

CHAPTER 6

RESULTS OF HYPOTHESES TESTING AND DISCUSSION

This section discusses the results of the hypotheses testing of the causal model depicted in Figure 3.1 using primarily the analytical techniques described in Chapter 4, and referring to the results in Chapter 5. The quantitative approach was the principal method of enquiry into the relationships among the variables included in the study, and thus, the hypotheses were rejected or accepted on the basis of empirical testing utilising statistical analyses which highlighted the strength, direction and significance of the relationships. In discussing the results, theoretical premises of the findings as well as diverging and converging evidence from previous researchers are presented. **While the implication of causality is unavoidable in the recursive model, such an assertion is only made when there is a strong and cogent theoretical and analytical basis to it. Both primary and secondary analysis is generally required to imply causality.**

The discussion is organised by the topical arrangement of the hypotheses that were grouped according to the configurations or sets of variables that are commonly linked in causal terms. For the sake of brevity, when two or more hypotheses are theoretically linked within the same configuration of variables in the context of the study, they are pooled together and their testing results are discussed within the same framework.

6.1 Leadership Styles, Subordinates' Competence and Downward Influence Tactics

6.1.1 H1a & H1b: Leadership Styles and Downward Influence Tactics

Hypothesis H1a predicts that the transformational leader who attempts to influence subordinates will be more likely to adopt downward influence tactics that emphasise inspirational appeals, consultation and ingratiation. The correlational analysis in Table 5.4 provides good support for H1a. In the relationship of transformational leadership to downward influence, tactics of consultation ranked the highest among other tactics exercised ($r = 0.69$, $p < 0.01$). This was followed by inspirational appeals and ingratiation tactics which have coefficients of correlation of 0.66 , $p < 0.01$ and 0.54 , $p < 0.01$ respectively. In addition, the result of path analysis which partial out other effects in Table 5.9 indicates that these three influence tactics have positive and direct effect with transformational leadership, that is to say, the relationship between inspirational appeals ($\beta = 0.588$, $p < 0.005$), consultation tactics ($\beta = 0.536$, $p < 0.005$) and ingratiation tactics ($\beta = 0.468$, $p < 0.005$) are significantly related to transformational leadership.

It was expected that consultation tactics, inspirational appeals and ingratiation tactics would represent a higher inner level of acceptance between superior and subordinate relationships (Falbe & Yukl, 1992). This is further affirmed by some literatures on organisational influence that indicate consultation tactics, inspirational appeals and ingratiation tactics to be positively related to transformational leadership (Cable & Judge, 2003; Charbonneau, 2004; Deluga, 1988b; Falbe & Yukl, 1992; Tepper, 1993). On that note, Yukl and Chavez (2002) in their study, found that consultation tactics, inspirational appeals, and ingratiation tactics exercised by the transformational

leader tends to foster a more satisfied, cooperative and prolonged relationships among superiors and subordinates.

The result of a study by Charbonneau (2004) supports the transformational leader's uses of rational persuasion, inspirational appeals, and consultation tactics as effective in generating subordinate commitment to perform a task. This finding sheds some light on the underlying influence processes at work in transformational leadership. Indeed, results suggest that leaders who use more influence methods that result in targets' internalisation of a request or task are perceived as more transformational. In turn, transformational leadership has been associated with subordinates' commitment to the organisation's goals and values (Barling et al., 1996) and team commitment (Arnold, Barling, & Kelloway, 2001).

Among subordinates, consultation tactics emerge as a very important cue for acceptance and recognition of the superior's influence management style as reflected in the present result. It most likely gains their compliance and is least likely to provoke their resistance (Yukl et al., 1993; Yukl & Tracey, 1992; Tepper, 1993). The present results support the general view that consultation, inspirational appeals and ingratiation tactics have a positive effect on the superior-subordinate relationship. The high degree of intercorrelation among the consultation tactics, inspirational appeals and ingratiation tactics serves to temper the previous discussion and suggests that while consultation tactics emerges as the dominant explanation for the downward influence tactics, its effective utilisation might be tied to some extent to the superior's exercise of a combination of other styles such as inspirational appeals and ingratiation tactics.

The distinct and significant relationship between leadership style and influence tactics provides further justification for the widespread call to integrate leadership and influence theory in organisational behavioural studies. Implicitly, it proposes that the leadership style takes effect through the appropriate predisposed influence tactics.

Hypothesis H1b predicts that transactional leadership is positively associated with downward influence tactics that emphasise exchange, pressure and legitimating. This hypothesis was supported by the data. Both the correlational and path analysis indicate that a positive and significant relationship exists between transactional leadership and the downward influence variables of exchange tactics ($r = 0.31, p < 0.01; \beta = 0.336, p < 0.005$), pressure tactics ($r = 0.40, p < 0.01; \beta = 0.375, p < 0.005$) and legitimating tactics ($r = 0.22, p < 0.01; \beta = 0.220, p < 0.005$). The results support the general contention that the transactional leader exerts influence by offering to reciprocate or exchange favours (i.e. exchange tactics) as reported in the study conducted by Tepper (1993). Furthermore, transactional leaders are reward-sensitive (Stewart, 1996) making them especially likely to use tactics that are linked to exchange, which is the purpose of exchange behaviours (Tedeschi & Melburg, 1984). When an individual is perceived as a transactional leader by subordinates, he or she is more likely to employ exchange tactics with subordinates because this approach propels the leader into action while still abiding by the formal rules of achievement in the organisation.

The result of this study implicitly suggests that pressure tactics may be the most effective strategy for influencing subordinates by using demands, persistence and repeated requests when subordinates tend to watch and wait for others to do the tasks

(Avolio, 1999). This suggestion is in line with the study by Tepper (1993) which has provided unambiguous evidence that transactional leaders employ pressure tactics more frequently than transformational leaders. Similarly, legitimating tactics may also be efficacious for influencing subordinates to comply with the requests mandated by organisational policies, rules or procedures (Kipnis, 1984). A study by Vroom and Jago (1988) showed a link between legitimating tactics and authoritarian leadership, thus providing more support for the contention that legitimating influence tactics are associated with transactional leadership. In conclusion, the present result is generally consistent with the literature which suggests that transactional leaders employ more pressure, exchange and legitimating influence tactics to obtain organisational goals (Kipnis, 1984).

6.1.2 H2a & H2b: Leadership Styles and Subordinates' Competence

Hypothesis H2a states that a superior's exercise of transformational leadership is positively correlated with subordinates' competence. The correlational analysis in Table 5.4 indicates that there was a positive and significant relationship between transformational leadership and subordinates' competence ($r = 0.31, p < 0.01$). The result of path analysis which partials out other effects indicated the relationship between transformational leadership and subordinates' competence to be significant ($\beta = 0.312, p < 0.005$). The result provides full support for Hypothesis H2a, seemingly showing that the leader would use a more transformational leadership style when dealing with subordinates who are more competent as evidenced in the study by Dockery and Steiner (1990) that reported subordinates' ability to affect leadership style. Their reasoning was

that the transformational leader would want to give more support to subordinates who have high ability so that they can perform well. This is the path of least resistance and the application of pressure seems unnecessary. Their findings, which are supported in this study, imply that a superior's exercise of transformational leadership style can be affected by subordinates' competence. This attitude can be explained from a situational leadership approach in which the leader analyses the situation and then decides the appropriate strategy. The first situational model of leadership was proposed in Tannenbaum and Schmidt (1958). In their classic Harvard Business Review article, these authors described how a manager should consider three factors before deciding on how to lead: (i) forces in the manager; (ii) forces in the subordinate, and (iii) forces in the situation.

Forces in the manager include the manager's personal values, inclinations, feeling of security, and confidence in subordinates. Forces in the subordinate include his or her knowledge and experience (thus competence), readiness to assume responsibility for decision-making, interest in the task or problem, and understanding and acceptance of the organisation's goal. Forces in the situation include the type of leadership style, the organisation values, the degree to which the group work effectively as a unit, the problem itself, the type of information needed to solve it and the amount of time the leader has to make the decision. On the other hand, the leader should refrain from using 'unnecessary' approaches that may be counter-productive, such as using a transactional top-down exchange approach with highly competent employees. The most logical approach is to convert competent employees to become motivated employees.

