

**EFFECTS OF LEADERSHIP STYLES AND INTERACTIONAL
JUSTICE ON THE USE OF UPWARD INFLUENCE TACTICS: AN
EXPERIMENTAL STUDY**

by

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DEDICATION

To:

My parents, Mohamed Zainal bin Puteh and Abdah bt Hj Abdul Hamid,
My brothers and sisters, Aminuddin, Tajul Hamidy, A'Asraf Nordin, Jamil Rais,
Tajul Rafaie, Mohd Satar, Khairul Khabir, Siti Laili Suhaila, Nor Azuwa Bt Junus,
NorAniza Bt Bidin, Norita Bt Abdul Mutalib, and Nor Aiza Bt Yang Mustafa
My nieces, Nor Asiyah Bt Aminuddin, Nor Aqilah Bt Aminuddin, Khairun Nabilah
Bt Mohd Satar and Nor Syinaz Bt Jamil Rais.

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ABSTRAK

Tujuan kajian ini dijalankan adalah untuk menilai dan mengkaji kesan interaksi diantara cara pentadbiran dan keseimbangan dalam perhubungan terhadap cara perkerja mempengaruhi pihak atasan. Kaedah 2 (cara pentadbiran pihak atasan) X 2 (keseimbangan dalam perhubungan) X 2 (jantina pihak atasan) telah di gunakan. Kajian ini telah menggunakan senario sebagai cara kajian, dan kenaikan pangkat telah digunakan sebagai satu karier objektif. Kajian ini telah melibatkan lapan senario yang berbeza. Setiap responden cuma dibenarkan menjawab satu senario sahaja. Akhirnya, sebanyak 445 responden telah terlibat dalam kajian ini. Hipotesis-hipotesis dalam kajian ini telah di uji dengan kaedah MANOVA 2 hala dan diikuti dengan 2 X 2 X 2 ANOVA. Keputusan menunjukkan terdapat kesan yang nyata di antara semua interaksi ini. Setiap keputusan kajian ini telah dibincang secara khusus.

ABSTRACT

The purpose of this study is to examine the effects of the interaction between leadership styles and interactional toward upward influence tactics. This study use 2 (leadership styles: participative/autocratic) X 2 (interactional justice: fair/unfair) X 2 (gender of the supervisor: male/ female) between-subjects factorial design. Since this is an experimental study, promotion is being used as career objective of the employees. In total, there are eight different scenarios involve in this study. There are 445 respondents that participated in this study. A varimax rotated principal components analysis identified ten different upward influence tactics used by the employees. The main hypotheses of the study are tested using 2-way MANOVA and followed by 2 X 2 X 2 ANOVA. Result indicates that there are significant relationships in all the interactions. The result and implications of this study is discussed in depth.

Chapter 1

INTRODUCTION

1.1 Introduction

Nowadays the level of competition in our working environment has increased. As such various individuals or coalitions attempt to advance their own interest (Chacko, 1990). Due to this situation, we have to compete in order to achieve our career objectives. Research has shown that we have to work hard and smart in order to achieve our goal and objectives. By working hard it means we have to use our energy. However, in order to work smart we need to know all the tactics and techniques to impress our manager. Since our supervisor has the authority to make decisions regarding our career advancement, as employees we need to know the best way to influence them. Career advancement can be described as an opportunity that the employees have to improve their current position in the organization. A job promotion is an example of career advancement.

A part of career advancement is to impress the management. Impression management refers to the behaviors geared toward establishing a favorable impact on others (DuBrin, 1994). It is a process through which individuals attempt to influence the impression of others towards them. Some employees would try to impress the management to receive an outstanding performance appraisal. In this situation, workers apply certain tactics to influence their supervisor's perception toward them during the interactions (Katz & Kahn, 1978).

In order to impress the management, employees will use many tactics--for example, rationalization, blocking, upward influence and others. Since there are many kinds of tactics that can be used, the issue now is which tactics are the most suitable, and what are the factors that can influence the selection of the tactics. According to Kipnis (1974), employees in any organization need to exert influence ability in order

to achieve their career objectives. Chacko (1990) stated that upward influence tactics depend on motivational need and the perception of the supervisors' leadership styles. Rousseau (1978) also stated that the selection of an upward-influence method might be moderated and affected by institutional norms, culture, values, cost and perception. In addition, researchers like Yukl and Guinan (1995) concluded that influence tactics also depend on the objectives that the employees have. Ansari and Kapoor (1987), stated that when the goals were personal benefits for example, promotion, ingratiation would be used more often compared to any other upward influence tactics.

Institutional norms, culture, value, costs, and perceptions are factors that can moderate and affect the decision on types of upward influence tactics (Chacko, 1990). In addition, researchers have proven that the perception of supervisor's attitude and leadership styles can shape the subordinates decision on types of influence tactics used (Rousseau, 1978). When the subordinates perceived their supervisor as authoritarian, they might use ingratiation and exchange strategy to influence their leader (Ansari & Kapoor, 1987; Kumar, 1986). However, employees are more likely to use rational approach towards participative leaders (Ansari & Kapoor, 1987; Singh-Sengupta, 1990).

In addition, when the interaction occurs in the work place, perception of justice is another element raised by employees. Interactional justice is a type of justice that deals with relationship between supervisor and supervisee in the work place. By definition, interactional justice "is the extent to which subordinates perceive that their manager has treated them fairly" (Greenberg, 1990, p. 423). Since perception of leader would shape the attitudes and behaviors of the subordinates (Chacko, 1990), interactional justice is another factor that influence the types of influence tactics used by the employees. A primary finding has been that when individuals are given the opportunity to voice their views in the performance

evaluation process, their evaluations of fairness are enhanced (Greenberg, 1986, 1990a; Lind & Tyler, 1988). Masterson (2000) concluded that fairness is an important element in determining the employees' actions and reaction. The employees will respect their leader when they think that they are being treated with courtesy and fairly. On the other hand, the employees will show their resentment toward their dishonest and rude supervisor.

Another attributable factor to the selection of tactics is gender. Previous studies (DuBrin, 1994) have shown that men are most likely to manipulate situations and people, by joking or threatening punishment. On the other hand women were found to use charm, appearance and compliments to influence others. The sex of the supervisor is found to affect the selection of upward influence tactics for career advancement.

In conclusion, for the purpose of career advancement, employees need to know various types of upward influence tactics for future benefits. Factors like the leadership styles of the supervisor, fairness in the interactional justice with subordinates, and the gender of the supervisor need to be considered, so that the strategies they apply are appropriate.

1.2 Purpose of the Study

This research has been designed to examine the leadership styles of the supervisor and how the level of interactional justice affects the types of upward influence tactics suitable to be applied for career advancement.

There have been many studies conducted regarding upward influence tactics. However there is no systematic research conducted to see the effects of leadership styles and interactional justice toward upward influence tactics. Thus, this present study is designed to fill the gap. In addition, this study also attempts to see the

difference in terms of upward influence tactic used by the employees toward male and female supervisor.

In conclusion, this study is designed to address the following questions:

1. Are factors such as the leadership styles of the supervisor and the level of interactional justice likely to influence the types of upward influence techniques used by employees in career advancement?

2. Can the gender of the supervisor moderate the relationship between the leadership styles of the supervisor and the level of interactional justice towards the types of upward influence tactics used by employees in career advancement?

1.3 Significance of the Study

By achieving the above objectives it may help the managers to understand how their leadership styles will affect the influence tactics used by the employees. This will make the managers understand that the leadership styles portrayed by them will have some significance when subordinates want to achieve something.

Secondly, the study will also help the manager to understand the effect of interactional justice. Before the subordinates decide on the influence tactics that they are most likely to use they will observe the level of interactional justice exuded by the supervisor. This will enable the superiors to understand that the employees will use different types of upward influence tactics based on factors like leadership styles and level of interactional justice between the supervisor and subordinates. In conclusion, this would help the management to understand the behavior of the employees in terms of influencing their supervisor.

1.4 Scope of Study

This study sampled 445 Malaysian managers (lower, middle, and upper) employed in manufacturing organizations. The manufacturing organizations include local and

multinational companies that are involved in various industries, primarily, electronics and computer components. This research covered the northern states (Perak, Pulau Pinang and Kedah) in Peninsular of Malaysia.

This study was designed to investigate types of influence tactics used by the employees in order to influence their supervisor to get promotion in the company. It would be the essence of the study to analyze the types of upward influence tactics (rational persuasion, blocking, personalized help, upward influence, exchange of benefits, ingratiation, defiance, showing dependency, showing expertise, manipulation, diplomacy) in relation to the leadership styles (authoritarian or participative), level of interactional justice (fair or unfair). Since the number of female supervisors is increasing, this study would also include the moderating variables, which is the gender of the supervisor (male or female).

1.5 Organization of Chapters

The remaining chapters of this study are organized as follows: Chapter 2 presents an overview of literature on leadership styles, interactional justice and upward influence tactics. In addition, several articles will be included regarding gender as the moderator of this study. Chapter 3 describes the research methodology of the study while Chapter 4 presents the results of the statistical analyses of the study. Finally, Chapter 5 will include discussions of findings, limitations, implications of this study besides proposing some suggestions for future research.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

The main objective of this study is to examine how leadership styles and level of interactional justice contribute to the choices of upward influence tactics for career advancement. This chapter presents a review of the literature related to upward influence tactics, leadership styles, interactional justice and gender. In addition, it includes the theoretical framework of this study. Since this study is using promotion as career advancement, this chapter will begin by discussing career advancement.

2.2 Career Advancement

Career advancement is defined as positive psychological or work related outcomes one has achieved as a result of one's work experiences (Judge & Bretz, 1994). All employees have their own objective in their career. Senior executives may want to be managers after five years working in the company. However, the same goal might be shared with other senior executives too. As a result, they all have to compete in order to achieve their goal.

One of the ways to achieve their objectives is to impress their management. Impression management refers to a set of behaviors geared towards establishing a favorable result (DuBrin, 1994). It is also defined as a process through which individuals attempt to influence the impression other people form of them (Gardner, 1992). One of the motives of impression management is to control how one appears others (Lent, & Hackett, 1987) and this is not an easy task. If we engage too much in impression management, we may deceive the audience and ourselves. Thus, it is extremely important for us to learn the correct way to impress our management so that we can build a good image and achieve our target in our career. Closely related to

and overlapping with impression management and career advancement are upward influence tactics to which we now turn.

2.3 Upward Influence Tactics

2.3.1 Power and Upward Influence Tactics

Power is exercised through the use of various behavioral strategies or method (Ansari, 1990). In the work place, both superiors and subordinates exercise their power by using different methods, depending on the situation and the purpose (Ansari, 1990). In our work place, our superior has the power over our career advancement. As employees we also have the power over our own career advancement. The basic issue is how to exercise our power effectively in order to achieve our career advancement. One of the alternatives is to use our power of influencing. Influence according to Cartwright (1965), is a process of persuasion that involves three major elements, which are the influence agent, the method of influence, and the target of influence.

Various studies have shown that employees always attempt to influence their superior, subordinates as well as their clique (Anderson & Tolson, 1991; Ansari, 1990; Barling & Phillips, 1993; Chacko, 1990; Porter, Allen, & Angle, 1981; Yukl & Guinan, 1995).

2.3.2 Conceptualization and Typologies

Researchers have identified four different models of influence. The first category is upward influence tactics. This occurs when the employees intend to use this technique to influence their superiors. The second category is downward influence tactics. It occurs when the supervisors want to persuade their subordinates. When the influence process takes place within the group, it is known as lateral influence

tactics. Outward influence occurs when an outsider wants to influence someone inside the organization.

Among all the types of influences, Likert (1961) advised that it is essential for a group to analyze how lower groups interact and influence higher levels in the organization because lower ranks of employees form the basis of the organization. Thus, by understanding the employees' behavior, it will help management to strengthen the foundation of an organization. Ansari (1990) also stated that by understanding how a subordinate influences his or her supervisor might be an essential ingredient of organizational effectiveness (Weinstein, 1979). Moreover, since managing our superiors has an effect on our career advancement, it is essential for us to analyze upward influence strategies in depth compared to other types of influence strategies.

Upward influence tactics may be viewed as "informal influence" because those who exert upward influence generally do not exercise formal authority over the target of influence (Chacko, 1990). Ansari (1990), Wayne and Liden (1995) defined "upward influence" as a set of behavior that employees use to impact their work environment by influencing the individuals at higher levels in the hierarchy.

In researches conducted in the past, there are many types of upward influence tactics and each of the studies tends to define the taxonomy of types of upward influence tactics differently (Ansari, 1990; Bhal & Ansari, 2000; Kipnis (1980). Under each of the categories, the researchers managed to identify many different kinds of tactics. For example, Falbo (1977) initially used 346 influence methods when he conducted a study among college students. Then he classified all the influence tactics into 16 major influence strategies. In addition, Kipnis, Schmidt, and Wilkinson (1980) managed to come out with eight different dimensions of influence, which are assertiveness, ingratiation, rationality, administrative sanctions, exchange of benefits, appeal to higher authority, blocking, and coalition formation. Yukl later

expanded the study and Falbe (1990) and they proposed that several other dimensions of influence be added. These new dimensions are consultation, personal or inspirational appeals, and legitimating strategies.

Researchers like Falbe and Yukl (1992) and Farmer, Maslyn, Fedor and Goodman (1997) have different ideas in classifying upward influence tactics. Instead of analyzing them separately, they classify them under three major groups; namely hard strategy, soft strategy, and rational strategy. Each group has its own tactics and description. Hard strategy involves techniques like assertiveness, upward appeal, and coalition. This technique occurs when subordinates use negative reinforcement and punishment to gain compliance from the supervisor. Soft strategy is when subordinates secure their supervisors' compliance. The tactics under this category are ingratiation and exchange. Rationality and bargaining are categorized as rational strategies. This is because under this strategy, subordinates gain compliance by appealing to the supervisor. Table 2.1 tabulates the categories of upward influence tactics applied in this study.

Table 2.1: Categories of Upward Influence Tactics

Upward Influence Tactics		
Soft	Hard	Rational
<ul style="list-style-type: none"> • Exchange of Benefits • Ingratiation • Showing Dependency 	<ul style="list-style-type: none"> • Upward Appeal • Blocking • Defiance • Manipulation 	<ul style="list-style-type: none"> • Rational Persuasion • Diplomacy • Personalized Help • Showing Expertise

Sources: Farmer, Maslyn, Fedor and Goodman (1997), and Falbe and Yukl (1992)

Among the famous types of upward tactics studied by the researchers are ingratiation, upward influence, reasoning, personalized exchange, blocking, expertise, coalition, manipulation, and diplomacy. However, according to the upward

influence research, it indicated that the effectiveness of each of the upward influence tactics varies and subordinates apply upward influence tactics in their attempt to get desired outcomes such as promotion or increase in salary, Wayne & Liden (1997); (Kipnis, Schmidt & Wilkinson 1980). The study by Ansari and Kapoor (1987) stated that when the goals are related to career advancement, most likely the employees would use ingratiation as their upward influence strategy.

Previous studies also proved that each of the upward influence tactics has a different impact towards supervisor perceptions. Wayne and Liden (1997), for example, stated that some of the upward influence tactics have a positive effect on the supervisor's perceptions, and there are also tactics that can result in negative effects. Tactics like bargaining, self-promotion and assertiveness may result in negative impression according to the supervisors' perspective. This is because tactics such as bargaining required the supervisor to offer something in return to the subordinates, whereas in the supervisor's opinion, subordinates should perform the assigned task without asking for something in return. However, tactics like reasoning may result in positive impression. This is because employees who practice this tactic tend to interact with their superior by giving logical arguments or evidence (Yukl & Tracey, 1992; Wayne & Liden, 1997; Kipnis & Schmidt, 1988).

Among all the upward influence tactics, rational persuasion is known as a flexible tactic because it can be applied in any situation. (Yukl & Tracey, 1992; Yukl & Guinan, 1995). Obtaining support from higher-level management is also one of the upward influence tactics. However, if a subordinate decides to use this tactic, he will be perceived as threatening his supervisor and it is not in any manager's interest to have subordinates who are able to threaten them. (Yukl & Guinan, 1995). Thus, it is important for employees to understand the concept of upward influence tactics and be able to match the tactics according to their needs and the situation they are facing.

In this study, eleven tactics under upward influence tactics are applied. Table 2.2 contains the definition of the tactics used in this study and sources on which items are based.

Table 2.2: Upward Influence Tactics- Definitions and Authors

Tactics	Sources	Definitions
Blocking	<ul style="list-style-type: none"> • Ansari, (1990) 	<ul style="list-style-type: none"> • Occurs when employees do something to show their disagreement with their supervisor's opinion.
Defiance	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) 	<ul style="list-style-type: none"> • It is a strategy, which implies that negative consequences will occur if the agent's plan is not accepted. • A person must have some power before using this tactic.
Diplomacy	<ul style="list-style-type: none"> • Ansari, (1990) • Falbo, (1977) 	<ul style="list-style-type: none"> • Occurs when the employees show some tolerance toward the supervisor's needs and that they are willing to negotiate with him or her. • Both parties give up part of their desired goals to obtain some of them.
Exchange of Benefits	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) • Falbe & Yukl, (1992) • Yukl & Tracey, (1992) 	<ul style="list-style-type: none"> • Involves exchange of favors or personal sacrifices. • Offers an exchange of favors, indicates willingness to reciprocate a favor at a later time, or promises the person a share of the benefits if he helps you accomplish a task.

Ingratiation	<ul style="list-style-type: none"> • Ansari, (1990) • Falbe & Yukl, (1992) • Falbo, (1977) • Yukl & Tracey, (1992) 	<ul style="list-style-type: none"> • Contains the elements of making the other person feel important such as flattery, praise, inflating the importance of a request, showing a need, asking politely, acting humble or friendly, or pretending that the other person is really going to make the decision.
Manipulation	<ul style="list-style-type: none"> • Allen, (1979) • Ansari, (1990) • Ansari & Bhal, (2000) • Falbo, (1977) • Mowday, (1978) • Porter, Allen & Angle, (1981) 	<ul style="list-style-type: none"> • Involves ways to make the supervisor think that you are involved in the decision-making. • These techniques included withholding, distorting the information or overwhelming the target of the influence with too much information. • Involves influencing others, with the target person being unaware of being influenced
Personalized Help	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) 	<ul style="list-style-type: none"> • Involves exchange of favors and personal sacrifices. When the employees choose this tactic, they are willing to be more cooperative and helpful in order to achieve their hidden objectives.
Rational Persuasion	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) • Falbe & Yukl, (1992) • Falbo, (1977) 	<ul style="list-style-type: none"> • Involves the use of rational methods like giving reasons, explanation, writing memos, and detailed plans, and

	<ul style="list-style-type: none"> • Yukl & Tracey, (1992) 	<p>providing facts and data to influence.</p> <ul style="list-style-type: none"> • Uses logical arguments and factual evidence to persuade the person that a proposal or request is practical and likely to result in the attainment of task objectives.
Showing Dependency	<ul style="list-style-type: none"> • Pandey & Bohra, (1977) 	<ul style="list-style-type: none"> • Occurs when the employees pretend to be dependent on their superior
Showing Expertise	<ul style="list-style-type: none"> • Allen, (1979) • Ansari, (1990) 	<ul style="list-style-type: none"> • Occurs when the employees try to highlight their inner ability.
Upward appeal	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) 	<ul style="list-style-type: none"> • Involves bringing pressure on someone higher up in the hierarchy

Studies have shown that upward influence is related to the employees' objectives (Yukl & Guinan, 1995). There are also studies, which have proven that influence tactics are also related to the personality traits and the need for approval (Grams & Rogers, 1990). According to them, people that are in need of approval are very concerned regarding the opinion of others toward them, thus they will not use influence tactics that are categorized as socially unfavorable. In conclusion, influence tactics literature proved that there are many factors that can lead to the choice of influence tactics. Thus, in order to wisely choose suitable influence tactics according to our needs, it is important for us to understand factors that contribute to the selection of influence strategies. This is because in our new working environment, the concept of group work and teamwork requires the subordinates to interact with their supervisor at maximum level. As a result, the attitudes and behaviors of the

supervisor shaped the employees' decision towards the selection of upward influence tactics (Rousseau, 1978). Thus, this study will analyze the impact of supervisor leadership styles towards the selection of upward influence tactics used by the employees for their career advancement.

2.4 Leadership Styles

Leadership has been defined in many ways. However, most of the definitions share the assumption that it involves a social influence process (Yukl, 1994). Generally, the definition of leadership includes the traits of supervisor such as behavior, influence, interactional pattern, role relationships, and occupation of an administrative position (Yukl, 1994). However, in behavioral literature, leadership is being analyzed based on the factors that determine the level of effectiveness of a leader in influencing their followers and later, to accomplish their team objectives. The factors are traits, behaviors, sources of power, and aspects of the situation (Aronson, 2001). In the same study, the author also stated that, leadership effectiveness is the predominant concern among researchers (Yukl, 1994).

In the late 1960s, the "styles" of a leader has become a main concern among the behavior investigators. Sinha (1995) has defined the word 'styles' as a pattern of regularities in the act of leading. However, in the early twenty-century, researchers tend to expand their studies by examining all the traits or styles that a leader should possessed. "Traits" means those personality dispositions, which induce a person to behave in a particular way irrespective of demands of various situations (Sinha, 1995; Yukl, 1998). The essential attributes under traits examined by the researchers are physical characteristics, abilities such as level of intelligence and skill (Aronson, 2001; Bass, 1990) In 1948, Stogdill conducted the Ohio State Leadership studies. This study contained two major categories, which are consideration and initiating

structure (Yukl, 1998). The leader defines consideration as the degree of friendliness and supportiveness portrayed. Initiating structure covered the degree to which a leader defines and structures his or her own role and the roles of subordinates toward the attainment of the group's formal goals (Yukl, 1998). In another study conducted by Likert (1961, 1967) called The Michigan Leadership Studies, it summarized three types of leadership behavior differentiated between effective and ineffective leader, which are task-oriented behavior, relations-oriented behavior and participative leadership. Under task-oriented behavior, effective leaders do not spend much of their time and effort performing the same work as their employees. On the other hand, effective managers are more focused on task-oriented functions. This category of behavior is quite similar to the initiating structure introduced by Ohio State researchers. Relations-oriented behavior categorized effective leaders as being more considerate, supportive and helpful. They tend to apply general supervision and allowed some autonomy in the decision-making process. The third category is participative leadership. This group of leaders tends to monitor performances based on the group rather than on individuals.

Lewin and Lippitt (1938) initiated a study on the effects of authoritarian and democratic leadership. In their study, an authoritarian leader is defined as a leader that made all decisions for the group and to give detailed step-by-step directions. Authoritarian leaders tend to keep all information to themselves and maintained a distance from the group members. On the other hand, democratic leaders encouraged their group members to participate in the decision making process and shared the information within the group. At the end of the study, they found that under the authoritarian leader, members tend to get the attention and approval from the leader. However, under a participative leader, the group members are more informal and spontaneous. The group also showed greater cohesiveness. Studies by Chacko (1990)

and Owen (1981), found that each of the leadership styles correlated with certain types of upward influence tactics. For example, subordinates are most likely to use high authority and assertive tactics to influence their supervisor if the supervisor shows scant consideration and lacks initiating structure. However, if the supervisor demonstrates high initiation structure, the subordinates will most likely choose reasoning techniques to influence their supervisor.

