

A Tri-Prong Variable Analysis of Influence Strategies

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Abstract: We begin with a review of the upward influence literature. Within the past decade, organizational theory and research have made substantial contributions to our understanding of the upward influence process in organizations. Conspicuously missing from this research literature is information on the relationship between the use of upward influence tactics to gender, Age and type of Industry. The purpose of this research paper is to look at how the tactics of upward influence adopted by the manager's play a role in their career advancement and whether gender, type of industry and Age differences exist in the choice of upward influence tactics in Asian settings. A set of hypothesis and sub-hypothesis regarding the relation between use of influence tactics, gender, age and industry were tested and some very interesting results came out which partially supported the existing research and also gave new insights to it.

Key words: Upward influence • Gender discrimination • Economic constraints

INTRODUCTION

Managerial advancement and success are largely dependent on a manager's effective use of influence see [1-8] and the references therein. An effective manager should be able to "manage" not only his/her subordinates and co-workers but also superiors. In other words to effectively accomplish work through interpersonal networks, managers must succeed in influencing the behavior of others, including their superiors [9, 10].

Influence can be defined as the process by which people persuade others to follow their advice, accept their suggestion or comply with their orders. It is the effect, either intended or unintended of the agent (influencer) on the target's (to be influenced) attitude, perception or behavior [11]. Specifically, the agent uses influence for organizational purpose [12] but it can also be used for the development of personal goals.

While downward influence, also known as leadership, has been the focus of many studies over the last few decades, upward influence behavior and informal power, in general, were given very little attention by management researchers until the late 1970's. Few studies have examined upward influence behavior in the gender context and even fewer have used Asian samples. Therefore, given the limited study of Asian upward influence behavior and the importance of Asia to the world economy, it is important for business people on

both sides of the Pacific to understand how influence behavior in Asia might converge or diverge with those behaviors in the West.

Literature Review: A review of the existing literature on the topic enables a better understanding of the variables of the present study and helps in the development of hypothesis. An overall analysis of previous studies is discussed below.

Upward Influence Tactics-Methodologies and Typologies:

Intra-organizational influence behavior can be divided into three types according to the relative positions of the Agent (the one exerting the influence) and the Target (the one being influenced). The focus of this paper is on upward influence, the attempt to influence someone higher in the formal hierarchy of authority in the organization [13]. That is to say, the agent is subordinate to the target within the organizational hierarchy. The second and the most studied, type is downward influence in which the agent is superior and the target is the subordinate. The last type is lateral influence in which the agent and target are peers. Influence studies in general were not given much attention until the late 1970s see [13, 14].

The Kipnis *et al.* [14] study has come to be considered a landmark work triggering subsequent studies in organizational influence research [15, 16].

Using Kipnis *et al.* [14] as our starting point, we reviewed the empirical and theoretical papers that were published since 1980. The studies included in our reviews below were identified through various sources. First, we searched databases of ProQuest and Jstor to identify related articles published in English language academic journals. Second, we crosschecked the references cited in related papers to identify those that were excluded by those two databases. Lastly, we conducted an internet search with several search engines to identify any other missing papers in the area of upward influence.

Inquiring Methodologies: The three main inquiry methodologies that have been used in the study of upward influence are agent self-report, report on others' behavior (i.e. report by peers or targets) and a combination of both. Under these approaches, researchers invite respondents to provide information about their own and/or their co-workers' past influence behavior. Agents self-report is the most common inquiry approach in single-country upward influence studies. It was used as the sole method in some studies e.g. [14, 17] and was combined with other inquiry methods in other studies e.g. [18, 19].

Tactics Typologies: Kipnis *et al.* [14] research has drawn the most attention in intra-organizational influence studies in the last twenty years. Previously, the study of upward influence was framed as part of organizational politics with a focus of examining how power was exercised. The study by Kipnis *et al.* [14] identified a comprehensive list of influence tactics and explored the tactics people used at work to influence their subordinates, peers and superiors, as well as their reasons to influence. The tactic categories that they identified relevant to upward influence are Reason (or Rational Persuasion), Friendliness (or Ingratiation), Assertiveness, Bargaining (or Exchange), Higher Authority and Coalition [20]. Blocking and Sanctions are two other tactics, but related only to downward and lateral influence.