Hypothesis H2b states that a superior's exercise of transactional leadership is negatively correlated with subordinates' competence. The result in Table 5.4 indicates that there was a modest negative correlation between transactional leadership and subordinates' competence ($r = -0.15$, $p < 0.05$). This relationship was, however, not confirmed by the path analysis result in Table 5.9. The divergent results imply that the observed association between transactional leadership and subordinates' competence is probably contributed to largely by the spurious effects of other correlated variables and in this case, the positive strong correlation between transformational leadership and subordinates' competence could contribute to the effect. Thus, the observed significant correlation between transactional leadership and subordinates' competence could be because they share common negative associations with transformational leadership, as when transactional leadership is used in combination with transformational leadership, the direct effect of transactional leadership on subordinate competence is subdued. The result also suggests that the transactional style will not necessarily be adopted if the subordinate is incompetent, since such an individual could not be fully entrusted to meet work standards, complete assignments, and meet task-oriented goals. This is an encouraging result in the sense that it represents the real world, by showing that the transactional leader will not indiscriminately use the style when the conventional logic does not support its effectiveness. With the lack of direct effect, Hypothesis H2b was not supported.

6.1.3 H3a & H3b: Subordinates' Competence and Downward Influence Tactics

Hypothesis H3a posits that when a subordinate exhibits higher competence, the superior tends to use consultation tactics in his or her exercise of influence. The correlational and path analysis results show a significant and positive relationship between the subordinates' competence and consultation tactics ($r = 0.36$, $p < 0.01$; $\beta = 0.107$, $p < 0.05$). More specifically, increased subordinates' competence was tied to consultation tactics, thus implying a positive outcome. This result implicitly shows that the superior will be cautious in employing influence tactics with a highly competent subordinate, and will instead choose a less risky, more participative and ego-enhancing approach. This way, the superior will avoid jeopardising his or her integrity by asserting a hard approach when his or her judgment might be inferior to that of the highly competent subordinate. Dockery and Steiner (1990) on the other hand, attribute the superior's behaviour to the innate intention to give more latitude and support to subordinates who performed well. This pattern of response from the superior toward the subordinate's competence was collaborated by studies of Lowin and Craig (1968) and Greene (1975) who indicate that the superior is more likely to exhibit consideration with competent subordinates, and this may imply that the consultation approach is preferred by a superior in such circumstances. This finding has an important implication in that while certain downward influence tactics are generally tied with certain leadership styles, such association does not occur in isolation of the superior's predisposition or characteristics alone, but is also influenced by the subordinates' characteristics, in this case, the subordinates' competence. Thus, the adoption of downward influence tactics is a deliberate and conscious action of the superior.

Hypothesis H3b predicts that in the exercise of influence, the superior will avoid using exchange and pressure tactics with competent employees. The result of the correlational and path analysis with exchange tactics as the dependent variable shows a negative significant relationship ($r = -0.14, p < 0.05; \beta = -0.134, p < 0.05$). Similarly, there was a significant negative relationship between subordinates' competence and pressure tactics ($r = -0.24, p < 0.01; \beta = -0.181, p < 0.005$). Thus, these results supported Hypothesis H3b. The superior will specifically avoid the use of pressure tactics when the subordinate is highly competent. This can be explained from the perspective of conventional wisdom, that is, the commonsense understanding that the inappropriate application of pressure or hard tactics can be counter-productive in itself and especially so when the individual is either a high performer or highly competent. This result lends support to the previous findings by Lowin and Graig (1968), Greene (1975) and Dockery and Steiner (1990). However, it is important to caution that although the superior will avoid using exchange and pressure tactics on competent employees, the opposite is not necessarily true. The superior will not necessarily use exchange or pressure tactics on incompetent employees since such tactics will not be reciprocated in the case of incompetent employees.

6.1.4 H4: Subordinates' Competence as Mediator in the Relationship between Transformational Leadership Styles and Consultation Tactics

Hypothesis H4 predicts that subordinates' competence will mediate the relationship between transformational leadership and consultation tactics. The correlational result in Table 5.4 shows that there is a positive and significant association between transformational leadership and consultation tactics ($r = 0.69, p < 0.01$). The effect of

transformational leadership on consultation tactics was further confirmed by the path analysis result shown in Table 5.9 ($\beta = 0.536$, $p < 0.005$). From this result, transformational leadership style can be seen to be related positively to the subordinates' competence ($r = 0.69$, $p < 0.01$; $\beta = 0.312$, $p < 0.005$). Also, in the next link, the correlational and path analysis results show also a significant and positive relationship between the subordinates' competence and consultation tactics ($r = 0.36$, $p < 0.01$; $\beta = 0.107$, $p < 0.05$). These positive and significant paths in the triangular relationship between transformational leadership, subordinates' competence, and consultation tactics give rise to the speculation that the intermediate variable that is subordinates' competence could be a mediation variable.

An additional test is required to determine the extent of the influence of subordinates' competence on the relationship between transformational leadership style and consultation tactics. Hence, a further test was conducted to assess the significance of the indirect effect of transformational leadership on consultation tactics through the mediator of subordinates' competence and the method used by Baron and Kenny (1986) and Sobel (1982) in this respect was adopted. The result of this analysis shown in Table 5.10 indicates that the subordinates' competence contributed significantly to the increased association between transformational leadership and consultation tactics. This mediation effect is significant at the 0.05 level. The evidence of the relationship between transformational leadership style and subordinates' competence was discussed in the testing of Hypotheses H2a and is well supported by the extant literature.

Likewise, the relationship between subordinates' competence and the superior's exercise of consultation tactics was supported in the testing of Hypotheses H3a by

previous findings (Littlepage et al., 1995; Dockery & Steiner, 1990). The empirical support for Hypothesis H4 brings out an important qualification to the intrinsically plausible explanation between transformational leadership and consultation tactics. This is in the form of the magnification of the strength of the relationship between transformational leadership and consultation tactics in the case of highly competent subordinates. The transformational leader tends to adopt even more subdued consultation tactics when trying to influence more competent subordinates. This is a deliberate ploy to bring positive outcomes to such relationships. The nature of this interaction is quite similar to the results found in the studies by Locker and Schweiger (1979) and Locke, Feren, McCaleb, Shaw, and Denny (1980) in which subordinates' competence was found to moderate the relationship between participative decision-making and work performance. The result gives additional support to the assertion that leaders consciously and continuously evaluate the level of competence of the subordinates and select the appropriate influence tactics to bring desired outcomes. Overall, support for Hypothesis H4 was found.

6.2 Leadership Styles, Downward Influence Tactics and Outcomes

6.2.1 H5a & H5b: Leadership Styles and Organisational Citizenship Behaviour

Hypothesis H5a predicts that transformational leadership style is positively correlated with organisational citizenship behavior. The positive relationship between transformational leadership and OCB is in the hypothesised direction. The correlational result in Table 5.4 indicates that transformational leadership was highly related to OCB ($r = 0.63, p < 0.01$). This relationship was also further affirmed by the path analysis result

in Table 5.9 ($\beta = 0.269$, $p < 0.005$). This result expectedly, is quite similar to that in past studies (Chen & Farh, 1999; Ferres et al., 2002; Gerstner & Day, 1997; MacKenzie et al., 2001; Schlechter & Engelbrecht, 2006) that unambiguously indicate the existence of a positive relationship between transformational leadership and OCB.

The relationships between leadership and OCB have been empirically studied with the conclusion that transformational leadership was consistently linked to followers' higher level of OCB (Goodwin et al., 2001; Wang et al., 2005; MacKenzie et al., 2001). MacKenzie et al. (2001) concluded that transformational leadership can elevate salespeople to work beyond their selling duty, and Bass (1985a) asserted that employees choose to perform tasks out of identification with the transformational leader in the organisation. He further stresses that transformational leadership can create identification with, and internalisation of, desirable values as opposed to the limited goal of transactional leadership to produce a compliant workforce. This way, the subordinates are more encouraged to go beyond self-interest and the effect will be that they are more enthusiastic, productive, hardworking and more committed to the organisation. Hence, there is strong conceptual support for the notion that transformational leaders motivate their followers to exhibit extra-role behaviours.