In addition, Ansari and Kapoor (1987) conducted an experimental study in India. In this study, they described the leaders as authoritarian, and nurturant-task leaders. They concluded that if the manager was an authoritarian, the supervisor would employ non-rational strategies of blocking, upward appeal, and ingratiation for career advancement tactics. However, if the manager was categorized as a participative, subordinates would use rational persuasion tactics. This study was later replicated by Singh-Sengupta (1990). In her study, she found that when the supervisor is authoritarian, subordinates tend to use dependency and ingratiation to influence them. On the other hand, the subordinates will use personalized help and rational approach when the leader is participative.

At this point, we can conclude that the leadership of the supervisor will have an effect towards the selection of upward influence tactics used by the employees. Thus, by understanding the leader's behavior and attitudes, it can bring a lot of benefits to the employees when they want to persuade their supervisor to boost their career advancement in the future (Gabarro & Kotter, 1980). Since the interaction between supervisor and subordinates occurs most of the time, the issue of interactional justice often arises. Compared to distributive and procedural justice, interactional justice is a relatively new type of justice that is related to the relationship between subordinates and superior. Researchers like Yukl and Falbe, (1996), for example, have agreed that there is a relationship between influence tactics and the

level of fairness that the employees received. Thus, interactional justice should be analyzed in order to see its impact towards the selection of upward influence tactics when the employees want to influence their superiors for their career advancement. In order to achieve this objective, interactional justice will be considered as one of the independent variable in this study.

2.5 Interactional Justice

By definition, justice is a social phenomenon, and lately due to changes in our working environment, the issue of justice has received a great deal of research attention from social psychologists and organizational behavior scholars (Beugre, 1998).

Even though there are many studies being conducted to analyze components of justice, there is disagreement regarding the components of justice. A lot of literature tends to categorize interactional justice as a third category of justice (Aquino, 1995; Barling & Phillips, 1993; Bies & Shapiro, 1987; Tata & Bowes-Sperry, 1996). However there are still some researchers who view interactional justice as part of procedural justice (Moorman, 1991; Niehoff & Moorman, 1993; Tyler & Bies, 1990). Cropanzano and Folger (1991) defined distributive justice as the individual's perception of the outcome that he or she received. Examples of distributive justice are salary increment, promotion and others. Procedural justice, on the other hand, is defined as an employee's perception that the procedures followed by the organization in determining who receives benefits are fair (Folger & Greenberg, 1985; Greenberg, 1987; Lind & Tyler, 1988). On the other hand, interactional justice is defined as "the extent to which subordinates perceive that their manager has treated them fairly" (Greenberg, 1990, p. 423).

Compared to distributive and procedural justice, interactional justice is a type of justice that deals with relationship between supervisor and supervisee in the workplace and this relationship will shape the attitudes and behaviors of the subordinates (Chacko, 1990). Thus, interactional justice should be analyzed in depth compared to other types of justice in order to analyze the behaviors of the employees.

Bies and Moag (1986) defined interactional justice as “a measurement of sincerity”(p. 144). Similarly, Aquino (1995) sees interactional justice in action when the supervisor gives accurate performance rating. The justice literature showed that if the workers perceived that they had received fair treatment in the organization, it give them a feeling of job security (Brett, 1986). Greenberg (1991) proposed that the employees’ view towards justice is correlated with the turnover. At the end of the study, they found that interactional justice has an effect on the trust in the management, the organizational commitment and withdrawal behaviors. After many studies, researchers found that interactional justice might be a more important component of procedural justice than formal procedures. Instead of combining all dimensions of justice, Bies and Moag (1986) conducted a study regarding interactional justice as a sole variable. The purpose of their study is to know and examine interactional justice in depth. At the beginning of the study, they defined interactional justice generally as the “interpersonal treatment” people receive as procedures are enacted. From the study, they found that there are four criteria for interactional justice, which are justification, truthfulness, respect and propriety. Justification is defined as explaining the basis for decision; truthfulness occurs when the authority figure is candid and not engaged in deception; respect is being polite rather than rude and propriety means refraining form improper remarks or prejudicial statements.

Undoubtedly, interactional justice is important in the development of relationship between supervisee and supervisor. Interactional justice is the social aspect of procedural justice (Greenberg, 1993). Greenberg (1990) expanded the scope of interactional justice by including the elements of respect and sensitivity. Interactional justice occurs when the decision-maker treats people with respect and sensitive when giving explanations of the rationale for decisions thoroughly (Colquitt, 2001).

Greenberg (1990) stated that interpersonal justice has emerged as a salient concern among individuals in a variety of contexts in which organizational participants interact. The effect of interactional justice appears to be independent of individuals' evaluations of fairness regarding the outcome that they receive. The scope of interactional justice has broadened when Greenberg (1993) identifies another two dimensions of interactional justice, which are informational justice and interpersonal justice. According to him, informational justice refers to the social determinants of procedural justice and the adequacy of information used to explain how decisions are made. Informational justice occurs when the supervisors give the information about the procedures existing in the company. When the employees receive enough information regarding the procedures in the company, they perceived that they are being fairly treated. Bies and Moag (1986) conducted a study on how individual perceives informational justice. They found that candidates believed that they were being treated fairly when they received honest and candid information from the company.

The other dimension of interactional justice is interpersonal justice. Basically, interpersonal justice refers to the social interactions between an individual and others in an organizational setting or social exchange (Beugre, 1990). It includes the consideration and courtesy exuded by the leader. Fair treatment received by the other

party indicates that an individual is being dealt with in a dignified and respectful way, thereby bolstering his or her sense of self-identity and self worth (Brockner, Tyler & Cooper-Schneider, 1992). According to Greenberg (1993) informational and interpersonal justice focuses on different aspects of interactional justice. Interpersonal justice focuses on the consequences of those outcomes directly, whereas informational justice focuses on the knowledge of the procedures leading to the outcomes.

Masterson (2000) concluded that fairness is an important element in determining the employees' actions and reaction. When employees think that they are being treated with courtesy and fairly, they will show their respect toward their leaders. On the other hand, if the leader is dishonest and rude, then the employees will show their resentment toward their supervisor.

After discussing all the variables that contribute to the selection of upward influence tactics, another issue arises--will the gender of the supervisor moderate the employees' decision in the selection of upward influence tactics? This is the point that we will turn to now.

2.6 Gender

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

Dubrin (1986) conducted a study to examine further sex and gender differences in influence tactics and to compared the two elements. In his study, he defined "sex" as "the actual differences among males and females, for example, difference in height", whereas "gender" refers to "perceptions people have regarding

the differences between men and women” such as women are better listeners than men. The purpose of his study was to find the answer to the following questions: (a) does sex differences exist in the use of tactics of influence by men and women in higher-level positions? (b) do men and women in the highest echelon perceive gender differences in the use of tactics of influence? At the end of the study, Dubrin indicates that men and women sometimes made use of certain influence tactics based on the situation that they were in. There are certain tactics that men are more likely to apply compared to women for, example, manipulation of the situation, joking or kidding and threat of punishment. As for women, they tend to use charm as an influence tactic.

Dubrin (1994) conducted another study regarding the sex difference in the use and effectiveness of tactics of impression management. The purpose of his study was to examine sex differences in the use and perceived effectiveness of impression management tactics. By using 302 working adults as sample respondents, DuBrin concluded that women applied more warmth and support, making small talk and avoiding a direct rejection to any request in order to impress the management. In addition, people consider women to be warm, expressive, understanding, compassionate, and concerned about others’ feelings (DuBrin, 1991). As a result, employees prefer to use soft tactics, for example, ingratiation and exchange. However, employees tend to apply rationality when dealing with male supervisor’s (Tepper, Eisenbach et al., 1998). A study by Lee and Sweeney (2001) indicated that a female manager tends to “carefully explain to the team member the reason” for their request compared to a male supervisor.

2.7 Theoretical Framework

Previous researches have shown that there are many factors that may contribute towards the selection of upward influence tactics used by the employees for their career advancement. However, there has been no single systematic empirical study that examined upward influence tactics as a function of the interaction between supervisor leadership style, interactional justice and gender of the supervisor. Thus, the intention of this study is to examine that relationship. Figure 2.1 illustrates the interaction of all the variables in this study.

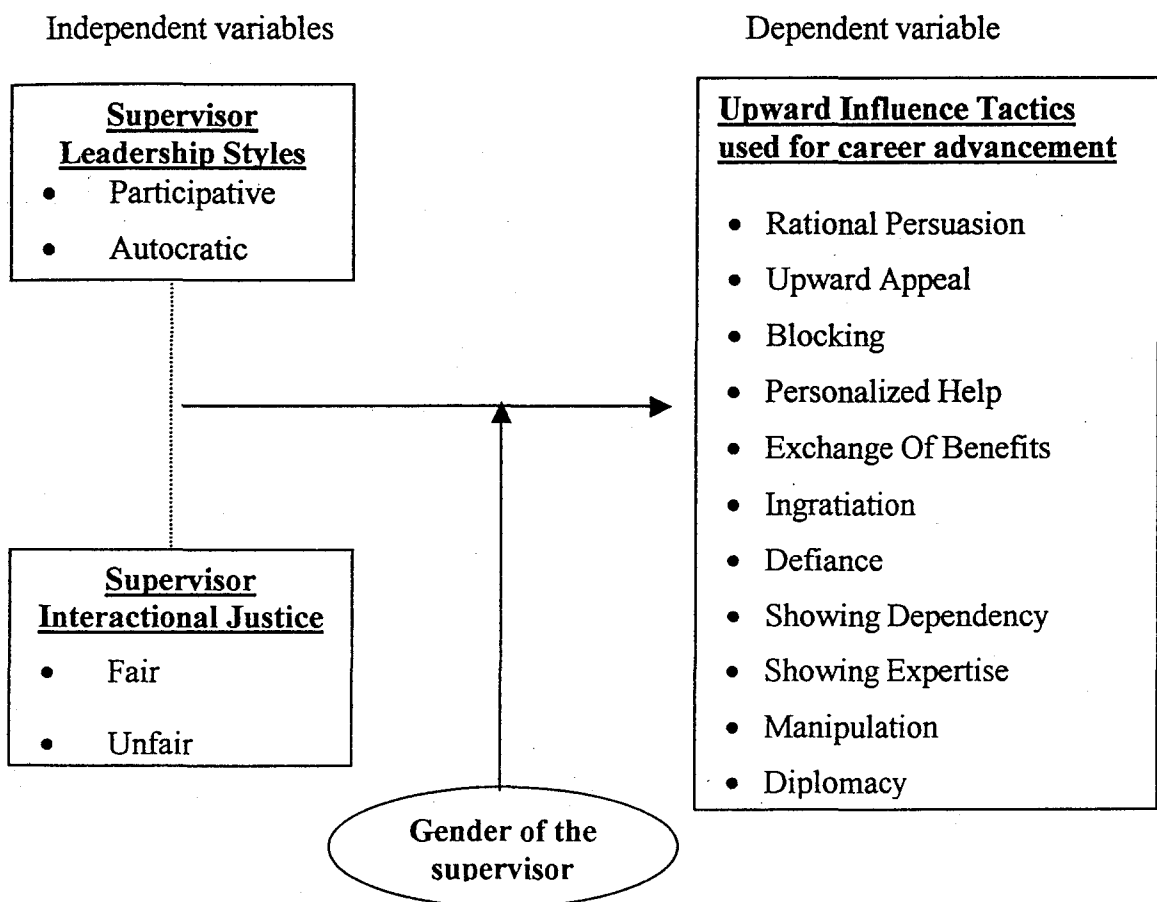


Figure 2.1: Posited relationships among study variables.

Hypotheses

Ansari and Kapoor (1987) conducted an experimental study to analyze leadership styles of the supervisor and types of influence tactics. The study successfully proved that there is a difference in terms of types of upward influence tactics based on the supervisor leadership style. Singh-Sengupta (1990) replicated and refined the study.

She also found that employees tend to choose the upward influence tactics based on the supervisor's leadership style. Based on these two studies, this study will attempt to see whether in Malaysia, the same pattern will occur when the employees want to influence their supervisor for a promotion. The following hypotheses were formulated for empirical verification:

H1: Upward influence tactics is a function of the supervisor leadership styles.

Based on the study conducted in India, Ansari and Kapoor (1987) concluded that participative leaders were often influenced by the use of rational persuasion tactics. However, blocking and defiance tactics were used to influence nurturant-task-oriented supervisor. Thus these hypotheses are build to verify the findings in Malaysia.

H1a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing participative supervisor compared to authoritarian supervisor.

H1b: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing authoritarian supervisor compared to participative supervisor.

H1c: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, personalized help, showing expertise and diplomacy in influencing participative supervisor compared to authoritarian supervisor.

Compared to distributive and procedural justice, interactional justice is a type of justice that deals with relationship between supervisor and supervisee in the workplace and this relationship will shape the attitudes and behaviors of the subordinates (Chacko, 1990). Thus, the following hypothesis was formulated to verify the interaction of interactional justice toward upward influence tactics.

H2: Upward influence tactics is a function of interactional justice portrayed by the supervisor.

Masterson (2000) concluded that fairness is an important element in determining the employees' actions and reaction. If the employees think that they are being treated with courtesy and fairly, they will show their respect toward their leaders. On the other hand, if the leader is dishonest and rude, then the employees will show their resentment toward their supervisor. Thus, hypotheses as follow were created to verify Masterson (2000) findings in Malaysian environment.

H2a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation and showing dependency in influencing fair supervisor compared to unfair supervisor.

H2b: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing unfair supervisor compared to fair supervisor.

H2c: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing expertise in influencing fair supervisor compared to unfair supervisor.

Since the behavior and perception of the leaders shape the behavior of the employees (Chacko, 1990), we want to examine the effect of the interaction between leadership styles of the supervisor and interactional justice towards upward influence tactics used by the employees. Thus we hypothesized:

H3: Upward influence tactics is a function of the interaction between leadership styles and interactional justice of the supervisor.

H3a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing fair and participative supervisor compared other types of supervisor.

H3b: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing dependency in influencing fair but authoritarian supervisor compared to other types of supervisors.

H3c: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing fair but authoritarian supervisors compared to other types of supervisors.

DuBrin (1994) stated that due to differences in women and men characters, the tactics used by the employees would also be different. Soft character that women have make the soft tactics more suitable compared to hard tactics. In order to see the differences, this study hypothesized that:

H4: Upward influencing tactics is a function of gender of the supervisor

H4a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation and showing dependency in influencing female supervisor compared to male supervisor.

H4b: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing male supervisor compared to female supervisor.

H4c: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing expertise in influencing male supervisor compared to female supervisor.

Women and men might possess different styles of leadership due to the difference in their character (DuBrin, 1990). In this study, hypotheses as follow are created to see the effect of the interaction between leadership styles and gender toward upward influence tactics.

H5: Upward influencing tactics is a function of the interaction between leadership styles and gender of the supervisors.

H5a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing female participative supervisors compared to other types of supervisors.

H5b: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing female authoritarian supervisors compared to other types of supervisors.

H5c: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing dependency in influencing male authoritarian supervisors compared to other types of supervisors.

H5d: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing dependency in influencing male participative supervisors compared to other types of supervisors.

H5e: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing male authoritarian supervisors compared to other types of supervisors.

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

H6: Upward influence tactics is a function of the interaction between interactional justice and gender of the supervisors.

H6a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing fair female supervisors compared to other types of supervisors.

H6b: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing unfair female supervisors compared to other types of supervisors.

H6c: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing dependency in influencing fair male supervisors compared to other types of supervisors.

H6c: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing unfair male supervisors compared to other types of supervisors.

There is no study being conducted to see the effect of leadership styles, interactional justice and gender of the supervisor toward upward influence tactics. Thus below hypotheses are created to examine the effect of this relationship.

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

H7a: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing fair female participative supervisors compared to other types of supervisors.

H7b: For career advancement, subordinates are more likely to use soft tactics like exchange of benefits, ingratiation, and showing dependency in influencing unfair female participative supervisors compared to other types of supervisors.

H7c: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing

dependency in influencing fair male authoritarian supervisor compared to other types of supervisors.

H7d: For career advancement, subordinates are more likely to use rational tactics like rational persuasion, diplomacy, personalized help and showing dependency in influencing unfair male authoritarian supervisor compared to other types of supervisors.

H7e: For career advancement, subordinates are more likely to use hard tactics like upward appeal, blocking, defiance and manipulation in influencing unfair male authoritarian supervisors compared to other types of supervisors.

2.8 Summary

Past researches have shown that there are many factors contributing to the selection of upward influence tactics for career advancement. As employees, we want to be certain regarding our position in the company. Career advancement requires a lot of variables. In addition to good performance and level of experiences, we have to possess an ability to influence our supervisor. Yet, the selection of types of influence tactics also depends on many factors. Thus, it is the purpose of this study to examine the impact of supervisor leadership styles and level of interactional justice perceived by the employees on the selection of upward influence tactics used by the employees for career advancement.

Chapter 3

METHODOLOGY

3.1 Introduction

This chapter presents the detail about the research site and sample, research design, description of experimental manipulation and dependent measures and data analysis techniques employed.

3.2 Research Site and Sample

For this study, data were collected from electronic and computer manufacturing companies. This is an experimental study that consists of eight different scenarios (Appendix A). Since the unit of analysis is individual, 900 questionnaires were distributed to the sample companies by hand and 400 were returned. 200 questionnaires were distributed through e-mail and postage mail and only 45 were replied. Each of the 8 different sets was being distributed equally to all the companies.

Each of the subjects was exposed to one condition only. Among the 445 individuals participating in this study, a majority of them were in the age of 20 to 29 years. More than half of the respondents were males. More than 62% or 290 respondents held degree as their highest education level. 43.1% of the respondents are Malays. In term of experience in the current company, most of the respondents have below than 5 years of experience. 76% of 445 respondents have below than 5 years experience in the same position. A detailed demographic profile of the respondents is tabulated in Table 3.1. Appendix B provides the detailed frequency for demographics information.

Table 3.1: Frequency Count and Percentage Distribution of Respondents on Demographic

Demographics	N	Percentage
<u>Gender</u>		
Male	251	56.4
Female	194	43.6
<u>Age (in years)</u>		
20 to 29	226	50.8
30 to 39	152	34.2
40 to 49	60	13.5
50 to 59	6	1.3
60 or more	1	0.2
<u>Education level</u>		
Diploma	71	16
Degree	290	65.2
Master	77	17.3
PhD	7	1.6
<u>Race</u>		
Malay	192	43.1
Chinese	150	33.7
Indian	102	22.9
Others	1	0.2

Table 3.1 (continued)

<u>Tenure (in years)</u>		
Below 5	302	67.9
6 – 10	78	17.5
11 – 15	44	9.9
Above 16	21	4.7
<u>Experience (in years)</u>		
Below 5	338	76.0
6 – 10	63	14.2
11 – 15	29	6.5
Above 16	15	3.4

N = 445

3.3 Research Design

3.3.1 Design and Procedure

The overall design of this study was a 2 (gender of the supervisor: male / female) X 2 (leadership styles of the supervisor: participative / authoritarian) X 2 (interactional justice: fair / unfair). In total, there were eight different situations that were treated as experimental conditions (see Appendix A):

The first paragraph describes leadership styles of the supervisor. Interactional justice portrayed by the supervisor during performance appraisal is explained in paragraph two. After reading the paragraphs, the respondents are required to respond on the manipulation check items. Names like Fatimah and Faisal are used to manipulate the gender of the supervisors. Since there are eight different scenarios, each of the scenarios is being distributed equally. However, each of the respondent is only exposed to one scenario.

3.3.2 Experimental Manipulation

3.3.2.1 Leadership Styles Measures

Based upon the work by Ansari (1990) and Sinha (1980), items describing participative and authoritarian leadership are combined to create a scene of leadership styles. Ansari (1990) reported that the reliability coefficients range from .68 to .89. By combining the elements of participative leaders explained in the previous studies (Ansari & Kapoor, 1987; Ansari, 1990; Chacko, 1990) a paragraph describing participative leader is written as follows:

“Imagine that you are holding supervisory position for a reputed Shipping Company. You report directly to your Manager, Faisal/Fatimah. Your colleagues in your department have observed that Faisal/Fatimah is a manager who likes to consult his/her subordinates before making any decisions. He/She prefers to work in a group rather than individually. In addition, he/she encourages free and frank discussion among subordinates. During his/her leisure time, he/she usually invites his/her subordinates for a cup of tea or coffee. This encouraging attitude makes his/her subordinates feel free even to disagree with him/her.”

Based on the same studies, a paragraph regarding authoritarian supervisor leadership style was written as follows:

“Imagine that you are holding supervisory position for a reputed Shipping Company. You report directly to your Manager, Faisal/Fatimah. Your colleagues in your department have observed that Faisal/Fatimah is a manager who has strong likes and dislikes for his/her subordinates. He/She believes that power and prestige are necessary for getting compliance from the subordinates. He/She demands that his/her subordinates do exactly what

he/she wants. He/She does not tolerate any interference or non-compliance from his/her subordinates. As he/she does not trust his/her subordinates, he/she prefers to keep all crucial information to him/her self.”

3.3.2.2 *Interactional Justice Measures*

After describing the leadership styles of the supervisor, second paragraph is telling about performance appraisal scenario. This paragraph is describing about the interactional justice portrait by the supervisor while conducting the performance appraisal. As for fair interactional justice, the paragraph is written by combining all elements that should occur when the interactional justice is high. The elements are based on the study by Bies and Moag (1986). The paragraph is written as below for fair interactional justice;

1. Fair

“Performance appraisal exercise is done in your organization at the end of each year. The year that just ended, the management asked Faisal/Fatimah to conduct performance appraisal with you. Prior to signing the final evaluation form, Faisal/Fatimah and you were required to discuss about the evaluation and criteria for evaluation. During the performance evaluation meeting, he/she appeared to be very nice—that is, he/she was extremely polite and treated you with respect and dignity. In addition, he/she clearly explained to you why, during evaluation, particular procedures were used in a certain way”

2. Unfair

“Performance appraisal exercise is done in your organization at the end of each year. The year that just ended, the management asked Faisal/Fatimah to conduct performance appraisal with you. Prior to signing the final evaluation form, Faisal/Fatimah and you were required to discuss about the evaluation

and criteria for evaluation. During the performance evaluation meeting, he/she appeared to be very impolite—that is, he/she was extremely rude; he/she did not treat you with respect and dignity. In addition, he/she did not explain at all why, during evaluation, procedures were used in a certain way.”

3.3.3 Manipulation Check Items

After that, respondents were required to tick about the managerial behavior of the supervisor using Likert scale. The paragraph read as below:

“After reading the above scenario, how would you describe Faisal’s/Fatimah’s managerial behavior? (Circle the number chosen). Should you need you may re-read the above paragraphs”

For leadership styles, the manipulation checks are autocratic-participative check item and soft-tough check item. Additionally, interactional justice is evaluated between fair-unfair and pleasant-unpleasant check items. The respondents were required to circle the appropriate number (on 1 to 7).