In later studies, Kipnis [21] grouped the tactics into three mega-categories- strong, weak and rational--- that were later re-named as hard, soft and rational strategies [22]. Philosophically, these mega-categories were adopted by other influence researchers [23, 24] and empirically validated by Farmer and Associates [24]. The upward influence tactics developed by Kipnis *et al.* [14] were largely supported by another exploratory study conducted by Schilit and Locke [18].

Yukl and Falbe [13] conducted a study to replicate and extend the previous exploratory influence research by Kipnis *et al.* [14]. Their study supported the findings of Kipnis, although they added two new tactics, Inspirational Appeals and Consultation. In addition, Yukl and Tracey's [12] study included Legitimizing as another influence tactic. Legitimizing was similar to adherence of Rules proposed by Schilit and Locke [18], but its coverage of influence efforts was widened to include seeking legitimacy of a request by claiming the authority or right to do so.

The most recent development on the upward influence tactic taxonomy was the Strategies of Upward Influence (SUI) measure Ralston *et al.*, [26]. Ingratiation and rational persuasion was the only common dimensions. Good Soldier, Image management, Personal Networking, Information Control and Strong-Arm Coercion were identified for the first time as influence tactics, although the latter three dimensions were similar to the power classification of previous power researchers [27-29].

Influence Tactics and HR Decisions: The empirical results on the relationship between influence tactics and HR decisions are mixed. Some studies suggested direct association between influence tactics and HR decisions, such as performance ratings, performance evaluation and promotability assessment [17, 19], while others indicated a minimal relationship between HR Decisions and influence tactics [30]. Mowday studied the relationship between five influence tactics by elementary school principals and ratings made by the immediate supervisor of each principal on the principal's overall effectiveness in exercising influence.

Among all tactics, only Manipulation of Information discriminated significantly between more and less effective principals. Kipnis and Schmidt [17] conducted three surveys on subordinates of different hierarchies (workers, supervisors and CEOs) in which the subordinates' perceptions of the effectiveness of the different strategies were correlated to their performance evaluation conducted by their immediate supervisors. Kipnis and Schmidt then clustered the data collected and identified four types of influencers according to the reported frequency of application of various influence tactics—shotgun, tactician, ingratiation and bystander.

Shotgun managers were active influence agents and frequently used all six upward influence tactics. In particular, they liked using Assertiveness and bargaining.

Tactician managers, who mostly used rational persuasion, exerted only an average amount of overall influence. Ingratiators used predominantly Friendliness tactics, with average use of the other strategies. Bystanders were low on the usage of all six upward influence strategies. In the study on supervisors, both male and female shotgun managers received the lowest performance ratings.

Male Tacticians scored the highest in performance evaluation whereas male Ingratiators received only moderate performance ratings. For female managers, Bystanders and Ingratiators received the highest performance rating. Similar results were also found in a separate study on workers and clerical personnel. In another study of CEOs, shotgun managers were evaluated less favorably by their superiors, earned less and reported more job tension and physical and psychological stress than managers of other influence styles.

Thacker and Wayne [19] investigated the importance of subordinates' influence tactics on supervisors' perceptions of promotability. Significant statistical support was found for the positive correlation between rational persuasion and promotability. To a lesser extent, Ingratiation and Assertiveness were found to be negatively related to promotability. Later studies by Rao *et al.* [30], however, did not support the existence of direct relationship between influence tactics and the HR decisions of performance ratings, promotability assessments and salary progression. The Ingratiation-promotability findings in Thacker and Wayne's [19] research was also contradictory to previous research that suggested positive effect of ingratiation influence styles on an individual's career success or performance evaluations [31,32].

Factors Affecting the Selection of Upward Influence Tactics: The Porter *et al.* [9] model suggests five categories of inputs which have an impact on the influence process: agent characteristics, target characteristics, agent-target relationship, situational characteristics and agent belief system. Agent characteristics included agent's need of power, Machiavellianism, locus of control, risk-seeking propensity and personal power. Target characteristics referred to the power of the target and the cost involved for approaching the target. Agent-target relationship referred to the interpersonal attraction between the agent and the target. Situational characteristics referred to the structuring of the organization, ambiguity of the situation, resource scarcity and stake of agent's personal

interest. The last input was agent belief system that included the agent's expected cost and benefit of the influence attempt and the perceived norms that endorsed or discouraged certain influence behavior.