Hypothesis H5b predicts that transactional leadership style is negatively correlated with organisational citizenship behaviour. The correlational result in Table 5.4 provides evidence that transactional leadership was indeed negatively correlated with OCB ($r = -0.40$, $p < 0.01$). Although seemingly logical, this relationship was however, not affirmed by the path analysis results available in Table 5.9. Cumulatively, a transactional

leadership style did seem to influence OCB in a negative way, but the direct effect of transactional leadership on OCB was too weak and insignificant to lend unqualified support for Hypothesis H5b. The logical explanation is that the transactional leader uses a hard approach which is viewed as ineffective in engaging subordinates' commitment. The present result however, implies a less deterministic (expected) negative relationship between transactional leadership on OCB. Although the application of transactional leadership can be effective in certain situations, for example, Yammarino and Bass (1990a) found in their investigation that transactional leadership can have a favourable influence on attitudinal and behavioural responses of employees but that it generally fails to evoke a volunteeristic initiative beyond the normal call of duty. This however, does not necessarily degenerate to the extent that it creates a negative response to OCB.

6.2.2 H6a & H6b: Leadership Styles and Satisfaction with Supervision

Hypothesis H6a posits that transformational leadership style positively affects satisfaction with supervision. Both the correlational result (Table 5.4; $r = 0.76$, $p < 0.01$) and path analysis result (Table 5.9; $\beta = 0.359$, $p < 0.005$) lend support for Hypothesis H6a. The positive relationship between transformational leadership and satisfaction with supervision is in the hypothesised direction. This result reinforces the general speculation that transformational leadership produces desirable work-related attitudes and behaviours in the subordinates such as job satisfaction and organisational commitment (Avolio, Zhu, Koh, & Bhatia, 2004; Avolio, Bass, Walumbwa, & Zhu, 2004; June Poon, 1995). The leader serves as a role model for subordinates which is in support of social psychological theory that pro-social behaviour can be influenced by leadership behaviour

(Berkowitz, 1970; Krebs, 1970). Such leaders enhance followers' confidence, effectiveness and motivation by giving them personal attention and by recognising their needs and aspirations (Walumbwa & Kuchinke, 1999). Transformational leaders are also known for their ability to recognise, understand and attempt to address each follower's needs on a one-on-one basis (Bass, 1985a; 1998) and continue to raise those needs to higher levels of inspiration (Avolio, 1999). Subordinates who perceive they receive the leader's special attention are more likely to exhibit greater satisfaction with supervision (Bartram & Casimir, 2007; Berson & Linton, 2005; Chiok, 2001; Emery & Barker, 2007; Seo et al., 2004).

Hypothesis 6b states that transactional leadership style negatively affects subordinates' satisfaction with supervision. The correlational result in Table 5.4 indicates a significant negative association between transactional leadership and satisfaction with supervision ($r = -0.49, p < 0.01$). As logical as it may seem, this relationship was however, not affirmed by the path analysis results in Table 5.9. The direct effect of the transactional leadership on the subordinates' satisfaction with supervision was too weak and insignificant although in the same direction, to lend a conclusive support for Hypothesis H6b. It would appear that the strength of associations mentioned earlier was partly attributed to the indirect effect via other variables, and or to some other factors outside the consideration of this model. Thus, on the strength of the path analysis result, Hypothesis H6b was rejected. The result simply means that transactional leadership results in neither satisfaction nor dissatisfaction with supervision.

The present result seems to be in contradiction with the findings of other researchers (Bycio et al., 1995; Hunt & Schuler, 1976; Kohli, 1985; Podsakoff et al., 1984; Schul, Remington & Berl, 1990). Part of the reason for this contradiction was probably due to the fact that the combined leader contingent reward and leader contingent punishment behaviour characteristic of transactional leadership have unequal effects on the satisfaction with supervision and may nullify each other. This reasoning found support in several studies (Baird & Hammer, 1979; Cherrington et al., 1971; Greene, 1973 and 1976; Greene & Podsakoff, 1978; Lawler, 1971; Podsakoff et al., 1982) who all suggest that reward made contingent upon performance causes increases in satisfaction with supervision and performance as well. On the other hand, the effects of punishment are not straightforward, as Sims (1980) has indicated that the administration of aversive events contingent upon poor performance does have a low, positive relationship with satisfaction, while Podsakoff et al. (1982) found no relationship between leader punishment behaviour and employees' satisfaction. This would suggest that when permissible, incorporation of dimensions of the scale instead of a unified scale can bring better explanatory power to the research data.

6.2.3 H7a & H7b: Downward Influence Tactics and Organisational Citizenship Behaviour

Hypothesis H7a states that a superior's exercise of the downward influence tactics of inspirational appeals, consultation and ingratiation will have a significant positive association with subordinates' organisational citizenship behaviour. In linking downward influence to OCB, the correlational result indicates a significant association between

inspirational appeals and OCB ($r = 0.53, p < 0.01$), consultation tactics and OCB ($r = 0.58, p < 0.01$) and also ingratiation tactics and OCB ($r = 0.42, p < 0.01$). However, only inspirational appeals and consultation tactics with the OCB were further affirmed by the path analysis in which the path coefficient for inspirational appeals $\beta = 0.120$ was significant at the 0.05 level and consultation tactics $\beta = 0.159$ was significant at the 0.005 level. These results provide partial support for Hypothesis H7a and could well indicate that social exchange theory has prominence in explaining the linkage between downward influence tactics and OCB. Thus, it would be expected that manager's uses of inspirational appeals and consultation tactics would encourage employees to increase their OCB (Dulebohn et al., 2005; Sparrowe et al., 2006). However, there was also an assertion that OCB was exhibited for self-interest purposes and this contention coincides with the self-interest explanation in respect of the influence tactics used (Dulebohn et al., 2005). Irrespective of the attribution of this behaviour, the superiors consciously use interpersonal or inspirational influence strategies to elicit OCB from their subordinates (Barbuto, 2000; Bass, 1985a; Katz & Kahn 1978). The present result, however, also corroborates the Yukl and colleagues (Falbe & Yukl, 1992; Yukl et al., 1996; Yukl & Tracey, 1992) findings in which soft influence tactics such as consultation tactics and inspirational appeals were seen to be more effective in motivating employees' OCB than tactics that rely on authority and position power.

On the other hand, Organ (1988) explains that the employees' OCB is encouraged by the positive impression they form of their supervisors and co-workers. Some other researchers (Folger, 1993; Niehoff, 2000; Penner, Midili, & Kegelmeier, 1997; Rioux & Penner, 2001) have advanced the proposition of three distinct motives why employees

engage in OCB, these being: pro-social values, organisational concern, and impression management. Unfortunately, the relationship between ingratiation tactics and OCB is not supported in the current study. This could be due to this tactic emphasising a strong relationship between superior and subordinates and this does not necessarily entail the development of subordinates' OCB as it lacks true productive work.

Hypothesis H7b proposes that a superior's exercise of the downward influence tactics of exchange, pressure and legitimating will have a significant negative association with subordinates' organisational citizenship behaviour. As shown in Table 5.4, the correlation coefficients are significant between pressure tactics and OCB ($r = -0.33, p < 0.01$) and also between legitimating tactics and OCB ($r = -0.16, p < 0.01$) but not in connection with exchange tactics. The path analysis result in Table 5.9, however, failed to achieve a statistically significant level. Therefore, on the strength of both the correlational and path analysis result, Hypothesis H7b was not supported. The present result seems to support the research finding by Sparrow et al. (2006) which suggested that pressure tactics and legitimating tactics are not related to the employee's helping behaviour (OCB) although some other researchers conclude that 'forcing' influence tactics is counterproductive in engaging employee commitment (Emans et al, 2003, Falbe & Yukl, 1992; Yukl et al., 1996; Yukl & Tracey, 1992). While the present result is not providing equivocal support for the earlier proposition, it offers an interesting counter-argument that holds the promise of the potency of OCB. If OCB is not exactly affected by the 'hard' influence attempt, this will provide empirical evidence that OCB is a valuable characteristic of the individual that is resilient and enduring, and thus not easily

influenced by the nature of the relationship between the subordinate and superior. In a way, OCB can be a highly sought-after characteristic of a subordinate, since this extra-role behaviour represents an intrinsic characteristic of individuals. Consequently, the propensity for this behaviour is present even in a work environment that is less than ideal.

