INDIVIDUAL VALUE SYSTEM AND

THE USE OF UPWARD INFLUENCE TACTICS:

THE IMPACT OF BELIEF IN JUST WORLD (BJW)

By

YOGEETA SAMARASAN

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DEDICATION

To

My husband, Venkatesh M, for his unconditional love and support,

and

my daughter, Visharti Venkatesh, for being the joy in my life.

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Three remarkable years………..considering the fact that I have managed to sandwich the start and the completion of my MBA with my marriage, getting pregnant, having a baby, and finally putting the final touches to my thesis. Three years of sacrifices, not only on my part but on my family and friends as well. That is the reason why each thesis usually starts with an acknowledgement. It is a "sorry and thank you" for all the people who has helped me get to where I am today.

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ABSTRAK

Globalisasi telah memaksa pengurus-pengurus masa kini untuk memahami cara-cara berurusan dengan pihak pengurusan atasan dan para pekerja. Tujuan utama kajian in dijalankan adalah untuk menilai dan mengkaji kesan interaksi di antara nilai-nilai seorang individu dalam perhubungan terhadap cara pekerja mempengaruhi pihak atasan dengan kepercayaan terhadap dunia yang adil. Tiga ratus dua puluh sembilan

orang dari kawasan Malaysia Utara telah menerima dan menjawab soal selidik untuk kajian ini. Teknik analisis statistik dan analisis regresi berhirarki telah digunakan untuk meneliti statistik untuk kajian ini. Secara am keputusan kajian ini menunjukkan bahawa Kepercayaan terhadap dunia yang adil telah mengubah cara interaksi di antara nilai-nilai seorang individu dalam perhubungan terhadap cara pekerja mempengaruhi pihak atasan. Kajian ini juga mendapati lima cara pekerja mempengaruhi pihak atasan. Cara-cara itu adalah Manipulasi, Kroni Peribadi, Askar Setia, Sikap Menyakiti Seeorang dan Pengurusan Personaliti. Nilai "*Self-Transcendence*" didapati di semua taktik-taktik mempengaruhi pegawai atasan. Secara keseluruhan, kajian ini boleh digunakan sebagai petunjuk untuk memahami perhubungan terhadap cara pekerja mempengaruhi pihak atasan dalam organisasi di Malaysia.

ABSTRACT

Globalization has brought different cultures and values together, assimilating managers to understand ways to handle superiors, subordinates, and peers. The objective of the study is focused on examining the relationship between individual values and upward influence tactics and studying the moderating effects of BJW on the said relationship. Three hundred and twenty-nine employees from the

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manufacturing sector from the Northern region of Malaysia contributed to this study. A varimax rotated principal components analysis identified the dimensions. The main hypothesis was analyzed using multiple hierarchical regression technique. The discovery in this study generally supports the findings that BJW moderates the relationship between values and the choices of upward influence strategies.~~collective society uses hard tactics as an upward influence strategy. Write theory that supports that.~~ BJW has a ~~overall have had a~~ positive impact on mostly all the hard tactics that is used by the respondents. This study highlighted five upward influence tactics of ~~Manipulation~~Manipulation, ~~Personal Networking~~Personal Networking, Good Soldier, Strong Destructive Behavior and Image Management. Self-Transcendence as a value appeared in all the influence tactics applied by the subjects. Overall this paper discovered that Malaysians use hard and soft tactics. The study also finds that Organizationally Sanctioned Behavior of upward influence are not practiced in Malaysia. Overall this research serves as a platform to understand the values and upward influence strategy that is used in Malaysian organizations.

~~C~~Chapter 1

INTRODUCTION

1.1   Background

Globalization has brought different cultures and values together, assimilating managers to understand ways to handle superiors, subordinates, and peers (Terpstra-Tong & Ralston, 2002). Migration of multinational companies (MNC) to Asia has created a need to understand organizational values that impacts the strategies of upward influence strategies. Organizations and managers can improve their effectiveness when they are more knowledgeable of the dynamics of intra-organizational influence behavior from a cross-cultural perspective (Gabarro & Kotter, 1993; Porter, Allen, & Angle, 1981). ~~In being indulgent of ones national culture in a business environment, all managers have to acknowledge the importance of within culture dissimilarity among employees (Schneider & Barsoux, 1997).~~

~~Diversity of values also exists due to a variety of societal values (Inglehart & Carballo, 1997; Terpstra, 1978).~~ A manager's success is his or her capability to influence other members of the establishment to attain preferred result (Allen, Madison, Porter, Renwick, & Mayes, 1979; Kipnis et al., 1980; Mayes & Allen, 1977; Schreisheim ~~and~~ & Hinkin, 1990; Yukl & Falbe, ~~1989~~1990; Yukl & Tracey, 1992). In most organizations, the said desired outcome is usually obtained from subordinates but in times of competitiveness, there are needs for employees to influence their superiors, with whom they do not have any official power (Organ & Bateman, 1990). Floyd and Wooldridge (1997) emphasize that upward influence activities in an organization affect overall organizational effectiveness.