3.3.4 Dependent Measures

A total of 42 items made up in the upward influence strategy measures. The items were drawn from studies Ansari (1990), Bhal and Ansari, (2000), Kipnis, Schmidt and Wilkinson (1980), and Sinha (1995). Respondent were asked to indicate on a 7-point scale (1 = never; 7 = always), on how frequently they will take each of the actions in order to influence their supervisor for promotions. It is important to highlight that the reliability coefficients for the items used in this study is ranging from 0.69 to 0.84 based on the study by Ansari (1990).

Table 3.2 represents the distribution of scale items of upward influence tactics and sources on which items is based.

Table 3.2 represents the distribution of scale items of upward influence tactics and sources on which items is based.

Table 3.2: Distribution of Scale Items of Upward Influence Tactics

Dimensions	No. of Items	Items Number	Sources
Blocking	4	3, 14, 25,36	<ul style="list-style-type: none"> • Ansari, (1990)
Defiance	4	7, 18,29, 39	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000)
Diplomacy	3	11, 22, 33	<ul style="list-style-type: none"> • Ansari, (1990) • Falbo, (1977)
Exchange of Benefits	4	5, 16, 27,37	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) • Falbe & Yukl, (1992) • Yukl & Tracey, (1992)
Ingratiation	4	6, 17, 28, 38	<ul style="list-style-type: none"> • Ansari, (1990) • Falbe & Yukl, (1992) • Falbo, (1977) • Yukl & Tracey, (1992)
Manipulation	4	10, 21, 32, 42	<ul style="list-style-type: none"> • Allen, (1979) • Ansari, (1990)

			<ul style="list-style-type: none"> • Ansari & Bhal, (2000) • Falbo, (1977) • Mowday, (1978) • Porter, Allen & Angle, (1981)
Personalized Help	3	4, 15, 26	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000)
Rational Persuasion	4	1, 12, 23, 34	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000) • Falbe & Yukl, (1992) • Falbo, (1977) • Yukl & Tracey, (1992)
Showing Dependency	4	8, 19, 30, 40	<ul style="list-style-type: none"> • Pandey & Bohra, (1977)
Showing Expertise	4	9, 20, 31, 41	<ul style="list-style-type: none"> • Allen, (1979) • Ansari, (1990)
Upward Influence	4	2, 13, 24, 35	<ul style="list-style-type: none"> • Ansari, (1990) • Ansari & Bhal, (2000)

3.4 Statistical Analyses

The analysis of the data collected was carried out using SPSS. Descriptive statistics such as means, standard deviation, and percentage were used to analyze respondents'

profiles such as gender, age, race and company status. Appendix 2 contains detail information for respondents' profile.

3.4.1 Factor Analyses

The dependent measures were subjected to a varimax rotated principal components analysis to determine dimensionality of the scale. The items to be retained in the scale were determined using the criterion of eigenvalues greater than 1.00 and factors loading above .50. The factors and their corresponding items selected were then grouped and named accordingly. Cronbach's coefficient alpha was computed to ascertain the reliability. The inter-correlation's and descriptive statistics (means and standard deviation) of the factors were computed to understand the variability and independence of the subscales (Appendix D).

3.4.2 Hypotheses Testing

In order to test the main hypotheses, MANOVA and ANOVA were used. For MANOVA, the Wilks' Lambda and their significance only were of interest. The MANOVA was followed by a 2 (supervisor leadership styles: participative/authoritarian) X 2 (interactional justice: fair/ unfair) X 2 (gender of the supervisor: female/ male) ANOVA. The *F*-ratios and their significance for the main effect and interaction were of interest. Moreover, the means and standard deviations were also computed for the main and interaction effects.

Chapter 4

RESULTS

4.1 Introduction

This chapter presents the results of the data analysis. Section 1 is the introduction. Section 2 deals with the goodness of measurement in the study. It describes the factor analysis and how the items were selected for the hypothesis. Section 3 presents the results of the statistical testing of the hypotheses. Finally Section 4 will provide the summary of this chapter.

4.2 Goodness of Measurements

4.2.1 *Upward Influence Tactics*

A total of 42 items were contained in the upward influence strategy measures. The items were drawn from studies by Ansari (1990), Kipnis (1980), and Falbo (1977). The items are related to rational persuasion, upward appeal, blocking, personalized help, exchange of benefits, ingratiation, defiance, showing dependency, showing expertise, manipulation and diplomacy.

Responses to these 42 items were submitted to a varimax rotated principal components analysis. Ten factors that were extracted had eigenvalues greater than 1.0. The factor loadings and cross loadings were examined using the rotated components matrix. Finally, all ten factors extracted cumulatively explained are used for the further analysis is 90.67% of the variance.

Table 4.1: Rotated Factors and Factor Loadings of Upward Influence Tactics

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

Table 4.1 (continued)

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

Table 4.1 (continued)

09	Influence him because of my competence.	-.09	.15	-.06	-.09	-.07	<u>.90</u>	-.04	-.10	-.09	.08
20	Make him believe that I am a very responsible person.	-.09	.12	-.06	-.05	-.07	<u>.93</u>	-.06	-.09	-.01	.10
31	Tell him that I have a lot of experience with such matter.	-.05	-.02	.03	-.86	-.03	<u>.94</u>	-.08	-.1	.05	.01
41	Highlight my achievements to him.	-.05	-.00	.07	-.02	-.06	<u>.89</u>	-.09	-.00	.03	.01
05	Offer an exchange of favors.	.06	.06	.20	.13	-.05	-.13	<u>.90</u>	-.03	.11	.05
16	Offer to help if he would do what I want.	.06	.02	.15	-.09	-.07	-.11	<u>.94</u>	.00	.13	.05
27	Remind him how hard I had worked and that it would only be fair for him to help me now.	.05	.06	.10	.11	-.07	-.03	<u>.92</u>	.04	.09	.05
01	Explain the reasons for my request.	.09	.00	.06	.01	-.05	-.05	.02	<u>.96</u>	-.05	-.07
23	Use logic to convince him.	.10	.00	.06	.01	-.06	-.06	.02	<u>.96</u>	-.05	-.01
34	Convince him by explaining the importance of the issue.	-.05	-.02	-.02	-.00	-.04	-.14	-.01	<u>.84</u>	.11	.01
08	Present myself in a poor light so that he can help me.	.10	.35	.34	.05	.08	.03	.18	-.00	<u>.79</u>	.17

Table 4.1 (continued)

19	Pretend that he is the only person who can decide things for me.	.10	.28	.31	.06	.10	.05	.15	.00	<u>.85</u>	.15
30	Pretend that I am only dependent on him.	.12	.27	.30	.05	.11	.04	.15	.02	<u>.85</u>	.15
11	Show that I will give my whole-hearted support for his policies.	.03	.29	.39	.22	.23	.1	.08	.02	.19	<u>.69</u>
22	Show that I have respect for him.	.04	.34	.27	.19	.19	.09	.05	-.03	.15	<u>.84</u>
33	Pretend that I care for him.	.05	.21	.20	.18	.18	.11	.06	-.004	.16	<u>.85</u>
Eigenvalue		13.20	5.66	3.98	3.37	3.01	2.51	1.71	1.42	1.21	1.12
Percentage of Variance		32.20	13.81	9.70	8.21	7.34	6.12	4.17	3.45	2.94	2.73

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

Table 4.2: Descriptive Statistics, Cronbach's Alpha , and Zero-order Correlations of Upward Influence Tactics

Tactics	No. of Items	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1 Ingratiation with Upward Appeal	6	4.57	1.54	.98									
2 Manipulation	5	3.93	1.88	.11*	.99								
3 Personalized Help	4	3.87	1.94	.03	.56**	.98							
4 Defiance	4	4.09	1.78	.12*	.57**	.34**	.99						
5 Blocking	4	3.62	1.85	.26**	.38**	.31**	.26**	.98					
6 Showing Expertise	4	5.20	1.38	-.13**	.12*	-.00	-.07	-.12*	.95				
7 Exchange of Benefits	3	3.52	1.74	.11*	.17**	.32**	.24**	-.05	-.15**	.95			
8 Rational Persuasion	3	5.04	1.56	.08	-.01	.07	.03	-.08	-.16**	.03	.92		
9 Showing Dependency	3	3.35	1.92	.17**	.57**	.60**	.25**	.26**	.05	.33**	.02	.98	
10 Diplomacy	3	4.21	1.92	.11*	.57**	.57**	.42**	.40**	.14**	.19**	.01	.50**	.95

Note. *N* = 305; **p* < .05; ***p* < .01; Diagonal entries indicate Cronbach's coefficients alpha.

The initial eleven dimensions for the upward influence tactics were thus reduced to ten subscales for the influence tactics. The subscales were labeled “Ingratiation with Upward Appeal,” “Manipulation,” “Personalized Help,” “Defiance,” “Blocking,” “Showing Expertise,” “Exchange of Benefits,” “Rational Persuasion,” “Showing Dependency,” and “Diplomacy.” Table 4.1 presents the factor structures and the factor loadings of each item and their corresponding cross loadings to other factors. A total of 39 significant items were included in the final scale. All these items had factor loadings greater than .50.

Table 4.2 tabulates the descriptive statistics, Cronbach’s alpha, and zero-order correlations of upward influence tactics. This result indicates that in Malaysia, showing expertise is the most prevalent tactics use by employees followed by rational persuasion, ingratiation with upward appeal, diplomacy, defiance, manipulation, personalized help, blocking exchange of benefits and lastly is showing dependency. According to Table 4.2, several correlation coefficients obtained were significant but the value is small. This indicates that the relationship between the factors is significant but the relationship is not strong. For example, correlation coefficients for showing expertise under factor is only .13, thus indicates that the relationship between this showing expertise and factor 1 is relatively weak.

4.2.2 Check on the Experimental Manipulation

Four manipulation check items built into the study material were included to understand how precisely respondents understand the leadership styles of the supervisor and the level of interactional justice. A 2 (supervisor leadership styles: autocratic/participative) x 2 (interactional justice: fair/unfair) univariate ANOVA, measures four manipulation items, which are: autocratic-participative, fair-unfair, pleasant-unpleasant and soft-tough, as the dependent variable was performed.

The summary of the ANOVA analysis can be seen in Table 4.3 and Table 4.5.

The mean scores are presented in Table 4.4 and Table 4.6.

4.2.2.1 Leadership Styles Manipulation Check

Table 4.3 tabulates the of summary of analysis of variance of supervisor leadership styles check items. The ANOVA analysis shows a significant effect for leadership styles, interactional justice and the interaction between leadership styles and interactional justice under participative. As for tough, a significant effect only occurs under leadership styles. A detailed SPSS output is provided in Appendix C1 for autocratic-participative item. Whereas, Appendix C2 provides the SPSS output for soft-tough item.

Table 4.3: Summary of Analysis of Variance: Supervisor Leadership Styles Check Items

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
<u>Participative</u>				
Leadership Styles (LS)	1	1431.10	1431.10	549.32***
Interactional Justice (IJ)	1	119.05	119.05	45.70***
LS X IJ	1	174.39	174.39	66.94***
Error	441	1148.90	2.61	
Total	444	2857.64		
<u>Tough</u>				
Leadership Styles (LS)	1	511.40	511.40	272.10***
Interactional Justice (IJ)	1	0.00	0.00	0.00
LS X IJ	1	0.00	0.00	0.00
Error	441	828.83	1.88	
Total	444	1340.42		

Note. *** $p < .001$

Table 4.4 summarizes the mean scores on participative-autocratic items as a function of supervisor leadership styles and interactional justice. As expected, respondents rated supervisor as participative ($M = 5.03$, $SD = 2.33$) when the leader was described as being participative. Respondents also rated their authoritarian leader as tough ($M = 6.50$, $SD = .83$). This indicates that the experimental manipulation for leadership style was successful, thus suggesting high internal validity of the study.

Table 4.4: Mean Scores on Participative-Autocratic Item as a Function of Supervisor Leadership Styles And Interactional Justice

Manipulation	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
<u>Participative</u>				
<i>M</i>	1.58	1.36	3.91	6.20
<i>SD</i>	1.01	1.04	2.62	1.12
<i>n</i>	109	111	115	110
<u>Tough</u>				
<i>M</i>	6.50	6.50	4.36	4.36
<i>SD</i>	.87	.80	2.26	.95
<i>n</i>	109	111	115	110

$N = 445$

4.2.2.2 Interactional Justice Manipulation Items

Table 4.5 tabulates the summary of analysis of variance of supervisor leadership styles check items. The ANOVA table yields a significant effect for leadership styles,

interactional justice and the interaction between leadership styles and interactional justice for both fair-unfair and pleasant-unpleasant manipulation check items. A detailed SPSS output is provided in Appendix C3 for fair-unfair item and Appendix C4 provided SPSS output for pleasant-unpleasant item.

Table 4.5: Summary of Analysis of Variance: Interactional Justice Items

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
<u>Unfair</u>				
Leadership Styles (LS)	1	5.73	5.73	5.35*
Interactional Justice (IJ)	1	2037.69	2037.69	1903.25***
LS X IJ	1	5.05	5.05	4.71*
Error	441	472.15	1.07	
Total	444	2522.42		
<u>Unpleasant</u>				
Leadership Styles (LS)	1	6.39	6.39	4.41*
Interactional Justice (IJ)	1	1164.70	1164.70	804.06***
LS X IJ	1	76.46	76.46	52.78***
Error	441	638.80	1.45	
Total	444	1882.55		

Note. * $p < .05$; *** $p < .001$

Table 4.6 summarizes the mean scores on fair-unfair items as a function of supervisor leadership styles and interactional justice. As expected, respondents rated supervisor as unfair ($M = 6.38$, $SD = .76$) and unpleasant ($M = 5.90$, $SD = 1.05$), when the supervisor is being unfair during performance appraisal discussion. This indicates that as for interactional justice, the experimental manipulation style was successful and thus suggesting high internal validity of the study.

Table 4.6: Mean Score on Fair–Unfair Item as a Function of Supervisor Leadership Styles and Interactional Justice

Manipulation Check	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
<u>Unfair</u>				
<i>M</i>	2.10	6.59	2.09	6.15
<i>SD</i>	1.44	.59	1.06	0.84
<i>n</i>	109	111	115	110
<u>Unpleasant</u>				
<i>M</i>	2.37	6.43	2.96	5.36
<i>SD</i>	1.28	.61	1.57	1.13
<i>n</i>	109	111	115	110

N = 445

4.3 Hypotheses Testing

This study consists of seven main hypotheses. Hypothesis 1 (H1) states that upward influence tactics is a function of leadership styles. Hypothesis 2 (H2) proposes that upward influence tactics is a function of interactional justice and Hypothesis 3 (H3), analyze the interaction between leadership styles and interactional justice of the supervisor toward upward influence tactics. Hypothesis 4 (H4) states that upward influence tactics is a function of gender of the supervisor. The interaction between leadership styles and gender of the supervisor with upward influence tactics is being

test in Hypothesis 5 (H5). Hypothesis 6 (H6) proposes that upward influence tactics is a function of supervisor interactional justice and supervisor gender. Lastly, Hypothesis 7 (H7) indicates that upward influence tactics is a function of the interaction between supervisor leadership styles, supervisor interactional justice and gender of the supervisor.

The seven hypotheses in this study were tested using MANOVA. This method was employed to assess whether there is an overall group difference (supervisor leadership, interactional justice and gender of the supervisor) in term of upward influence tactics. The multivariate *eta* squared of .12 implies that 12% of the variance in upward influence tactics alone is associated with leadership styles. In addition, 19% is associated with interactional justice and 9% associated with gender. Upward influence tactics is 9% associated with the interaction between leadership styles and justice. As for the interaction between leadership styles and gender, the multivariate *eta* square is .11. The multivariate *eta* square for the interaction between interactional justice and gender is .11. Overall, 5% of the variance in upward influence tactics is associated with the interaction between leadership styles, justice and gender toward upward influence tactics. The MANOVA results are depicted in Table 4.7. The significant MANOVA was followed by a 2 X 2 X 2 univariate ANOVA for each of the ten factors derived from the factor analysis. The detailed SPSS for MANOVA output can be referred in Appendix G.

Table 4.7: Summary of Multivariate Analysis of Variance: Upward Influence Tactics as a function of Supervisor Leadership Styles, Interactional Justice and Supervisor Gender

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

Note. * $p < .05$, *** $p < .001$

4.3.1 Test of hypotheses

Previously, this study consists of eleven types of upward influence tactics. However, after factor analysis, the study derived to ten influence tactics. Thus, each of the independent variables is tested to each of the factor. In addition, the moderator variable was also tested using the same method. Detailed SPSS output for factor analysis can be seen in Appendix D. Appendix H contains the SPSS output for 2 X 2 X 2 ANOVA for each factors.

Table 4.8: Summary of Analysis of Variance: Ingratiation with Upward Appeal

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	18.00	18.00	7.96**
Interactional Justice (IJ)	1	27.07	27.07	11.98**
Gender (G)	1	12.85	12.85	5.69*
LS X IJ	1	2.27	2.27	1.01
LS X G	1	4.00	4.00	1.77
IJ X G	1	2.20	2.20	0.98
LS X IJ X G	1	4.42	4.42	1.96
Error	437	987.38	2.26	
Total	444	1056.41		

Note. * $p < .05$, ** $p < .01$

Table 4.9: Means and Standard Deviations: Ingratiation with Upward Appeal

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	4.98	4.40	4.44	3.75
<i>SD</i>	1.18	1.66	1.16	1.46
<i>n</i>	56	50	52	54
Female				
<i>M</i>	5.19	4.49	4.63	4.62
<i>SD</i>	1.09	1.78	1.95	1.39
<i>n</i>	53	61	63	56

$N = 445$

Table 4.8 contains a summary of analysis of variance for ingratiation with upward appeal. The mean and standard deviations are tabulated in Table 4.8. A detailed SPSS output is enclosed in Appendix H1. This factor is a combination of two different factors, which are ingratiation and upward appeal. Based on the Table 4.8, H1, H2 and H4 received a full support.

Mean in Table 4.9 shows that employees will use more ingratiation with upward appeal tactic when they are dealing with authoritarian leader ($M = 4.76$, $SD = 1.49$) compared to participative leader ($M = 4.37$, $SD = 1.57$).

The result also indicates that the tactic will be applied mostly when the supervisor is fair ($M = 4.81$, $SD = 1.44$). It will be least applied when the supervisor is unfair ($M = 4.32$, $SD = 1.67$). As for gender differences, the result shows that employees will use the tactics toward female supervisor ($M = 4.72$, $SD = 1.62$) and least toward male supervisor ($M = 4.40$, $SD = 1.43$).

Table 4.10: Summary of Analysis of Variance for Manipulation

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	21.72	21.72	6.28*
Interactional Justice (IJ)	1	4.32	4.32	1.25
Gender (G)	1	0.00	0.00	0.00
LS X IJ	1	9.29	9.29	2.67
LS X G	1	21.20	21.20	6.13*
IJ X G	1	1.06	1.06	0.31
LS X IJ X G	1	5.02	5.02	1.45
Error	437	1511.39	3.46	
Total	444	1576.50		

Note. * $p < .05$

Table 4.11: Means and Standard Deviations for Manipulation

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	3.82	4.04	3.75	4.12
<i>SD</i>	1.83	1.55	1.39	2.30
<i>n</i>	56	50	52	54
Female				
<i>M</i>	3.70	3.30	4.08	4.68
<i>SD</i>	1.92	1.88	1.79	2.04
<i>n</i>	53	61	63	58

$N=445$

A summary of analysis of variance is in Table 4.10. Table 4.11 tabulates the mean and standard deviation. From the ANOVA table, a significant effect occurs under leadership styles and the interaction between leadership styles and gender.

Thus, only H1 and H5, receives a support from the data. The detailed SPSS output can be referred in Appendix H2.

From the study, it shows that manipulation will be applied mostly when the supervisor is participative ($M = 4.16, SD = 1.93$) and least when the supervisor is autocratic leader ($M = 3.70, SD = 1.82$). Respondents also indicate that they will apply the tactic to persuade female participative leader ($M = 4.36, SD = 1.93$) rather than when the supervisor is male participative leader ($M = 3.94, SD = 1.91$). From the Table 4.11, it can be concluded that manipulation is the tactic to be applied mostly when the supervisor is female, participative and unfair ($M = 4.68, SD = 2.04$). However, the tactic will be applied least if the employees view their female supervisor as autocratic and unfair ($M = 3.30, SD = 1.88$). The interaction of manipulation as a function of supervisor gender and supervisor leadership styles is represent as follows:

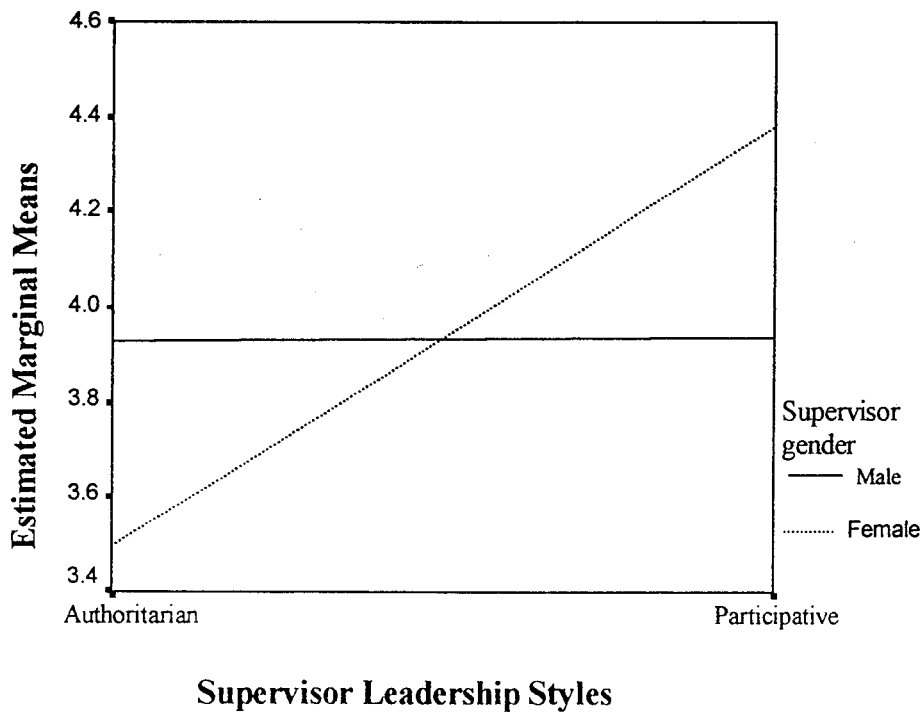


Figure 4.1: Manipulation as a function of supervisor gender and supervisor leadership styles.