6.2.4 H8a & H8b: Downward Influence Tactics and Satisfaction with Supervision

Hypothesis H8a states that a superior's exercise of inspirational appeals, consultation and ingratiation tactics will have a significant positive effect on subordinates' satisfaction with supervision. In linking the downward influence tactics to satisfaction, the correlational results indicate that there were significant correlations between inspirational appeals and satisfaction with supervision ($r = 0.63, p < 0.01$), consultation and satisfaction with supervision ($r = 0.66, p < 0.01$) as well as ingratiation with satisfaction with supervision ($r = 0.50, p < 0.01$). However, only inspirational appeals and consultation tactics with the satisfaction with supervision were further affirmed by the path analysis in which the path coefficient for inspirational appeals $\beta = 0.149$ was significant at the 0.005 level, and for consultation $\beta = 0.114$ was significant at the 0.01 level respectively. These results provide partial support for Hypothesis H8a and illustrate that social exchange theory could offer explanation for the linkage between downward influence tactic and satisfaction with supervision. The influence tactics that are effective in eliciting satisfaction with supervision are similar to those that result in OCB. Both outcomes are as the result of quality relationships between superior and subordinate. Good treatment by the superior will make the subordinate feel satisfied with the supervision and consequently return the favour by engaging in extra-role behaviours

(Eisenberger et al., 1986; Niehoff, 2000; Organ, 1988).

Another twist to this finding is that OCB is usually accompanied by satisfaction with supervision; thus, appropriate action that leads to satisfaction with supervision tends to lead to OCB. Empirically, this is illustrated by the high correlation between OCB and satisfaction with supervision ($r = 0.76$, $p < 0.01$) in this study and in the study by Jones and Schaubroeck (2004) that reported job satisfaction to be significantly related to self-rated altruism of OCB ($r = 0.39$, $p < 0.01$) and compliance of OCB ($r = 0.18$, $p < 0.05$). This also represents attempts by employees to reciprocate for psychological reward, that is to say, job satisfaction, by exerting extra effort for the organisation and supervisors. This is in accordance with a body of social psychology literature questioning a wholly selfless motivation for pro-social behaviour. Even theories that have allowed for the existence of altruistic behaviour have sometimes framed it as the result of empathic evocation expressed only when a relative benefit analysis shows a net psychic gain for the helper (Batson, 1987). The finding replicated this general relationship as indicated by the significant bivariate correlation between job satisfaction and self-rated OCB.

Hypothesis 8b indicates that a superior's exercise of pressure and exchange tactics will have a negative association with the subordinates' satisfaction with supervision. Both the correlational (Table 5.4) and path analysis (Table 5.9) results show that there is a negative relationship between pressure tactics and subordinates' satisfaction with supervision ($r = -0.39$, $p < 0.01$; $\beta = -0.122$, $p < 0.005$). There is already some evidence that pressure tactics or assertiveness are less effective in motivating employees' satisfaction (Falbe & Yukl, 1992; Omar, 2001; Yukl et al., 1996; Yukl & Tracey, 1992).

Thus, it would be expected that such tactics would have a negative influence in promoting employees satisfaction with supervision as members tend to resist or be unmotivated to comply with a request (Yukl et al., 1996; Yukl & Tracey, 1992). Additionally, pressure tactics or assertiveness may have a negative effect on the manager's efforts to elicit subordinates' support. According to Brehm's (1966) reactance theory, people tend to react negatively to any attempts that can control their behaviour. Such reaction would cause negative outcome such as employees' dissatisfaction.

As for the link between exchange tactics and satisfaction with supervision, the correlational result in Table 5.4 indicates a significant negative relationship ($r = -0.13$, $p < 0.05$). However, this relationship was not affirmed by the path analysis result in Table 5.9. Generally, it seems that exchange tactics did affect subordinates' satisfaction with the leader's supervision in a negative direction, but the direct effect of exchange tactics and satisfaction with supervision was too insignificant to support Hypothesis H8b. This may be due to the fact that the exchange relationship is usually an expected relationship whether in organisational or social life. In such a case, the recipient of such influence tactics is indifferent to their effect on their satisfaction with supervision. Overall, the present result seems to suggest only the more 'hard' and assertive approach produces a negative reaction by employees in respect of their satisfaction with the leader, and that the more commonly used exchange techniques have no impact in this respect.

6.3 H9a - H9d: Downward Influence Tactics as a Mediator on the Relationship between Transformational Leadership Style and Outcomes

Hypothesis H9a suggests that the downward influence tactics of inspirational appeals and consultation will further increase the positive association between transformational leadership style and organisational citizenship behaviour. There is a strong direct relationship between transformational leadership and OCB as shown in Table 5.9 with a path coefficient of 0.269 ($p < 0.005$). The mediation effects of inspirational appeals is significant at the 0.05 level for the path X1 (transformational leadership) → X7 (inspirational appeals) → X13 (OCB) and the mediation effects of consultation tactics is significant at the 0.05 level for the path X1 (transformational leadership) → X8 (consultation tactics) → X13 (OCB) as shown in Table 5.10 and in the diagram produced as Figure 6.1. The result confirms that transformational leadership has a significant direct relation to the subordinates' OCB and this relationship is mediated by the downward influence tactics of inspirational appeals and consultation tactics. When transformational leadership is exhibited, the use of inspirational appeals and consultation tactics further increases the tendency of the subordinates to undertake OCB. This finding seems to support the result of a study conducted by Soetjipto (2002) who concludes that only inspirational appeals and consultation tactics mediate the relationship between leaders'-members' perceptions of LMX quality. A leader's exercise of inspirational appeals and consultation tactics may be perceived by his or her subordinates as reflecting the leader's active support for the subordinates to get the task completed. Thus, the use of such tactics may foster high OCB among subordinates. The present result seems to support the assertions of some scholars who think that the concept of leadership and

influence are extricably linked (Burns, 1978; Gardner, 1990; Hinkin & Schriesheim, 1989). The link is established by the appropriate selective of influence tactics that are related to a particular leadership style. The present result clearly indicates that the use of suitable influence tactics tends to make the usage of leadership style more effective.

Hypothesis 9b proposes that the downward influence tactics of inspirational appeals and consultation tactics will further increase the positive association between transformational leadership style and satisfaction with supervision. The strong direct relationship between transformational leadership and satisfaction with supervision is shown in Table 5.9 with a path coefficient of 0.359 ($p < 0.005$). The mediation effects of inspirational appeals in Table 5.10 or in the diagram produced in Figure 6.1, is significant at the 0.001 level for the path X1 (transformational leadership) → X7 (inspirational appeals) → X14 (satisfaction with supervision) and similarly, mediation effects were observed for the path X1 (transformational leadership) → X8 (consultation tactics) → X14 (satisfaction with supervision) which is significant at the 0.01 level. The results justify the prediction that transformational leadership has a significant direct relation to subordinates' satisfaction with supervision and this relationship is mediated by the downward influence tactics of inspirational appeals and consultation tactics. When transformational leadership is exercised, the use of inspirational appeals and consultation tactics further increases the subordinates' satisfaction with supervision. The finding is consistent with the results of a study conducted by Warren (1998) who concluded that the influence tactics of inspirational appeals, consultation, ingratiation, and rational persuasion are highly correlated with in-group members' satisfaction as well as the implications of results by Soetjipto (2002) which suggest that inspirational appeals and

consultation tactics are partially mediated the relationship between the superior's and subordinate's perceptions of quality of their relationships.

