

Organizational Behavior and Leadership

The identification of different and distinct influence tactics has revealed several differences between the way bosses, peers, and subordinates use them. Based on literature, Upward Influence Tactics are believed to be employed by employees in organizations to obtain employers' approval and receive favorable consequences. Many researchers and scholars suggest that use of appropriate strategies for upward influence by subordinates hand out in the buildup of a better working associations with top managers that in succession guarantees subordinates fringe benefits including promotions, bigger bonuses, easy interactions, and more. Upward Influence refers to an employee's behavior that are directed toward individuals at higher levels in the organizational hierarchy (Clarke, Alshenalfi, & Garavan, 2019). In this essay, I will be discussing the topic "Learning how to engage in upward and lateral influence is only helpful for junior employees. Senior leaders at the top of the hierarchy spend most of their time influencing downward." The essay will suggest as to what my stance; why effective leaders must manage up, down, and sideways in the organization and finish with a conclusion suggesting that organizations do not need effective leadership for career success and business impact alone, but also requires to mobilize its employees and bosses.

Personal power is the own power of individuals irrespective of their position in the organization. An individual use personal power by playing of followers identifications with the other person or through rational persuasion and from that power they can greatly inspire people of their loyalty and dedication in followers rather with a position power. That means, the followers act more from choice than based on necessity and therefore respond more willingly to appeal and request. So naturally the influence of the person who relies only on personal power is limited as followers have authority to not accept his or her directives.

More than 30 years before, employees were identified as proactive participants engaged in active activities to bring changes in the workplace and not just as simply unreceptive (Jiang, 2017). Similarly, employee's approaches to behave were identified which they use to influence their surroundings and target individuals within those settings. Such behaviors are referred to as the upward influence. The literature related to Upward Influence known to focus on developing taxonomies and measures of Influence Tactics, determining representative's choice of influence strategies, assessing the effect of Upward Influence behaviors on target reactions, and identifying when representatives make Upward Influence attempts (Clarke, Alshenalfi, & Garavan, 2019). The definition of influence depicts the actual change in the attitudes, beliefs, behaviors, or values of individuals. Thus, influence is measured through the determination of factors that cause change in the leader's tactics in influencing. Influence is of 3 types; upwards, lateral, and downward and depends on the influencer's position (Keltner, Gruenfeld, & Anderson, 2003). Upward influence describes how an individual in the lower level influences other individuals in an upper level such as organizational political behaviors. Another type, lateral influence as explained by Schein (1986) is the process through which socialization and group dynamics cause target and representative relationship involving peers (Shin & Hyun, 2019). Representatives thus influence their peers for behaving in line with group norms and expectations. The last type, downward influence introduce how an employers influences their subordinates based on their hierarchical status in the organization. To put simply, it can be regarded as a leadership behavior.

The nine different types of tactics in influencing were designed to provide individuals with a basic overview which are as following;

Rational Persuasion

The factual evidences and logical arguments are used to influence other individuals, whereas the proposal or request is feasible and result in the attainment of the task's goals eventually.

Inspirational Appeal

An employer makes a request proposal to create interest by appealing to the values, ideals, and aspiration of the employees or by increasing the confidence of employees that it can be done.

Consultation

The employer seeks the participation from employees in order to plan a tactic, activity, or change for which employees' support and assistance are required, or the employer wills to make adjustments in the proposal to deal with the employees' concerns and suggestions.

Ingratiation

The employer seeks to get employees in a good mood and favorably before the employer asks the employees to do something or before to make a request.

Exchange

The employer offers favor exchange that indicates disposition to reciprocate in a due course or promises the employee a share in the benefits if their contribution help in the accomplishment of a task.

Personal Appeal

The employer make appeal to the employee's feelings of loyalty and friendship to the other employee before asking that employee to do something or before to make a request.

Coalition

The employer seeks the aid of his or her employees to persuade the other members to do things or use their support as a reason for the other members to agree also.

Pressure

The employer uses threats, demands, determined reminders, and intimidation in influencing the employees to do what he or she wants and to gain compliance.

Legitimizing

The employer seeks to establish the legal request or proposal using the claims of right or authority to do it or by confirming that the rights are in line with rules, practices, organizational, policies, traditions, and practices. It happens when the employer makes requests based on his or her position or authority he or she held.

The Influence Tactics effectiveness

Altogether, rational persuasion, consultation, and inspirational appeal were one of the most effective tactics in influencing task commitment notwithstanding the direction. All three tactics were involved in the attempts in changing the attitude of the target for the attempts to influence desirability in three of the directions.

To legitimate, collate, and pressurize used to consider ineffective through which it involve negative association between the target commitment and tactics reflecting the often use of tactics to influence attempts if resistance is predicted or has occurred already in the influence attempt earlier.