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Having said that, the understanding of upward influence tactics is a powerful ~~tool~~tool that individuals or subordinates use to influence managers in order to gain competency in a working environment. Furthermore, understanding why individuals prefer one upward influence tactic to another is crucial in totally understanding behavior in organizations (Ringer & Boss, 2000). ~~Having said that, understanding of the upward influence tactics that individuals or subordinates use to influence managers are powerful tools in order to gain competency in a working environment. Furthermore, understanding why individuals prefer one upward influence tactic over another is crucial in fully understanding behavior in organizations (Ringer, 2000).~~

1.2   Problem Statement

Upward influence is an effort to influence someone superior in an organization's formal hierarchy (Porter et al. 1981). Management researchers gave upward influence behavior studies very little attention until the late 1970s. The empirical investigation of the manager's behavior on upward influence and cross-cultural study has only been researched recently (Fu & Yukl, 1998; Schermerhorn & Bond, 1991). Globalization made it important for business people on both sides of the Pacific to understand how influence behaviors in Asia might converge or diverge with those behaviors in the West.

The focus of this study is to understand the types of individual value system in Malaysia and its effect on upward influence strategies. This will impact the performance of organizations especially the multinational companies (MNC) that have establishments in Malaysia. ~~The focus of this study is the various types of individual value systems in Malaysia and its effect on upward influence strategies.~~

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~~This will impact the organizations especially the multinational companies that have establishments in Malaysia.~~ The reasons why this study is conducted are because:

(1)   Managers will be more effective if they have strong cultural awareness and know how to influence superiors with different values.

(2)   The limited literature and understanding of upward influence strategies that are available.

(3)   The upward influence tactics usually is confined to country research and very limited to individual values dimensions.

(4)   Globalization has created a need for managers to understand cultures and value of others in order to be effective and efficient.

1.3   Research Objectives

The knowledge of cultural divergence and the ability to use influence in cross-culture organization is now reputed as a vital proficiency of the "global" manager (Smith & Peterson, 1988). Deluga and Perry (1991) claim that the successful use of upward influence strategies had been prominent in helping managers to achieve desired outcomes from their superiors. ~~T~~In order to be effective in accomplishing work, managers must be able to tactfully influence and manage the behavior of others, including their superiors (Pfeffer, 1992; Schilit, 1986).

Due to these factors, ~~Due to these factors~~U upward ~~pward~~ influence strategies have been gaining a lot of interest from researches in recent times. Therefore, the objective of the study is focused: (1) to examine the relationship between individual

values and upward influence tactics and (2) to examine the moderating effect of BJW on the said relationship.

1.4 Research Questions

The understanding of upward influence behavior is essential to the overall understanding of individuals in organizations (Schilit & Locke, 1982). In order to achieve the above-mentioned objectives, this study will try to answer the following research questions:

(1) Does individual value affect the use of different upward influence tactics?

(2) Does belief in just world moderate the relationship between individual values and upward influence tactics?

1.5 Significance of the Study

Globalization has created a need for managers to understand other cultures and values in order to be effective and efficient. The value of a comprehensive manager depends on his or her ability to employ influence in a culturally mixed organizational environment (Smith & Peterson, 1988). In essence, through this study the understanding of individual value differences in subordinates' choices of influence tactics may contribute to the appreciation of the relationships between superiors and subordinates from different cultures (Schermerhorn & Bond, 1991).

Managers will also be more successful if they have value awareness and the competency to influence superiors with a diverse societal value and cultural background. Corporate culture cultivated from the values held by organizational

members, especially the influential members of the organization, will influence the behavior of others when dealt with the other members of the establishment (Boeker 1989; Chatman & Jehn 1994). Therefore, managers as well as researchers should be interested in this issue because of the prevalence of subordinate upward influence behavior in organizations (Thacker & Wayne, 1995). Ahmad (2001) emphasizes that Malaysian managers have been using Western theories as a guide in managing their workforce due to the lack of local theory and practice. Nevertheless, most of the theories are not culturally suitable or validated for Malaysians because of their fundamental supposition and values, which are new to the Malaysian workforce. Therefore this study would serve as a platform to understand the values and upward influence strategy that is used in Malaysian organizations.