Hypothesis H9c proposes that the downward influence tactics of pressure and exchange tactics will further decrease the association between transactional leadership style and organisational citizenship behaviour. Although the correlational result in Table 5.4 shows a significant negative relationship between transactional leadership and OCB ($r = -0.40$, $p = 0.01$), the path analysis result in Table 5.9 fails to indicate any significant direct relationship between transactional leadership style and OCB. Similarly, the direct effect of pressure tactics ($\beta = -0.083$) and exchange tactics ($\beta = 0.055$) with OCB are too weak to be significant. However, the direct relationships between transactional leadership and pressure tactics ($\beta = 0.375$, $p < 0.005$) and exchange tactics ($\beta = 0.336$, $p < 0.005$) were significant. Although it was predicted that the use of pressure and exchange tactics would further negate the relationship between transactional leadership and OCB, the result of the test of significant of indirect effect through a mediation result failed to confirm such relationship. Thus, Hypothesis H9c is not supported. The absence of a direct relationship between transactional leadership and OCB, while there is a significant correlation between the two, indicates that the overall correlation is influenced by the presence of a strong correlation between pressure tactics ($r = 0.40$, $p < 0.01$) and exchange tactics ($r = 0.33$, $p < 0.01$) with transactional leadership. It indicates that pressure tactics and exchange tactics are synonymous with transactional leadership. But the application of pressure tactics or exchange tactics does not necessarily affect OCB. In such a case, in statistical terms, the pressure tactics or exchange tactics will not be a

strong mediating variable. This unexpected result tends to suggest the desirability of OCB in that it appears to be an intrinsic characteristic of the individual is unaffected by the transactional leadership style or even the use of the more harsh downward influence tactics.

Hypothesis 9d states that the downward influence tactics of pressure and exchange tactics will further decrease the association between transactional leadership style and satisfaction with supervision. The correlational result in Table 5.4 shows a significant negative relationship between transactional leadership and satisfaction with supervision ($r = -0.49, p = 0.01$), but the path analysis result in Table 5.9 fails to indicate any significant direct relationship between transactional leadership style and satisfaction with supervision. The direct effect of pressure tactics and satisfaction with supervision is significant at $\beta = -0.122; p < 0.005$ but the direct effect of exchange tactics and satisfaction with supervision is not significant. Although it was logically predicted that the use of pressure and exchange tactics will further negate the relationship between transactional leadership and satisfaction with supervision, the result of the test of significance of indirect effect through a mediation result failed to confirm such relationship. Thus, Hypothesis H9d is not supported. The absence of direct relationship between transactional leadership and satisfaction with supervision, whilst there being a significant correlation between the two, indicates that the overall correlation is largely contributed by the presence of a strong correlation between pressure tactics ($r = 0.40, p < 0.01$) and exchange tactics ($r = 0.31, p < 0.01$) with transactional leadership. It again indicates that pressure tactics and exchange tactics are synonymous with transactional

leadership. The application of pressure tactics or exchange tactics does, nevertheless, not affect the satisfaction with supervision. In such situation, pressure tactics or exchange tactics are weak mediating variables. This result tends to suggest that satisfaction with supervision is not affected by the transactional leadership style or pressure and exchange tactics. Together with the result of H9c, this result explains the frequent and popular usage of pressure and exchange tactics under certain circumstances in the organisation that more often than not, results in positive outcomes.

6.4 Leadership Styles, Role Ambiguity, Downward Influence Tactics and Outcomes

6.4.1 H10a & H10b: Leadership Styles and Role Ambiguity

Hypothesis 10a predicts the relationship between transformational leadership and subordinates' role ambiguity will be negatively correlated. Both the correlational result (Table 5.4; $r = -0.59$, $p < 0.01$) and the path analysis result (Table 5.9; $\beta = -0.595$, $p < 0.005$) lend support to Hypothesis H10a. The negative relationship between transformational leadership and subordinates' role ambiguity is in the hypothesised direction. Stating it in another way, transformational leadership promotes role clarity. This is a more likely outcome as the transformational leader tends to clarify the employees' role by articulating a vision to inspire them to achieve the organisational common goals. This result also lends credibility to the previous finding by Teas (1983) whose results indicate that leader consideration is statistically significant to salespeople's perception of role ambiguity. However, a study conducted by MacKenzie et al. (2001) reported only the core transformational leader behaviours were negatively related to role

ambiguity ($\beta = -0.59$; $p < 0.01$), and no relationship between high performance expectations and individualised support on role ambiguity.

Hypothesis 10b predicts that the relationship between transactional leadership and subordinates' role ambiguity will be negatively correlated. The correlational result in Table 5.4 and path analysis result in Table 5.9 showed that transactional leadership was not related to subordinates' role ambiguity. This result seems to support the findings of a study conducted by MacKenzie et al. (2001) that the contingent reward characteristic of transactional leadership is not related to role ambiguity, and only the contingent punishment aspect of transactional leadership is negatively related to role ambiguity ($\beta = -0.20$, $p < 0.01$). Moreover, Kohli's (1985) study on the effects of supervisory reward and punishment behaviour stated that arbitrary and punitive supervisory behaviour would be negatively correlated with role ambiguity but found that it was positively correlated with role ambiguity. The different effect of supervisory reward and punishment behaviour has nullified their effect on subordinates' role ambiguity. Thus, Hypothesis H10b that predicted transactional leadership to have a negative relationship with role ambiguity was not confirmed. Again, the result highlights the potential benefit of conceptualising transactional leadership as a multi-dimensional construct.

6.4.2 H11: Role Ambiguity and Downward Influence Tactics

Hypothesis 11 proposes that role ambiguity is negatively correlated with inspirational appeals, consultation and ingratiation influence tactics. The correlational result in Table 5.4 and path analysis result in Table 5.9 jointly explained the negative relationship

between subordinates' role ambiguity and their perception of the superiors' exercise of inspirational appeals ($r = -0.47, p < 0.01; \beta = -0.127, p < 0.05$), consultation tactics ($r = -0.56, p < 0.01; \beta = -0.197, p < 0.005$) and ingratiation tactics ($r = -0.40, p < 0.01, \beta = -0.122, p < 0.05$). It is clear that the high level of role ambiguity experienced by subordinates is exacerbated by the perception that the superiors are using inappropriate 'hard' tactics and less of the 'soft' tactics. The rising use of 'hard' influence tactics was associated with the higher level of role ambiguity. The present result has the same implication of the result of Kipnis and Schmidt (1985) where they find that the use of 'soft' influence tactics create a favourable image, probably at the same time promoting greater role clarity. While it was argued by Deluga (1989) that consultation and ingratiation tactics may help forge a close superior-employee relationship resulting in heightened understanding and greater management responsiveness to role ambiguity, the present result indicate that the superiors may not usually respond proactively towards employees with a high level of role ambiguity. Instead, the result of this study implies that in general, the superiors will not favour the use of 'soft' influence tactics when the subordinates are seen as having a higher level of role ambiguity. Role ambiguity is always present in any organisation but fortunately the degree or level of role ambiguity is perceived could be altered by the influence tactics used by the superior. Knowing that 'hard' influence tactics could lead to higher role ambiguity, a 'soft' tactic other than their formal authority would be a more appropriate approach in creating a favourable situation in any organisation as argued by Kipnis and Schmidt (1985).

6.4.3 H12a - H12c: Role Ambiguity as Mediator between Transformational Leadership Styles and Downward Influence Tactics

Hypothesis 12a suggests that role ambiguity mediates the relationship between transformational leadership style and inspirational appeals. There is a strong direct relationship between transformational leadership and inspirational appeals as indicated in Table 5.9 with a path coefficient of $\beta = 0.588$ ($p < 0.005$). This occurs when there is a negative relationship between transformational leadership and role ambiguity ($r = -0.59$, $p < 0.01$; $\beta = -0.595$, $p < 0.005$) implying that transformational leadership decreases role ambiguity. At the same time, the negative relationship ($r = -0.47$ $p < 0.01$; $\beta = -0.127$, $p < 0.05$) between role ambiguity and inspirational appeals leads to the conclusion that high level of role ambiguity will reduce the attempt to use inspirational appeals by the superior. The specific indirect effect of the role ambiguity in the relationship between transformational leadership and inspirational appeals as reflected in the product of -0.595×-0.127 is 0.076 which is a positive contribution to the total effect. The mediation effects of role ambiguity is significant at the 0.01 level for the path X1 (transformational leadership) \rightarrow X6 (role ambiguity) \rightarrow X7 (inspirational appeals) as shown in Table 5.10 or in the diagram in Figure 6.1. This interaction allows one to conclude that when role ambiguity is prevalent, the transformational leader will adopt inspirational appeals to a greater degree as the indirect effect is positive. In other words, the role ambiguity will heighten the relationship between transformational leadership and inspirational appeals. This is an encouraging finding, as it justifies the supportive roles of transformational leadership in effecting positive change. The result confirms that transformational leadership has a significant direct relationship with inspirational appeals and this

relationship is mediated by subordinates' role ambiguity. When a subordinate experienced a high level of role ambiguity, the transformational leader will increase the use of inspirational appeals.