Agent Characteristics: Under this categorization scheme, individual factors of agents including the need for achievement and power, locus of control, goals of influence, gender and employee unionization, have been studied. The goals of exercising influence were found to be significantly related to the tactics that were adopted, although the results were not perfectly consistent across different studies. The goals of influence were categorized into individual goals and organizational goals Kipnis&Schmidt, [33].

Individual goals included seeking assistance on one's own job, favorable performance appraisal and personal benefit. Organizational goals referred to selling new ideas, getting more responsibility, assigning work to managers and convincing managers to work better. Bargaining, Reason, Assertiveness and Higher Authority were the preferred tactics to fulfill organizational goals, whereas Ingratiation was preferred for the personal goals of favorable appraisal and personal benefits [30]. Similar results were found in the Kipnis *et al.* (1980) three-directional influence study with the exception that Ingratiation was frequently used to obtain assistance on one's own job.

In relation to gender effect, the influence literature provides contradictory evidence about the link between gender and the preference for tactics. Kipnis *et al.* [14] reported there was no significant gender difference in their self-report questionnaire study. Kipnis and Schmidt [17] reported that women Ingratiators were given the highest performance evaluation by their male supervisors. In contrast, the highest performance evaluation was given to Tactician men workers and supervisors. Given the fact that the evaluators in those studies were predominantly male, a researcher might ask: Would the reverse of this pattern occur if women were doing the evaluating? Would women supervisors give high evaluations to male Ingratiators and to female Tacticians? Thus, the gender effect in their studies was not conclusive. Gender difference in the preference for tactics was also supported in Schermerhorn and Bond's [15] cross-cultural study. They reported that females in both the Hong Kong Chinese and American samples had a stronger preference for the rationality tactic than did their male counterparts. However a study in Asian settings revealed no difference in gender terms in the use of influence tactics. [34].

In relation to Age, the previous influence literature provides little information. A recent study revealed a significant correlation. Younger people use influence tactics more than older people. Age was found to be negatively related to ingratiation and exchange tactics, however there was no correlation between age and rational persuasion. [34].

Situational Characteristics and Type of Industry:

The Rao *et al.* [30] study was the only one to test if there were a relationship between situational characteristics and the type of influence tactics used by subordinates. They differentiated three situational characteristics: routinization, formalization and innovation. Routinization refers to situational circumstances that demand pre-established operations and plans to be followed and allow little personal discretion. Formal organizations are those that emphasize documentation and standard operation procedures and a chain of command. If an organization emphasizes innovation, more personal creativity is allowed, but there is more ambiguity in terms of performance requirements. However, the Rao *et al.* [30] study did not find any significant relationship between the above situational characteristics and the use of upward influence methods. A similar kind of study conducted by Akhtar & Mehmood, [34] in Asian settings revealed a correlation in the type of industry and the use of influence tactics. A strong positive correlation was found between education industry and rational persuasion tactics, where no significant correlation occurred in case of other industries. Some additional studies reveal similar kind of results; see [35-37].

Rationale: While different types of upward influence tactics in relation to work environment have been studied there is little research on the gender of the employees, age, type of industry and the choice of the tactics to influence the leader. This research gap becomes more significant when we consider the fact that more diversity in age and gender of the employees is taking place in the organizations. Moreover we need to study the relationship between Age, gender and upward influence to assess the effectiveness of the “social composition” of the organizations. Given this limitation and the need to assess the generalizability of the upward influence tactics, this article explores whether men and women of different age groups are differentially successful in their influence attempts.

We will look at the influence styles used by these managers, mainly rational persuasion and ingratiation and exchange tactics; as such tactics have been proven to play a role in career advancement

By discussing the above mentioned components, this paper is designed to address the following crucial question:

- Does use of influence tactics for career advancement vary between the male and female managers?
- Does the use of influence tactics for career advancement vary between the young and old managers?
- Does the use of influence tactics for career advancement vary between different industries?

The relationship between all the variables of the study is depicted in Figure 1.

