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A Confirmatory Factor Analysis Study**

Shomi Srivastava

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NATIONAL INSTITUTE OF BANK MANAGEMENT
Pune, Maharashtra, 411048
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ABSTRACT

Research suggests that the social influence process relates to several meaningful outcomes in an organizational setting. The advancement of the study of the social influence process in an organizational context has, however, been hindered by the lack of a validated social influence measure based on recent advancements in influence process literature. Another purpose of the research is to develop a questionnaire to measure the influence process in Indian organizational setting. The purpose of this study, therefore, is to develop and validate the SIQ based on a theoretically grounded definition and on recent advancements in influence processes in an Indian organizational setting. Subject-matter experts were used to examine the content validity of the construct. Then, pilot testing and pre-testing were conducted to assess the psychometric properties of the constructs. Finally, Confirmatory Factor Analysis (CFA) was conducted on 526 samples to assess the factor structure, reliability, convergent validity, discriminant validity, and internal consistency of the constructs. The study has identified 10 dimensions of influence tactics. It identified 47 new behaviours related to the 10 dimensions of social influence process for Indian organizational situation. The study has identified two new dimensions of influence: disparagement and ethnic identity. Together, the study provides evidence of the psychometric soundness of the SIQ.

Key words: Social Influence Process, Influence Tactics, Scale development, Reliability and validity of scale, Confirmatory Factor Analysis

Shomi Srivastava (*Corresponding Author*)

National Institute of Bank Management, Pune

shomi@nibmindia.org

Developing of Social Influence Questionnaire (SIQ) in the Indian Context: A Confirmatory Factor Analysis Study

Introduction

The social influence process has been given substantial consideration in the literature of psychology and management. In an organizational context, when two people come in contact with each other the process starts. It is viewed as ubiquitous in an organizational and social context (Farmer et al., 1997). It is taken into account as one of the foremost contributing factors of managerial effectiveness. Along with its pervasiveness, the functional utility of the influence phenomenon to enhance the efficacy of managers has also appropriated the need for fact based validation of the perspective (Yukl, Kim, & Falbe, 1996). The widespread pervasiveness of the influence process in an organizational and social context has generated a vast interest in theoreticians and researchers in organizational and social psychology and in management for conceptual and empirical investigation of the various facets of the influence process. Along with its pervasiveness, the functional utility to enhance the effectiveness of managers has also appropriated the need for fact based validation of the perspective (Yukl, Kim, & Falbe, 1996). A substantial amount of research has empirically established a relationship between the social influence process and managerial & leadership effectiveness. A survey of social influence process literature has identified the existing scales to measure social influence phenomena.

Behavioral influence tactics and their measurements through scales play a pivotal role in the study of the social influence process and its associated antecedents, consequences, and mediators, which further unlocks the academic understanding of managerial dynamics in organizations. A significant body of literature has been accumulated on behavioral influence tactics and its measurements. Assuming the significance of behavioral influence tactics in academic research in connection with the influence process, the conceptual and empirical validation of the tactics constitutes the core of the investigation into the social influence phenomenon. Theory related to the construct acknowledged a range of behavioral influence tactics in a social and organizational context. A literature review of empirical work related to influence scale and its tactics has identified the range of behavioral tactics.

The most prominent measures of the influence approach deal with the development of influence scales (Kipnis, et al., 1980; Kipnis & Schmidt, 1982; Schriesheim & Hinkin, 1990, Yukl & Falbe, 1990; Yukl, Chavez & Seifert, 2005). Previously, the seminal work of Pandey and Bohra (1981) steered to the development of a social behavior questionnaire to measure ingratiation tactics in the Indian context. A series of works had been done by Ansari and associates to study the influence process in the Indian context (Ansari, 1990; Ansari & Kapoor, 1987; Shankar, Ansari, & Saxena, 2001). These scale development efforts have given considerable impetus to progress and advancements to influence behavior research. A literature review has identified probable gaps in the research related to the study of the influence construct related to the Indian context. The current paper attempts to expand the base of proactive influence approaches for social

and organizational contexts. It also makes an effort to come up with a survey questionnaire which can help quantify the process in an Indian context. At present, there is a dearth of a scale to quantify the influence phenomena considering the current advances in influence literature. Bearing in mind, the realities of the Indian context, a questionnaire is lacking which can enumerate the proactive behavioral influence process for the Indian context. The work was put forward in the background.