Table 4.12: Summary of Analysis of Variance for Personalized Help

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	40.50	40.50	12.25**
Interactional Justice (IJ)	1	7.73	7.73	2.34
Gender (G)	1	7.90	7.90	2.39
LS X IJ	1	13.89	13.89	4.20*
LS X G	1	37.846	37.85	11.45**
IJ X G	1	95.53	95.53	28.89***
LS X IJ X G	1	17.52	17.52	5.30*
Error	437	1445.02	3.31	
Total	444	1674.94		

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 4.13: Means and Standard Deviations for Personalized Help

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	3.40	4.63	3.46	4.61
<i>SD</i>	1.86	1.85	1.55	1.73
<i>n</i>	56	50	52	54
Female				
<i>M</i>	3.87	2.45	4.31	4.39
<i>SD</i>	1.90	1.61	1.92	2.06
<i>N</i>	53	61	63	56

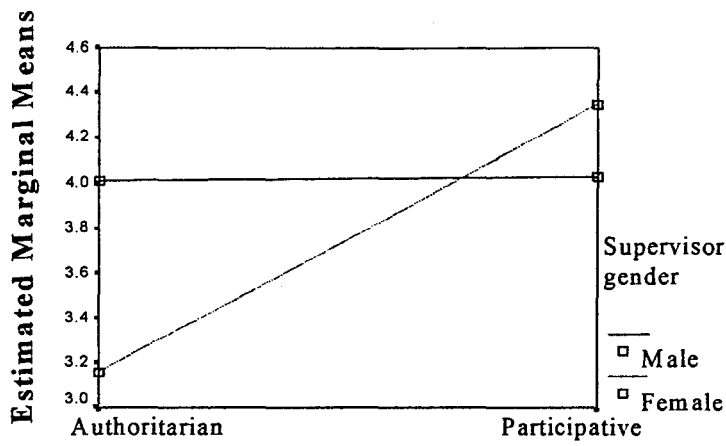
N=445

Table 4.12 contains the summary of analysis of variance for personalized help. According to this table, a significant effect seems to occur under leadership styles, the interaction between leadership styles and interactional justice, the interaction between leadership styles and gender, the interaction between interactional justice and gender and lastly the interaction between leadership styles, interactional justice and gender. Thus, under this tactics, H1, H3, H5 and H7 receive full support.

Means and standard deviations for this tactic are summarized in Table 4.13. The detailed SPSS output, it is included as Appendix H3.

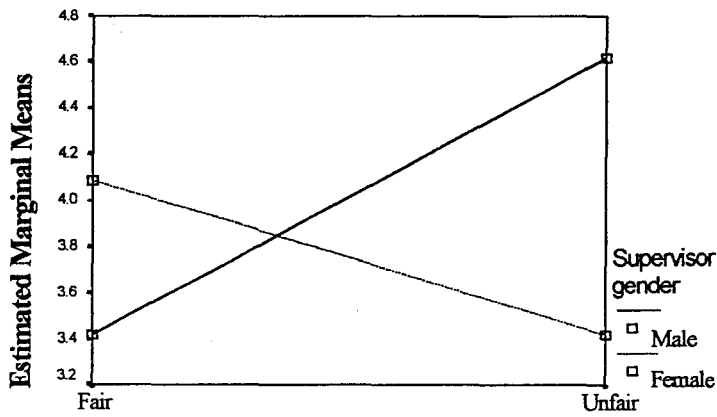
This study shows that, the employees will apply personalized help when they see their supervisor as participative leader ($M = 4.20$, $SD = 1.87$) compared to authoritarian leader ($M = 3.53$, $SD = 1.96$). As for the interaction between supervisor leadership styles and interactional justice portrayed by the leader, result proved that personalized help would be apply more in order to persuade unfair participative leader ($M = 4.50$, $SD = 1.90$).

This study also indicated that subordinates are more likely to use personalized help tactics more in order to persuade female participative leader ($M = 4.35$, $SD = 1.98$) and least towards female authoritarian leader ($M = 3.11$, $SD = 1.88$). As for the interaction between interactional justice and gender, personalized help is a tactics chosen by the employees to persuade fair female ($M = 4.11$, $SD = 1.92$) for their career advancement. Table 4.13 indicates that this tactics is use by the employees when they see their male supervisor as unfair and autocratic ($M = 4.63$, $SD = 1.85$). The interaction between leadership styles, interactional justice can be viewed clearly in the above figures.



Supervisor Leadership Styles

Figure 4.2: Personalized help as a function of supervisor gender and supervisor leadership styles.



Interactional justice

Figure 4.3: Personalized help as a function of supervisor gender and interactional justice.

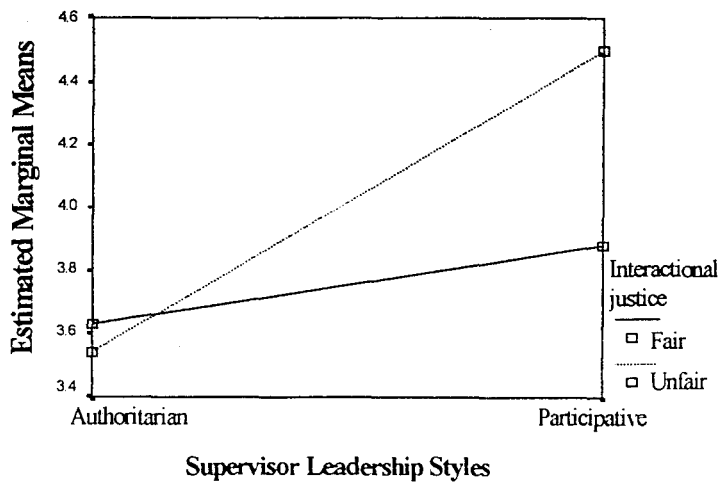


Figure 4.4: Personalized help as a function of interactional justice and supervisor leadership styles.

Table 4.14: Summary of Analysis of Variance: Defiance

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	20.75	20.75	6.84**
Interactional Justice (IJ)	1	39.96	39.96	13.17***
Gender (G)	1	2.66	2.66	0.88
LS X IJ	1	2.79	2.79	0.92
LS X G	1	7.71	7.71	2.54
IJ X G	1	4.24	4.24	1.40
LS X IJ X G	1	3.73	3.73	1.23
Error	437	1325.47	3.03	
Total	444	1415.29		

Note. ** $p < .01$, *** $p < .001$

Table 4.15: Means and Standard Deviations: Defiance

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	4.13	3.70	4.27	3.89
<i>SD</i>	1.55	1.75	1.43	1.88
<i>n</i>	56	50	52	54
Female				
<i>M</i>	4.03	3.58	5.07	3.93
<i>SD</i>	1.83	1.85	1.83	1.74
<i>N</i>	53	61	63	56

$N=445$

Table 4.14 tabulates a summary of analysis of variance for defiance. The mean and standard deviation is showed in Table 4.15. Appendix H4 contains the detailed SPSS output for this tactics. The analysis shows a significant effect for leadership styles and gender. Thus, only H1 and H2 are supported by this data.

Respondents are more likely to use defiance tactics when they see their supervisor as participative ($M = 4.32, SD = 1.79$) compared to authoritarian leader ($M = 3.85, SD = 1.75$). In term of interactional justice, the employees would apply defiance tactics when the supervisor is fair ($M = 4.40, SD = 1.72$).

Table 4.16: Summary of Analysis of Variance for Blocking

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	0.29	0.29	0.09
Interactional Justice (IJ)	1	83.09	83.09	26.09***
Gender (G)	1	5.78	5.78	1.81
LS X IJ	1	0.71	0.71	0.22
LS X G	1	15.03	15.03	4.72*
IJ X G	1	10.98	10.98	3.45*
LS X IJ X G	1	2.33	2.33	0.73
Error	437	1391.65	3.19	
Total	444	1516.95		

Note. * $p < .05$, *** $p < .001$

Table 4.17: Means and Standard Deviations for Blocking

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	3.91	3.42	3.65	3.04
<i>SD</i>	1.94	1.89	1.08	1.80
<i>n</i>	56	50	52	54
Female				
<i>M</i>	4.23	2.82	4.42	3.46
<i>SD</i>	1.90	1.62	1.81	2.04
<i>N</i>	53	61	63	56

N=445

Summary of analysis of variance for blocking is tabulated in Table 4.16 and the means and standard deviations are in Table 4.17. As can be seen in Table 4.16, the ANOVA yield a significant effect for interactional justice, the interaction between leadership styles and gender and interactional and gender. Thus, H2, H5 and H6 receive a full support from the data. Result shows that respondents are more likely to use blocking tactics when they want to persuade a fair supervisor ($M = 4.07$, $SD = 1.74$) compared to unfair supervisor ($M = 3.17$, $SD = 1.85$). The detailed ANOVA result is in Appendix H5.

Blocking is also used more when the subordinates want to persuade female participative leader ($M = 3.97$, $SD = 1.78$) and least when the supervisor is male participative leader ($M = 3.34$, $SD = 1.52$). The result also indicates that employees are more likely to use blocking to influence female a fair leader ($M = 4.33$, $SD = 1.85$) compared to unfair female supervisor ($M = 3.13$, $SD = 1.85$). This interaction can be seen clearly based on the figures as follows:

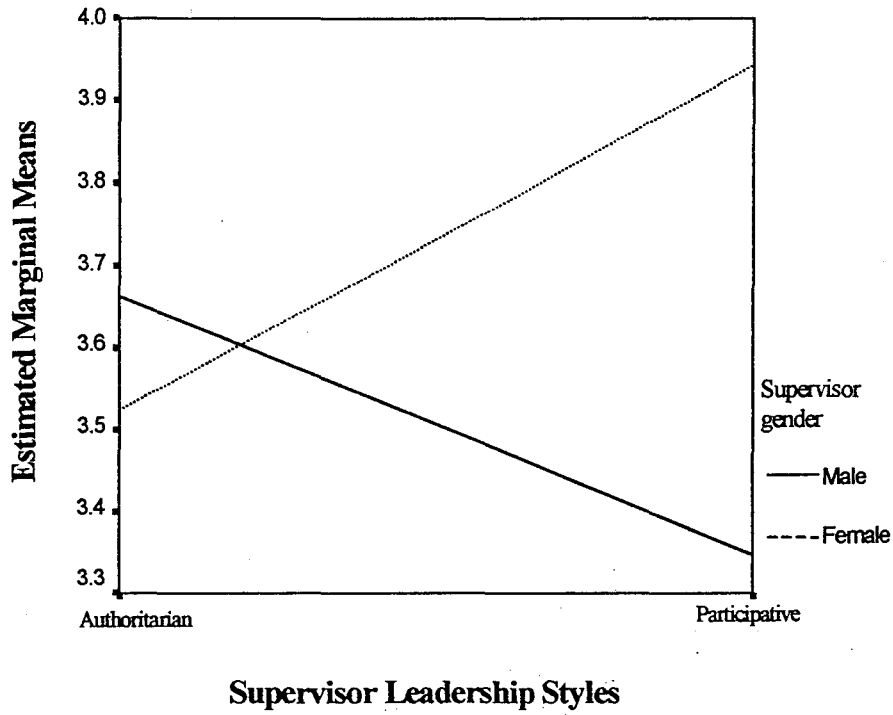


Figure 4.5: Blocking as a function of supervisor gender and supervisor leadership styles.

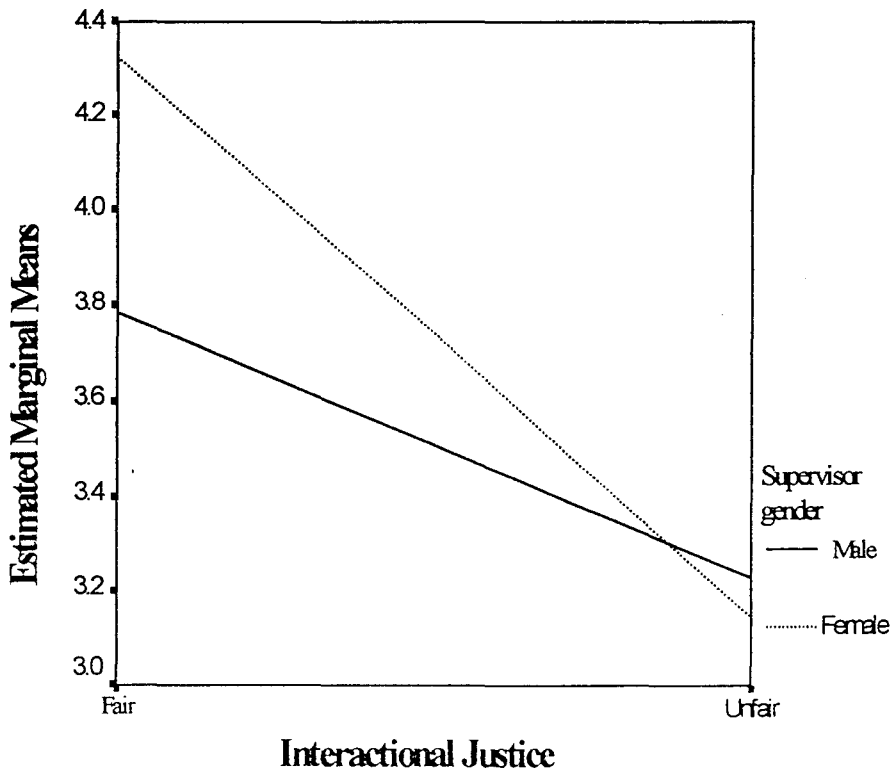


Figure 4.6: Blocking as a function of supervisor gender and interactional justice.

Table 4.18: Summary of Analysis of Variance for Showing Expertise

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	0.21	0.21	0.12
Interactional Justice (IJ)	1	13.41	13.41	7.70**
Gender (G)	1	6.77	6.77	3.38*
LS X IJ	1	35.22	35.22	20.22***
LS X G	1	25.26	25.26	14.50***
IJ X G	1	3.02	3.02	1.74
LS X IJ X G	1	3.57	3.57	2.05
Error	437	761.27	1.74	
Total	444	849.80		

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 4.19: Means and Standard Deviations for Showing Expertise

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	5.53	5.66	4.63	5.52
<i>SD</i>	1.24	1.06	1.53	0.94
<i>n</i>	56	50	52	54
Female				
<i>M</i>	5.15	4.59	4.84	5.77
<i>SD</i>	1.47	1.41	1.65	1.01
<i>N</i>	53	61	63	56

$N=445$

A summary of ANOVA result for showing expertise is presented in Table 4.18. Table 4.19 shows the means and standard deviation for this tactic. The detailed SPSS output is included as Appendix H6. From the result, we can see that H2, H4, H3 and H5 receive a full support compared to any other interaction.

Based on this study, showing expertise tactics are applied towards unfair leader more ($M = 5.36$, $SD = 1.22$) compared to a fair leader ($M = 5.04$, $SD = 1.51$). Respondents also indicate that they would apply this tactic toward male leader more ($M = 5.34$, $SD = 1.27$) and least when the supervisor is female ($M = 5.07$, $SD = 1.47$).

As for the interaction between leadership and interactional justice, employees would applied this tactics more when the supervisor is participative and unfair ($M = 5.65$, $SD = .98$) compared to when the supervisor is participative and fair ($M = 4.74$, $SD = 1.59$). Respondents also rated that they would apply showing expertise, when the male supervisor is authoritarian ($M = 5.59$, $SD = 1.15$). The interaction is illustrated in Figure 4.7 and Figure 4.8. From the Figure 4.7, it shows that employees would apply the tactics more when the female supervisor is participative compared to when the supervisor is authoritarian. When the supervisor is male, the employees used the tactics more when the supervisor is authoritarian compared to when the supervisor is participative. Figure 4.8 shows that for career advancement, showing expertise tactics would be applied more by the subordinates when the supervisor is unfair and participative compared to when the participative leader being fair. However, the tactics would be use more to persuade fair authoritarian leader and least when the supervisor is authoritarian and unfair.

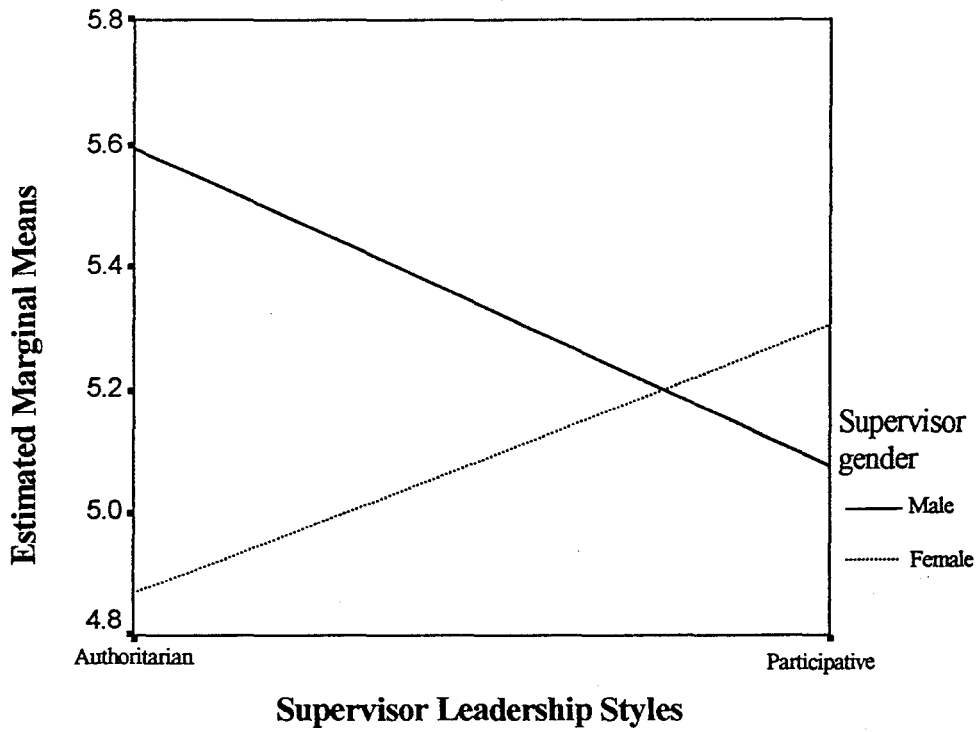


Figure 4.7: Showing expertise as a function of supervisor gender and supervisor leadership styles.

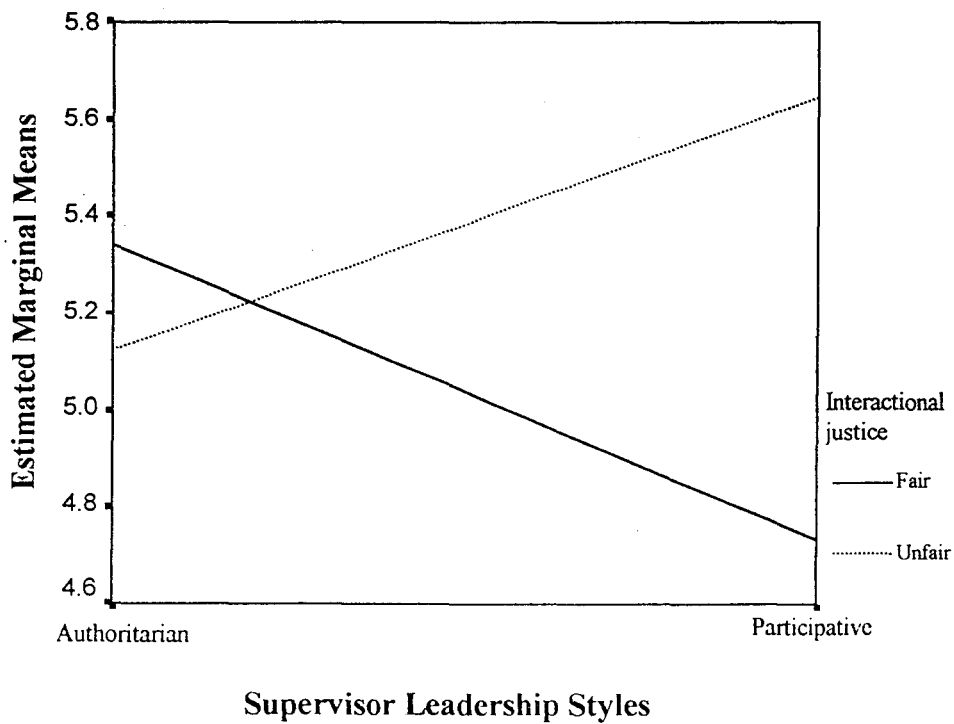


Figure 4.8: Showing expertise at the function of interactional justice and supervisor leadership styles.

Table 4.20: Summary of Analysis of Variance: Exchange of Benefits

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	5.07	5.07	1.73
Interactional Justice (IJ)	1	15.14	15.14	5.16*
Gender (G)	1	34.59	34.59	11.79**
LS X IJ	1	8.52	8.52	2.91*
LS X G	1	0.32	0.32	0.11
IJ X G	1	0.20	0.20	0.07
LS X IJ X G	1	0.00	0.00	0.00
Error	437	1282.18	2.93	
Total	444	1347.70		

Note. * $p < .05$, ** $p < .01$

Table 4.21: Means and Standard Deviations: Exchange of Benefits

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	3.89	4.02	3.34	4.03
<i>SD</i>	1.34	1.10	1.53	2.00
<i>n</i>	56	50	52	54
Female				
<i>M</i>	3.31	3.37	2.88	3.48
<i>SD</i>	1.49	2.14	1.38	2.28
<i>N</i>	53	61	63	56

$N=445$

Table 4.20 shows a summary of analysis of variance for exchange of benefits and Table 4.21 shows means and standard deviations for this tactic. A detailed SPSS output is included as Appendix H7. Since a significance effect has occur under interactional justice, gender and the interaction between justice and gender, we can concluded that H2, H3 and H4 are being supported by the data.

The result shows that employees are more likely to use this tactic when the supervisor is unfair ($M = 3.71, SD = 1.97$), compared to when the supervisor is fair ($M = 3.34, SD = 1.47$) in term of interactional justice. Employees would also apply this tactics toward male supervisor more ($M = 3.82, SD = 1.55$) compared to when the supervisor is female ($M = 3.25, SD = 1.86$).

When the interaction occurs between leadership styles and interactional justice, result shows that employees are more likely to apply the tactics when the supervisor is unfair and participative ($M = 3.75, SD = 2.15$). This relationship is obviously showed in based on the Figure 4.9.

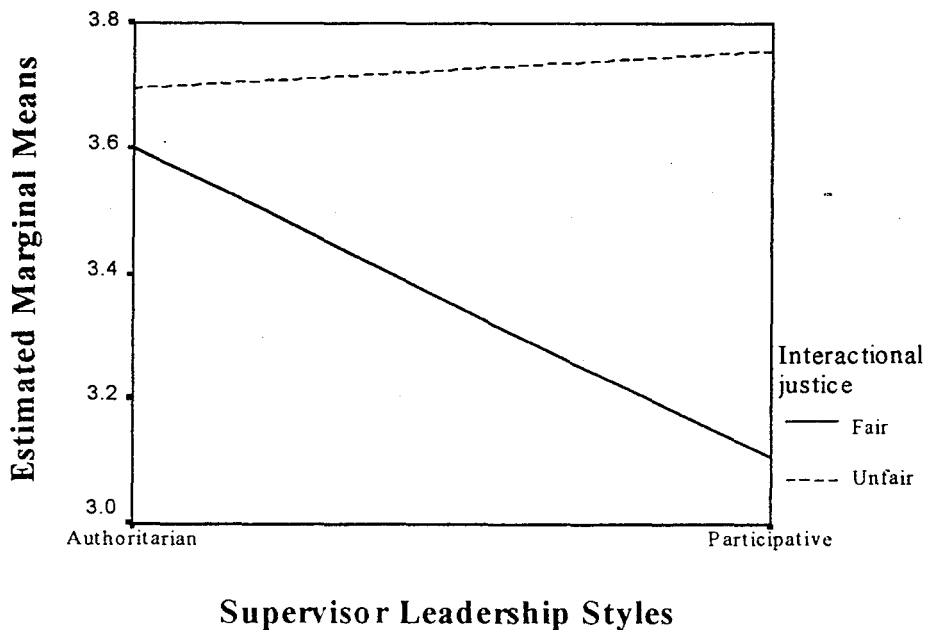


Figure 4.9: Exchange of benefits as function of interactional justice and supervisor leadership styles.

