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DECLARATION

I hereby declare that the material in this thesis is my own except for quotations, excerpts, equations, summaries and references, which have been duly acknowledged.

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ABSTRACT

THE RELATIONSHIP BETWEEN CULTURE AND INFLUENCE TACTICS

This study was designed to arrive at a description of the relationship between culture and influence tactics. Kadazan, Bajau and Melayu Brunei were the ethnic groups that had been used in this study to examine significant difference based on Hofstede's dimensions of culture namely Individualism-Collectivism, Masculinity-Feminity, Power Distance and Uncertainty Avoidance. The satisfaction of influence tactics used by their manager among Kadazan, Bajau and Melayu Brunei subordinates was also investigated using four styles of soft influence tactics that are Ingratiation, Rational Persuasion, Inspirational Appeals and Consultation. The results of this study clearly suggest that the relationship between culture and influence tactics do exist. In addition to that, the result of the satisfaction towards different style of influence tactics that had been found will help manager to achieve a greater understanding on influencing subordinates by using a better influence tactics that satisfy different ethnic of subordinates.
ABSTRAK

Kajian ini direka untuk mengenal pasti hubungan di antara budaya dan taktik mempengaruhi. Kadazan, Bajau dan Melayu Brunei adalah kumpulan etnik yang telah digunakan untuk mengkaji perbezaan yang signifikan berdasarkan dimensi budaya oleh Hofstede iaitu "Individualism-Collectivism", "Masculinity-Feminity", "Power Distance" dan "Uncertainty Avoidance". Kepuasan terhadap taktik mempengaruhi yang digunakan oleh orang atasan ke atas orang bawahan yang berbangsa Kadazan, Bajau dan Melayu Brunei telah dikenal pasti menggunakan taktik mempengaruhi lembut iaitu "Ingratiation", "Rational Persuasion", "Inspirational Appeals" dan "Consultation". Hasil kajian mendapati hubungan di antara budaya dan taktik memang wujud. Di samping itu, hasil kajian terhadap kepuasan terhadap taktik mempengaruhi yang digunakan dipercayai dapat membantu para pengurus untuk mempengaruhi orang bawahan dengan menggunakan taktik yang lebih disuka dan member kepuasan terhadap orang bawahan yang berbilang bangsa.
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CHAPTER 1

INTRODUCTION

In these global times, a manager will deal with all kinds of people. A range of different people will actually give benefit to an organization since it will help in becoming more flexible and adaptable to succeed in the fast changing world. Managers need to believe that cultural diversity will contribute in the competitiveness of the organization by widening and enriching the pool of skilled and talented people (Ansari and Jackson, 1995).

This study will be conducted to investigate whether subordinates' different culture impact on subordinates' satisfaction with their managers' use of influence tactics. In an organization, difference influences tactic need to be used by manager depend upon a culturally diverse workforce. In an organization, there will be amount of staff from different cultural groups. Therefore they need different approach of influence tactics. A different approach of influence tactics need to be used in an appropriate way since the managers have to sell their ideas, gain acceptance of policies, as well as to motivate others to accept their decision. (Cohen and Bradford, 1991; Yukl, 1998). Rosnah Ismail (2009) proposed that three main ethnic groups in Sabah are the Kadazan, Murut, and Bajau. However due to some limitation, this study will discover cultural values among the ethnic in Sabah that focus on Kadazan, Bajau and Melayu Brunei.

There are several aspects that make the manager effective, one of it, is his or her ability in influencing others. (Allen, Madison, Porter, Renwick and Mayes, 1979; Kipnis, Schidmt and Wilinson, 1980; Mayes and Allen 1977; Schreisheim and Hinkin, 1990; Yukl and Falbe, 1990; Yukl and Tracey, 1992). As for Malaysian manager, in order to operate effectively in culturally diverse environment, they need to be aware of differences, including different experiences and customs of
their staff. The awareness of culture will indirectly give an advantage for the manager to understand his or her subordinate before applying what kind of influence tactics are suitable. In addition to that, manager should not separate self awareness and cultural awareness since this will help one to have a better awareness of how culture affect personal lives (Aida and Maimunah, 2007).