Research Hypothesis

Effects of Success and Gender on Influence Perceptions:

Research has demonstrated the tendency for men and women to use different influence tactics in both interpersonal and work settings. The DuBrin(1991) and Sara *et al* (2009) study on gender differences indicated that men are more likely to manipulate situations and people, joke or kid, promise rewards, threaten punishments and use logic or reason, while women are more likely to use charm, appearance, ingratiation and exchange and compliments to achieve their career objectives [2,38].

In work situations, for example, women report using personal/dependent tactics and negotiation [34], suggesting and smiling [40]. Alternatively, men report using tactics such as offering rewards, coercion [34], punishment and rational persuasion tactics [41].Based on existing literature and further conceptualization, the following hypothesis/sub-hypotheses is formulated on the relation of managers success with managers gender.

Hypothesis 1: Influence tactics is a function of the interaction between the managers’ success and manager’s gender.

- 1a:** Most successful male managers are more likely to use rational persuasion tactics more often than others.
- 1b:** Most successful female managers are more likely to use ingratiation and exchange tactics more often than others.

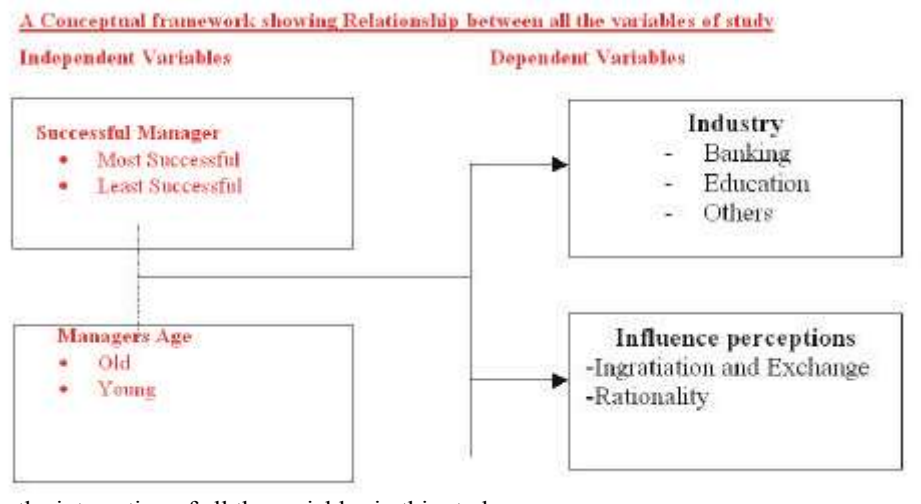


Fig. 1: Illustrates the interaction of all the variables in this study

Effects of Age and Industry on Influence Perceptions:

Another study conducted by (Akhtar&Mehmood, 2008) in Asian settings revealed a correlation in the type of industry and the use of influence tactics. A strong positive correlation was found between education industry and rational persuasion tactics, where no significant correlation occurred in case of other industries. It also revealed a significant correlation with age. Younger people use influence tactics more than older people (age is negatively correlated with average and other tactics i.e., ingratiation and exchange).see [34]. Based on existing literature and further conceptualization, the following propositions /sub-propositions are formulated on the relation of managers success with type of industry.

Hypothesis 2: Influence tactics is a function of the interaction between the managers' age and manager's industry.

- 2a:** The young managers are most likely to use ingratiation and rational persuasion more often than others.
- 2b:** The use of rational persuasion in education industry is more often than in other industries.

In order to verify the above hypothesis the following research methodology was adopted.

Research Methodology

Rubin [47] Defines Research Design As: "The plan of procedure for data collection and analysis that are undertaken to evaluate a particular theoretical perspective" (p.70).[]

Research method refers to the means of collecting and analyzing empirical evidence. The choice of research method is never simple, as confirmed by Martin (1990, p.32). In the present paper the quantitative research was adopted as it consists of techniques, methodologies and activities which permit the observation, description and/or classification of organizational phenomena in such a way that the relationship among major variables can be identified and empirically documented. [42, 43].