1.6   Scope

The scope of this study is to look at the possible values impact on upward influence strategies of the local employees particularly in the Northern Region of Malaysia. This is a quantitative study that is conducted among the employees of the manufacturing sector in Bayan Lepas Free Industrial Zone, Prai Industrial Estate and the Kulim High Technology Park.

1.7   Definitions of Key Variables

1.7.1   Upward Influence Strategies

Pfeffer (1992) terms influence as an attempt to change or dominate the behavior of others. According to Fu and Yukl (2000) managerial value often depends on the influencing skills of a manager and his effectiveness to use it well. (Yukl, 2002) Schriesheim and Hinkin,Hinkin (1990), emphasized that upward influence is a conduct that employees embark on to influence their superior or seniors in the ranks of the organization in order to gain some advantage.

Porter et al (1981) supports the statement and state that upward influence is a challenge to persuade someone higher in the formal chain of command in the organization. The eight dimensions of upward influence as described by Ralston and Gustafson in Ralston, Gustafson, Cheung, and Terpstra (1993) are shown in Table 1.1.

1.7.2 *Individual Value*

Rokeach (1973) denotes values as permanent beliefs where certain results or desired outcomes are favored compared to others. The eleven ten dimensions of Vvalues (Schwartz, 1992) being addressed in this study are shown below in Table 1.2.

Table 1.1

Eight dimensions of upward influence

Upward Influence Strategies	Descriptions
Good Soldier	Winning opportunities at work by working hard.

Information Control	Holding on to an important document so that others won't get ahead.
Image Management	Dress and act appropriately to suit the needs of the organization.
Personal Networking	Increase and exploit an unofficial organizational group structure for one's own benefit.
Strong-arm Coercion	Use unlawful behavior to gain advantage.
Organizationally Sanctioned Behavior	An act that is favorable to the organization.
Destructive Legal Behavior	Presenting dubious information regarding others that could destroy others.
Destructive Illegal Behavior	Activities that is hazardous to others and is prohibited.

Source: Adapted from Ralston and Gustafson in Ralston, Gustafson, Cheung, and Terpstra (1993).

1.7.3 *Belief in Just World (BJW)*

Bollmer (2002) suggests that how we interpret the world around us will affect how we react to certain circumstances thus impacting decisions we make. According to the theory of belief in just world, people have an intense aspiration or need to believe that the world is a compliant, anticipated and a just place. It is where people believe that they can attain what they deserve (Andre & Velasquez, 1990).

Table 1.2

Ten dimensions of individual values

Individual values	Descriptions

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Power	A type of value that portraits wealth, social status and authority in order to dominate or influence others.
Achievement	A person's quest for individual success and acknowledgement of proficiency in the eyes of society.
Hedonism	A value that is in an individual to satisfy the leisure that life has to offer.
Stimulation	A necessity that is needed to motivate and electrify a variety of excitement in life.
Self-Direction	A value that is associated with liberated thinking and actions by one.
Universalism	Interest for the wellbeing of all human being and nature.
Benevolence	Interest for the wellbeing of those that one cares about and associated with in everyday life.
Conformity	A value that doesn't hurt or offend anyone and also believes in self-discipline.
Security	A fundamental requirement of safety, harmony and stability.
Tradition	Respect, tradition and acknowledgment of customs are the basis of tradition.

Source: Adapted from Schwartz, 1992.

1.8   Summary of Chapter 1 and Organization of Remaining

Chapter 1 presents a notion of this research. The purpose and the research objectives of the study have been tabled to channel the focus of the study. The readers are given an explanation on the importance on why the research is being conducted. Finally, the study covers the span and the apparatus used in the ~~study~~research. In Chapter 2, a summary of literatures on the dependent variable—Upward Influence Tactics, the predictor—Value (independent variable) and the moderator—BJW is presented.

Chapter 3 denotes the methodology of the study. The methodology includes research sites, sample collection and the statistical tools that are used in the study. Chapter 4 illustrates the statistical analysis results and its findings from the data available. Finally, Chapter 5 will put forward the discussion and the implications of this study. The chapter will also recommend some propositions for future references and research. Lastly, a conclusion will be presented to finalize the entire study.

