

How high and low performing employees seek to influence

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Upward influence

The tactics subordinates use to influence their bosses



Rationality



Ingratiation



Assertiveness

Influencing upwards: three tactics, two predictors



Rationality

Ingratiation

Assertiveness

LMX

+ive

+ive or -ive!

-ive

Performance mostly +ive

+ive in the lab but..

-ive but..

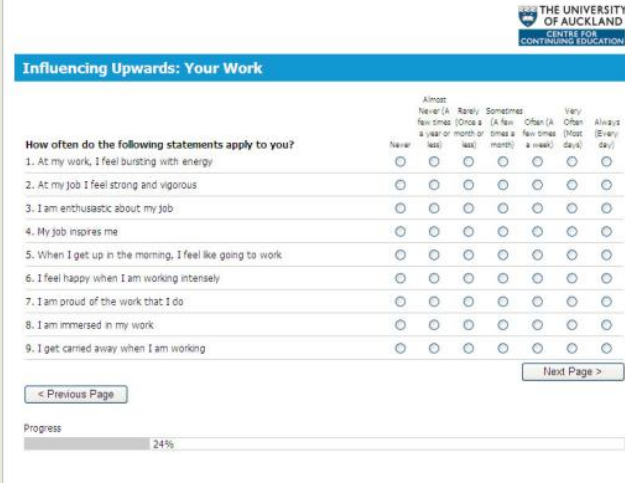
LMX positively predicts performance

Consequences –Social Exchange Theory

- Tangible and intangible benefits
- Quality of communication

Survey 1: Managers

- Online survey
- 95 managers
- Select subordinate and rate
 - LMX
 - Tactic use – rationality, ingratiation, assertiveness
 - Performance – proficiency, proactivity, adaptivity



Influencing Upwards: Your Work

How often do the following statements apply to you?

| | Never | Almost Never (A few times a year or more less) | Rarely (Once a month or less) | Sometimes (A few times a month) | Often (A few times a week) | Very Often (Most days) | Always (Every day) |
|--|-----------------------|--|--|--|----------------------------------|---------------------------------|--------------------------|
| 1. At my work, I feel bursting with energy | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. At my job I feel strong and vigorous | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. I am enthusiastic about my job | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. My job inspires me | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. When I get up in the morning, I feel like going to work | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. I feel happy when I am working intensely | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. I am proud of the work that I do | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. I am immersed in my work | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. I get carried away when I am working | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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Progress: 24%

Manager survey: LMX predicts tactic use

| <i>Manager data</i> | | | |
|-----------------------------|--------------------|---------------------|----------------------|
| <i>Predictor</i> | <i>Rationality</i> | <i>Ingratiation</i> | <i>Assertiveness</i> |
| Step 1: | | | |
| Gender | -.18 | -.18 | -.05* |
| Tenure | -.05 | -.14 | .05 |
| Age | -.04 | -.01 | .03 |
| Degree | .11 | .13 | .01 |
| <i>R²</i> | <i>.04</i> | <i>.07</i> | <i>.01</i> |
| Step 2: | | | |
| LMX | .28** | -.20* | -.37*** |
| <i>Change R²</i> | <i>.08**</i> | <i>.04*</i> | <i>.14***</i> |

LMX positively predicts performance but...

| | <i>Predictor</i> | <i>Proficiency</i> | <i>Proactivity</i> | <i>Adaptivity</i> |
|---------------|------------------------------|--------------------|--------------------|-------------------|
| Step 1 | Gender | -.14 | -.06 | -.15 |
| | Tenure | -.10 | -.10 | -.03 |
| | Age | .03 | .04 | -.02 |
| | Degree | .10 | .04 | .01 |
| | <i>R</i> ² | .04 | .01 | .03 |
| Step 2 | LMX | .36*** | .31** | .37*** |
| | Rationality | | | |
| | Ingratiation | | | |
| | Assertiveness | | | |
| | <i>Change R</i> ² | .13*** | .10*** | .13*** |

LMX positively predicts performance but...

| | <i>Predictor</i> | <i>Proficiency</i> | | <i>Proactivity</i> | | <i>Adaptivity</i> | |
|---------------|------------------------------|--------------------|--------|--------------------|--------|-------------------|---------|
| Step 1 | Gender | -.14 | -.14 | -.06 | -.06 | -.15 | -.15 |
| | Tenure | -.10 | -.10 | -.10 | .01 | -.03 | -.02 |
| | Age | .03 | .03 | .04 | .04 | -.02 | -.02 |
| | Degree | .10 | .10 | .04 | .04 | .01 | .01 |
| | <i>R</i> ² | .04 | .04 | .01 | .01 | .03 | .03 |
| Step 2 | LMX | .36*** | .12 | .311** | .15 | .37*** | .12 |
| | Rationality | | .45*** | | .31** | | .38*** |
| | Ingratiation | | -.17 | | -.09 | | -.05 |
| | Assertiveness | | -.19* | | -.15 | | -.35*** |
| | <i>Change R</i> ² | .13*** | .34*** | .10*** | .20*** | .13*** | .34** |