It is a perceptual study in which the respondents were asked to fill a questionnaire comprising of two sections. The 15 items for upward influence tactics in the Section 1 of the study material were drawn from the studies by Kipnis, Schmidt and Wilkinson [14] etc. Respondents were asked to indicate on a 7- point scale (1 = *never*; 7 = *always*) on how frequently the manager in question employs the tactics stated in order to influence his or her superior to get the thing done. In Section 2 of the study material, respondents were required to provide information on their age (in years), gender, cultural background, job designation, management level, years of working experience and type of industry they are working in.

Statistical Analysis: The analyses of the data collected were carried out using SPSS (version 12).

We divided our sample into rational persuasion and Ingratiation and exchange of tactics. Then we looked at the correlations, regressions, reliabilities and mean differences.

RESULTS

There is no difference in gender terms in the use of influence tactics. The only significant correlation is with age. And that too unlike what we thought. Younger people use influence tactics more than older people (age is negatively correlated with average and other tactics, i.e., ingratiation and exchange). There is no correlation between age and rational persuasion (Table 1).

On carrying out a regression analysis, there is no significant relationship. The Cronbach Alpha reliability of our data is 0.87 (good). KMO is 0.809 and Bartlett significant. So normalcy can be assumed. The only other significant correlation (negative) was with marital status.

Next we tried to do some experimental analysis by playing with the data. Some interesting results came out when we sorted the data by industry type.

Education Industry:

Reliability=0.84 N=13

Age is negatively related to average of tactics and other tactics (other=ingratiation+exchange)

Experience is negatively related to others but positively related to rational persuasion. This means that in this industry experienced people use more of rational persuasion.

There was also a strong positive correlation between education and rational persuasion, which seems to suggest that MBAs use different tactics than non-MBAs. We will do some more analysis in future (Table 2).

Computer Industry:

Reliability=0.95 N=3

No significant relationship obviously because of very small sample (Table 3).

Table 1:

	Age	Sex	Exp	Type	Mar	Edu	Average	Rational	Other
Age	1	-0.297	0.883**	-0.013	0.657**	0.052	-0.378*	-0.063	-0.373*
Sex	-0.297	1	-0.348*	-0.354*	-0.305	0.159	0.173	0.124	0.148
Exp	0.883**	-0.348*	1	-0.034	0.470**	-0.054	-0.277	0.047	-0.297
Type	-0.013	-0.354*	-0.034	1	-0.004	-0.270	0.042	0.056	0.030
Mar	0.657**	-0.305	0.470**	-0.004	1	0.015	-0.321*	-0.287	-0.261
Edu	0.052	0.159	-0.054	-0.270	0.015	1	0.118	0.019	0.117
Rational	-0.063	0.124	0.047	0.056	-0.287	0.019	0.235	1	0.001

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

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

Table 2:

	Age	Sex	Exp	Mar	Edu	Average	Rational	Others
Age	1	-0.193	0.886**	0.665*	0.336	-0.593*	0.467	-0.651*
Sex	-0.193	1	-0.209	-0.337	0.120	0.436	0.192	0.374
Exp	0.886**	-0.209	1	0.553	0.336	-0.649*	0.555*	-0.721**
Mar	0.665*	-0.337	0.553	1	-0.227	-0.295	0.118	-0.301
Edu	0.336	0.120	0.336	-0.227	1	-0.024	0.769**	-0.173
Average	-0.593*	0.436	-0.649*	-0.295	-0.024	1	-0.187	0.981**
Rational	0.467	0.192	0.555*	0.118	0.769**	-0.187	1	-0.372
Others	-0.651*	0.374	-0.721**	-0.301	-0.173	0.98100000000000**	-0.372	1

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

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

Table 3:

	Age	Sex	Exp	Mar	Edu	Average	Rational	Others
Age	1	-0.470	1.000**	0.470	-0.882	-0.646	-0.669	-0.644
Sex	-0.470	1	-0.470	-1.000**	0.000	0.977	0.971	0.978
Exp	1.000**	-0.470	1	0.470	-0.882	-0.646	-0.669	-0.644
Mar	0.470	-1.000**	0.470	1	0.000	-0.977	-0.971	-0.978
Edu	-0.882	0.000	-0.882	0.000	1	0.212	0.240	0.209
Average	-0.646	0.977	-0.646	-0.977	0.212	1	1.000*	1.000**
Rational	-0.669	0.971	-0.669	-0.971	0.240	1.000*	1	0.999*
Others	-0.644	0.978	-0.644	-0.978	0.209	1.000**	0.999*	1

