

PROJECT BRIEF

Project title Use and effectiveness of downward
influence tactics in different
managerial roles: a Pakistani public
normative sector perspective

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ABSTRACT

The manager's ability to influence their stakeholders to accomplish desired objectives is an essential element of a managerial effectiveness. It is considered imperative to completely understand the influence processes to effectively decide which tactics is most appropriate and practicable in a specific managerial role and organizational culture.

The present study examined the differences among Interpersonal, Informational and Decisional managerial roles in selection of influence tactics in different managerial roles in a normative public sector organization. The differences were evaluated with an aim to examine the frequency of use and degree of effectiveness of influence tactics used by the Pakistani managers on their subordinates. Finally, descriptive statistical analysis was conducted by finding the means of both frequency of use and effectiveness of tactics. Based upon the overall results, the tactics were ranked under each role to elucidate what is the frequency of use of each tactics and how effective it would be in each role.

No statistically significant differences was revealed in selection of Influence tactics by managers in different managerial riles. In Interpersonal, informational and decisional roles, managers mostly used rational persuasion, consultation and legitimating tactics to influence their subordinates. The same trend is also noted in effectiveness of these tactics. The use of exchange, ingratiation and pressure tactics is less. The same tendency is also noted in effectiveness of these tactics in different managerial roles.

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