Hypothesis 12b suggests that role ambiguity mediates the relationship between transformational leadership style and consultation tactics. A strong direct relationship is observed between transformational leadership and consultation tactics as appeared in Table 5.9 with a path coefficient of 0.536 ($p < 0.005$). This occurs in the context that there is a negative relationship between transformational leadership and role ambiguity ($r = -0.59$, $p < 0.01$; $\beta = -0.595$, $p < 0.005$) implying that transformational leadership decreases role ambiguity. At the same time, the negative relationship ($r = -0.56$, $p < 0.01$; $\beta = -0.197$, $p < 0.005$) between role ambiguity and consultation tactics leads to the conclusion that a high level of role ambiguity will reduce the attempt to use consultation tactics by the superior. The specific indirect effect of the role ambiguity in the relationship between transformational leadership and consultation tactics is shown in the product of -0.595×-0.197 is 0.117, which represents a positive contribution to the total effect. The mediation effects of role ambiguity are significant at the 0.001 level for the path X1 (transformational leadership) \rightarrow X6 (role ambiguity) \rightarrow X8 (consultation tactics) as shown in Table 5.10 or in the diagram in Figure 6.1. This interaction allows one to conclude that when role ambiguity is prevalent, the transformational leader will adopt the consultation tactics to a greater degree as the indirect effect is positive. In other words, the role ambiguity will heighten the relationship between transformational leadership and consultation tactics. This is another encouraging finding, as it substantiates the supportive

roles of transformational leadership in effecting positive change. The result confirms that transformational leadership has a significant direct relationship with consultation tactics and this relationship is mediated by subordinates' role ambiguity. When a subordinate experienced a high level of role ambiguity, the transformational leader will increase the use of consultation tactics.

Hypothesis 12c suggests that role ambiguity mediates the relationship between transformational leadership style and ingratiation tactics. A direct relationship is seen between transformational leadership and ingratiation as referred to in Table 5.9 with a path coefficient of 0.468 ($p < 0.005$). This occurs when there is a negative relationship between transformational leadership and role ambiguity ($r = -0.59$, $p < 0.01$; $\beta = -0.595$, $p < 0.005$) suggesting that transformational leadership decreases role ambiguity. Also, the negative relationship ($r = -0.40$, $p < 0.01$; $\beta = -0.122$, $p < 0.05$) between role ambiguity and ingratiation tactics suggests that a high level of role ambiguity tends to reduce the attempt to use ingratiation tactics by the superior. The specific indirect effect of the role ambiguity in the relationship between transformational leadership and ingratiation tactics as reflected in the product of -0.595×-0.122 is 0.073, adds a positive contribution to the total effect. The mediation effects of role ambiguity is significant at the 0.05 level for the path X1 (transformational leadership) \rightarrow X6 (role ambiguity) \rightarrow X9 (ingratiation tactics) as shown in Table 5.10 or in the diagram in Figure 6.1. This interaction allows one to conclude that when role ambiguity is prevalent, the transformational leader will adopt the ingratiation tactics to a greater degree as the indirect effect is in a positive direction. In other words, the role ambiguity serves to intervene positively in the relationship between

transformational leadership and ingratiation tactics. This is yet another encouraging result, as it further amplifies the supportive roles of the transformational leadership in affecting positive change. The result confirms that transformational leadership has a significant direct relationship with ingratiation tactics and this relationship is mediated by subordinate's role ambiguity.

6.4.4 H13a & H13b: Role Ambiguity and Outcomes

Hypothesis 13a posits that subordinates' organisational citizenship behaviour will be reduced as role ambiguity increases. Both the correlational result (Table 5.4; $r = -0.60$, $p < 0.01$) and the path analysis result (Table 5.9; $\beta = -0.299$, $p < 0.005$) lend support for Hypothesis H13a. Thus, the result seems to agree with the conventional reasoning that role ambiguity impedes the opportunity of a person to perform effectively and efficiently (Kahn et al., 1964). Other research findings (Walker et al., 1975; Bagozzi, 1978; Behrman et al., 1981; Behrman & Perreault, 1984; Lysonski, 1985) have also demonstrated a negative relationship between role ambiguity and performance. Although the conclusion here is not entirely equivocal (as in the contradicting result of Brief and Aldag (1976), and Jackson and Schuler (1985), there is clearly more empirical evidence to suggest the simple conclusion that the lack of role ambiguity ensures better performance (including extra-role) as one is more certain about what is expected to be accomplished. Hopefully, the decrease in role ambiguity will lead to an increase in organisational commitment and task performance and ultimately, increase the employees' OCB level (MacKenzie, Podsakoff, & Ahearne, 1998; MacKenzie, et al., 2001; Tubre & Collins, 2000).

Hypothesis 13b suggests that subordinates' satisfaction with supervision will be reduced as role ambiguity increases. Both the correlational result (Table 5.4; $r = -0.68$, $p < 0.01$) and the path analysis result (Table 5.9; $\beta = -0.307$, $p < 0.005$) provide support for Hypothesis H13b. Subordinates who experience role ambiguity as a result of contradictory views concerning the roles to be performed will experience a decline in their satisfaction with supervision. This will cause a mismatch between what is expected by and focused upon by the leader to the point that it leads to a wrong perception of subordinates' performance. In such circumstances, the subordinates' perception of role ambiguity will inevitably be negatively related to their satisfaction with supervision. In addition, role ambiguity is thought to impede the ability to improve performance and obtain rewards, thus reducing job satisfaction. The present result seems to corroborate a number of previous findings which have suggested that role ambiguity and satisfaction with the job were negatively related (Babakus et al., 1996; Behrman & Perreault, 1984; Jackson & Schuler, 1985; Rizzo et al., 1970; Schriesheim & Murphy, 1976; Schuler, 1975; Schuler et al., 1977; Szilagyi et al., 1976; Tadepalli, 1991; Valenzi & Dessler, 1978).

6.4.5 H14a & H14b: Role Ambiguity as Mediator between Transformational Leadership and Outcomes

Hypothesis 14a states that role ambiguity mediates the relationship between transformational leadership style and organisational citizenship behaviour. There is a strong direct relationship between transformational leadership and OCB as shown in Table 5.9 with a path coefficient β of 0.269 ($p < 0.005$). The direct relationships between

transformational leadership and role ambiguity ($\beta = -0.595, p < 0.005$) and between role ambiguity and OCB ($\beta = -0.299, p < 0.005$) are both in a negative direction and significant. From Table 5.10 and the diagram in Figure 6.1, the mediation effects of role ambiguity can be seen as significant at the 0.001 level for path X1 (Transformational leadership) \rightarrow X6 (role ambiguity) \rightarrow X13 (OCB). The indirect effect of role ambiguity which is the product of $-0.595 \times -0.299 = 0.178$ makes a positive contribution. The result asserts that transformational leadership has a significant and direct relationship with subordinates' OCB and that this relationship is mediated by role ambiguity. In relation to the direction of effect, it would appear that role ambiguity serves to reduce the strength of the relationship between transformational leadership and OCB. This can be explained from the fact that transformational leadership will generally reduce the role ambiguity and this will lead to an increased in OCB (MacKenzie, Podsakoff, & Rich, 2001). Transformational leaders by their attempt to provide followers with a clearer perspective on their work may actually reduce employees' role ambiguity. Nonetheless, role ambiguity will always present in any organisational setting as it represent a complex interplay of contradicting thoughts in the minds of individuals. The present result seems to acknowledge the contention made by several researchers that leadership style effectiveness is very much dependent on the role situation (Fiedler, 1967; House & Dessler, 1974; Weed et al., 1976).