1.1 Research Problem

Previous study had proved that there is relationships exist between the Hofstede’s Cultural Dimension and the suitable influence tactics to be used. Using (Hofstede’s, 1980) classic model found four dimensions of culture, namely power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance, the result of the previous cross-cultural research found that that power distance is positively related to the acceptability and use of coercive influence strategies (Egri, Ralston, Murray and Nicholson, 2000; Morris and Pavett, 1992; Ralston, Giacalone and Terpstra, 1994, 1995, 2001; Schermerhorn and Bond, 1991), unethical decision making (Christie, Kwon, Stoeberl and Baumhart, 2003; Getz and Volkema, 2001; Vitell, Nwachukwu and Barnes, 1993) as well as perceived corruption (Husted, 1999). Meanwhile, in an individualistic culture, assertive influence strategies seems to be more appropriate (Doney, Cannon and Mullen, 1998; Lu, Rose and Blodgett, 1999), while for collectivist culture, assertive influence strategies are found to be more acceptable (Fu, Kennedy, Tata, Yukl and Bond, 2001; Ralston et al., 2001). Therefore, this study aims to find what kind of influence tactics that can be used by the managers while interacting with their subordinates. Thus, the problems that will be investigated in this research paper are whether subordinates’ different culture impact on their satisfaction with their managers’ use of influence tactics.

In addition to that, it is believed that demography moderates the relationship between culture and other management style. Among the studies that use demographic as the predictor of leadership style are by Ojode, Walumbwa and Kuchinke (1999) that examined the gender, age, and educational level of followers as predictors of perceptions of leader styles. Vecchio and Boatwright (2002) in their
study of demographic variable as predictors of idealized style of leadership found that employees with higher levels of education and greater job tenure expressed less preference for leader structuring as they also found that women expressed greater preference for leader considerateness. Therefore, the next problem that will be investigated is that if there is a relationship between culture and influence tactics, will the demographic of the subordinates will affect their satisfaction towards the managers’ influence tactics.

Most of local researchers argue that Western management theories can be applied to explain behavior in the Malaysian workplace context though it misses the richness of the relationships within and between ethnic groups (Asma Abdullah, 1992; Lim, 1998; Asma Abdullah, 2001). Therefore, this study also wants to investigate if there is significant difference in the cultural orientation among the ethnic group in Sabah that are Kadazan, Bajau and Melayu Brunei.

1.2 Research Questions
This study was designed to arrive at a description of the relationship between culture of the subordinates and what kind of influence tactics that they prefer used by the managers. The research questions described below are the guide in this study and are as follows:
1. Do Kadazan, Bajau and Melayu Brunei have significant difference on Hofstede's dimension of culture?
2. Does the different culture influence subordinate's satisfaction of influence tactics of their manager?
3. Does the relationship between subordinates' cultural dimension and the satisfaction towards influence tactics exist?
4. Does the demography moderate the relationship of culture and satisfaction of influence tactics used by manager?

1.3 Research Objectives
This study attempts to meet the following objectives:
1. To investigate whether Kadazan, Bajau and Melayu Brunei have significant difference on Hofstede's dimensions of culture.
2 To examine the satisfaction of influence tactics used by their manager among Kadazan, Bajau and Melayu Brunei subordinates.
3 To examine the relationship between culture dimension and the satisfaction of influence tactics used by their manager.
4 To examine the moderating effect of demography towards the relationship between culture and satisfaction of influence tactics used by manager.

1.4 Scope of the Study
The scope of the present study is limited to the investigation of the subordinates’ culture and its impact on subordinates’ satisfaction with their managers’ use of influence tactics. The respondent will be from the three ethnic groups that are Kadanzan, Bajau, and Melayu Brunei. This study uses four types of influence tactics that are commonly used by the manager in Asia. Data were collected from the subordinates level around the area of Sabah.

1.5 Significance of the Study
Taking a Malaysian work settings context, so far there only a few studies that had been conducted to examine the downward influence tactics that are related to organizational context, where it uses leadership as key independent variable and outcomes such as satisfaction with supervision and organizational citizenship behavior. There also studies that examine the role of ambiguity and subordinates’ competence level (Lee and Salleh, 2008). Thus, this study aim to achieve a greater understanding for manager in adopting the appropriate influences tactics to their subordinates that comes from different culture. It will also help the manager to improve their effectiveness in exercising their power to influence a multicultural diversity at workplace. In addition to that, in maintaining the workplace harmony and unity, it needs an appropriate use of influence tactics, therefore this study also aim to help manager in achieving it.
1.6 Definition of Terms

1.6.1 Culture
The study will investigate the culture practiced by the people of Bajau, Kadazan and Melayu Brunei by using the four dimensions of culture as lay down by (Hofstede, 1980). The four dimensions of culture namely (1) Individualism-Collectivism, (2) Masculinity-Feminity, (3) Power Distance and (4) Uncertainty Avoidance:

(1) Individualism - Collectivism
This dimension can be defined as the measurement of people who prefer to work alone or in a group.

(2) Masculinity - Feminity
This masculinity can be defined as the level of traits such as authority, assertiveness, performance, and success. Meanwhile, feminity refer to characteristics like personal relationships, quality of life, service and welfare.