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

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

Table 4:

	Age	Sex	Exp	Mar	Edu	Average	Rational	Others
Age	1	.a	0.561	0.799*	0.035	-0.473	-0.249	-0.504
Sex	.a	.a	0.a	0.a	.a	.a	.a	.a
Exp	0.561	.a	1	0.420	-0.322	0.268	0.395	0.231
Mar	0.799*	.a	0.420	1	-0.331	-0.468	-0.501	-0.445
Edu	0.035	.a	-0.322	-0.331	1	0.097	0.305	0.049
Average	-0.473	.a	0.268	-0.468	0.097	1	0.862*	0.994**
Rational	-0.249	.a	0.395	-0.501	0.305	0.862*	1	0.803*
Others	-0.504	.a	0.231	-0.445	0.049	0.994**	0.803*	1

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

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

a cannot be computed because at least one of the variables is constant.

Table 5:

	Age	Sex	Exp	Mar	Edu	Average	Rational	Others
Age	1	-0.471	0.910	0.690	0.016	-0.211	-0.243	-0.140
Sex	-0.471	1	-0.615	-0.185	0.151	0.164	-0.059	0.185
Exp	0.910	-0.615	1	0.439	-0.111	-0.152	-0.207	-0.091
Mar	0.690	-0.185	0.439	1	0.190	-0.252	-0.349	-0.150
Edu	0.016	0.151	-0.111	0.190	1	0.234	-0.291	0.325
Average	-0.211	0.164	-0.152	-0.252	0.234	1	0.195	0.955
Rational	-0.243	-0.059	-0.207	-0.349	-0.291	0.195	1	-0.104
Others	-0.140	0.185	-0.091	-0.150	0.325	0.955	-0.104	1

Bank Industry:

Reliability=0.91 N=7

Again no significant relationship though some correlations were strong. Obviously because of the small sample size (Table 4).

Other Industries:

Reliability=0.83 N=17

No significant correlations despite a decent sample size (at least more than education) see (Table 5).

Now this suggests that obviously the education industry is different from others. What we suggest is to collect more data and specifically from Education and Banking (others also, but mainly these two).

DISCUSSION AND IMPLICATION

The study examined whether upward influence tactics of rationality, ingratiation and exchange vary between successful male managers and successful female managers. Conceptually, the results provide support for the idea that most successful male managers are more likely to use rational persuasion tactics more often than others whereas most successful female managers use Ingratiation and exchange tactics more often than others. In the recent past, influence research provides contradictory evidence about the link between gender and the preference for tactics. Schermerhorn and Bond's [15] cross-cultural study supports gender difference in the preference for tactics. However the

results of the present study indicate no support for hypotheses concerning the gender difference in choice of influence tactics. This is consistent to the Kipnis *et al.* [14] study where no significant gender difference was found in their self-report questionnaire study.

It was anticipated that the choice of influence tactics vary with age and young people will use rational persuasion and other tactics more often than old people. The results are partially supportive of this expectation. Age was found to be negatively related to Ingratiation and exchange tactics, however there was no correlation between age and rational persuasion (see Table 1). This is consistent to a similar study in Asian settings [34].

Initially it was expected that in industry where more educated employees are present, the use of rational persuasion for career progression increases. The results fully support the notion that educational development may encourage the use of a rational strategy by enhancing individuals' ability to make use of logic and reason in generating arguments to obtain something desired from a supervisor. A strong positive correlation was found between education industry and rational persuasion tactics, where no significant correlation occurred in case of other industries.

The power of education to predict the influence strategies that individuals use in upward influence provides support for Sears' [44] contention that education may strongly affect attitudinal and perhaps behavioral, processes. If higher levels of education reflect greater political skill and thus a stronger propensity to use

different forms of influence, this may explain why education was found to be a predictor of more than one strategy.

It is also possible that more educated people may simply be more honest in reporting the influence tactics they are likely to use. Considering the predictive range of this variable, future research on influence strategies should not ignore its effects. This is consistent with the findings of Ansari and Kapoor [45] and Kipnis *et al.* [14], where rational persuasion was rated as the strategy most frequently chosen as far as influencing the immediate superior is concerned. Tactics such as dependency, self-enhancement, or exchange of benefits do not significantly explain the reasons behind the success or failure of a manager.