Hypothesis 14b proposes that role ambiguity mediates the relationship between transformational leadership style and satisfaction with supervision. The strong direct relationship between transformational leadership and satisfaction with supervision is

shown in Table 5.9 with a path coefficient β of 0.359 ($p < 0.005$). The direct relationships between transformational leadership and role ambiguity ($\beta = -0.595$, $p < 0.005$) and role ambiguity and satisfaction with supervision ($\beta = -0.307$, $p < 0.005$) are both negative and significant. The mediation effects of role ambiguity are significant at the 0.001 level for path X1(transformational leadership) \rightarrow X6 (role ambiguity) \rightarrow X14 (satisfaction with supervision) as shown in Table 5.10 or in Figure 6.1. The indirect effect of role ambiguity which is the product of $-0.595 \times -0.307 = 0.183$ represents a positive contribution. The result substantiates the belief that transformational leadership has a significant direct relation to the subordinates' satisfaction with supervision and that the relationship is mediated by role ambiguity. Similar to the result of H14a in relation to OCB, the present result also suggests that role ambiguity strengthens the relationship between transformational leadership style and the satisfaction with supervision. The result supports the findings of Valenzi and Dessler (1978) that there is a significant inverse relationship between leader consideration and role ambiguity. Beehr (1976) and Schriesheim et al. (1976), however provide an interesting argument in their study that suggests supervisor support to indicate a 'non-significant tendency' to reduce the strength of the relationship between role ambiguity and role strain. One explanation is that situations are perceived as less ambiguous by employees whose supervisors are more considerate and supportive, perhaps because considerate leadership behaviour is associated with more satisfied employees. In a way, there is always a strong tendency on the part of the transformational leader to reduce the role ambiguity, and hence, despite the negative effect of role ambiguity on the subordinates' satisfaction with supervision, the

relationship between transformational leader and satisfaction with supervision will be always be positive and significant.

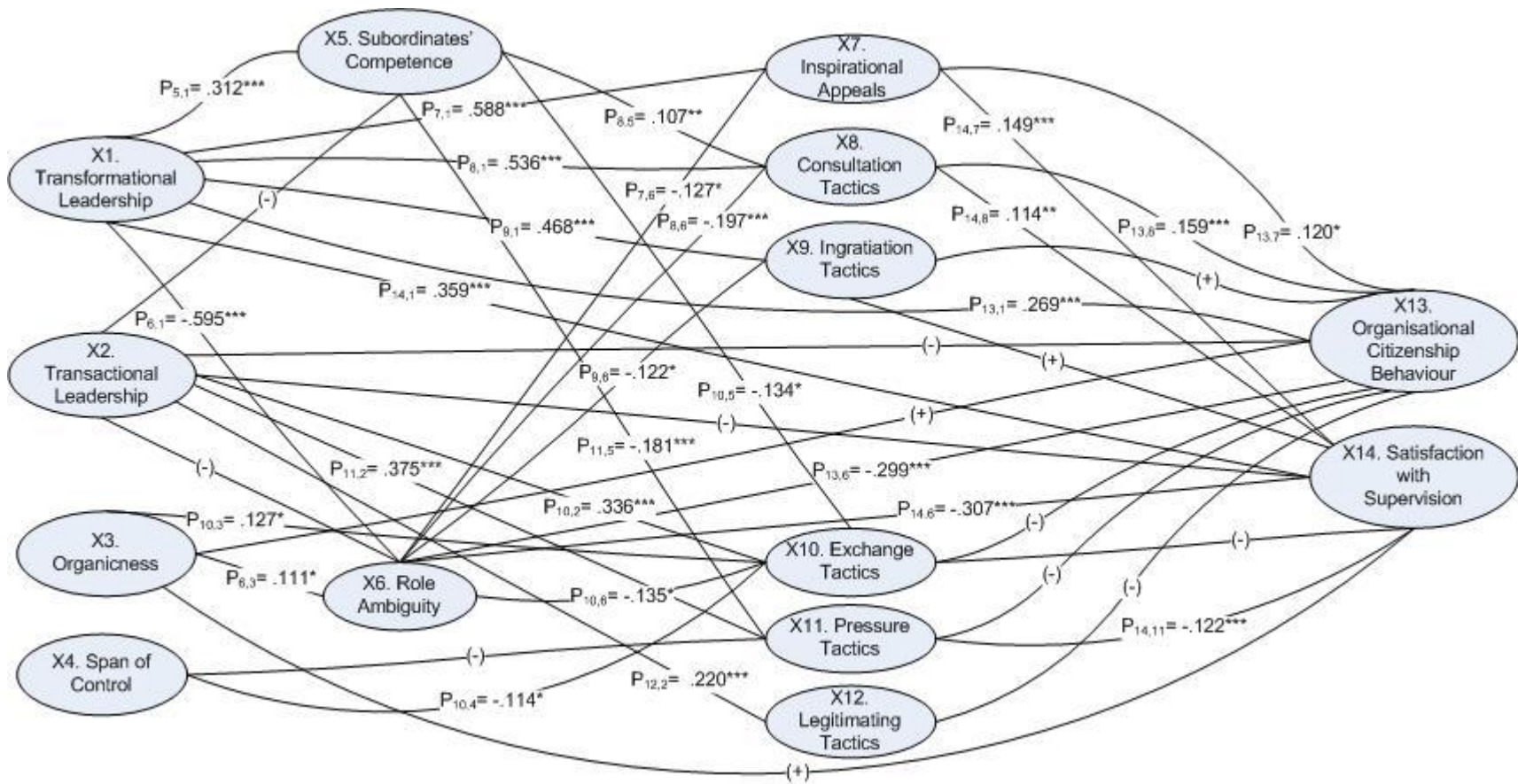


Figure 6.1: Emerging Relationships

* $p < 0.05$
 ** $p < 0.01$
 *** $p < 0.005$

6.5 Organisational Contexts, Role Ambiguity and Downward Influence Tactics

6.5.1 H15: Organic Structure and Exchange Tactics

Hypothesis 15 suggests that the organic structure is positively associated with exchange tactics. This hypothesis was supported by the data. Both the correlational and path analysis results indicate a positive and significant relationship between organic structure and exchange tactics ($r = 0.13, p < 0.05$; $\beta = 0.127, p < 0.05$), supporting the general contention that organic structure which emphasises horizontal specialisation and co-ordination, and which operates with comparatively few rules, would tend to encourage superiors to use exchange tactics to influence their subordinates. As the superior tends to apply control rather loosely, the logical motivation for compliance with the superior's objectives is by the belief that there is something of value to be traded – that is exchange. This is also to imply that absolute flexibility is not favoured and is in fact impractical in the organisation. The superior will accord greater flexibility only to the extent that such flexibility is deemed to produce greater good to both employees and organisation. This is best communicated through the exercise of exchange tactics. This way the social needs of individuals (Flippo, 1984) and the organisational expectation are accommodated by a matching exchange tactics.

6.5.2 H16a & H16b: Span of Control and Downward Influence Tactics

Hypothesis H16a assumes that a superior with a wider span of control is less likely to use pressure tactics. However, the correlational and path analysis results failed to indicate any statistical significance between the size of the span of control and pressure

tactics although the result is in the predicted negative direction. Whilst the finding by Kipnis et al. (1980) provides a rational explanation that as the unit size increase the use of assertiveness diminishes, the present result could not provide similar support. This is also in contradiction with the result obtained by Heller and Yukl (1969) which showed that a superior governing a larger group tends to use autocratic means. Thus, collectively, no unambiguous conclusion could be made concerning the span of control and pressure tactics.

Hypothesis H16b suggests that a superior with a wider span of control is less likely to use exchange tactics. This hypothesis was supported by the data. Both the correlational and path analysis results indicate a negative and significant relationship between a wider span of control and exchange tactics ($r = -0.16$, $p < 0.01$; $\beta = -0.114$, $p < 0.05$), supporting the idea that the use of exchange tactics will lose its utility as the span of control becomes wider. The present result tends to substantiate the earlier finding by Litterer (1973) who suggested that the exchange relationship that exist in a project and group work is influenced by the structural form. There is a sensible trade-off between one's ability to monitor the exchange relationship as the workgroup becomes larger, although the exchange relationship could in itself be beneficial.