Behavioral Influence Tactics

1. **Intimidation-** It involves an element of treat or a connotation of forcefulness. Jones & Pittman (1982) suggested that people using intimidation tactic, where they use aggressive or forceful behavior, can be seen as threatening. Employees with high Machiavellian tendencies will employ tactics like intimidation. The tactic may be exercised in the downward direction where the superior is trying to influence a subordinate. It is considered as a hard behavioral tactic.
2. **Disparagement-** Fodor (1974) viewed disparagement as exhibition of a negative attitude towards the other. The agent of influence criticizes the target in a process to get work done from the target. Fodor (1974) conceptualized disparagement as reverse ingratiation. Disparagement consists of behavior like talking slightly, belittling, dishonouring, comparisons with people deemed inferior in an organization and showing negative or unfavourable attitudes.
3. **Use of Authority-** As a proactive influence tactic, the use of authority has an element of legitimacy. An agent of influence, uses his/her authority which is embedded in his/her position (Sparrowe, Soetjpto, & Krainer, 2006). According to Enns and McFarlin (2005), use of authoritative behavior as a proactive influence behavior is a part of hard tactic. Cable and Judge (2003) opined that inspirational leaders had preferred influence tactics which made use of authority.
4. **Assertiveness-** This influence tactic is very commonly used in the Indian organizational context. An agent of influence pesters the target to get the work done. An agent of influence repeats his/her points to a target. In assertiveness tactic, to influence others, people fix deadlines for a task for a target. An agent of influence constantly monitors the work of the agent. People speak in a determined manner. The influence tactic is used in a downward direction. It is considered as a hard tactic of influence. Assertiveness includes tactics such as “demanding that he/ she does what was requested” (Erej, Rim, & Keider, 1986).
5. **Coalition Formation-** In this tactic, few people form a group and indulge in groupism to influence the target. Here, the group is the agent of influence. Kipnis and his associated (1980), viewed coalition formation as an attempt to build alliance with others. Hence, gaining the support of others to get the work done from others is part of coalition formation (Kipnis et al, 1980). People, by aligning themselves with an influential group, present themselves as powerful. An agent of influence brings along colleagues to influence a target. People place demands after getting prior support towards them in a general meeting of the employees. The influence tactic is used in downward, upward, and lateral directions. It is considered as a hard influence tactic.

6. **Exchange of Benefits-** It has the element of exchange. An agent of influence through give and take influences the target. The agent also shows future benefits to the target in order to influence him. In exchange of benefit, people provide their expertise on specific issues. Sometimes the agent reminds of the help given to the target. The behavioral influence tactic falls between hard and soft tactics. It is used, to a large extent, in the downward (when superiors try to influence subordinates) and in the horizontal direction (a colleague tries to influence a colleague). Enns and Mcfarlin (2005), viewed exchange of benefits as hard tactics.
7. **Rationality-** the influence tactic involves using data, facts, logic, and rationality to influence others. Standifird, Pons, and Moshavi (2008) opined that logical reasoning involves the process of explanation and discussion. To influence others by the tactic, people explain the whole issue in a planned manner. People present their point with facts and statistics. An agent of influence gets his/her points across by citing them as need of the hour. People cite their own idea as highly important to a context in order to influence others. An agent of influence proves that his/her method as superior to the target of influence. Sometimes in rationality tactic, people present the problem as it is to the target. Steensma (2007) found that rationality is valued in organizations; therefore, agents might use rationality to inspire their subordinates. The influence tactic is used in upward, downward, and lateral directions. The influence tactic is considered as a less risky tactic in an organizational context.
8. **Consultation tactics-** It involves obtaining ideas from others in order to influence (Lu et al, 2019). It has an element of “including the target of influence” enactments to influence the target. Consultation as a form of followers’ participation is the whole idea of participatory leadership. The primary purpose of the consultation tactic is to bring in the target person in order to influence him/her.
9. **Exemplification-** various aspects of exemplification as an influence tactic is identified in management literature (Bolino et al, 2008). In exemplification, the actor works as a role model to influence others. If a manager wants his subordinates to reach office on time, he/her comes office on time. Agent of influence cites unique example of one’s self. The tactic is premised on the fact that others do not deny a discussion to higher objectives or higher values. People try to influence others by presenting themselves as an ideal person. They give examples of their personal ideals. Exemplification tactic is more preferable in a downward and lateral context in comparison to upward direction. A superior and colleague may present himself/herself as an example to influence his/her subordinates or colleague. When a leader tries to influence a subordinate, then, exemplification may be an effective tactic of influence in an organizational context.
10. **Ethnic Identity-** Byrne’s (1971) attraction paradigm indicated a significant similarity effect in interpersonal attraction. Singh (1974) followed Byrne’s similarity- attraction paradigm and found results in the pattern of the paradigm. Singh (1974) has concluded that similarity induces status related emotions, hence engenders elements of influencing capacity. In this strategy, an actor functionally uses ethnic identity to induce similarity with the target. The target develops a positive attraction towards an agent by the similarity and complies with their demands or requests. An agent of influence creates similarities related to a target’s

ethnicity. It is a soft influence tactic. It is exercised in upward, downward, and lateral directions.

11. **Ingratiation-** An agent of influence through attractiveness tries to influence the target. An agent displays instrumental dependence on the target in order to influence the target. An agent of influence changes himself/herself according to the target's inclinations. To ingratiate, an agent of influence gives references of individuals who are supporters of the one who needs to be influenced. The influence tactic is used in upward, downward, and lateral directions in an organizational context. Some personality traits are very strongly related to ingratiation tactics. It is a soft influence tactic to influence others in organizational and social context.
12. **Supplication-** Becker and Martin (1995) opined that the explicit goal of supplication is to appear needy or helpless. According to Turnley and Bolino (2001) employees who use supplication to avoid those aspects of their jobs in which they are the weakest or who use supplication to gain the assistance of their peers may actually do better work.