Table 4.22: Summary of Analysis of Variance for Rational Persuasion

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	13.96	13.96	6.00*
Interactional Justice (IJ)	1	18.68	18.68	8.02**
Gender (G)	1	5.18	5.18	2.23
LS X IJ	1	0.95	0.95	0.41
LS X G	1	20.03	20.03	8.60**
IJ X G	1	0.00	0.00	0.00
LS X IJ X G	1	3.61	3.61	1.55
Error	437	1017.30		
Total	444	1077.88		

Note. * $p < .05$, ** $p < .01$

Table 4.23: Means and Standard Deviations for Rational Persuasion

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	5.02	5.34	4.87	5.36
<i>SD</i>	1.71	1.70	1.26	1.30
<i>n</i>	56	50	52	54
Female				
<i>M</i>	4.20	4.89	5.25	5.39
<i>SD</i>	1.65	1.83	1.38	1.21
<i>N</i>	53	61	63	56

N=445

The summary of analysis of variance for rational persuasion is showed in Table 4.22, whereas the means and standard deviation is showed in Table 4.23. SPSS output for this tactics can be seen in Appendix H8. Based on the Table 4.22, the ANOVA has yielded a significant relationship for leadership styles, interactional justice and the interactional between leadership styles and gender. Thus, H1, H2 and H5 are being supported by the data. Rational persuasion based on this study, is a tactics used by the employees to influence participative leader ($M = 5.22, SD = 1.31$) more. It would be least used towards autocratic leader ($M = 4.86, SD = 1.76$). Employees would also use this tactics more towards unfair leader ($M = 5.23, SD = 1.54$) compared to fair leader ($M = 4.85, SD = 1.55$).

As for the interaction between leadership styles and gender, it indicates that rational persuasion tactics would be used for career advancement when the supervisor is female and participative ($M = 5.32, SD = 1.30$). Figure 4.10 shows the interaction between rational persuasion as a function of supervisor gender and leadership styles of the supervisor.

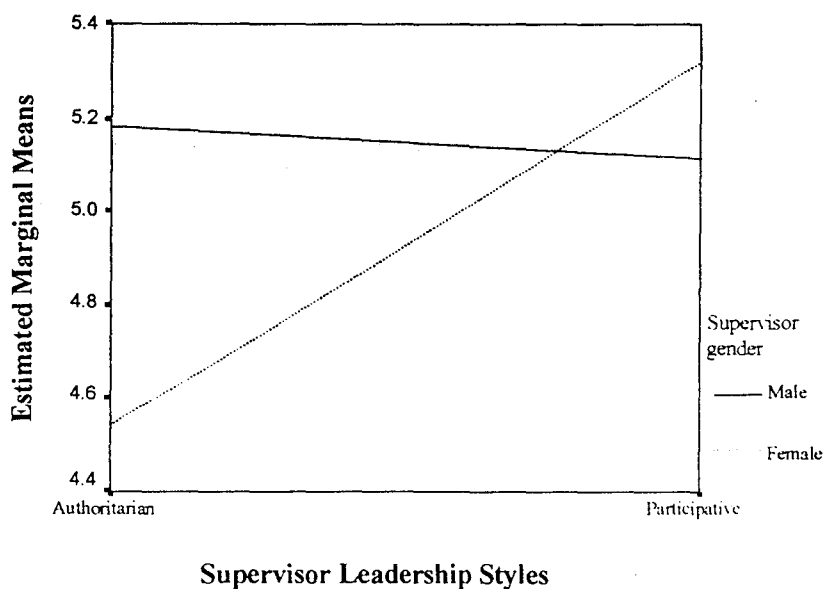


Figure 4.10: Rational persuasion as a function of supervisor gender and supervisor leadership styles.

Table 4.24: Summary of Analysis of Variance for Showing Dependency

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	51.86	51.86	15.16***
Interactional Justice (IJ)	1	7.31	7.31	2.14
Gender (G)	1	13.72	13.72	4.01*
LS X IJ	1	37.88	37.88	11.08**
LS X G	1	0.87	0.87	0.25
IJ X G	1	0.00	0.00	0.00
LS X IJ X G	1	23.85	23.85	6.97**
Error	437	1494.72	3.42	
Total	444	1636.32		

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 4.25: Means and Standard Deviations for Showing Dependency

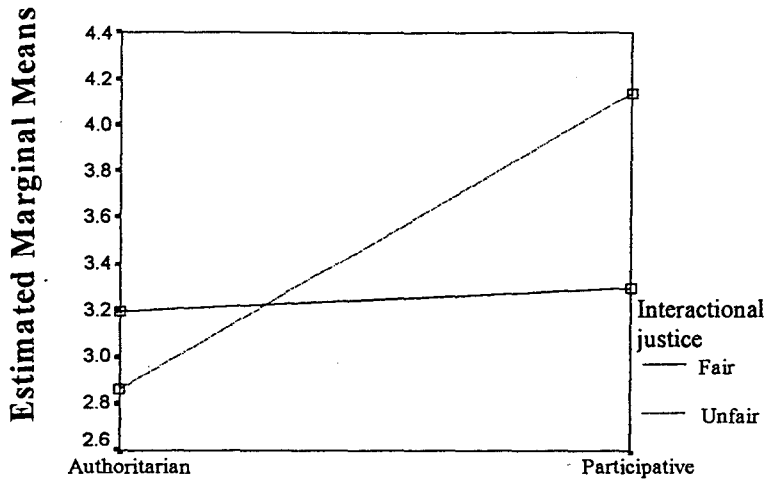
Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	3.18	3.32	3.65	4.04
<i>SD</i>	1.77	1.70	1.39	2.36
<i>n</i>	56	50	52	54
Female				
<i>M</i>	3.21	2.41	2.93	4.23
<i>SD</i>	1.95	1.54	1.90	2.02
<i>N</i>	53	61	63	56

N=445

Table 4.24 consists of a summary of analysis of variance for showing dependency. Table 4.25 is for means and standard deviation for this tactic. Detailed SPSS output is in Appendix H9. The ANOVA table shows that there is a significant relationship under leadership styles, gender and the interactional between leadership styles, interactional justice and gender. Thus, H1, H4 and all the interaction hypotheses under this tactics are being supported by the data.

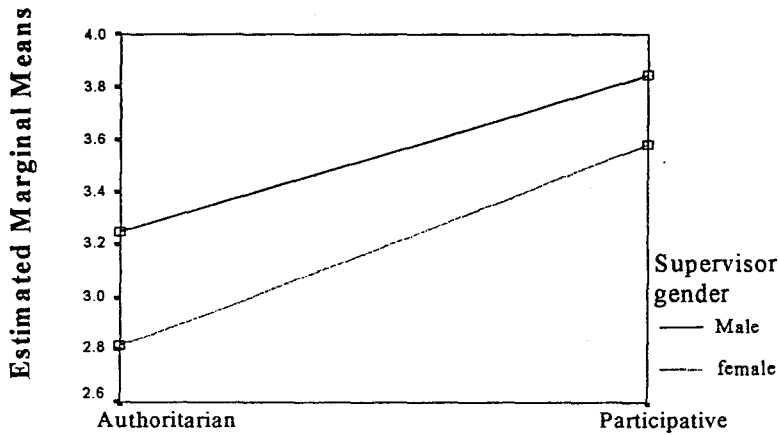
For this tactics, employees are more likely to use showing dependency tactics to influence their participative leader ($M = 3.69, SD = 2.01$) compared to authoritarian leader ($M = 3.00, SD = 1.77$). This study also indicates that employees are more likely to use this tactics to influence male supervisor more ($M = 3.55, SD = 1.86$) and least when the supervisor is female ($M = 3.17, SD = 1.96$).

Based on Table 4.25, for career advancement, employees are more likely to influence unfair participative female supervisor ($M = 4.23, SD = 2.02$). On the other hand, the tactics is least applied toward unfair autocratic female ($M = 2.41, SD = 1.54$). Figure 4.11, Figure 4.12 and Figure 4.13 shows the interaction more clearly. Figure 4.11 shows that for career advancement, employees are more likely to use this tactics when the supervisor is participative and unfair and least when the supervisor is autocratic and unfair. However, if the supervisor was participative, the tactics would be applied mostly when the supervisor is fair and least towards fair participative leader. Figure 4.12 indicates that showing dependency is more applied toward male participative leader and least when the male supervisor is autocratic. The same pattern occurs under participative leadership styles. Figure 4.13 show that employees are more likely to use showing dependency in order to persuade unfair male supervisor. The tactics would be least applied when the supervisor is fair.



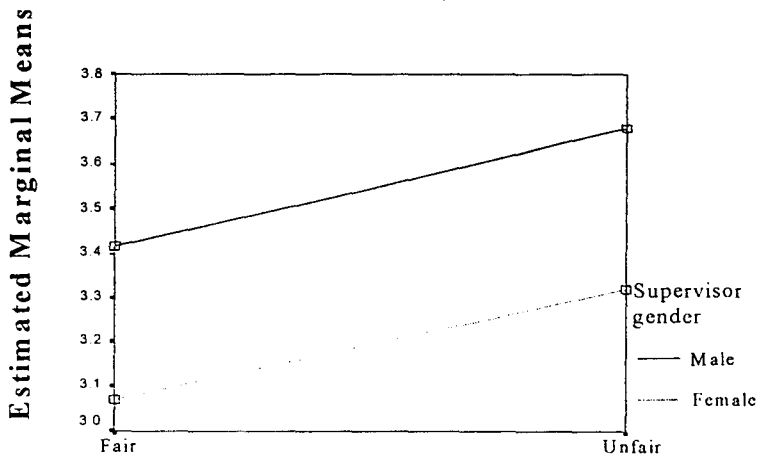
Supervisor Leadership Styles

Figure 4.11: Showing dependency as a function of interactional justice and supervisor leadership styles.



Supervisor Leadership Styles

Figure 4.12: Showing dependency as a function of supervisor gender and supervisor leadership styles.



Interactional Justice

Figure 4.13: Showing dependency as a function of supervisor gender and supervisor interactional justice.

Table 4.26: Summary of Analysis of Variance for Diplomacy

Source of Variance	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>
Leadership Styles (LS)	1	38.81	38.81	11.23**
Interactional Justice (IJ)	1	1.48	1.48	0.43
Gender (G)	1	0.69	0.69	0.20
LS X IJ	1	7.68	7.68	2.22
LS X G	1	27.57	27.57	7.98**
IJ X G	1	13.22	13.22	3.83*
LS X IJ X G	1	32.26	32.26	9.33**
Error	437	1510.20	3.47	
Total	444	1640.81		

Note. * $p < .05$, ** $p < .01$

Table 4.27: Means and Standard Deviations for Diplomacy

Factors	Styles			
	Autocratic		Participative	
	Fair	Unfair	Fair	Unfair
Male				
<i>M</i>	3.89	4.39	4.26	4.21
<i>SD</i>	1.83	1.65	1.81	2.28
<i>n</i>	56	50	52	54
Female				
<i>M</i>	4.35	3.09	4.64	4.98
<i>SD</i>	1.73	1.90	1.64	1.96
<i>N</i>	53	61	63	56

N=445

The ANOVA table for diplomacy is tabulated in Table 4.26. The means and standard deviation is showed in Table 4.27. Appendix H10, shows the detailed SPSS output for this tactics.

From the ANOVA table, we can see clearly that a significant effect is seen under leadership styles, and the interaction between leadership styles, interactional justice and gender. Thus, H1 and all the interaction hypotheses are being supported by the data. For career advancement, employees are more likely to use this tactics when the supervisor is participative ($M = 4.53$, $SD = 1.94$) compared to authoritarian leader ($M = 3.89$, $SD = 1.86$).

From Table 4.27, we can see clearly that for career advancement, employees are more likely to apply the tactics when the supervisor is female, participative and unfair ($M = 4.98$, $SD = 1.96$). The tactics is least applied when the supervisor is female, unfair and autocratic. This interaction can be seen clearly in the Figure 4.13, Figure 4.14, and Figure 4.15.

Figure 4.14 shows that when the supervisor is participative, diplomacy would be applied more when the supervisor is unfair compared to when the supervisor is fair. However, when the supervisor is authoritarian, the tactics would be applied more when the leader is fair. The interaction of diplomacy as a function of supervisor gender and interactional justice is being represented in Figure 4.15. According to this figure, diplomacy would be applied more towards female supervisor that being categorized as participative compared to when the female supervisor is authoritarian. The interaction of diplomacy as a function of between supervisor gender and leadership styles is represented in Figure 4.16. This figure explain that subordinates would apply this tactic more when the supervisor is male and unfair compared to female fair supervisor.

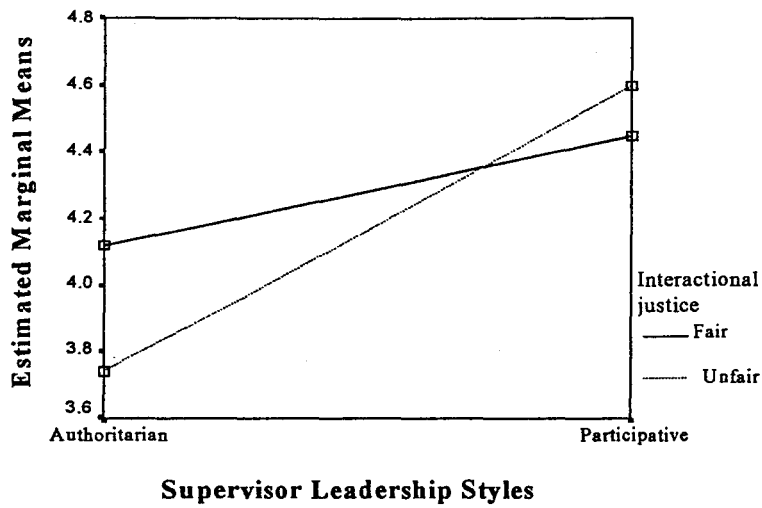


Figure 4.14: Diplomacy as a function of interactional justice and supervisor leadership styles.

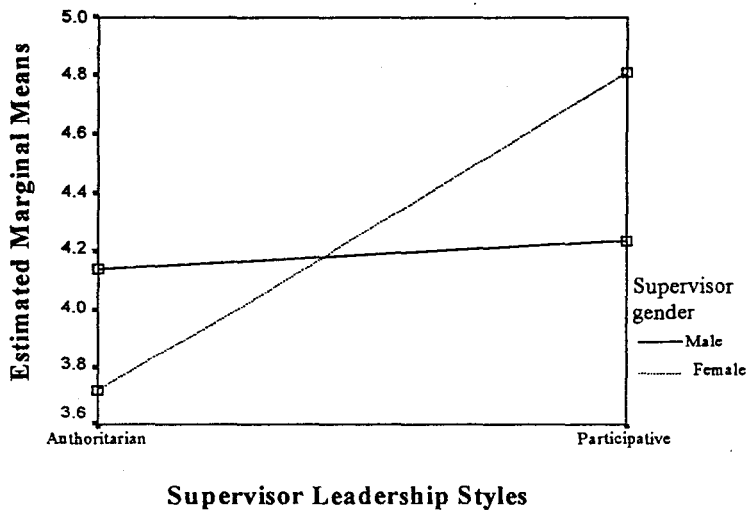


Figure 4.15: Diplomacy as a function of supervisor gender and supervisor leadership styles.

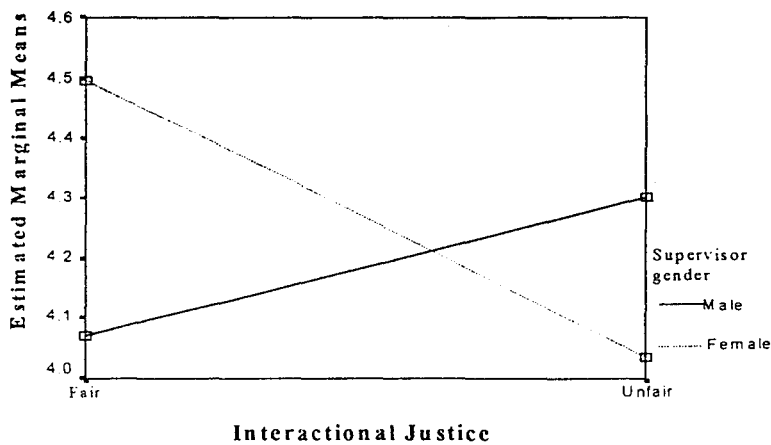


Figure 4.16: Diplomacy as a function of supervisor gender and interactional justice.

4.4 Summary

Generally, several conclusions can be drawn. The decision of choosing the right influence tactics does rely on the factor like supervisor leadership styles and level of interactional justice. When the supervisor exhibits authoritarian leadership styles, this study has shown that the employees will use tactics like ingratiation with upward appeal, showing expertise and exchange of benefits. The other tactics will be use to influence participative leaders. However, the result will change when interactional justice is included. As is proven in this study, gender of the supervisor does influence the decision of choosing the suitable upward influence tactics for career advancement.

Chapter 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter concludes with findings of this study. It presents the discussion and implications of the findings, limitations of this study, and recommendations for future research.

5.2 Recapitulations and Summary

This research was designed to examine the leadership styles of the supervisor and how the level of interactional justice affects the types of upward influence tactics suitable to be applied for career advancement. The independent variables for this study are supervisor leadership and interactional justice. As the purpose for this study, the dependent variable is upward influence tactics that will be used by the employees to persuade their supervisor for career advancement. Since this is a type of experimental study, a promotion is used as an example of career advancement.

In the beginning there are eleven types of upward influence tactics involved in this study, however, after running factor analysis, there are only ten factors can be used. The factors are being renamed as “Ingratiation with Upward Appeal,” “Manipulation,” “Personalized Help,” “Defiance,” “Blocking,” “Showing Expertise,” “Exchange of Benefits,” “Rational Persuasion,” “Showing Dependency,” and “Diplomacy.”

A MANOVA and 2 X 2 X 2 univariate ANOVA was used to test all the hypotheses. Generally Hypothesis 1 (H1) states that upward influence tactics is a function of leadership styles. Hypothesis 2 (H2) proposes that upward influence tactics is a function of interactional justice and Hypothesis 3 (H3), analyze the

interaction between leadership styles and interactional justice of the supervisor toward upward influence tactics. Hypothesis 4 (H4) states that upward influence tactics is a function of gender of the supervisor. The interaction between leadership styles and gender of the supervisor with upward influence tactics is being test in Hypothesis 5 (H5). Hypothesis 6 (H6) proposes that upward influence tactics is a function of supervisor interactional justice and supervisor gender. Lastly, Hypothesis 7 (H7) indicates that upward influence tactics is a function of the interaction between supervisor leadership styles, supervisor interactional justice and gender of the supervisor. The following section discusses the findings.

5.3 Discussions

The factor analysis grouped upward influence tactics into ten groups. Ingratiation was group together with upward appeal to form a new tactic named ingratiation with upward appeal. Out of 42 items, one item under rational persuasion had being dropped due to low score in rotated factor matrix. Then, another two elements under exchange of benefits and showing dependency were dropped due to less than .5 under cross loading factor.

From the study, a few major findings emerged. Firstly, the study shows that showing expertise is a predominant tactic used in Malaysia. This is an interesting result because according to a study done by Ansari and Kapoor (1987), in India, ingratiation was frequently used in order to persuade the supervisor when the goals were personal benefits. Ingratiation has being defined as making compliment and acting very friendly (Ansari & Kapoor, 1987) whereas showing expertise occurs when the employees try to highlight their inner ability. The difference occurs in this two study might be because of the time changes. Ansari and Kapoor conducted their study in 1987, whereas this study is being conducted in 2002. In 15 years time, a lot

of changes in term of technology, management and company missions and visions have occurred. In our workplace for example, due to technology changes, we are equipping our employees with technology skill. Nowadays employees are not only competing among the employees but also with the use of machines. Thus, instead of be friendlier and making compliment, it will be more reasonable to influence our boss by showing our expertise.

By definition, showing expertise is a type of tactic that occurs when the employees try to highlight their inner ability. Employees will use this tactics to show that they have the ability to perform the assigned task, in addition, this tactics is also be used to attract the attention of the supervisor. This can be seen from the result, showing expertise tactics will be use to persuade unfair supervisor. This finding is parallel to (Moorman, 1991) opinion that under the unfair leader, the members tend to get the attention and approval from the leader. Thus, by showing their expertise, subordinates hope they can catch the supervisor attention. In addition, this tactics also is used more toward male supervisor.

Rational persuasion involves the use of rational methods like giving reasons, explaining, writing memos and detailed plans, and providing facts and data to influence. This is the stage where the employees explain the logic of their action to persuade their superiors. Due to the nature of this tactics is to provide explanations, the result shows that this tactics is popular tactics to persuade participative leader compared to autocratic leaders. Since authoritarian leaders always maintained a distance from the group members, it is hard for the employees to talk or express their opinion. However, participative leader will always provide time to listen to their subordinates and maintain close relationship with the supervisor. Chacko (1990) and Owen (1981) stated that subordinates would most likely choose rational techniques to influence their participative supervisor. In addition the finding in Ansari and Kapoor

(1987) study, they stated that rational persuasion was the frequently employed tactics. This present study also proved that employees are more likely to use rational persuasion toward their unfair supervisor. When the interaction occurs between leadership and styles, result indicates that this tactics would be applied when the supervisor is a female participative leader. According to DuBrin (1991) study, women are more flexible in accepting opinion from their subordinates compared to men. Thus, employees decided to apply this tactics more toward female supervisor compared to male supervisor.

Ingratiation with upward appeal is a combination of two tactics, which are ingratiation and upward appeal. After analyzing the data, it shows that Malaysian that work in the manufacturing sector, prefer to use this tactics when they are dealing with autocratic leaders. By definition ingratiation tactics contains the elements of making the other person feel important such as flattery, praise, inflating the importance of a request, showing a need, asking politely, acting humble or friendly, or pretending that the other person is really going to make the decision. Where as, upward appeal involves bringing pressure from someone higher up in the hierarchy (Ansari, 1990). The combination of this tactics will shows that when dealing with autocratic leaders, workers in Malaysian, will act humble and friendly, and at the same time, they will use higher authority to persuade their immediate supervisor for a promotions. This finding is consistent with several other studies by Ansari and Kapoor (1987), Brennan and Miller (1993), Kumar (1986), Singh-Sengupta (1990), and Ralston (1985).