6.5.3 H17: Organic Structure and Role Ambiguity

Hypothesis H17 states that role ambiguity will be more prevalent in an organic structure than in a mechanistic structure. The path analysis result shows a significant and positive relationship between organic structure and role ambiguity ($\beta = 0.111$, $p < 0.05$). An

important link appeared to exist between organic structure and role ambiguity that explained their significant direct relationship. Kahn et al. (1964) suggested that the opposite of organicness is the mechanistic character of an organisation's structure that can cause the decrease in role ambiguity because of its precise procedures and preset guidelines. Previous studies conducted in various industries have found predominantly a negative relationship between formalisation and role ambiguity (Jackson & Schuler, 1985; Michaels et al., 1988). The mechanistic organisational properties such as the centralisation of decision-making authority (House & Rizzo, 1972; Morris et al., 1979; Nicholson & Goh, 1983) and formalisation (Ramaswami, Agarwal, & Bhargava, 1993) have been found to decrease role ambiguity. The explanation for why centralisation and aspects of bureaucratisation decrease role ambiguity may be rather straightforward. This is rooted in the fact that bureaucratic organizations are formally administered through rules, policies and procedures (Ford & Slocum, 1977). On the other hand, the absence of explicit rules, policies and procedures in organic structure is expected to cause unclear role expectations, thereby increasing role ambiguity (Bauer, 2002; Corner & Douglas, 2005).

6.6 Organisational Structure and Outcomes

6.6.1 H18a & H18b: Organic Structure and Outcomes

Hypothesis H18a states that organic structure has a direct and positive effect on subordinates' organisation citizenship behaviour. Both the correlational result in Table 5.4 and the path analysis result in Table 5.9 failed to reach any statistically significant conclusions, although they were in the positive direction. Thus, Hypothesis H18a was

not supported. This could be due to the organisational structure playing a small role in influencing subordinates' responses. It must also be realised that not all subordinates will favour an organic structure and there may be some who can adapt to or actually prefer a mechanistic structure. This possibility explains the lack of support for this relationship, which is reflected in Table 5.4 which shows the mean score as 3.92 with a standard deviation of 1.16, thus indicating a vast difference in the adoption of mechanistic and organic structure. This highlighted that the organising method and structure is not an important influencing variable in terms of subordinates' overall performance. In addition, a study by Nicholson and Goh (1983) in both production and research work environments, also showed that role ambiguity has no significant effect with interpersonal variables such as trust, respect and liking.

Hypothesis H18b suggests that organic structure has a direct and positive effect on subordinates' satisfaction with supervision. The correlational result in Table 5.4 and the path analysis result in Table 5.9 failed to indicate a statistically significant level although the direction was positive as expected. Thus, Hypothesis H18b was not supported. It said that organic structure is expected to be more adept in handling a broader array of contingencies, as it possesses the characteristics and resources necessary for adaptation and innovation, including the diversity of personnel needed for carrying out non-routine tasks. This is generally liberated through decentralised decision-making and such characteristic provides greater agility to the firms and can have direct consequence on the outcome. Moreover, the present result could be due to the fact that those holding 'boundary positions' experienced uncertainty and conflicting expectations that lead to

dissatisfaction. Additionally, individuals in unusual settings and who experience role ambiguity may find that this directly affects their satisfaction. An example of an unusual setting is the circumstance where an employee finds him or herself in a different job position because of a re-structuring within his or her organization, or when there are changes in the external environment which require the organization and its members to also undergo some change. Changing old behaviours to new ones may well cause dissatisfaction as change that brings unpredictability creates resistance. Moreover, Mawdudur and Zanzi (1995) have reported mixed results: employees in management advisory services using organic structures have shown higher level of job satisfaction compared to employees in audit firms who reported lower job satisfaction.

6.7 Summary of Hypotheses Results

Table 3.1 summarises the results of the hypotheses floated and tested within this study.

Table 6.1 Summary of Hypotheses Results

Hypothesis 1a	: The transformational leader who attempts to influence subordinates will be more likely to adopt downward influence tactics that emphasise inspirational appeals, consultation and ingratiation.	Supported
Hypothesis 1b	: The transactional leadership is positively associated with downward influence tactics that emphasise exchange, pressure and legitimating.	Supported
Hypothesis 2a	: A superior's exercise of transformational leadership is positively correlated with subordinates' competence.	Supported
Hypothesis 2b	: A superior's exercise of transactional leadership is negatively correlated with subordinates' competence.	Not Supported
Hypothesis 3a	: When subordinate exhibits higher competence, the superior tends to use consultation tactics in his or her exercises of influence.	Supported
Hypothesis 3b	: In the exercise of influence, the superior will avoid using exchange and pressure tactics with a competent employee.	Supported
Hypothesis 4	: Subordinates' competence will mediate the relationship between transformational leadership and consultation tactics.	Supported
Hypothesis 5a	: Transformational leadership style is positively correlated to organisational citizenship behaviour.	Supported
Hypothesis 5b	: Transactional leadership style is negatively correlated to organisational citizenship behaviour.	Not Supported
Hypothesis 6a	: Transformational leadership style positively affects subordinates' satisfaction with supervision.	Supported
Hypothesis 6b	: Transactional leadership style negatively affects subordinates' satisfaction with supervision.	Not Supported

Table 6.1 Summary of Hypotheses Results (Cont'd)

Hypothesis 7a	: A superior's exercise of the downward influence tactics of inspirational appeals, consultation and ingratiation will have a significant positive association with the subordinate's organisational citizenship behaviour.	Partially Supported
Hypothesis 7b	: A superior's exercise of downward influence tactics of exchange, pressure and legitimating will have a significant negative association with the subordinate's organisational citizenship behaviour.	Not Supported
Hypothesis 8a	: A superior's exercise of inspirational appeals, consultation and ingratiation tactics will have a significant positive effect on the subordinates' satisfaction with supervision.	Partially Supported
Hypothesis 8b	: A superior's exercise of pressure and exchange tactics will have a negative association with the subordinates' satisfaction with supervision.	Partially Supported
Hypothesis 9a	: The downward influence tactics of inspirational appeals and consultation will further increase the positive relationship between transformational leadership style and organisational citizenship behaviour.	Supported
Hypothesis 9b	: The downward influence tactics of inspirational appeals and consultation will further increase the positive relationship between transformational leadership style and satisfaction with supervision.	Supported
Hypothesis 9c	: The downward influence tactics of pressure and exchange will further decrease the relationship between transactional leadership style and organisational citizenship behaviour.	Not Supported
Hypothesis 9d	: The downward influence tactics of pressure and exchange will further decrease the relationship between transactional leadership style and satisfaction with supervision.	Not Supported

Table 6.1 Summary of Hypotheses Testing (Cont'd)

Hypothesis 10a	: The relationship between transformational leadership and subordinates' role ambiguity will be negatively correlated.	Supported
Hypothesis 10b	: The relationship between transactional leadership and subordinates' role ambiguity will be negatively correlated.	Not Supported
Hypothesis 11	: Role ambiguity is negatively correlated with inspirational appeals, consultation and ingratiation tactics.	Supported
Hypothesis 12a	: Role ambiguity mediates the relationship between transformational leadership style and inspirational appeals.	Supported
Hypothesis 12b	: Role ambiguity mediates the relationship between transformational leadership style and consultation tactics.	Supported
Hypothesis 12c	: Role ambiguity mediates the relationship between transformational leadership style and ingratiation tactics.	Supported
Hypothesis 13a	: Subordinates' organisational citizenship behaviour will be reduced as role ambiguity increases.	Supported
Hypothesis 13b	: Subordinates' satisfaction with supervision will be reduced as role ambiguity increases.	Supported
Hypothesis 14a	: Role ambiguity mediates the relationship between transformational leadership style and organisational citizenship behaviour.	Supported
Hypothesis 14b	: Role ambiguity mediates the relationship between transformational leadership style and satisfaction with supervision.	Supported

Table 6.1 Summary of Hypotheses Results (Cont'd)

Hypothesis 15	: Organic structure is positively associated with exchange tactics.	Supported
Hypothesis 16a	: A superior with a wider span of control is less likely to use pressure tactics.	Not Supported
Hypothesis 16b	: A superior with a wider span of control is less likely to use exchange tactics.	Supported
Hypothesis 17	: Role ambiguity will be more prevalent in an organic structure than in a mechanistic structure.	Supported
Hypothesis 18a	: Organic structure has a direct and positive effect on subordinates' organisation citizenship behaviour.	Not Supported
Hypothesis 18b	: Organic structure has a direct and positive effect on subordinate's satisfaction with supervision.	Not Supported