

Should Leader Power and Sex Play an Important Role in Predicting Influence Tactics?

- Power and Influence Tactics in Manufacturing Firms of Klang Valley, Malaysia

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Abstract

Past researchers have indicated that an agent's power is a determinant of influence outcome on the targeted person. They explain on the relevance of power to organizational influence and leadership. Previous research studies are not well integrated on power and influence. This study examines (1) the implication of seven power bases, namely Expert, Referent, Connection, Information, Legitimacy, Reward, Coerciveness on organizational behaviors in terms of supervisors' influence tactics and (2) whether the gender of the supervisors moderate the relationship between power and downward influence strategies. Manufacturing companies with approximately 300 supervisors and 842 subordinates from the middle and lower management are taken for the study. The findings suggest that power is a direct predictor of hard, soft, and rational influence tactics. It recommends that it would be more effective if the influence tactics are jointly used with some other dimensions of influence rather than used on their own.

Keywords: Power, influence tactics, gender, manufacturing industry

INTRODUCTION

Many manufacturing companies in Malaysia have been downsized, right sized, or made other adjustments in response to the economic pressures of the last decade. The ability to influence subordinates within organizations has become a requisite competency and may be more critical to job-related success for many managers. The issue of tactics which managers use to gain cooperation and compliance from subordinates is critical as