Result also shows that employees use this tactics more toward fair supervisor, compared to unfair supervisor. This may because even though the supervisor is authoritarian, yet fair toward the sub ordinates, soft tactics for example ingratiation still can be applied. This study also indicates that employees are more likely to apply soft tactics like ingratiation to influence female supervisor. Since the personality of

women that are more soft in dealing with the supervisor (DuBrin, 1991), employees are tend be more soft and nicer when they want to persuade female supervisors. DuBrin (1990) in his study stated that women are softer and concern in building good relationship with subordinates. Thus, it is a good strategy to influence female supervisor through soft tactics like ingratiation.

Result shows that Malaysian interested to use diplomacy tactics when the supervisor is participative. Diplomacy means the employees show some tolerance toward the supervisor's needs and that they are willing to negotiate with him. Since participative leaders have a close relationship with their employees compared to autocratic leaders, employees tend to be more flexible with them. The tactics will also be use when subordinates viewed their supervisor as fair. This is an expected result since when the employees think that they are being treated with courtesy and fairly, they will show their respect toward their leaders and willing to negotiate with their supervisor. On the other hand, if the leader is dishonest and rude, then the employees will show their resentment toward their supervisor (Masterson 2000). There is a significant relationship when gender is included in the analysis. Under this tactics, data shows that when the leader is fair the tactics will be used more toward female supervisor and least when the supervisor is male.

The fifth factor is defiance. According to Ansari (1990), defiance is a strategy, which implies that negative consequences will occur if the agent's plan is not accepted. Moreover, the person must have some power before using this tactic. This study implies that the employees use defiance tactics when the supervisor is participative rather than autocratic. It is a contra findings compared to previous studies. Ansari (1990) stated that employees would use non-rational tactics like defiance toward autocratic leader. The same conclusion was drawn based on the study by Singh-Sengupta (1990) when she replicated the study by Ansari and Kapoor

(1987). Defiance tactics are also being applied toward fairleader. This is also a contra finding because according to previous literature employees are tend to show their resentment toward unfair leader (Masterson, 2000).

Blocking tactics is being categorized as a hard tactics and being defined as types of tactics when employees do something to show their disagreement with their supervisor's opinion. In India, Ansari and Kapoor (1987) found that blocking was used towards autocratic leaders, however based on this study, respondents in Malaysia are willing to use this tactics more when the supervisor fair.

Manipulation tactics from the result indicated that most of the respondents would apply this tactics toward participative leader and least when the supervisor is authoritarian. Manipulation involves ways to make the supervisor think that you are involved in the decision- making. Allen (1979) and Ansari (1990) stated that these techniques included withholding, distorting the information or overwhelming the target of the influence with too much information. The final result shows that the employees will tend to use this tactics more when the supervisor is unfair. This is because, unfair supervisor tend to gives inaccurate performance rating (Aquino, 1995). Since performance rating lead to career advancement, the best way to influence them is to manipulate them. Malaysian workers also tend to use this tactics when they see their supervisor as participative leader. Many researchers found that participative leaders are more concerned toward building a good relationship with their supervisor (Chacko, 1990). Thus, it would be easier to manipulate participative compared to authoritarian supervisors. As for the interactions, this tactics would also be applied more towards female and participative leaders. This might occurs because women are soft in their interaction with her subordinates (DuBrin, 1990), thus make it easier to manipulate women rather than men.

Personalized exchange involves exchange of favors and personal sacrifices. When the employees choose this tactic, they are willing to be more cooperative and helpful in order to achieve their hidden objective. As being expected, this tactics will be used mostly towards participative leaders, compared to authoritarian leaders. Since participative leaders want to maintain a good relationship, this tactics is suitable for career advancement purposes. Exchange of benefits involves exchange of favors or personal sacrifices (Ansari, 1990). Many researchers stated that tactics such as bargaining required the supervisor to offer something in return to the subordinates, whereas according in supervisor's opinion; subordinates should perform the assigned task without asking for something in return. In Malaysia, based on this study, Malaysian worker choose this tactics to influence their autocratic leaders mostly, rather than their participative leaders. The rational of this scenario is that when the employees give something to their authoritarian leaders, they are hoping that the autocratic leaders are going to be less autocratic toward them. The result also shows that when the leaders is unfair during performance appraisal, the employees will apply this tactics, so that during promotions selections, hopefully the supervisor will evaluate back their sacrifices and thus, the chance to get the promotions is higher compared to other workers.

Showing dependency has being defined as a tactics used by the employees by employees pretending to be more dependent their superior (Pandey & Bohra, 1977; Ansari & Kapoor, 1987). In Malaysia, the employees use this tactic when the supervisor is participative. Under the condition of the supervisor is fair and authoritarian, the difference between male and female supervisor is not much. However, when the supervisor is a participative leader, and fair during performance evaluation, Malaysian workers apply this tactics higher when the supervisor is male compared to when the supervisor is female

5.4 Implications

Career advancement is the main objective that any employees want to have. Due to limited position, both individuals and coalitions are attempted to advance their own interest (Chacko, 1990). Thus, employees have to compete in order to achieve their own objective in their career. One of the best ways is to create a good management impression in the company. When we managed to create good impression about our selves in the management perceptions, we are in a comfortable position. In order to create good impression, employees need to evaluate certain factors and the implication of their action toward their career.

Previous researchers concluded that in order to create a good impression, employees required good influence skills. Since, we want to influence our superior, the best alternatives is to understand upward influence tactics. In addition, employees also need to understand their supervisor leadership styles, so that the chosen tactics is suitable to the supervisor personality. Thus, this study hold upward influence tactics as the dependent variable and leadership styles as independent variable.

In manufacturing sector, the performance of an employee is being evaluated during performance appraisal. Since during performance appraisal, supervisor and supervisee interact at maximum level, the element of interactional justice is being included as independent variable so that we can see the impact of interactional justice toward the selection of upward influence tactics for career advancement.

All these findings can be used in know what is the suitable tactics, so that we as an employee will not misuse the tactics. Moreover, as a future leader, we can understand how our leadership styles and our level of interactional justice influence our employees when they want to pursue their career objectives. Since this study has concluded that employees do respond towards our leadership styles, as a manager, we should be more concerned about our leadership styles. Usually employees think that

autocratic boss is unfair. Thus, if we are an autocratic supervisor, we should find ways to convince our employees that we are not unfair supervisor.

Interactional justice is a new issue in Malaysia. Study shows that interactional justice is one of the variables that contributed to upward influence tactics used by the employees. Thus, managers in Malaysia should start to evaluate their level of interactional justice in work place. Masterson (2000) concluded that when the employees think that they are being treated with courtesy and fairly, they would show their respect toward their leaders. On the other hand, if the leader is dishonest and rude, then the employees will show their resentment toward their supervisor.

In conclusion, in our work place, productivity and quality of work are always an issue. Management are willing to spend huge capital in conducting researches in order to analyze and understand a good working environment that can contribute towards higher productivity and quality management. One of factor in creating good working environment is to have a mutual understanding between employees and employers. The findings derived from this study can be used to understand more our employees' behavior. Basically by understand employees behavior we can strengthen the foundation of the company and later increase our productivity and quality in our company.

5.5 Limitations

As being discussed earlier, this study is focus only on the upward influence tactics. Thus, any other categories of influence tactics like downward influence tactics and literal influence tactics are ignore. Result might be more accurate if there other types of tactics are included. In addition, the sample companies are only focus in private sector, thus by extending this study to the service and public sector could add further support to the findings of this study. The scenario given is created based on a

particular situation, which are in term of getting a promotion. This may affect the way the respondent thinking because maybe under other circumstances the respondents will be differently. Moreover, these study only concentrate in Northern area. Thus, the area covered for this study is not wide. Interactional justice is a relatively new issue in Malaysia, thus employees in Malaysia may have limited exposure in understanding in depth about interactional justice.

Another limitation in this study would be in term of respondents' profile. More than 50% of the respondents are under 29 years old with degree as their highest education level. This shows that more than half of the respondents are young executive. This indicates that the respondents are lack in term of working experience. This might effected their perception toward upward influence tactics and the factor contributed to the selection of the tactics for career advancement. The result might be different if the respondents are more exposed in the working field.

5.6 Future Research

In future, the present study can be enhanced through additional analysis. This study can use include different categories of influence tactics such as downward influence tactics or literal influence tactics. It is also a good alternative to include more elements or tactics under each of the tactics. This can give more understanding regarding the tactics used.

Secondly, the study can be applied in the government sector. This is because, in the government sector, the working environment is quite different. Then, the result can be compared between government and private sector. Since this study is only covered northern areas, in future, a larger sample can be used, so that the data is more reliable.

Since it is a situation-based questionnaire, the study can be extended by having more than one particular situation. Then the result can be compared to see the employee's reaction when they have more than one particular objective.

Finally, future researches should attempt to identify additional factors that influence upward influence tactics such as status of the company, working experience and company environment.

5.7 Conclusion

In conclusion, this study has provided more understanding towards upward influence tactics. Some of the tactics, can lead to positive outcome but overdoing certain tactics will lead to negative effect. Supervisor can know how their leadership styles impact the choice of upward influence tactics. Since in Malaysia, the issue of interactional justice is still new, through this finding we can see the importance of interactional justice in building a relationship with our subordinates. Finally, it is hoped that this study will provide better understanding toward upward influence tactics as well as leadership styles and interactional justice.

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Appendix A: Questionnaires

2-2-2

Section 1

Imagine that you are holding supervisory position for a reputed Shipping Company. You report directly to your Manager, Fatimah. Your colleagues in your department have observed that Fatimah is a manager who likes to consult her subordinates before making any decisions. She prefers to work in a group rather than individually. In addition, she encourages free and frank discussion among subordinates. During her leisure time, she usually invites her subordinates for a cup of tea or coffee. This encouraging attitude makes her subordinates feel free even to disagree with her.

Performance appraisal exercise is done in your organization at the end of each year. The year that just ended, the management asked Fatimah to conduct performance appraisal with you. Prior to signing the final evaluation form, Fatimah and you were required to discuss about the evaluation and criteria for evaluation. During the performance evaluation meeting, she appeared to be very impolite—that is, she was extremely rude; she did not treat you with respect and dignity. In addition, she did not explain at all why, during evaluation, procedures were used in a certain way.

After reading the above scenario, how would you describe Fatimah's managerial behavior? (Circle the number chosen). Should you need you may re-read the above paragraphs.

Autocratic	1	2	3	4	5	6	7	Participative
Fair	1	2	3	4	5	6	7	Unfair
Pleasant	1	2	3	4	5	6	7	Unpleasant
Soft	1	2	3	4	5	6	7	Tough

Now, assume that you have obtained the information that there exists a vacancy for the post of Senior Supervisor in your department, for which you yourself consider to be suitable. However, you are aware that there are others in your department who are also equally competent and qualified. Because competition is intense, every supervisor is trying to impress Fatimah in order to get promoted. Getting a promotion certainly means something to you.

Listed below are various ways of influencing your manager, Fatimah. Please tell us how frequently you will take each of the following actions in influencing her, so that she recommends you for the promotion. Read each of the actions carefully, and select the number of your choice as given below, and put it on the small line to the left of the statement.

Never	_____	1
Almost Never	_____	2
Seldom	_____	3
Sometimes	_____	4
Usually	_____	5
Almost Always	_____	6
Always	_____	7

- (01) Explain the reasons for my request.
- (02) Appeal formally to higher levels to back my request.
- (03) Withhold some crucial information from her.
- (04) Help her even in personal matters.
- (05) Offer an exchange of favors.

- (06) Use superlatives to describe her while interacting with her.
- (07) Differ from her.
- (08) Present myself in a poor light so that she can help me.
- (09) Influence her because of my competence.
- (10) Have my way by making she feel that it was her idea.
- (11) Show that I will give my whole-hearted support for her policies.
- (12) Provide sufficient information in order to support my view.
- (13) Obtain the support of someone higher to back my request.
- (14) Engage in a work slow down until she did what I wanted.
- (15) Go out of my way to help her.
- (16) Offer to help if she would do what I wanted.
- (17) Make her feel important.
- (18) Oppose her openly.
- (19) Pretend that she is the only person who can decide things for me.
- (20) Make her believe that I am a very responsible person.
- (21) Keep track of her omissions and commissions.
- (22) Show that I have respect for her.
- (23) Use logic to convince her.
- (24) Refer the matter to a higher authority if the situation so demanded.
- (25) Do not cooperate with her.
- (26) Do personal favors for her.
- (27) Remind her how hard I had worked and that it would only be fair for her to help me now.
- (28) Act very humble to her while requesting my point.
- (29) Argue with her.
- (30) Pretend that I am only dependent on her.
- (31) Tell her that I have a lot of experience with such matter.
- (32) Present my ideas in a disguised way.
- (33) Pretend that I care for her.
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- (38) Use words that make her feel good.
- (39) Challenge her ability.
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- (41) Highlight my achievements to her.
- (42) Distort or lie about the reasons why she should do what I wanted.

Section 2

The following information is required for analysis purposes. Please fill in the information or circle where necessary. All information will be kept in strict confidence.

Your age _____ years

Your sex: _____

Your education (Degree, Diploma, etc) _____

Your job title or designation in this organization _____

How many years have you been with your present organization? _____ years

How many years have been in your present position? _____ years

Your cultural background:

1. Malay
2. Indian
3. Chinese
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Section 1

Imagine that you are holding supervisory position for a reputed Shipping Company. You report directly to your Manager, Fatimah. Your colleagues in your department have observed that Fatimah is a manager who has strong likes and dislikes for her subordinates. She believes that power and prestige are necessary for getting compliance from the subordinates. She demands that her subordinates do exactly what she wants. She does not tolerate any interference or non-compliance from her subordinates. As she does not trust her subordinates, she prefers to keep all crucial information to herself.

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After reading the above scenario, how would you describe Fatimah's managerial behavior? (Circle the number chosen). Should you need you may re-read the above paragraphs.

Autocratic	1	2	3	4	5	6	7	Participative
Fair	1	2	3	4	5	6	7	Unfair
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Always	—	7

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- (03) Withhold some crucial information from her.
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- (05) Offer an exchange of favors.
- (06) Use superlatives to describe her while interacting with her.

- (07) Differ from her.
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- (10) Have my way by making she feel that it was her idea.
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2. Indian
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Your job title or designation in this organization _____

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Your cultural background:

- | | | | |
|----|---------|----|------------------------------|
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Section 1

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Your job title or designation in this organization _____

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- | | |
|------------|---------------------------------|
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Section 1

Imagine that you are holding supervisory position for a reputed Shipping Company. You report directly to your Manager, Fatimah. Your colleagues in your department have observed that Fatimah is a manager who has strong likes and dislikes for her subordinates. She believes that power and prestige are necessary for getting compliance from the subordinates. She demands that her subordinates do exactly what she wants. She does not tolerate any interference or non-compliance from her subordinates. As she does not trust her subordinates, she prefers to keep all crucial information to herself.

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Section 1

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- (12) Provide sufficient information in order to support my view.
- (13) Obtain the support of someone higher to back my request.
- (14) Engage in a work slow down until he did what I wanted.
- (15) Go out of my way to help him.
- (16) Offer to help if he would do what I want.
- (17) Make him feel important.
- (18) Oppose him openly.
- (19) Pretend that he is the only person who can decide things for me.
- (20) Make him believe that I am a very responsible person.
- (21) Keep track of his omissions and commissions.
- (22) Show that I have respect for him.
- (23) Use logic to convince him.
- (24) Refer the matter to a higher authority if the situation so demanded.
- (25) Do not cooperate with him.
- (26) Do personal favors for him.
- (27) Remind him how hard I had worked and that it would only be fair for him to help me now.
- (28) Act very humble to him while requesting my point.
- (29) Argue with him.
- (30) Pretend that I am only dependent on him.
- (31) Tell him that I have a lot of experience with such matter.
- (32) Present my ideas in a disguised way.
- (33) Pretend that I care for him.
- (34) Convince him by explaining the importance of the issue.
- (35) Influence the boss of my boss.
- (36) Stop the work in between if my demands are not met.
- (37) Offer some personal sacrifice in exchange.
- (38) Use words that make him feel good.
- (39) Challenge his ability.
- (40) Show to him that it is only his attention that is vital for my survival on the organization.
- (41) Highlight my achievements to him.
- (42) Distort or lie about the reasons why he should do what I wanted.

Section 2

The following information is required for analysis purposes. Please fill in the information or circle where necessary. All information will be kept in strict confidence.

Your age _____ years

Your sex: _____

Your education (Degree, Diploma, etc) _____

Your job title or designation in this organization _____

How many years have you been with your present organization? _____ years

How many years have been in your present position? _____ years

Your cultural background:

1. Malay
2. Indian
3. Chinese
4. Other (please specify) _____

Section 1

Imagine that you are holding supervisory position for a reputed Shipping Company. You report directly to your Manager, Fatimah. Your colleagues in your department have observed that Fatimah is a manager who has strong likes and dislikes for her subordinates. She believes that power and prestige are necessary for getting compliance from the subordinates. She demands that her subordinates do exactly what she wants. She does not tolerate any interference or non-compliance from her subordinates. As she does not trust her subordinates, she prefers to keep all crucial information to herself.

Performance appraisal exercise is done in your organization at the end of each year. The year that just ended, the management asked Fatimah to conduct performance appraisal with you. Prior to signing the final evaluation form, Fatimah and you were required to discuss about the evaluation and criteria for evaluation. During the performance evaluation meeting, she appeared to be very nice—that is, she was extremely polite and treated you with respect and dignity. In addition, she clearly explained to you why, during evaluation, particular procedures were used in a certain way.

After reading the above scenario, how would you describe Fatimah's managerial behavior? (Circle the number chosen). Should you need you may re-read the above paragraphs.

Autocratic	1	2	3	4	5	6	7	Participative
Fair	1	2	3	4	5	6	7	Unfair
Pleasant	1	2	3	4	5	6	7	Unpleasant
Soft	1	2	3	4	5	6	7	Tough

Now, assume that you have obtained the information that there exists a vacancy for the post of Senior Supervisor in your department, for which you yourself consider to be suitable. However, you are aware that there are others in your department who are also equally competent and qualified. Because competition is intense, every supervisor is trying to impress Fatimah in order to get promoted. Getting a promotion certainly means something to you.

Listed below are various ways of influencing your manager, Fatimah. Please tell us how frequently you will take each of the following actions in influencing her, so that she recommends you for the promotion. Read each of the actions carefully, and select the number of your choice as given below, and put it on the small line to the left of the statement.

Never	_____	1
Almost Never	_____	2
Seldom	_____	3
Sometimes	_____	4
Usually	_____	5
Almost Always	_____	6
Always	_____	7

- (01) Explain the reasons for my request.
- (02) Appeal formally to higher levels to back my request.
- (03) Withhold some crucial information from her.
- (04) Help her even in personal matters.
- (05) Offer an exchange of favors.

- (06) Use superlatives to describe her while interacting with her.
- (07) Differ from her.
- (08) Present myself in a poor light so that she can help me.
- (09) Influence her because of my competence.
- (10) Have my way by making she feel that it was her idea.
- (11) Show that I will give my whole-hearted support for her policies.
- (12) Provide sufficient information in order to support my view.
- (13) Obtain the support of someone higher to back my request.
- (14) Engage in a work slow down until she did what I wanted.
- (15) Go out of my way to help her.
- (16) Offer to help if she would do what I wanted.
- (17) Make her feel important.
- (18) Oppose her openly.
- (19) Pretend that she is the only person who can decide things for me.
- (20) Make her believe that I am a very responsible person.
- (21) Keep track of her omissions and commissions.
- (22) Show that I have respect for her.
- (23) Use logic to convince her.
- (24) Refer the matter to a higher authority if the situation so demanded.
- (25) Do not cooperate with her.
- (26) Do personal favors for her.
- (27) Remind her how hard I had worked and that it would only be fair for her to help me now.
- (28) Act very humble to her while requesting my point.
- (29) Argue with her.
- (30) Pretend that I am only dependent on her.
- (31) Tell her that I have a lot of experience with such matter.
- (32) Present my ideas in a disguised way.
- (33) Pretend that I care for her.
- (34) Convince her by explaining the importance of the issue.
- (35) Influence the boss of my boss.
- (36) Stop the work in between if my demands are not met.
- (37) Offer some personal sacrifice in exchange.
- (38) Use words that make her feel good.
- (39) Challenge her ability.
- (40) Show to her that it is only her attention that is vital for my survival on the organization.
- (41) Highlight my achievements to her.
- (42) Distort or lie about the reasons why she should do what I wanted.

Section 2

The following information is required for analysis purposes. Please fill in the information or circle where necessary. All information will be kept in strict confidence.

