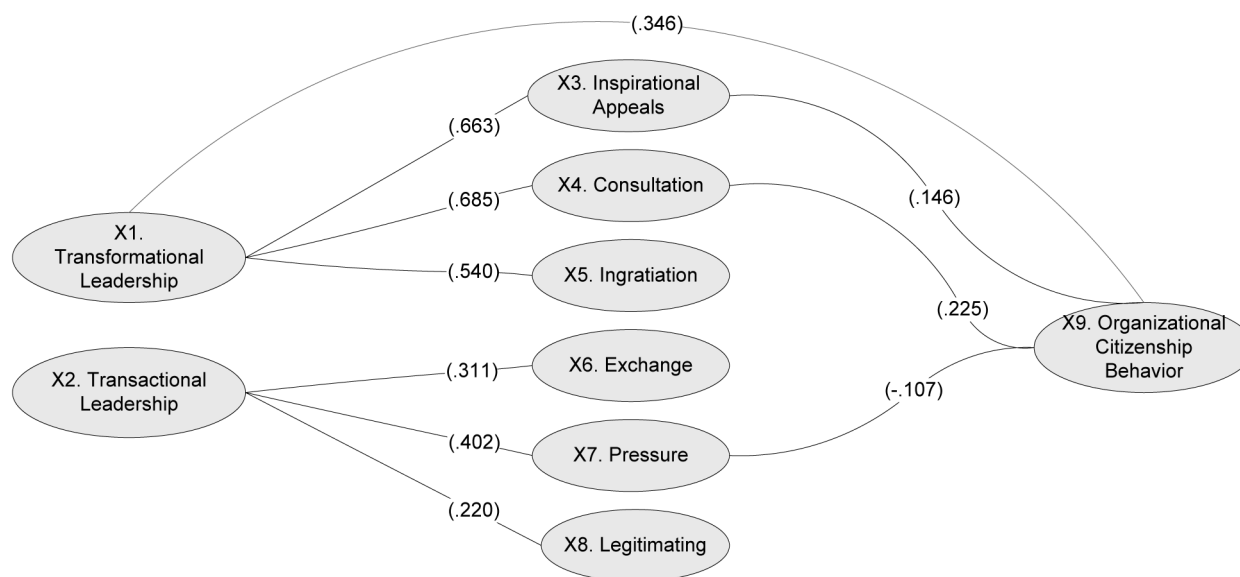


FIGURE 2. Indirect effects through a mediator

may be perceived by his/her subordinates as reflecting the leader's active support for the subordinates to get the task completed. Thus, the use of such tactics may foster high OCB among subordinates.

Hypothesis H_{4b} proposes that pressure and exchange tactics will decrease the relationship between transactional leadership and OCB. Although the correlational result in Table 3 shows a significant relationship between transactional leadership and OCB ($r = -0.40, p = 0.01$), the path analysis result in Table 4 fails to indicate any significant direct relationship between transactional leadership style and OCB. Although it is predicted that the use of pressure and exchange tactics will further negate the relationship between transactional leadership and OCB, the result of the test of significant of indirect effect through a mediation result fails to confirm such relationship. Thus, hypothesis H_{4b} is not supported. The absence of a direct relationship between transactional leadership and OCB, while having a significant correlation between the two, indicates that the overall correlation is influenced by the presence of strong correlation between pressure tactics ($r = 0.40, p < 0.01$) and transactional leadership. It indicates that pressure tactics are almost synonymous with transactional leadership. In such a case, in statistical terms, pressure tactics will not be a strong mediating variable. In other words, the use of pressure tactics "short circuit" the path of influence between transactional leadership and OCB. The leader's exercise of pressure tactics may be perceived by his/her subordinates as reflecting the leader's strict adherence to organizational rules of resorting to intimidations and threats, which in turn leads to low OCB among subordinates. The absence of a mediating effect involving exchange tactics indicates the lack of effectiveness of such influence tactics. This is supported by Yukl and Falbe's (1990) finding that exchange tactics are ranked last among downward influence tactics in terms of frequency of use and, hence, are overshadowed by other influence tactics.