The following tactics are expected to perceive as socially unwelcome types of influential behavior within many situations and the target possibly will become indignant with the employer who tries to manipulate and coerce. Based on studies, exchange, personal appeals, and ingratiation found to

be effective moderately in influencing subordinates, however the tactics; exchange and personal appeals are ineffective in influencing superiors. Individuals having weak powers can enhance their influences through the use of these tactics in an upward direction and will perceive as manipulative in such setting. However, Ingratiation is more effective if used as part of a long-term tactic to improve upward affairs more willingly than as a tactic to immediately influence a superior (Ashford & Detert, 2015).

In order to understand the proper use of tactics in influencing would have inferences to improve the managerial effectiveness by means of, it is an advantage for managers knowing which tactics could have the highest chances to bring success in influencing a superior, peer, or subordinate. There are several factors which determines the outcome of a few particular influence attempt, moreover influential tactics or any tactic be able to result in target resistance when it is not in accordance with the situation or is used for an inept custom.

The Best Influence Tactics

There is a strong relationship among the above-mentioned types of using influence tactics and the relative power of targets as well as employees. Leaders are likely to be more facilitating a wide-ranging variety of tactics in influencing to adjust the employees' attitude and behaviors. It is probably because of leadership practitioners comparatively creating referent powers to higher extents and do not use the influencing tactics such as pressure or legitimating to influence their followers as leaders would lose their referent powers if threatens the followers i.e., managers pressurizing employees will likely to lose their authority and respect and will only be able to facilitate the tactics to pressurize, legitimize, or tactics in influencing followers.

Some other factors are there too which can affect the choice of influencing tactics, for example, the use of harsh tactics, rational tactics, or the lenient tactics. Harsh tactics are usually used by leaders such as legitimizing or pressure if followers' behaviors are willing to violate the important rules, if the influencer has the power and can anticipate resistance. On the contrary, the lenient tactics are used such as ingratiation if the influencer has benefits from the previous attempts to influence positive attitude and behaviors, or don't have an upper hand and he or she expects resistance (Hasanov & Zuidema, 2018). Exceptionally, some use rational tactics such as personal appeal when each party is more or less equal in authority and benefits are divided equally between the organization and employees, and also when resistance is not anticipated.

There are many ways to use power in an organization, whereas as the potential of its concerns and misuse that it may create. Thus, it is important for managers to fully understand the dynamics of its usage. When managers using the expert power are aware of their accomplishments, experience, and education for applying in the current circumstances. Expert power is based on the perception that the persuading agent has special knowledge that can be provided to the target of the influence (Bunner, Prem, & Korunka, 2019). However to maintain credibility, they must not pretend that they know things that they don't know as they lose their expert power once their pretensions revealed. A confident leader is the one who takes charge of situations and demonstrate a firm grasp when something bad occurs. They must also remain informed of the developments related to valuable responsibilities for the organization in relation to their expertise. Also, a manager who recognizes the concerns of their employees and understand them and willingly takes appropriate measures to encourage subordinates (Arora & Rao, 2018). E.g., when employees feel susceptible to rumors for they will lose place of work after the next move, they may ask the leader about their

concerns and then find out just how much place of work they need and tell the subordinates. Thus, a leader must not to flaunt expertise or behave like he or she knows everything.

What if a leader or supervisor has asked their subordinates to spend a day in finishing an important report? Once the supervisor goes far along and the manager comes and ask the subordinates to stop working on that project and work on something else. It would be an awkward situation for subordinates to choose which of two higher-ranking persons to obey. So exercising the practice of influencing can reinforce its presence for subordinates. To verify obedience means that leaders must find in general whether subordinates are carrying out their demands before giving rewards or else subordinates wouldn't recognize the association with their performance and subsequent rewards (Anglin et al., 2018). The demand that is to be rewarded must be both reasonable and feasible and certainly as even the reward promise will not motivate a subordinate who thinks a demand should not or unable to be carried out.

As a final point, it must be cleared up that influence, power, or authority are eventually associated and related to each other but hold conceptually distinct concepts. The practice of power is legitimate through power only, whereas the authority is the power granted for a purpose. Authority derives from real and implied perceptions of the leaders' position in an organization. Once it is accepted within the cluster in an organization of the particular beliefs, perceptions, positions, and common perspectives, it would value certain patterns of influence. Influence on the other hand is considered as the means of which power and authority are transacted. Power is describable in terms of potential or capacity to act, while authority refers to the situational mediators or organizational power. These combinations can determine the perceptions and resources that establish social interaction. Although influence is determined by power and authority but they are not identical

because influence refers to the process whereby power is exercised and authority is legitimated.

Influence translates the potential of power authority into the realization action of leadership.

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