A mediated relationship



Survey 2: Subordinates

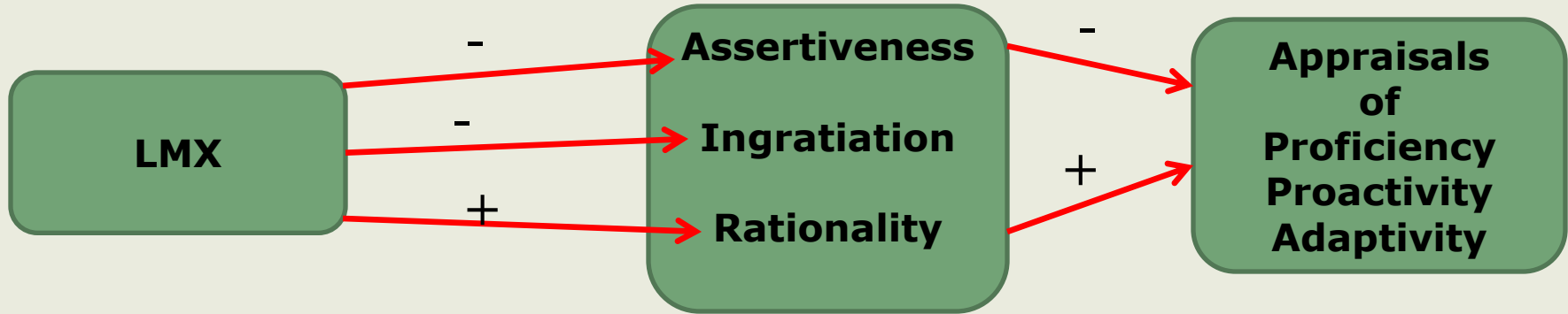
- 178 subordinates
- Rate
 - LMX
 - Tactic use – rationality, ingratiation, assertiveness
 - Performance – proficiency, proactivity, adaptivity

Subordinate Survey: LMX predicts tactic use

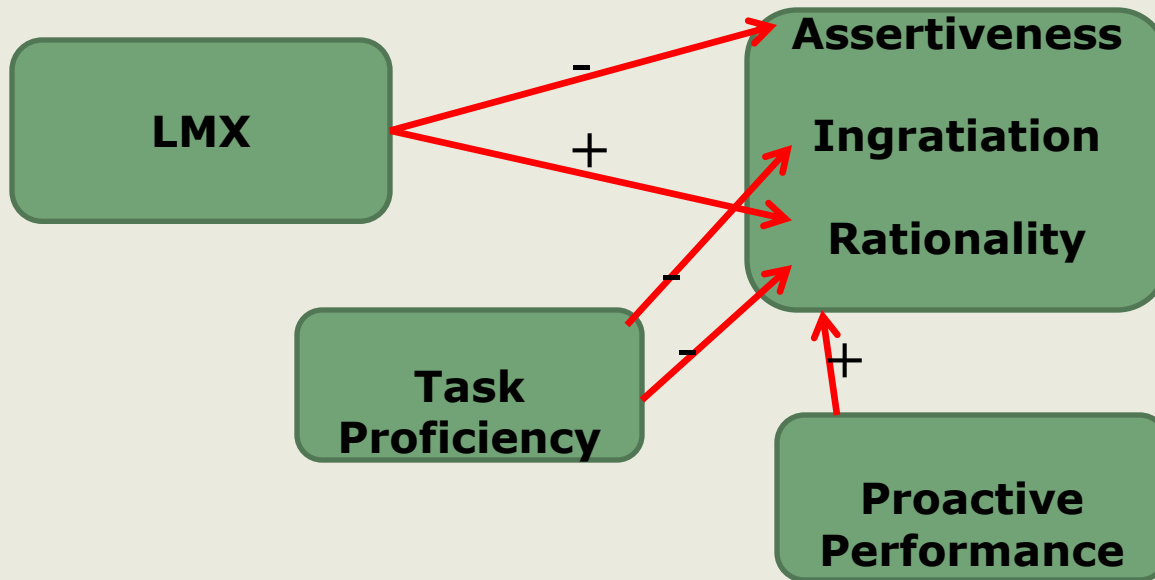
| <i>Predictor</i> | Rationality | Ingratiation | Assertiveness |
|------------------|--------------|--------------|---------------|
| Step 1: | | | |
| Gender | -.07 | .03 | -.12 |
| Tenure | -.12 | -.08 | .04 |
| Age | -.01 | -.21* | .00 |
| Degree | .11 | .09 | -.01 |
| | | . | |
| | R^2 | .03 | .08** |
| | | | .02 |
| Step 2: | | | |
| LMX | .15* | -.05 | -.21** |
| | $Change R^2$ | .02* | .04** |

| <i>Predictor</i> | | Rationality | Ingratiation | | Assertiveness | | |
|------------------|------------------------------|-------------|--------------|-------|---------------|--------|-------|
| Step 1: | | | | | | | |
| Gender | | -.06 | -.06 | .03 | .03 | -.13 | -.13 |
| Tenure | | -.15 | -.15 | -.09 | -.09 | .04 | .04 |
| Age | | .00 | .00 | -.20* | -.20* | .00 | .00 |
| Degree | | .11 | .11 | .10 | .10 | -.01 | -.01 |
| | <i>R</i> ² | .04 | .04 | .08** | .08** | .02 | .02 |
| Step 2 | | | | | | | |
| LMX | | .15* | .19* | -.05 | .00 | -.21** | -.18* |
| Proficiency | | | -.18* | | -.29*** | | .13 |
| Proactivity | | | .26** | | .05 | | .07 |
| Adaptivity | | | -.08 | | .05 | | -.06 |
| | <i>Change R</i> ² | .02* | .08** | .00 | .06* | .04** | .06* |

Manager survey



Subordinate survey



So what?

- If you are a manager
 - Having good relationships with your subordinates means they are less likely to use hard tactics
 - You might think assertive subordinates are poor performers but this isn't necessarily so. Watch out for the ingratiators though, they really are poor performers!
- If you are a subordinate
 - A poor relationship may mean you are less inclined to use rationality and more inclined to be assertive.
 - Your boss may view either as a sign that you are a poor performer

Thank you