CONCLUSION AND IMPLICATIONS

The purpose of this research is to test the model of the influence of leadership styles on organizational outcomes. In an attempt to solicit subordinate and superordinate effort in the organization, OCB is included as the outcome variables of the study. Downward influence tactics are presented as mechanisms underlying the effects of leadership styles on subordinates' OCB. An intervention or a mediation effect of downward influence tactics is investigated and discovered to shed light on how the variables provide direct and indirect effects on leadership styles and their outcomes. The respondents in this study report that transformational managers utilizing inspirational appeals and consultation tactics led to greater OCB in the workplace. The existing relationships, as shown in the results, highlight the relevant leadership styles and influence tactics. Such positive behavior should be

promoted in organizations and should render results of a practical significance. The study lends support for the mediation effect of the leaders' exercise of inspirational appeals and consultation tactics on the relationship between a transformational leader and OCB. Specifically, a transformational leader tends to exercise inspirational and consultation approaches to gain subordinates' OCB. On the other hand, leaders who exercise pressure tactics may negatively influence subordinates' OCB by short-circuiting the influence of leadership style on OCB. In summary, the study results provide theoretical support to approaches that attempt to understand the relationship between managerial leadership and its effectiveness; and the influence tactics that magnify the effects. The basic framework presented here could be used as a basis for exploring a wide variety of outcomes where managers' tactical combinations may be affected by subordinate's task-related confidence and the quality of the exchange relationship. Leadership theory and influence theory could also be used to explain the consequences of downward influence attempts through managerial leadership style on the subordinate outcome.

There are several specific implications that can be derived from the present study. From a practical standpoint, the research findings suggest that when the superior has a choice in the leadership style, he/she should place more emphasis on the transformational leadership style in order to achieve greater OCB among his/her subordinates. Similarly, understanding the downward influence process has implications for managerial behavior. It appears that managers can elicit unfavorable outcomes using inspirational appeals and consultation tactics in ways that communicate respect for subordinates. On the other hand, while the use of pressure and exchange tactics may be effective to achieve pre-specified targets under certain situations (Sparrowe, Soetjijpto & Kraimer 2006; Soetjijpto 2002), they will fail to encourage employees to engage in OCB behavior. Secondly, although it may be premature to suggest strict guidelines as to how managers should combine influence tactics, it appears that managers are more likely to be effective by invoking inspirational appeals and consultation. Moreover, it appears that managers can reduce the deleterious effects of the outcome by using a combination of leadership styles and influence tactics.

However, further study is warranted to ascertain the effects of various tactical combinations and to determine how their effects vary across contexts and tasks. The present study may serve to encourage further efforts in applying the findings of organizational research to industrial settings and it may indicate a common ground of organizational phenomena subject to general theories of administration.

The proposed downward influence model developed and tested in this study contributes to influence theory and leadership research in several ways. First, the model provides a foundation for integrating a large and diverse body of research. By investigating the leader's downward influence tactics, the model provides a theoretical

grounding for future studies that will compare the effectiveness of leadership styles and influence tactics. This study also incorporates influence requests in line with Yukl et al. (1996) study, as the subordinate's tendency to engage in OCB occurs when the influence request is more interesting and encouraging, which is the case with a transformational leader rather than a transactional leader.

Future studies of leadership styles should therefore focus on identifying other important respondent characteristics and, more importantly, on understanding the processes by which such variables impact person perceptions. In future studies, attempts should be made to incorporate additional endogenous variables such as motivation, compliance and performance of subordinates, which are more indicative of organizational outcomes. Additionally, it may be useful to investigate whether the perception of superior leadership styles carry the same attitudinal and behavioral implications across demographic variables, such as gender, role, status, and race. Further research is needed to enhance our understanding of the interrelationships of leadership, influence, and power on job performance.

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