(3) Power Distance
Power distance can be defined as the degree to which unequal distribution of power and wealth is tolerated, whereby, it focuses on the degree of equality or inequality of societies in a country.

(4) Uncertainty Avoidance
Uncertainty avoidance defined as the extent to which people are threatened by a lack of structure or by uncertain events in which people will deal with the future, whether they have inherent control, or whether events are beyond their control.

1.6.2 Influence Tactics
Influence tactics can are divided into hard and soft influence tactics, whereby, this study attempt to focuses on the soft influence tactics. Four “soft” influence tactics that used in present study include ingratiation, rationality, inspirational appeals,
and consultation (Yuki and Seifert, 2002). Below are the definitions of the terms that will be used in this study:

(1) **Ingratiation**
The agent uses praise and flattery before or during an attempt to influence the target person to carry out a request or support a proposal.

(2) **Rational Persuasion**
The agent uses logical arguments and factual evidence to show that a request or proposal is feasible and relevant for important task objectives.

(3) **Inspirational Appeals**
The agent appeals to the target's values and ideals or seeks to arouse the target person's emotions to gain commitment for a request or proposal.

(4) **Consultation**
The agent asks the target person to suggest improvements or help plan a proposed activity or change for which the target person's support is desired.

**1.7 Summary and Organization of Remaining Chapters**

This study began with a focused review and analysis of past research on distinctions among culture including local culture, as well as the influence tactics, subordinate's satisfaction and demography. In the methodology part, it will be describing the details on theoretical framework, hypothesis, and the approach that will be used in collecting data. In the results section, connections between subordinates' different culture and subordinates' satisfaction with their managers' use of influence tactics will be examined using a number collection method. Finally, in the discussion section, it will assess accomplishment of the study's objective and offer recommendations for future research.
CHAPTER 2

REVIEW OF LITERATURE

2.1 History of Research

Most of the studies on managerial influence with subordinate focus on factors of condition tactics that managers used in which this study emphasize both personal and situational factors. Personal factor can be status, leadership, stress and so on, meanwhile an example of situational factor are such as direction, objectives, conflict modes, context, and formal structure (Deluga, 1988; Harper and Hirokawa, 1988; Yukl and Falbe, 1990). In another study, researchers had argues that influencing subordinates is an important component of managerial work, therefore, it had been suggested that a deep study of managerial roles may provide a more detailed analysis of the influence process (Kanter, 1982; Kotter, 1982; Pavett and Lau, 1983; Yukl and Falbe, 1990). Among the early study on influence tactics, it had been found that a study by Kipnis et al. (1980) had came with a broad segment of the literature regarding influence tactics that consist of assertiveness, coalitions, exchange, ingratiation, rationality, and upward appeal. Other researchers, Schriesheim and Hinkin (1990) had used the previous study by Kipnis et al. (1980) and introduce new measurement with same subscales with a new items. Yukl and colleagues in their paper had examined influence tactics from the perspectives of both agent and target (Yukl and Falbe, 1990; Yukl and Tracey, 1992; Yukl, Falbe and Youn, 1993). In addition to that, they had also extended the work of Kipnis et al. (1980) by identifying the additional tactics of inspirational appeal, consultation, legitimating, pressure, and personal appeal. Whereby, another study had determined that the most frequently used downward influence tactics are inspirational appeal and consultation. (Yukl and Falbe, 1990). When a manager or supervisor wants a subordinate to act in particular way, there is either an implicit or explicit appeal by the supervisor for compliance. Thus, again, Yukl and his colleagues had developed related schemes of Kipnis et al., (1980) for categorizing
these appeals for various leader-follower dyads (Yuki and Tracey, 1992). These categories are often termed "tactics" for influence. The conception is that the supervisor or other "agent" of influence is aware that the subordinate (or other "target") might not be inclined to comply unless the appeal provides a basis for compliance (Raven, 1993). Dickson, Den Hartog and Mitchelson (2003) had mentioned that the study of culture and leadership has steadily developed as a research stream since the mid-1990s. Generally, leadership implies influence of the leader over the follower. This development of culture and leadership that using influences tactics includes a wide array of perspectives, such as global leadership, leadership across nations and leadership within multicultural organizations and environments (Adler, 1997; House, Hanges, Javidan, Dorfman and Gupta, 2004; Connerley and Pederson, 2005). Moreover, research of culture and leadership suggests that leadership practices and culturally are bound.