Chapter 2

LITERATURE REVIEW

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2.1 Introduction

This chapter reviews literature and several areas of research, which are considered pertinent and eminent to the study. The first part of the literature study comprises of the definition of upward influence and the earlier theories of upward influence that serve as a basis for upward influence tactics. The second portion of the literature study focuses on upward influence tactics, upward influence instrument used in this study and its theories. Individual values are discussed in the third part of the literature study followed by a breakdown on value dimensions review. This chapter then discusses about theories of belief in just world (BJW). Finally, this section presents the theoretical framework of the study and the development of hypotheses.

2.2 Definition of Upward Influence

Influence is defined as a genuine attempt to control or to have an effect on the behavior of others (Pfeffer, 1992). Upward influence is a specific behavior that

employees use to gain advantage in their work environment. It is a person's behavior that is intended at those at senior ranks in an organization (Wayne, Liden, Graf, & Ferris, 1997). Schriesheim and Hinkin (1990) classify upward influence as a conduct that employees use to influence their superior or someone at a higher authority in order to attain an advantage in an establishment. Likewise according to (Porter, Allen, & Angle, 1981), upward influence is a courageous act to influence someone superior in the formal hierarchy of an organization. An effective manager should be able to influence his superiors well in order to succeed besides managing his/her subordinates and co-workers.

Therefore, the need to develop and use upward influence strategies may be critical, not only to their personal success, but also to contribute to the effectiveness of the company. In other words, to effectively accomplish work through social networks, managers must succeed in influencing the behavior of others, including their superiors (Ansari & Kapoor, 1987; Schermerhorn & Bond, 1991; Schilit & Locke, 1982). Furthermore, the ability of superiors and subordinates to function together effectively has a positive effect on organizational performance (Egri, Ralston, Murray, & Nicholson, 20002000). In order to understand the past research and work that has been done on this subject; the following section will discuss the theories of upward influence and some of their interesting findings.

2.3   Theories of Upward Influence Strategies

The theories of upward influence strategies are only organized at recent times as verified by studies done pertaining to the influence tactics and its direct effect (Judge & Bretz, 1994; Kipnis & Schmidt, 1988; Thacker & Wayne, 1995). In addition, studies of upward influence on management decisions have been the focus

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of researchers (Ferris, Judge, Rowland, & Fitzgibbons, 1994; Kiphis & Schmidt, 1988; Wayne & Ferris, 1990; Wayne & Kacmar, 1991; Wayne & Liden, 1995).

Upward influence studies have been mostly determined on the approach used by individuals in the attempt to influence their direct superiors. The circumstances under which various tactics would be employed and their effectiveness have also been deeply studied (e.g., Mowday, 1978; Yukl & Falbe, 1991; Yukl & Tracey, 1992). Yukl et al. (1995) identified that those who seek benefits and favors from their superiors are the ones that usually use upward influence tactics to good effects.

Interpersonal influence has gained increasing importance— (Keys & Case, 1990) and is supported by recent attention in the organizational literature (e.g., Barry & Watson, 1996; Pfeffer, 1992; Rao, Schmidt, & Murray, 1995; Yukl, Guinan, & Sottolano, 1995). Upward influence from the lower level of the organization is escalating due to empowerment. This follows the mounting involvement of employees throughout the organization in job development and implementation. Therefore the tactics they use is of interest to the improvement of the organization (Dutton & Ashford, 1993).

The influence tactics used by subordinates may also influence the relationship between managers and subordinate and thus change the perception of the manager. about the subordinate (Judge & Ferris, 1993; Wayne & Ferris, 1990; Wayne & Liden, 1995). The above literatures suggest the growing need to understand upward influence strategies. This is because lower levels of the organization hierarchy acknowledge the importance of having an advantage and support from management in order to be successful. There are several types of influence tactics that has been practiced and measured. The following section will discuss about the published tactics and its validation.

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Published works on upward influence tactics include the initial items from Kipnis et al. (1980). The 58-item questionnaire created by Kipnis et al (1980) is one instrument that has been extensively quoted. Another is Profiles of Organizational Influence Strategies (POIS) by Kipnis and Schmidt (1982). POIS took out the most appropriate 27 items of upward influence from the 58-item instrument. The POIS instrument however was intended mainly for corporate clients therefore the academic researchers used it very scarcely. Schreisheim and Hinkin (1990) also developed a mechanism centering upon a refined of the initial items from Kipnis et al. (1980). Their enhancement resulted in an instrument with only 18 items but with higher content validity and reliability.