There can be many reasons for this and one of them can be due to work teams. Now-a-days, more and more people across functions are being asked to work as a unit to produce work and to monitor one another's behaviors. This can further reduce the use of ingratiation and exchange tactics to influence ones' superior as such tactics are easily detected and members do not want to be outcasted by other team members. Another reason for this can be based on the findings of DuBrin [46], who stated that men and women in managerial and professional work roles will continue to move toward similar patterns of influence tactics.

CONCLUSION

This article provides useful insights about the influencing patterns used for career advancement across genders, within organizations. It provides some additional support for influence tactics research findings that the use and choice of influence tactics vary with age and type of industry. Given that influence tactics will always be present in organizations it is important not to ignore this type of workplace behavior.

It also provides information that old and successful managers in organization use logical explanation and expertise when dealing with their superiors. This may prove to be important for managers to understand that superiors prefer subordinates to explain any situation logically to them as a means of gaining recognition. Ineffective use of influence tactics is found to be associated with unfavorable relationships between managers and subordinates. Organizations that effectively promote and manage upward influence through employee empowerment and involvement activities may enjoy greater organizational effectiveness as well as greater employee satisfaction and effectiveness. Since upward influence and the issues of organizational and employee

effectiveness are related, increasing our understanding of the upward influence processes is valuable. Organizations should be more involved, through training and development, in helping employees gain valuable skills and knowledge.

Though organizations may want to increase the influence of workers, not all influence attempts may be considered equally appropriate. Thus, organizations that wish to reduce gender-based biases in, for instance, their performance appraisal systems, may choose to provide raters with thorough information regarding the organizational role in question and provide female managers with the opportunity to use direct influence.

These interventions may override potential gender-based biases. In addition, women need to be prepared to take an active role in displaying their competence and effective use of influence behavior when they are given the opportunity to present individuating information to others. These situations might include making a presentation at a business meeting or during one-on-one discussions with supervisors, peers and subordinates.

With the importance that informal, political influence has in determining success or failure of a venture, as well as that of an individual's career, this research shall prove to be not only copious but fertile as well. It will help individuals make more informed decisions regarding managing their careers and at the same time they will be able to rationally assess their own strengths and weaknesses so as to develop appropriate strategies to enhance their success. Organizations will also be able to identify the real drivers of their valuable employees as well as the development of future executives. It will also allow these organizations in making more informed human resources decision.

The present study has few limitations which should be explained precisely and taken into account if results are to be extracted and generalizations made on the basis of its findings.

The current study adopts an experimental approach utilizing a study material to collect data. This approach has known limitations, like the reality that a standard instrument depicts the views and opinions of only those respondents who wish to take part in the study while ignoring the judgment and view of the individuals not participating in the research. Moreover, a standard instrument places restrictions on the depth of data which can be collected about the phenomenon under investigation.

A number of specific limitations can be identified. Procedurally, the first limitation will be faced in having access to the organizations. It is worthwhile to note that many organizations would feel uncomfortable to entertain

an outsider and allow him to assess their work. Employees might also hesitate to disclose their view and analysis of organizational policies and procedures.

Participants are usually under the pressure of job and cannot freely express their opinion about the superiors. In addition to the personal barriers, official or bureaucratic limitations will most likely be faced. In this era of hyper competition most of the organizations fear of any leakage to the other competitors. This stand as a very strong factor in opposing the disclosure of their work methodologies and as a challenge to the investigators methods. Other difficulties which will be faced in conducting this research will be gaining compliance of respondents who may be placed in awkward positions in providing personal opinions about the management and time constraints.

The sample size for other industries was small which could have affected the results. So for future research it is suggested that more data to be collected from others specifically Education and Banking. More research of this type should also address the generalization of the results to other cities in Pakistan. People in different cities lead different lifestyle that may impact the manner they understand career progress. While for influence perceptions, other maneuvers such as diplomacy, personalized help, upward appeal, etc. can be looked into to deduce better outcomes. The research method used for this study can be looked at from a different perspective.

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