Your age _____ years

Your sex: _____

Your education (Degree, Diploma, etc) _____

Your job title or designation in this organization _____

How many years have you been with your present organization? _____ years

How many years have been in your present position? _____ years

Your cultural background:

- | | | | |
|----|---------|----|------------------------------|
| 1. | Malay | 2. | Indian |
| 3. | Chinese | 4. | Other (please specify) _____ |

Appendix B: Descriptive Statistics for Demographic Variables

age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 29	226	50.8	50.8	50.8
	30-39	152	34.2	34.2	84.9
	40-49	60	13.5	13.5	98.4
	50-59	6	1.3	1.3	99.8
	above 60	1	.2	.2	100.0
	Total	445	100.0	100.0	

gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	251	56.4	56.4	56.4
	female	194	43.6	43.6	100.0
	Total	445	100.0	100.0	

qualification of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	71	16.0	16.0	16.0
	degree	290	65.2	65.2	81.1
	masrter	77	17.3	17.3	98.4
	PhD	7	1.6	1.6	100.0
	Total	445	100.0	100.0	

Years in present organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 5	302	67.9	67.9	67.9
	6-10	78	17.5	17.5	85.4
	11-15	44	9.9	9.9	95.3
	above 6	21	4.7	4.7	100.0
	Total	445	100.0	100.0	

Years in present position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 5	338	76.0	76.0	76.0
	6 - 10	63	14.2	14.2	90.1
	11 - 15	29	6.5	6.5	96.6
	above 16	15	3.4	3.4	100.0
	Total	445	100.0	100.0	

race of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	192	43.1	43.1	43.1
	chinese	150	33.7	33.7	76.9
	indian	102	22.9	22.9	99.8
	others	1	.2	.2	100.0
	Total	445	100.0	100.0	

Appendix C1: 2 x 2 ANOVA for Manipulation Check: Autocratic-Participative

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221

Descriptive Statistics

Dependent Variable: PARTICIP

leadership	interactional	Mean	Std. Deviation	N
authoritarian	fair	1.58	1.01	109
	unfair	1.36	1.04	111
	Total	1.47	1.03	220
participative	fair	3.91	2.62	115
	unfair	6.20	1.12	110
	Total	5.03	2.33	225
Total	fair	2.78	2.32	224
	unfair	3.77	2.66	221
	Total	3.27	2.54	445

Tests of Between-Subjects Effects

Dependent Variable: PARTICIP

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1708.737 ^a	3	569.579	218.630	.000
Intercept	4735.591	1	4735.591	1817.730	.000
STYLES	1431.096	1	1431.096	549.318	.000
JUSTICE	119.048	1	119.048	45.696	.000
STYLES * JUSTICE	174.393	1	174.393	66.940	.000
Error	1148.903	441	2.605		
Total	7615.000	445			
Corrected Total	2857.640	444			

a. R Squared = .598 (Adjusted R Squared = .595)

Appendix C2: 2 x 2 ANOVA for Manipulation Check: Fair-Unfair

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interaccional	1	fair	224
	2	unfair	221

Descriptive Statistics

Dependent Variable: UNFAIR

leadership	interaccional	Mean	Std. Deviation	N
authoritarian	fair	2.10	1.44	109
	unfair	6.59	.59	111
	Total	4.37	2.50	220
participative	fair	2.09	1.08	115
	unfair	6.15	.84	110
	Total	4.08	2.26	225
Total	fair	2.09	1.27	224
	unfair	6.38	.76	221
	Total	4.22	2.38	445

Tests of Between-Subjects Effects

Dependent Variable: UNFAIR

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2050.268 ^a	3	683.423	638.334	.000
Intercept	7975.073	1	7975.073	7448.922	.000
STYLES	5.730	1	5.730	5.352	.021
JUSTICE	2037.685	1	2037.685	1903.250	.000
STYLES * JUSTICE	5.047	1	5.047	4.714	.030
Error	472.150	441	1.071		
Total	10448.000	445			
Corrected Total	2522.418	444			

a. R Squared = .813 (Adjusted R Squared = .812)

Appendix C3: 2 x 2 ANOVA for Manipulation Check: Pleasant-Unpleasant

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221

Descriptive Statistics

Dependent Variable: UNPLEAS

leadership	interactional	Mean	Std. Deviation	N
authoritarian	fair	2.37	1.28	109
	unfair	6.43	.61	111
	Total	4.42	2.27	220
participative	fair	2.96	1.57	115
	unfair	5.36	1.13	110
	Total	4.13	1.82	225
Total	fair	2.67	1.46	224
	unfair	5.90	1.05	221
	Total	4.27	2.06	445

Tests of Between-Subjects Effects

Dependent Variable: UNPLEAS

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1243.751 ^a	3	414.584	286.210	.000
Intercept	8147.912	1	8147.912	5624.954	.000
STYLES	6.385	1	6.385	4.408	.036
JUSTICE	1164.703	1	1164.703	804.059	.000
STYLES * JUSTICE	76.456	1	76.456	52.782	.000
Error	638.801	441	1.449		
Total	10012.000	445			
Corrected Total	1882.553	444			

a. R Squared = .661 (Adjusted R Squared = .658)

Appendix C4: 2 x 2 ANOVA for Manipulation Check: Soft-Tough

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221

Descriptive Statistics

Dependent Variable: TOUGH

leadership	interactional	Mean	Std. Deviation	N
authoritarian	fair	6.50	.87	109
	unfair	6.50	.80	111
	Total	6.50	.83	220
participative	fair	4.36	2.26	115
	unfair	4.36	.95	110
	Total	4.36	1.74	225
Total	fair	5.40	2.03	224
	unfair	5.44	1.38	221
	Total	5.42	1.74	445

Tests of Between-Subjects Effects

Dependent Variable: TOUGH

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	511.585 ^a	3	170.528	90.734	.000
Intercept	13126.545	1	13126.545	6984.289	.000
STYLES	511.399	1	511.399	272.102	.000
JUSTICE	1.375E-03	1	1.375E-03	.001	.978
STYLES * JUSTICE	1.440E-03	1	1.440E-03	.001	.978
Error	828.833	441	1.879		
Total	14414.000	445			
Corrected Total	1340.418	444			

a. R Squared = .382 (Adjusted R Squared = .377)

Appendix D: Factor Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.201	32.198	32.198	13.201	32.198	32.198	5.417	13.212	13.212
2	5.661	13.809	46.007	5.661	13.809	46.007	5.083	12.397	25.609
3	3.977	9.700	55.706	3.977	9.700	55.706	4.447	10.846	36.456
4	3.366	8.210	63.916	3.366	8.210	63.916	4.081	9.953	46.409
5	3.010	7.343	71.259	3.010	7.343	71.259	4.029	9.826	56.235
6	2.508	6.118	77.376	2.508	6.118	77.376	3.545	8.647	64.882
7	1.708	4.166	81.542	1.708	4.166	81.542	2.803	6.837	71.719
8	1.415	3.451	84.993	1.415	3.451	84.993	2.624	6.399	78.118
9	1.207	2.943	87.936	1.207	2.943	87.936	2.614	6.376	84.494
10	1.121	2.734	90.670	1.121	2.734	90.670	2.532	6.176	90.670
11	.705	1.720	92.390						
12	.468	1.141	93.531						
13	.416	1.014	94.545						
14	.371	.904	95.448						
15	.350	.854	96.303						
16	.197	.480	96.783						
17	.168	.410	97.193						
18	.166	.404	97.597						
19	.147	.358	97.955						
20	.119	.291	98.245						
21	.907E-02	.242	98.487						
22	.264E-02	.226	98.713						
23	.071E-02	.197	98.910						
24	.112E-02	.173	99.083						
25	.903E-02	.168	99.252						
26	.124E-02	.125	99.377						
27	.917E-02	.120	99.497						
28	.100E-02	.100	99.597						
29	.186E-02	7.771E-02	99.674						
30	.002E-02	7.321E-02	99.748						
31	.560E-02	6.244E-02	99.810						
32	.307E-02	5.626E-02	99.866						
33	.211E-02	5.393E-02	99.920						
34	.037E-02	2.528E-02	99.945						
35	.943E-03	1.937E-02	99.965						
36	.198E-03	1.268E-02	99.978						
37	.823E-03	9.326E-03	99.987						
38	.851E-03	6.955E-03	99.994						
39	.705E-03	4.159E-03	99.998						
40	.527E-04	1.348E-03	99.999						
41	.823E-04	6.885E-04	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix

	Component									
	1	2	3	4	5	6	7	8	9	10
RP1	962E-02	187E-04	736E-02	239E-02	5.39E-02	5.40E-02	871E-02	.963	4.88E-02	7.34E-03
UA1	.955	346E-02	2.36E-02	238E-02	.100	2.79E-02	681E-02	157E-03	610E-02	901E-02
BLOCK1	.154	.164	465E-02	.101	.920	7.49E-02	5.55E-02	3.28E-02	269E-02	.109
PH1	5.11E-02	.240	.827	.149	.136	101E-03	.132	089E-02	.202	.153
EOB1	005E-02	279E-02	.196	.129	4.57E-02	-.126	.896	3.06E-02	.105	775E-02
I1	861E-02	.849	.223	.287	.143	198E-02	521E-02	4.51E-03	.201	.159
DEF11	662E-02	.263	.103	.922	890E-02	3.83E-02	.102	1.09E-03	254E-02	553E-02
SD1	.101	.345	.342	196E-02	041E-02	556E-02	.183	2.85E-03	.791	.168
SE1	9.48E-02	.146	5.14E-02	3.75E-03	5.61E-02	.904	4.03E-02	9.50E-02	9.39E-04	828E-02
MANI1	434E-02	.865	.250	.273	.158	020E-02	156E-02	3.47E-03	.189	.148
DIP1	748E-02	.287	.389	.220	.235	529E-02	344E-02	988E-02	.194	.686
UA2	.894	408E-02	1.14E-02	211E-02	.107	9.71E-02	653E-02	358E-02	726E-02	224E-02
BLOCK2	.157	.153	.109	381E-02	.914	-.118	4.97E-02	4.38E-02	831E-02	.124
PH2	1.08E-03	.235	.902	.113	.129	4.18E-03	.133	051E-02	.198	.155
EOB2	449E-02	236E-02	.147	677E-02	5.59E-02	-.106	.936	155E-03	.129	609E-02
I2	.955	608E-02	1.33E-02	898E-02	735E-02	1.98E-02	740E-02	056E-03	495E-02	025E-02
DEFI2	705E-02	.277	.123	.918	616E-02	4.80E-02	034E-02	482E-02	585E-02	.115
SD2	.104	.279	.314	138E-02	.102	639E-02	.145	159E-03	.848	.154
SE2	3.74E-02	.121	5.13E-02	4.58E-03	5.54E-02	.927	5.08E-02	3.22E-02	1.00E-02	.101
MANI2	526E-02	.858	.250	.292	.167	081E-02	651E-02	059E-03	.196	.127
DIP2	414E-02	.239	.269	.186	.184	118E-02	681E-02	2.99E-03	.150	.839
RP3	154E-02	613E-03	511E-02	430E-02	5.58E-02	5.66E-02	630E-02	.963	4.99E-02	1.35E-02
UA3	.212	.353	407E-02	3.44E-02	.323	.121	578E-02	-.156	9.06E-02	.279
BLOCK3	.131	.145	.140	284E-02	.940	4.91E-02	5.38E-02	4.19E-02	320E-02	.108
PH3	896E-03	.240	.901	.111	.127	333E-03	.132	559E-02	.194	.150
EOB3	291E-02	930E-02	.104	.107	7.32E-02	3.44E-02	.923	475E-02	455E-02	337E-02
I3	.963	624E-02	261E-02	680E-02	388E-02	4.08E-02	220E-02	627E-02	672E-02	447E-02
DEFI3	331E-02	.246	.119	.920	531E-02	4.05E-02	865E-02	398E-02	145E-02	.142
SD3	.115	.264	.296	845E-02	.105	639E-02	.154	147E-02	.851	.146
SE3	4.89E-02	1.72E-02	854E-02	3.59E-02	3.22E-02	.940	7.06E-02	9.63E-02	365E-02	311E-02
MANI3	420E-02	.865	.252	.287	.166	625E-02	548E-02	1.69E-03	.188	.135
DIP3	043E-02	.209	.198	.184	.177	.113	623E-02	4.29E-03	.164	.848
RP4	4.40E-02	2.17E-02	1.68E-02	3.71E-05	4.18E-02	-.137	4.48E-02	.835	.109	423E-02
UA4	.867	2.18E-02	4.94E-03	459E-03	140E-02	9.54E-02	489E-03	115E-02	1.69E-02	1.79E-03
BLOCK4	.129	.146	.142	520E-02	.938	5.00E-02	5.44E-02	4.57E-02	426E-02	.107
PH4	4.36E-03	.241	.903	.110	.128	4.28E-02	.129	084E-02	.190	.159
I4	.934	029E-02	516E-02	570E-02	920E-02	1.72E-02	309E-02	633E-02	109E-02	925E-03
DEFI4	728E-02	.246	.117	.915	962E-02	3.53E-02	911E-02	272E-03	384E-02	.102
SD4	601E-02	.442	.498	.120	.108	3.69E-02	.170	810E-02	721E-02	.390
SE4	4.86E-02	1.24E-03	130E-02	2.42E-02	5.25E-02	.892	3.98E-02	5.05E-03	394E-02	335E-02
MANI4	583E-02	.845	.239	.298	.171	179E-02	850E-02	570E-03	.184	.158

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 8 iterations.

Appendix E: Correlations and Reliability Coefficients

Descriptive Statistics

	Mean	Std. Deviation	N
Ingratiation Up	4.5663	1.5425	445
Manipulation	3.9312	1.8843	445
Personalized Help	3.8691	1.9423	445
Defiance	4.0865	1.7854	445
Blocking	3.6230	1.8484	445
Showing Expertise	5.1966	1.3835	445
Exchange	3.5221	1.7422	445
Rational Persuasion	5.0419	1.5581	445
Showing Dependency	3.3498	1.9197	445
Diplomacy	4.2165	1.9224	445

Correlations

		Ingratiation Up	Manipulation	Personalized Help	Defiance	Blocking	Showing Expertise	Exchange	Rational Persuasion	Showing Dependency	Diplomacy
Ingratiation Up	Pearson Correlation	1.000	.108*	.030	.121*	.257**	-.133**	.107*	.077	.174**	.108*
	Sig. (2-tailed)	.	.023	.522	.011	.000	.005	.024	.106	.000	.022
	N	445	445	445	445	445	445	445	445	445	445
Manipulation	Pearson Correlation	.108*	1.000	.560**	.568**	.380**	.115*	.168**	-.011	.567**	.570**
	Sig. (2-tailed)	.023	.	.000	.000	.000	.015	.000	.821	.000	.000
	N	445	445	445	445	445	445	445	445	445	445
Personalized Help	Pearson Correlation	.030	.560**	1.000	.337**	.309**	-.002	.319**	.056	.600**	.565**
	Sig. (2-tailed)	.522	.000	.	.000	.000	.974	.000	.237	.000	.000
	N	445	445	445	445	445	445	445	445	445	445
Defiance	Pearson Correlation	.121*	.568**	.337**	1.000	.255**	-.067	.240**	.025	.253**	.419**
	Sig. (2-tailed)	.011	.000	.000	.	.000	.161	.000	.599	.000	.000
	N	445	445	445	445	445	445	445	445	445	445
Blocking	Pearson Correlation	.257**	.380**	.309**	.255**	1.000	-.120*	-.045	-.078	.262**	.401**
	Sig. (2-tailed)	.000	.000	.000	.000	.	.012	.346	.102	.000	.000
	N	445	445	445	445	445	445	445	445	445	445
Showing Expertise	Pearson Correlation	-.133**	.115*	-.002	-.067	-.120*	1.000	-.153**	-.161**	.052	.140*
	Sig. (2-tailed)	.005	.015	.974	.161	.012	.	.001	.001	.276	.003
	N	445	445	445	445	445	445	445	445	445	445
Exchange	Pearson Correlation	.107*	.168**	.319**	.240**	-.045	-.153**	1.000	.033	.329**	.193**
	Sig. (2-tailed)	.024	.000	.000	.000	.346	.001	.	.485	.000	.000
	N	445	445	445	445	445	445	445	445	445	445
Rational Persuasion	Pearson Correlation	.077	-.011	.056	.025	-.078	-.161**	.033	1.000	.019	-.008
	Sig. (2-tailed)	.106	.821	.237	.599	.102	.001	.485	.	.684	.874
	N	445	445	445	445	445	445	445	445	445	445
Showing Dependency	Pearson Correlation	.174**	.567**	.600**	.253**	.262**	.052	.329**	.019	1.000	.502**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.276	.000	.684	.	.000
	N	445	445	445	445	445	445	445	445	445	445
Diplomacy	Pearson Correlation	.108*	.570**	.565**	.419**	.401**	.140**	.193**	-.008	.502**	1.000
	Sig. (2-tailed)	.022	.000	.000	.000	.000	.003	.000	.874	.000	.
	N	445	445	445	445	445	445	445	445	445	445

*. Correlation is significant at the 0.05 level (2-tailed).

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

Appendix F1: Reliability Analysis For Factor 1

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	UA1	4.6090	1.6288	445.0
2.	UA2	4.5528	1.6576	445.0
3.	I2	4.6045	1.6208	445.0
4.	I3	4.5753	1.6183	445.0
5.	UA4	4.5685	1.6907	445.0
6.	I4	4.4876	1.6530	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	27.3978	85.6545	9.2550	6
Item Means Max/Min	Mean	Minimum	Maximum	Range
	4.5663	4.4876	4.6090	.1213
1.0270	.0019			

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha				
UA1	22.7888	59.2391	.9477	.9901
.9634				
UA2	22.8449	60.3881	.8741	.8470
.9708				
I2	22.7933	59.3626	.9475	.9918
.9634				
I3	22.8225	59.1914	.9576	.9655
.9624				
UA4	22.8292	61.0834	.8216	.8049
.9762				
I4	22.9101	59.5910	.9142	.8699
.9667				

Reliability Coefficients 6 items

Alpha = .9725

Standardized item alpha = .9728

Appendix F2: Reliability Analysis For Factor 2

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	I1	3.8989	1.9116	445.0
2.	MANI1	3.9551	1.9037	445.0
3.	MANI2	3.9303	1.9095	445.0
4.	MANI3	3.9303	1.9118	445.0
5.	MANI4	3.9416	1.9092	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	19.6562	88.7667	9.4216	5

Item Means Max/Min	Variance	Mean	Minimum	Maximum	Range
1.0144	.0004	3.9312	3.8989	3.9551	.0562

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha				
I1	15.7573	57.2743	.9621	.9514
.9941				
MANI1	15.7011	56.8497	.9856	.9785
.9909				
MANI2	15.7258	56.7265	.9872	.9914
.9907				
MANI3	15.7258	56.5778	.9921	.9942
.9900				
MANI4	15.7146	57.0963	.9713	.9567
.9929				

Reliability Coefficients

5 items

Alpha = .9934

Standardized item alpha = .9934

Appendix F3: Reliability Analysis For Factor 3

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	PH1	3.9303	1.9618	445.0
2.	PH2	3.8539	1.9907	445.0
3.	PH3	3.8427	1.9960	445.0
4.	PH4	3.8494	1.9983	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	15.4764	60.3581	7.7690	4

Item Means Max/Min	Mean	Minimum	Maximum	Range
	3.8691	3.8427	3.9303	.0876
1.0228	.0017			

Item-total Statistics

	Scale Mean	Scale Variance	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha if Item Deleted				
PH1	11.5461	35.7079	.8872	.7915
.9984				
PH2	11.6225	33.6229	.9864	.9974
.9724				
PH3	11.6337	33.6335	.9822	.9929
.9735				
PH4	11.6270	33.5407	.9861	.9947
.9725				

Reliability Coefficients 4 items

Alpha = .9846 Standardized item alpha = .9844

Appendix F4: Reliability Analysis For Factor 4

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	DEFI1	4.0876	1.8193	445.0
2.	DEFI2	4.0787	1.8222	445.0
3.	DEFI3	4.0764	1.8192	445.0
4.	DEFI4	4.1034	1.8141	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	16.3461	51.0016	7.1415	4

Item Means	Mean	Minimum	Maximum	Range
Max/Min	4.0865	4.0764	4.1034	.0270
Variance	.0001			
	1.0066			

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha				
if Item Deleted				
DEFI1	12.2584	28.7867	.9684	.9516
.9830				
DEFI2	12.2674	28.6333	.9768	.9614
.9808				
DEFI3	12.2697	28.7650	.9699	.9417
.9826				
DEFI4	12.2427	29.0491	.9543	.9156
.9867				

Reliability Coefficients 4 items

Alpha = .9874 Standardized item alpha = .9874

Appendix F5: Reliability Analysis For Factor 5

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	BLOCK1	3.6292	1.8719	445.0
2.	BLOCK2	3.6494	1.8752	445.0
3.	BLOCK3	3.6045	1.9021	445.0
4.	BLOCK4	3.6090	1.9042	445.0

N of Cases = 445.0

Statistics for	Mean	Variance	Std Dev	N of Variables
Scale	14.4921	54.6649	7.3936	4

Item Means	Mean	Minimum	Maximum	Range
Max/Min	3.6230	3.6045	3.6494	.0449
Variance	1.0125	.0004		

Item-total Statistics

Alpha	Scale Mean	Scale Variance	Corrected Item-	Squared
if Item	if Item	if Item	Total	Multiple
Deleted	Deleted	Deleted	Correlation	Correlation
BLOCK1	10.8629	31.2041	.9543	.9291
.9827				
BLOCK2	10.8427	31.2320	.9502	.9246
.9838				
BLOCK3	10.8876	30.5684	.9736	.9989
.9776				
BLOCK4	10.8831	30.5899	.9708	.9988
.9783				

Reliability Coefficients 4 items

Alpha = .9854 Standardized item alpha = .9854

Appendix F6: Reliability Analysis For Factor 6

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	SE1	5.2494	1.4389	445.0
2.	SE2	5.2562	1.4463	445.0
3.	SE3	5.2180	1.5066	445.0
4.	SE4	5.0629	1.5612	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	20.7865	30.6232	5.5338	4

Item Means Max/Min	Mean	Minimum	Maximum	Range
	5.1966	5.0629	5.2562	.1933
1.0382	.0082			

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation
Alpha				
if Item Deleted				
SE1	15.5371	17.9744	.8670	.9186
.9326				
SE2	15.5303	17.5830	.9026	.9332
.9218				
SE3	15.5685	17.0612	.9073	.8698
.9197				
SE4	15.7236	17.4978	.8183	.8035
.9486				

Reliability Coefficients 4 items

Alpha = .9471 Standardized item alpha = .9479

Appendix F7: Reliability Analysis For Factor 7

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	EOB1	3.6022	1.7900	445.0
2.	EOB2	3.5146	1.8301	445.0
3.	EOB3	3.4494	1.8564	445.0
N of Cases =		445.0		

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	10.5663	27.3182	5.2267	3

Item Means Max/Min	Variance	Mean	Minimum	Maximum	Range
1.0443	.0059	3.5221	3.4494	3.6022	.1528

Item-total Statistics

Alpha if Item Deleted	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
EOB1 .9408	6.9640	12.8320	.8798	.7994
EOB2 .8994	7.0517	12.0852	.9339	.8723
EOB3 .9430	7.1169	12.4007	.8774	.7923

Reliability Coefficients

Alpha = .9509 3 items Standardized item alpha = .9510

Appendix F8: Reliability Analysis For Factor 8

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	RP1	4.9618	1.7388	445.0
2.	RP3	4.9685	1.7383	445.0
3.	RP4	5.1955	1.5407	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	15.1258	21.8490	4.6743	3

Item Means Max/Min	Variance	Mean	Minimum	Maximum	Range
1.0471	.0177	5.0419	4.9618	5.1955	.2337

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha if Item Deleted				
RP1	10.1640	9.1014	.9269	.9918
.8144				
RP3	10.1573	9.1013	.9274	.9919
.8140				
RP4	9.9303	12.0650	.6923	.4793
.9980				

Reliability Coefficients 3 items

Alpha = .9220 Standardized item alpha = .9200

Appendix F8: Reliability Analysis For Factor 9

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	SD1	3.3888	1.9761	445.0
2.	SD2	3.3303	1.9489	445.0
3.	SD3	3.3303	1.9489	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	10.0494	33.1687	5.7592	3

Item Means Max/Min	Variance	Mean	Minimum	Maximum	Range
1.0175	.0011	3.3498	3.3303	3.3888	.0584

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha				
SD1 .9816	6.6607	14.9184	.9398	.8911
SD2 .9579	6.7191	14.7835	.9733	.9501
SD3 .9707	6.7191	14.9682	.9550	.9299

Reliability Coefficients 3 items

Alpha = .9799 Standardized item alpha = .9799

Appendix F10: Reliability Analysis For Factor 10

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	DIP1	4.1910	2.0072	445.0
2.	DIP2	4.1978	2.0460	445.0
3.	DIP3	4.2607	2.0223	445.0

N of Cases = 445.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	12.6494	33.2597	5.7671	3

Item Means Max/Min	Variance	Mean	Minimum	Maximum	Range
1.0166	.0015	4.2165	4.1910	4.2607	.0697

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Alpha				
DIP1	8.4584	15.9921	.8247	.6999
.9650				
DIP2	8.4517	14.4870	.9366	.8982
.8792				
DIP3	8.3888	15.0850	.8966	.8696
.9109				