Other influence behaviors instruments are Influence Behavior Questionnaire (IBQ) by Yukl and Falbe (1990) and& the Strategies of Upward Influence (SUI) by Ralston (Ralston, Gustafson, Cheung, & Terpstra, 1993). These measurements also recommend a variety of typologies of upward influence tactics. The POIS have six tactics, which are Reason, Friendliness, Bargaining, Upward Appeal, Coalition and Assertiveness. The POIS measurements have been extensively followed worldwide. The IBQ typology is very comparable to the POIS. Both have significant dissimilarity from those recommended in the SUI.

All the instruments discussed, focuses on upward influence tactics and how the validation have evolved through time. The instruments validate the type of influence tactics used and the following paragraphs will discuss about the tactics that have been identified by the instruments. The study by Kipnis, Schmidt and Wilkinson (1980) documented a complete list of influence tactics and investigated the tactics people used at work to influence their subordinates, peers, and superiors, as well as their reasons to influence them. The types of tactics that have been identified and is

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related to upward influence are Reason (or Rational Persuasion), Friendliness (or Ingratiation), Assertiveness, Bargaining (or Exchange), Higher Authority and Coalition (Kipnis & Schmidt, 1982). Reason is the use of logical arguments and reasons to persuade the target to comply. Friendliness is an act of praising others or staging a friendly and humbly way in order to manipulate them.

Assertive behavior is when one puts pressure and always checks on the target. Bargaining or exchange is to offer an exchange of help that includes offer/offers in return of a personal favor. Higher authority is to seek support from the targets superiors. Lastly eCoalition refers to the ability to gain support from others to encourage one's request.

In later studies, Kipnis (1982) groups the tactics into three categories such as strong, weak, and rational. Hard tactics, in the Kipnis et al. (1980) study, referred to influence tactics of Assertiveness, Upward Appeal and Coalition. In contrast, soft strategies of upward influence involved less aggressive, low profile and more expressively manipulating means. Ingratiation and Exchange of Favors were considered as soft strategies. Rational strategies referred to the use of logic and rational bargaining in a non-sensitive way. Rational Persuasion and some forms of Exchange were determined as rational tactics. Kipnis et al. (1980) found that the most frequently used methods of upward influence were Rational Persuasion and Informal Exchange. Yukl & associates (1990) also found that Rational Persuasion was found to be the most commonly used method in influence of all directions (Ansari & Kapoor, 1987; Schilit & Locke, 1982; Yukl & Tracey, 1992; Yukl & Falbe, 1990).

Studies show that the most commonly used tactics in the U.S. are assertiveness, sanctions, blocking, rational persuasion, exchange, coalitions, ingratiation, upward appeals, and consultation (Farmer et al., 1997; Judge & Bretz,

1994; Kipnis & Schmidt, 1988; Kipnis et al., 1980; Mintzberg, 1983; Schilit & Locke, 1982; Schriesheim & Hinkin, 1990; Voyer, 1994; Yukl & Falbe, 1990; Yukl et al., 1993). These influence tactics have been classified into the three categories by Kipnis (1982). The tactics are hard tactics (blackmail), soft tactics (tactics such as ingratiation, upward appeals, consultation) and rational tactics like rational persuasion and exchange (Falbe & Yukl, 1992; Farmer et al., 1997; Kipnis & Schmidt, 1988).

Cross-cultural research on upward influence tactics have been primarily concerned with differences between U.S. and Asian subjects. In the study by Shermerhorn and Bond (1991) on U.S. and Hong Kong Chinese samples, they found that U.S. samples like to use the influence tactics of ingratiation, rationality and exchange while Hong Kong Chinese samples favored assertiveness. Schermerhorn and Bond (1991) pointed out the possible unsuitability of employing Western-developed instruments using Asian subjects and suggested that Eastern-developed instruments would be more valid in cross-cultural studies.

Following that, the most recent progress on the upward influence tactic categorization was the Strategies of Upward Influence (SUI) measure (Ralston et al., 1993). Ralston et al. (1993) began to focus on the subject of using measures in non-U.S. samples by cross-culturally creating the Strategies of Upward Influence (SUI) instrument. Unlike the previous tactics grouping, the SUI classification takes into consideration of the Asian inputs. The only similar tactics as compared to Kipnis, Schmidt and Wilkinson (1980), was iingratiation and rational persuasion.