2.2 Review of Key Studies

2.2.1 Culture
In the context of this study, culture is used to understand how Kadazan, Bajau and Melayu Brunei rank on Hofstede's dimensions of culture and to investigate the relationship between culture dimensions among subordinates of different races and their satisfaction of influence tactics used by manager. Therefore, these discussions will be based on the related study on culture. Scholars have different ways of defining culture. For example, (Hofstede, 1991a) had defined culture as "the collective programming of the mind which distinguishes the members of one group or category of people from another" (p. 5). Another scholars, Lustig and Koester (2003) interpreted culture as "a learned set of shared interpretations about beliefs, values, and norms, which affect the behaviors of relatively a large group of people" (p. 27). While Barnouw (1963) had defined culture as "the way of life of a group of people, the configuration of all the more or less stereotyped patterns of learned behavior, which are handed down from one generation to the next through the means of language and imitation" (p. 5). As said by Dickson et al. (2003), they found that the most recognized and criticized culture dimensions in leadership
research are those proposed by (Hofstede, 1980, 2001). There also other dimensions that had been widely used to study culture such as a study by Schwartz (1999), Trompenaars and Hampden-Turner (1997), Kluckhohn and Strodtebeck (1961), and those in the GLOBE program (House et al., 2004).

Yet in this paper, it will focuses on Hofstede’s framework since it had been recognized as the most conceptual clarity and its broad visibility in the literature. Hofstede (1980) had come out with four dimensions of culture, namely power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance. These four dimensions were initially detected through the comparison of the value among the employees and managers working in 53 national subsidiaries of the IBM Corporation. Later, Hofstede added a fifth dimension called long-term orientation (Hofstede, 2001). Later, a fifth dimension had been introduces namely long-term versus short-term orientation. This dimension had been found after a study among the students in 23 countries had been conducted. This study had used the questionnaire prepared by the Chinese Value Survey in Hong Kong (Hofstede and Bond, 1998, 1987).

On the other hand, another researcher proposed cultural values that symbolize the relationship between personality and cultural factors (Schwartz, 1994). This model was developed based on (Hofstede, 1980) and (Kluckhohon and Strodbeck, 1961) studies, whereby the data were collected from respondents from thirty-eight different countries. In his model, Schwartz (1994) had develop two cultural dimensions that are (1) conservatism versus autonomy (affective and intellectual) and (2) self-enhancement (hierarchy and mastery) versus self-transcendence (egalitarian commitment and harmony), whereby this two dimension are actually archetypes of societies with different assumptions about the life and work that can be characterized as contractual culture and relationship cultures.

Apart from that, Trompanaars (1993) identified seven dimensions that involve thirty companies in fifty different countries. The study had resulted in the first five dimensions under the broad heading of relationships with people consists of (1) universalism versus particularism, (2) individualism versus communitarians,
(3) neutral versus emotional, (4) specific versus diffuse and (5) achievement versus ascription. Different from the previous dimension, in the six dimensions, it focuses on attitudes to time, whereby the last dimension is attitudes to the environment.

Malaysian researcher, (Asma Abdullah, 1992) defined culture as a shared and commonly held body of general beliefs and values, which define the “should” and “ought” of life of certain ethnic communities. In addition to that, these beliefs and values were usually acquired so early in life that people are usually unaware of their influence in their lives. Other than that, in her other publication, Asma Abdullah (1996) adds that culture is a collection of behavior patterns relating to thoughts, manners and actions, which members of a society have shared, learned and passed on to succeeding generations.

2.2.2 The Malaysian Cultural Setting
Malaysia is known as a multi-cultural country, thus it cultural diversity reflects the characteristics that may take one individual culturally different from another. Total population of Malaysian was 28.3 million of which 91.8 per cent were Malaysian citizens and 8.2 per cent were non-citizens. Malaysian citizens consist of the ethnic groups Bumiputera (67.4 per cent), Chinese (24.6 per cent), Indians (7.3 per cent) and Others (0.7 per cent). Population distribution by state indicated that Selangor was the most populous state (5.46 million), followed by Johor (3.35 million) and Sabah (3.21 million). The population share of these states to the total population of Malaysia was 42.4 per cent. The least populated states were Wilayah Persekutuan Putrajaya (72,413) and Wilayah Persekutuan Labuan (86,908). Malays were the predominant ethnic group in Peninsular Malaysia, which constituted 63.1 per cent. Meanwhile, the Ibans constituted 30.3 per cent of the total citizens in Sarawak while Kadazan/Dusun made up 24.5 per cent in Sabah. Banker and Banker (1984) mentioned that there are approximately thirty-nine different indigenous ethnic groups and subgroups listed under the Sabah Monograph 1984 and these peoples speak more than fifty languages. According to a recent researcher, Rosnah Ismail (2009), it had been found that the Kadazan, Bajau, Murut, and Paitanic goups are the largest of all the ethnic groups. Other ethnic groups are Brunei Malays, Bisaya,
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