Reliability Coefficients

3 items

Alpha = .9451

Standardized item alpha = .9449

Appendix G: 2 X 2 MANOVA Hypothesis Testing

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Multivariate Tests^b

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.984	2621.543 ^a	10.000	428.000	.000
	Wilks' Lambda	.016	2621.543 ^a	10.000	428.000	.000
	Hotelling's Trace	61.251	2621.543 ^a	10.000	428.000	.000
	Roy's Largest Root	61.251	2621.543 ^a	10.000	428.000	.000
STYLES	Pillai's Trace	.115	5.565 ^a	10.000	428.000	.000
	Wilks' Lambda	.885	5.565 ^a	10.000	428.000	.000
	Hotelling's Trace	.130	5.565 ^a	10.000	428.000	.000
	Roy's Largest Root	.130	5.565 ^a	10.000	428.000	.000
JUSTICE	Pillai's Trace	.187	9.848 ^a	10.000	428.000	.000
	Wilks' Lambda	.813	9.848 ^a	10.000	428.000	.000
	Hotelling's Trace	.230	9.848 ^a	10.000	428.000	.000
	Roy's Largest Root	.230	9.848 ^a	10.000	428.000	.000
GENDER	Pillai's Trace	.086	4.048 ^a	10.000	428.000	.000
	Wilks' Lambda	.914	4.048 ^a	10.000	428.000	.000
	Hotelling's Trace	.095	4.048 ^a	10.000	428.000	.000
	Roy's Largest Root	.095	4.048 ^a	10.000	428.000	.000
STYLES * JUSTICE	Pillai's Trace	.088	4.111 ^a	10.000	428.000	.000
	Wilks' Lambda	.912	4.111 ^a	10.000	428.000	.000
	Hotelling's Trace	.096	4.111 ^a	10.000	428.000	.000
	Roy's Largest Root	.096	4.111 ^a	10.000	428.000	.000
STYLES * GENDER	Pillai's Trace	.113	5.467 ^a	10.000	428.000	.000
	Wilks' Lambda	.887	5.467 ^a	10.000	428.000	.000
	Hotelling's Trace	.128	5.467 ^a	10.000	428.000	.000
	Roy's Largest Root	.128	5.467 ^a	10.000	428.000	.000
JUSTICE * GENDER	Pillai's Trace	.114	5.489 ^a	10.000	428.000	.000
	Wilks' Lambda	.886	5.489 ^a	10.000	428.000	.000
	Hotelling's Trace	.128	5.489 ^a	10.000	428.000	.000
	Roy's Largest Root	.128	5.489 ^a	10.000	428.000	.000
STYLES * JUSTICE * GENDER	Pillai's Trace	.051	2.300 ^a	10.000	428.000	.012
	Wilks' Lambda	.949	2.300 ^a	10.000	428.000	.012
	Hotelling's Trace	.054	2.300 ^a	10.000	428.000	.012
	Roy's Largest Root	.054	2.300 ^a	10.000	428.000	.012

a. Exact statistic

b. Design: Intercept+STYLES+JUSTICE+GENDER+STYLES * JUSTICE+STYLES * GENDER+JUSTICE * GENDER+STYLES * JUSTICE * GENDER

Appendix H1: 2 x 2 x 2 ANOVA for Ingratiation with Upward Appeal

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Ingratiation Up

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	4.9792	1.1773	56
		female	5.1887	1.0929	53
		Total	5.0810	1.1367	109
	unfair	male	4.4000	1.6571	50
		female	4.4918	1.7760	61
		Total	4.4505	1.7163	111
	Total	male	4.7060	1.4463	106
		female	4.8158	1.5318	114
		Total	4.7629	1.4888	220
participative	fair	male	4.4423	1.1636	52
		female	4.6323	1.9547	63
		Total	4.5464	1.6410	115
	unfair	male	3.7500	1.4586	54
		female	4.6220	1.3917	56
		Total	4.1939	1.4845	110
	Total	male	4.0896	1.3611	106
		female	4.6275	1.7060	119
		Total	4.3741	1.5729	225
Total	fair	male	4.7207	1.1960	108
		female	4.8865	1.6363	116
		Total	4.8065	1.4401	224
	unfair	male	4.0625	1.5836	104
		female	4.5541	1.5981	117
		Total	4.3228	1.6066	221
	Total	male	4.3978	1.4347	212
		female	4.7196	1.6223	233
		Total	4.5663	1.5425	445

Tests of Between-Subjects Effects

Dependent Variable: Ingratiation Up

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	69.027 ^a	7	9.861	4.364	.000
Intercept	9216.636	1	9216.636	4079.155	.000
STYLES	17.994	1	17.994	7.964	.005
JUSTICE	27.074	1	27.074	11.983	.001
GENDER	12.854	1	12.854	5.689	.017
STYLES * JUSTICE	2.274	1	2.274	1.007	.316
STYLES * GENDER	4.002	1	4.002	1.771	.184
JUSTICE * GENDER	2.203	1	2.203	.975	.324
STYLES * JUSTICE * GENDER	4.423	1	4.423	1.958	.162
Error	987.378	437	2.259		
Total	10335.111	445			
Corrected Total	1056.405	444			

a. R Squared = .065 (Adjusted R Squared = .050)

Appendix H2: 2 x 2 x 2 ANOVA for Manipulation

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Manipulation

leadership	interactional	supervisor	Mean	Std. Deviation	N	
authoritarian	fair	male	3.8214	1.8301	56	
		female	3.6981	1.9174	53	
		Total	3.7615	1.8654	109	
	unfair	male	4.0400	1.5476	50	
		female	3.2951	1.8828	61	
		Total	3.6306	1.7717	111	
	Total	male	3.9245	1.6983	106	
		female	3.4825	1.9012	114	
		Total	3.6955	1.8158	220	
	participative	fair	male	3.7500	1.3918	52
			female	4.0762	1.7886	63
			Total	3.9287	1.6227	115
unfair		male	4.1222	2.3009	54	
		female	4.6786	2.0370	56	
		Total	4.4055	2.1785	110	
Total		male	3.9396	1.9100	106	
		female	4.3597	1.9251	119	
		Total	4.1618	1.9252	225	
Total		fair	male	3.7870	1.6267	108
			female	3.9034	1.8501	116
			Total	3.8473	1.7431	224
	unfair	male	4.0827	1.9660	104	
		female	3.9573	2.0695	117	
		Total	4.0163	2.0179	221	
	Total	male	3.9321	1.8030	212	
		female	3.9305	1.9593	233	
		Total	3.9312	1.8843	445	

Tests of Between-Subjects Effects

Dependent Variable: Manipulation

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	65.111 ^a	7	9.302	2.689	.010
Intercept	6854.119	1	6854.119	1981.792	.000
STYLES	21.724	1	21.724	6.281	.013
JUSTICE	4.318	1	4.318	1.248	.264
GENDER	1.415E-03	1	1.415E-03	.000	.984
STYLES * JUSTICE	9.291	1	9.291	2.686	.102
STYLES * GENDER	21.198	1	21.198	6.129	.014
JUSTICE * GENDER	1.060	1	1.060	.306	.580
STYLES * JUSTICE * GENDER	5.017	1	5.017	1.451	.229
Error	1511.385	437	3.459		
Total	8453.800	445			
Corrected Total	1576.496	444			

a. R Squared = .041 (Adjusted R Squared = .026)

Appendix H3: 2 x 2 x 2 ANOVA for Personalized Help

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Personalized Help

leadership	interactional	supervisor	Mean	Std. Deviation	N	
authoritarian	fair	male	3.3929	1.8640	56	
		female	3.8679	1.9018	53	
		Total	3.6239	1.8889	109	
	unfair	male	4.6300	1.8484	50	
		female	2.4508	1.6117	61	
		Total	3.4324	2.0310	111	
	Total	male	3.9764	1.9492	106	
		female	3.1096	1.8835	114	
		Total	3.5273	1.9597	220	
	participative	fair	male	3.4567	1.5504	52
			female	4.3056	1.9195	63
			Total	3.9217	1.8053	115
unfair		male	4.6065	1.7277	54	
		female	4.3929	2.0598	56	
		Total	4.4977	1.8984	110	
Total		male	4.0425	1.7343	106	
		female	4.3466	1.9787	119	
		Total	4.2033	1.8696	225	
Total		fair	male	3.4236	1.7125	108
			female	4.1056	1.9157	116
			Total	3.7768	1.8483	224
	unfair	male	4.6178	1.7780	104	
		female	3.3803	2.0747	117	
		Total	3.9627	2.0330	221	
	Total	male	4.0094	1.8408	212	
		female	3.7414	2.0257	233	
		Total	3.8691	1.9423	445	

Tests of Between-Subjects Effects

Dependent Variable: Personalized Help

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	229.919 ^a	7	32.846	9.933	.000
Intercept	6690.348	1	6690.348	2023.284	.000
STYLES	40.502	1	40.502	12.249	.001
JUSTICE	7.728	1	7.728	2.337	.127
GENDER	7.902	1	7.902	2.390	.123
STYLES * JUSTICE	13.886	1	13.886	4.199	.041
STYLES * GENDER	37.846	1	37.846	11.445	.001
JUSTICE * GENDER	95.533	1	95.533	28.891	.000
STYLES * JUSTICE * GENDER	17.523	1	17.523	5.299	.022
Error	1445.018	437	3.307		
Total	8336.563	445			
Corrected Total	1674.938	444			

a. R Squared = .137 (Adjusted R Squared = .123)

Appendix H4: 2 x 2 x 2 ANOVA for Defiance

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Defiance

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	4.1250	1.5499	56
		female	4.0283	1.8251	53
		Total	4.0780	1.6821	109
	unfair	male	3.6950	1.7498	50
		female	3.5738	1.8481	61
		Total	3.6284	1.7974	111
	Total	male	3.9222	1.6534	106
		female	3.7851	1.8434	114
		Total	3.8511	1.7518	220
participative	fair	male	4.2692	1.4330	52
		female	5.0675	1.8290	63
		Total	4.7065	1.7021	115
	unfair	male	3.8889	1.8801	54
		female	3.9286	1.7358	56
		Total	3.9091	1.7998	110
	Total	male	4.0755	1.6787	106
		female	4.5315	1.8676	119
		Total	4.3167	1.7918	225
Total	fair	male	4.1944	1.4896	108
		female	4.5927	1.8921	116
		Total	4.4007	1.7177	224
	unfair	male	3.7957	1.8124	104
		female	3.7436	1.7963	117
		Total	3.7681	1.8000	221
	Total	male	3.9988	1.6639	212
		female	4.1663	1.8892	233
		Total	4.0865	1.7854	445

Tests of Between-Subjects Effects

Dependent Variable: Defiance

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	89.828 ^a	7	12.833	4.231	.000
Intercept	7339.041	1	7339.041	2419.648	.000
STYLES	20.748	1	20.748	6.840	.009
JUSTICE	39.960	1	39.960	13.174	.000
GENDER	2.658	1	2.658	.876	.350
STYLES * JUSTICE	2.786	1	2.786	.919	.338
STYLES * GENDER	7.710	1	7.710	2.542	.112
JUSTICE * GENDER	4.241	1	4.241	1.398	.238
STYLES * JUSTICE * GENDER	3.726	1	3.726	1.228	.268
Error	1325.466	437	3.033		
Total	8846.625	445			
Corrected Total	1415.294	444			

a. R Squared = .063 (Adjusted R Squared = .048)

Appendix H5: 2 x 2 x 2 ANOVA for Blocking

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Blocking

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	3.9063	1.9438	56
		female	4.2264	1.8978	53
		Total	4.0619	1.9194	109
	unfair	male	3.4200	1.8854	50
		female	2.8197	1.6177	61
		Total	3.0901	1.7609	111
	Total	male	3.6769	1.9229	106
		female	3.4737	1.8824	114
		Total	3.5716	1.9004	220
participative	fair	male	3.6538	1.0803	52
		female	4.4206	1.8138	63
		Total	4.0739	1.5679	115
	unfair	male	3.0370	1.8011	54
		female	3.4643	2.0446	56
		Total	3.2545	1.9320	110
	Total	male	3.3396	1.5166	106
		female	3.9706	1.9766	119
		Total	3.6733	1.7989	225
Total	fair	male	3.7847	1.5857	108
		female	4.3319	1.8471	116
		Total	4.0681	1.7439	224
	unfair	male	3.2212	1.8432	104
		female	3.1282	1.8548	117
		Total	3.1719	1.8457	221
	Total	male	3.5083	1.7359	212
		female	3.7275	1.9430	233
		Total	3.6230	1.8484	445

Tests of Between-Subjects Effects

Dependent Variable: Blocking

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	125.300 ^a	7	17.900	5.621	.000
Intercept	5795.344	1	5795.344	1819.827	.000
STYLES	.286	1	.286	.090	.764
JUSTICE	83.087	1	83.087	26.091	.000
GENDER	5.776	1	5.776	1.814	.179
STYLES * JUSTICE	.707	1	.707	.222	.638
STYLES * GENDER	15.030	1	15.030	4.720	.030
JUSTICE * GENDER	10.980	1	10.980	3.448	.064
STYLES * JUSTICE * GENDER	2.334	1	2.334	.733	.392
Error	1391.652	437	3.185		
Total	7358.188	445			
Corrected Total	1516.951	444			

a. R Squared = .083 (Adjusted R Squared = .068)

Appendix H6: 2 x 2 x 2 ANOVA for Showing Expertise

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Showing Expertise

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	5.5312	1.2386	56
		female	5.1509	1.4654	53
		Total	5.3463	1.3608	109
	unfair	male	5.6600	1.0616	50
		female	4.5902	1.4128	61
		Total	5.0721	1.3699	111
	Total	male	5.5920	1.1549	106
		female	4.8509	1.4584	114
		Total	5.2080	1.3692	220
participative	fair	male	4.6250	1.5303	52
		female	4.8413	1.6481	63
		Total	4.7435	1.5927	115
	unfair	male	5.5231	.9358	54
		female	5.7679	1.0089	56
		Total	5.6477	.9770	110
	Total	male	5.0825	1.3353	106
		female	5.2773	1.4551	119
		Total	5.1856	1.4002	225
Total	fair	male	5.0949	1.4532	108
		female	4.9828	1.5683	116
		Total	5.0368	1.5116	224
	unfair	male	5.5889	.9957	104
		female	5.1538	1.3653	117
		Total	5.3586	1.2225	221
	Total	male	5.3373	1.2713	212
		female	5.0687	1.4692	233
		Total	5.1966	1.3835	445

Tests of Between-Subjects Effects

Dependent Variable: Showing Expertise

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	88.530 ^a	7	12.647	7.260	.000
Intercept	12019.710	1	12019.710	6899.846	.000
STYLES	.212	1	.212	.122	.727
JUSTICE	13.414	1	13.414	7.700	.006
GENDER	6.767	1	6.767	3.884	.049
STYLES * JUSTICE	35.222	1	35.222	20.219	.000
STYLES * GENDER	25.259	1	25.259	14.500	.000
JUSTICE * GENDER	3.022	1	3.022	1.735	.188
STYLES * JUSTICE * GENDER	3.565	1	3.565	2.046	.153
Error	761.265	437	1.742		
Total	12867.000	445			
Corrected Total	849.795	444			

a. R Squared = .104 (Adjusted R Squared = .090)

Appendix H7: 2 x 2 x 2 ANOVA for Exchange of Benefits

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Exchange

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	3.8869	1.3443	56
		female	3.3145	1.4942	53
		Total	3.6086	1.4415	109
	unfair	male	4.0200	1.0971	50
		female	3.3661	2.1367	61
		Total	3.6607	1.7701	111
	Total	male	3.9497	1.2300	106
		female	3.3421	1.8580	114
		Total	3.6348	1.6122	220
participative	fair	male	3.3397	1.5304	52
		female	2.8783	1.3761	63
		Total	3.0870	1.4597	115
	unfair	male	4.0309	1.9950	54
		female	3.4821	2.2803	56
		Total	3.7515	2.1529	110
	Total	male	3.6918	1.8075	106
		female	3.1625	1.8735	119
		Total	3.4119	1.8576	225
Total	fair	male	3.6235	1.4562	108
		female	3.0776	1.4415	116
		Total	3.3408	1.4710	224
	unfair	male	4.0256	1.6189	104
		female	3.4217	2.1978	117
		Total	3.7059	1.9660	221
	Total	male	3.8208	1.5477	212
		female	3.2504	1.8641	233
		Total	3.5221	1.7422	445

Tests of Between-Subjects Effects

Dependent Variable: Exchange

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	65.525 ^a	7	9.361	3.190	.003
Intercept	5545.999	1	5545.999	1890.227	.000
STYLES	5.073	1	5.073	1.729	.189
JUSTICE	15.142	1	15.142	5.161	.024
GENDER	34.591	1	34.591	11.790	.001
STYLES * JUSTICE	8.524	1	8.524	2.905	.089
STYLES * GENDER	.323	1	.323	.110	.740
JUSTICE * GENDER	.197	1	.197	.067	.796
STYLES * JUSTICE * GENDER	2.362E-04	1	2.362E-04	.000	.993
Error	1282.175	437	2.934		
Total	6868.000	445			
Corrected Total	1347.699	444			

a. R Squared = .049 (Adjusted R Squared = .033)

Appendix H8: 2 x 2 x 2 ANOVA for Rational Persuasion

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Rational Persuasion

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	5.0238	1.7066	56
		female	4.1950	1.6492	53
		Total	4.6208	1.7222	109
	unfair	male	5.3400	1.6977	50
		female	4.8852	1.8337	61
		Total	5.0901	1.7803	111
	Total	male	5.1730	1.7017	106
		female	4.5643	1.7767	114
		Total	4.8576	1.7635	220
participative	fair	male	4.8654	1.2838	52
		female	5.2487	1.3795	63
		Total	5.0754	1.3450	115
	unfair	male	5.3580	1.3029	54
		female	5.3929	1.2112	56
		Total	5.3758	1.2514	110
	Total	male	5.1164	1.3110	106
		female	5.3165	1.2996	119
		Total	5.2222	1.3059	225
Total	fair	male	4.9475	1.5130	108
		female	4.7672	1.5918	116
		Total	4.8542	1.5534	224
	unfair	male	5.3494	1.4982	104
		female	5.1282	1.5810	117
		Total	5.2323	1.5431	221
	Total	male	5.1447	1.5156	212
		female	4.9485	1.5933	233
		Total	5.0419	1.5581	445

Tests of Between-Subjects Effects

Dependent Variable: Rational Persuasion

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	60.583 ^a	7	8.655	3.718	.001
Intercept	11236.762	1	11236.762	4826.955	.000
STYLES	13.963	1	13.963	5.998	.015
JUSTICE	18.675	1	18.675	8.022	.005
GENDER	5.180	1	5.180	2.225	.136
STYLES * JUSTICE	.945	1	.945	.406	.524
STYLES * GENDER	20.027	1	20.027	8.603	.004
JUSTICE * GENDER	4.542E-03	1	4.542E-03	.002	.965
STYLES * JUSTICE * GENDER	3.611	1	3.611	1.551	.214
Error	1017.301	437	2.328		
Total	12390.333	445			
Corrected Total	1077.884	444			

a. R Squared = .056 (Adjusted R Squared = .041)

Appendix H9: 2 x 2 x 2 ANOVA for Showing Dependency

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Showing Dependency

leadership	interactional	supervisor	Mean	Std. Deviation	N
authoritarian	fair	male	3.1786	1.7695	56
		female	3.2075	1.9450	53
		Total	3.1927	1.8483	109
	unfair	male	3.3200	1.6956	50
		female	2.4098	1.5425	61
		Total	2.8198	1.6690	111
	Total	male	3.2453	1.7283	106
		female	2.7807	1.7787	114
		Total	3.0045	1.7660	220
participative	fair	male	3.6538	1.3893	52
		female	2.9312	1.9009	63
		Total	3.2580	1.7202	115
	unfair	male	4.0370	2.3629	54
		female	4.2321	2.0170	56
		Total	4.1364	2.1857	110
	Total	male	3.8491	1.9475	106
		female	3.5434	2.0543	119
		Total	3.6874	2.0061	225
Total	fair	male	3.4074	1.6082	108
		female	3.0575	1.9178	116
		Total	3.2262	1.7800	224
	unfair	male	3.6923	2.0906	104
		female	3.2821	1.9989	117
		Total	3.4751	2.0482	221
	Total	male	3.5472	1.8616	212
		female	3.1702	1.9579	233
		Total	3.3498	1.9197	445

Tests of Between-Subjects Effects

Dependent Variable: Showing Dependency

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	141.601 ^a	7	20.229	5.914	.000
Intercept	5030.441	1	5030.441	1470.710	.000
STYLES	51.856	1	51.856	15.161	.000
JUSTICE	7.306	1	7.306	2.136	.145
GENDER	13.724	1	13.724	4.012	.046
STYLES * JUSTICE	37.881	1	37.881	11.075	.001
STYLES * GENDER	.865	1	.865	.253	.615
JUSTICE * GENDER	3.168E-03	1	3.168E-03	.001	.976
STYLES * JUSTICE * GENDER	23.845	1	23.845	6.971	.009
Error	1494.722	437	3.420		
Total	6629.778	445			
Corrected Total	1636.324	444			

a. R Squared = .087 (Adjusted R Squared = .072)

Appendix H10: 2 x 2 x 2 ANOVA for Diplomacy

Between-Subjects Factors

		Value Label	N
leadership	1	authoritarian	220
	2	participative	225
interactional	1	fair	224
	2	unfair	221
supervisor	1	male	212
	2	female	233

Descriptive Statistics

Dependent Variable: Diplomacy

leadership	interactional	supervisor	Mean	Std. Deviation	N	
authoritarian	fair	male	3.8869	1.8294	56	
		female	4.3522	1.7313	53	
		Total	4.1131	1.7894	109	
	unfair	male	4.3933	1.6491	50	
		female	3.0874	1.9041	61	
		Total	3.6757	1.9013	111	
	Total	male	4.1258	1.7569	106	
		female	3.6754	1.9251	114	
		Total	3.8924	1.8555	220	
	participative	fair	male	4.2564	1.8073	52
			female	4.6402	1.6388	63
			Total	4.4667	1.7201	115
unfair		male	4.2099	2.2795	54	
		female	4.9821	1.9586	56	
		Total	4.6030	2.1477	110	
Total		male	4.2327	2.0518	106	
		female	4.8011	1.7968	119	
		Total	4.5333	1.9378	225	
Total		fair	male	4.0648	1.8197	108
			female	4.5086	1.6805	116
			Total	4.2946	1.7592	224
	unfair	male	4.2981	1.9940	104	
		female	3.9943	2.1442	117	
		Total	4.1373	2.0758	221	
	Total	male	4.1792	1.9063	212	
		female	4.2504	1.9404	233	
		Total	4.2165	1.9224	445	

Tests of Between-Subjects Effects

Dependent Variable: Diplomacy

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	130.609 ^a	7	18.658	5.399	.000
Intercept	7904.783	1	7904.783	2287.367	.000
STYLES	38.805	1	38.805	11.229	.001
JUSTICE	1.482	1	1.482	.429	.513
GENDER	.688	1	.688	.199	.656
STYLES * JUSTICE	7.679	1	7.679	2.222	.137
STYLES * GENDER	27.571	1	27.571	7.978	.005
JUSTICE * GENDER	13.223	1	13.223	3.826	.051
STYLES * JUSTICE * GENDER	32.256	1	32.256	9.334	.002
Error	1510.204	437	3.456		
Total	9552.333	445			
Corrected Total	1640.812	444			

a. R Squared = .080 (Adjusted R Squared = .065)