Literature reviewed summarizes that the most commonly used tactic is Rational Persuasion and Informal Exchange. A lot of efforts have been put to measure the strategies used by Asian so that there will be no biasness. This is good because there are shortages of guidance for cross cultural research in Asia. Most methodology

and theories used in the West are no longer applicable to the Asian subjects because of maturity of society and different values held by all. SUI is a method that is created by Ralston to measure Asian subject and this study will focus on using SUI method to measure upward influence tactics.

2.4   Upward Influence Tactics Dimensions

The subsequent discussion and hypothesis will be based on the dimensions of the Strategies of Upward Influence (SUI). Table 2.1 adapted from Terpstra-Tong and Ralston (2002, p. 26) indicates the tactics that is designed by incorporating Asian subjects.

The first of the eight dimensions of SUI is *Good Soldier*, referring to a person that would work hard to get ahead or progress at work. This at the same time would benefit the organization. Secondly, *Image Management* is defined as a behavior of a person when put on an act and portray in a positive manner to get ahead at work. Thirdly, ~~*Personal Networking*~~*Personal Networking* is described as gaining benefits by developing and using the social network at an establishment. Following that, *Information Control* is expressed as using information for one's own benefit and restricting others access of the information. *Strong-arm Coercion* is denoted as using unlawful tactics such as blackmail to obtain certain advantage.

Subsequently, *Organizationally Sanctioned Behavior* is a behavior that directly benefits the organization though personal enhancement such as attending extra skill course or continuing further studies. The seventh dimension is *Destructive Legal Behavior*. This behavior is when one imposes harm directly to others by passing on information to discredit others. Lastly, *Destructive Illegal Behavior* is a behavior

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that is harmful to others with acts such as stealing important document, harassment and blackmailing.

Ralston et al (1994) proposed four upward influence hierarchy dimensions, which are Organizationally Sanctioned Behavior; Non-Destructive Legal Behavior; Destructive Legal Behavior; Destructive Illegal Behavior. Organizationally Sanctioned Behavior is viewed as the organization's favorite method of upward influence because it recommends behaviors that have a tendency to be absolutely favorable to the organization. Non-Destructive Legal Behaviors characterizes the "self centered" approach because these behaviors put them above the organization and others, but they tend not to be harmful to the organization and sometimes profits the organization. These behaviors however consist of impression management tactics, which campaigns one's visibility and status in the organization in the cost of others.

Destructive Legal Behaviors can be denoted as a bullying behavior where they harass those that are on their way to success and mostly these behaviors tend to harm others or the organization even though it is legal. These tactics include information control and exploitation tactics such as obtaining and corresponding information to dishonor others, keeping information that would of advantage to others, and creating a phony resume. Destructive Illegal Behaviors is identified as an approach to gain power. This is because these behaviors, which are destructive to others, also tend to be unlawful. This dimension includes tactics such as blackmail, stealing important corporate documents and harassment.

2.5   Theories using SUI Measurement

In using SUI method, Ralston et al.'s (1994) study of U.S. and Hong Kong Chinese managers found noteworthy differences for all but the personal

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networkingPersonal Networking tactic. U.S. managers showed a better suitability for the tactics of good soldier, rational persuasion, image management and ingratiation. In contrary, the Hong Kong managers perceived information control and strong-arm coercion as more suitable than U.S. managers did.

In the study of NAFTA managers, Egri et al. (2000) applied the SUI and examined the perceptions of suitability of upward influence tactics using the four upward influence hierarchy dimensions proposed by Ralston et al. (1994), Organizationally Sanctioned Behavior, Non-Destructive Legal Behavior, Destructive Legal, and Destructive Illegal Behavior. The findings showed American and Canadian-Anglophone managers supported the Organizationally Sanctioned Behavior Table 2.1

Components in SUI Tactics and Dimensions

Tactics/ Dimensions	Descriptions	Instrument(s)
Good Soldier	Get ahead through hard work that benefits the organization.	SUI
Image Management	Actively present oneself in a positive manner across the entire organization.	SUI
Personal Networking	Develop and utilize an informal organizational social structure for one's own benefit.	SUI
Information Control	Control information that is restricted from others in order to benefit oneself.	SUI
Strong-arm Coercion	Use illegal tactics, such as blackmail, to achieve personal goals.	SUI
Organizationally Sanctioned Behavior	Behaviors directly beneficial to the organization such as self-enhancement (obtaining an MBA)and personal ingratiation tactics	SUI
Destructive Legal Behavior	Behaviors that directly harmful to others or the organization, such as obtaining and communicating information to discredit others)	SUI
Destructive Illegal Behavior	Behaviors harmful to others and illegal such as blackmailing, stealing valuable document and harassment	SUI

Source: Adapted from Terpstra-Tong & Ralston (2002, p. 26).

more favorably than the Canadian-Francophone and Mexican managers, while the Canadian-Francophone and Mexican managers displayed better encouragement for the Destructive Legal and Destructive Illegal Behavior than did the American and Canadian-Anglophone managers.

The Terpstra-Tong and Ralston (2002), study indicated that Good Soldier and Rational Persuasion were acceptable to all subjects namely from China, Portugal and

Macao. The Chinese groups from China and Macao found Information Control more agreeable, and Image Management and ~~Personal Networking~~Personal Networking less acceptable than the two Portuguese groups from Portugal and Macao. The different acceptability of Strong-Arm Coercion from the expatriate of Portuguese and Macanese Chinese suggested that political and social factors may have an effect on the values of managers and could have caused to modify the values and behaviors. Ralston, Holt, Terpstra, and Yu (1997) point out that, a crossvergence of values and behaviors have taken place.

The literature reviewed soft tactics were acceptable in all societies. It also indicated that social and political factors play an important part in modifying values that in turn affect the choices of upward influence strategies. The following discussion is about the circumstances that in which upward influence is exerted.

2.6   Cross Cultural Model of Upward Influence

Terpstra-Tong and Ralston ~~and Terpstra~~ (2002) developed a conceptual model that acknowledges the pervasive societal influences that differentiate one culture from another, and in turn, differentiate the behaviors of members of one culture from another. Figure 1 below presents a process model of upward influence strategy selection that focuses upon the inputs to the selection strategy. The agent has the choice to make an influence attempt but the environment, values, situation and relationship with the target, which is the belief system, will determine the type of influence tactics is used. The flow of the model starts when the agent has the chance to apply upward influence. The agent then has three options; which are to take action

themselves, persuade others to take action for them, or to do anything nothing (Porter et al., 1981). When one of those mentioned options is taken as the decision, the influence selection process starts. If the agent and target come from different cultures, there may be a related societal impact on their characteristics thus affecting the agent-target relationship. This relationship and characteristic has to be taken into consideration together with the situational aspect as it will then affect the agents' belief system or value system before choosing and exercising the influence tactics.

In this study individual values will be examined as a part of the agent's belief system. Through this we will be able to understand the factors that influence the choices of upward influence strategies.
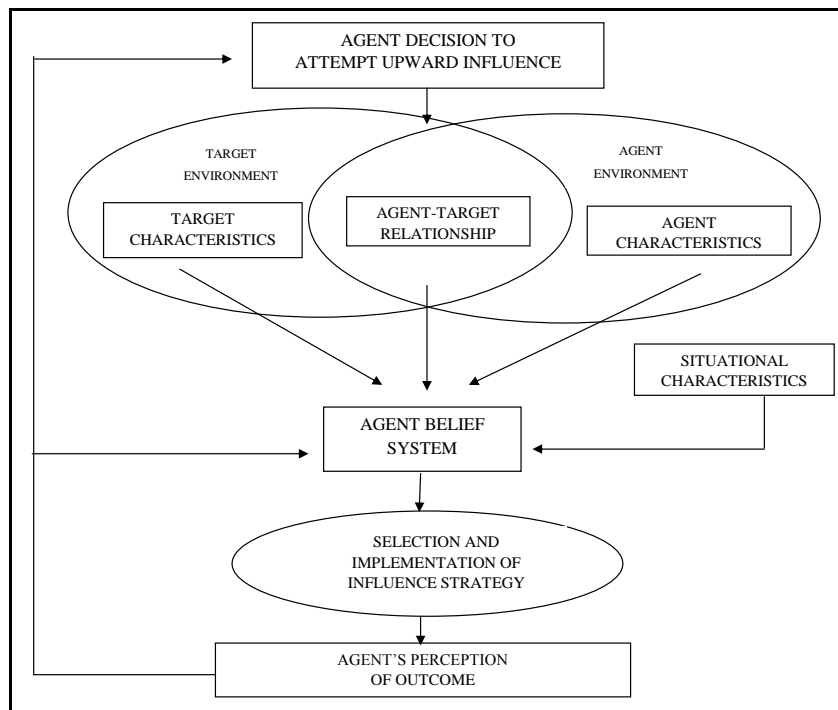

Figure 2.1. A Cross-Cultural Model of Upward Influence Selection.

Source: Adapted from Terpstra-Tong and Ralston (2002).

2.7   Definition of Individual Value

Values are "desirable tran-situational goals, varying in importance, that serve as guiding principles in the life of a person or other social entity" (Schwartz, 1994, p. 21). Values basically function at the individual, institution, and of entire societies level (Schwartz, ~~1993~~1992).

There are five features of value which consist of: (1) they are theory or beliefs, (2) they are relevant to required end status or behaviors, (3) they go beyond certain circumstances, (4) they conduct selection or assessment of behavior and actions, and (5) they are controlled by relative worth (Schwartz, 1992; Schwartz & Bilsky, 1987). Schwartz and Bilsky (1987, 1990) also denotes that the primary content aspects of value are the natural requirement based on human needs, social interactional necessities for interpersonal harmonization and public institutional demands for group wellbeing and survival.

2.8   Theories of Individual Value

2.8

Values are conceptualized as ~~psychological configuration obtainable at a higher level of thought than attitudes~~ sought-after, trans-situational goals that differ in importance as guiding principles in a person's life (~~Howard 1995; Rokeach 1973; Schuman 1995; Schwartz 1992, 1994~~Kluckhohn, 1951; Rokeach, 1973). Value is a set of goals that represent the interests of a certain group (Schwartz & Bilsky, 1987). An immense importance has been shown for the subject of managerial values in the current management literature (Dose, 1997; Schein, 1985). Managerial values are an important criterion to understand values that influence business operations and human

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development. Subsequently, theoretical knowledge of values is crucial for the efficient plan of organizational systems (Pearson & Chatterjee, 2001).

Researches on values are dissimilar and extend through a diversity of social science disciplines. Three sociological concerns with values are that it has varied, with a spell of work at mid-century and deterioration after that climax (Spates 1983). In the area of psychology, values research is at its marginal (Rohan, 2000). Secondly, according to Cook, Fine, and House (1995), values are discussed only three times in the most latest important review of the sociologically concerning social psychological literature.

According to Hitlin (2003), traditionally, research on self and individual's relationship with society have been the primary attention. Rokeach (1973, 1979) can be recognized as producing the concept into modern attention. Values that are representatives of three basic human value requirement which are natural human instinct needs, societal relations for communication synchronization and community demand for safety and group wellbeing (Becker, 1950; Kluckhohn, 1951; Parsons, 1957; Rokeach, 1973; Williams, 1968). These values build a values typology in reflecting human needs, social interaction and community demands.

Rokeach (1973) established universal values that could be used for the interpretation for the typology. The first of the Rokeach dimensions is the Enjoyment domain, which emphasizes on satisfying physical needs and the pleasure that is received from it. The Security domain explains physical survival and the protection of its honor while the Achievement domain describes the need to develop and exercise the skills that is obtained from physical and social environment.

Following that, the Self-Direction domain suggests that humans have a natural yearning to search and understand reality. They also control their own activities and

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reap rewards from it. The Pro-social domain is the next dimension in Rokeach's value dimensions. This domain is a value that expresses concerns for others, possesses kindness and abides to social morals.

The sixth domain is Restrictive-Conformity where due to social interactions one suppresses the desire and actions that might hurt others. The Social Power domain consists of a value that is of basic social power and it is driven by social goals. Lastly the Maturity domain is viewed as an experienced in life, wisdom, broadmindedness and gratefulness for the beauty of creation.

Rokeach (1973) states that dissimilarity between "instrumental" values and "terminal" values are basic. Schwartz (1992) on the contrary has found no empirical evidence for this distinction and questions its efficacy. He retains his stand that all essentials of the motivational relate to certain values can be articulated in both terminal (ultimate goal) and instrumental (means to an end) terms. Schwartz (1992, 1994) at present utilizes a model drawing on the Rokeach's formulation of values.

2.9   Individual Value Dimension

The individual value dimensions that will be discussed in this study are of Schwartz Value Inventory (SVS) (Schwartz, 1992). The ten dimensions (Holt, Ralston, & Terpstra, 1994) mentioned in the theory are firstly Power, which consists of motivational goals that perceive the importance that one places on social status or prestige, and control or dominance over other people and resources. Power consists of values such as social power, wealth, authority, social recognition and preserving ones public image.