In a dynamic social and organizational environment, which is always in a state of flux, the assumption that previous research in the interpersonal influence domain has identified all the tactics of influence is not valid. Influence tactics are evolving in emerging contexts. The continuously changing social and organizational situations are paving the way for the emergence of new influence tactics. The purpose was to arrive at a format considering new advancements relating to work in influence behavior. The literature review has identified a few new proactive influence tactics like disparagement, supplication, exemplification, ethnic identity etc. Further, extensively the preference for interpersonal behavioral influence strategies is determined by directions of influence (upward, downward, and lateral). To elaborate, tactics that are relevant in a downward direction, may not apply to the lateral direction of influence. In other words, tactics that are effective to a great extent for influencing juniors may boomerang in other directions (Yukl, 2010). Therefore, any academic effort to develop an influence scale for a particular direction has a limited repertoire of tactics which are applicable merely for that direction. It does not recognize and bring the entire population of tactics of interpersonal influence domain. So, research in the identification of influence tactics in a part through a direction (downward, upward or lateral) severely questions the validity of the identification of tactics for an all-inclusive influence domain. Studying influence phenomena in parts may not be equivalent to the whole. Majority of influence scale development research is concurrent with the direction of influence. Hence, directionality has put a limitation to influence scale of development as a whole. In this study, irrespective of directionality, in an unabridged way, we tried to explore all the probable tactics of influence presently available in influence literature and further, validation of these tactics. The research also identifies new tactics which are not available in the literature. Further, sometimes in influence scale development, a particular tactic is assessed and validated by very few component items. Each tactic is represented by two or three component items and on a few occasions by only one item. Lesser items in a latent construct severely affect the validity of the scale. Our objective was to increase the range of behaviors in a questionnaire to provide satisfactory content validity and reliability. Further, Indian socio-cultural reality demands situation specific behavioural influence tactics. The objective of the research was to work up a questionnaire bearing in mind the Indian

socio-cultural actuality. Towards this end, we have undertaken an effort to develop the SIQ.

Method

The Objective of the research was to develop at a social influence behavior questionnaire considering new advancement in the literature of influence behavior. The questionnaire came into being in this research was termed as the social influence questionnaire (SIQ). The questionnaire was meant to quantify the influence behavior of managers in an Indian organizational context.

A. Operational Definition of the Constructs

In the influence scale development, following Hinkin's (1995) and Devillis' (2003) suggestions, we distinctly and operationally define (Hinkin 1998) each latent influence tactic construct clearly and concretely. The operational definition of each tactic is guided by using both existing theory and research as well as from a generation of pool of behaviors to provide a sound conceptual foundation. The definition of each construct is given below:

1. **Intimidation-** Person bullies others, says bad words to others, brings anti-social elements, gives threat to stall promotion etc.
2. **Disparagement-** Person shows behaviors like presenting others as "useless," doubts the capability of a person, shows other's work as inferior.
3. **Use of Authority-** Person reminds others of his/her higher authority, may reduce organizational facilities, Gives additional rewards and threatens to stall future promotion.
4. **Assertiveness-** Person pesters to get the work done, keeps on repeating his/her point, fixes deadlines for others, continuously monitors the other person's work and speaks in a determined way.
5. **Coalition formation-** Person forms a group of few people and indulges in groupism.
6. **Exchange of benefit-** Person tries to influence others by give and take.
7. **Logical Reasoning-** Person explains others in a planned manner to influence others and presents his/her points with facts and statistics.
8. **Consultation Tactic-** Person involves others in goal setting, shows that we belong to one family etc.
9. **Exemplification-** Person tries to present himself/herself as an ideal person, gives his/her examples to influence others.
10. **Ethnic Identity-** Person on the basis of ethnicity creates similarity with others to influence others.

11. **Ingratiation-** person talks about his/her contacts with influential people, displays his/her dependence to others etc.
12. **Supplication-** Person presents themselves as helpless in order to influence others.

The objective transpired to develop a questionnaire scale to measure social influence process conceptualized in terms of above dimensions in an Indian Organizational setting.

B. Item- writing

Deliberations with employees in managerial positions working in different sectors of industries were ideated to identify behaviors related to influence strategies. Item writing was guided by the operational definition of each dimension to measure each influence tactic. Ample efforts were taken in writing items for each tactic that represented the. Care was taken for accurate wording of each item. Some precautions were taken while item writing to cross the public aspects of defensiveness that are normally aroused due to social desirability factors in the influence process. To avoid social desirability in responses, items were so constructed that the respondents' rated the influence behavior of people in general rather than asking directly about the respondent's behavior. The purpose of the questionnaire construction has guided the item writing.

Eighty four behaviors were identified in the preliminary construction of the questionnaire. 8 items each described intimidation and assertiveness, and 7 each were related to disparagement, use of authority, exchange of benefit, logical reasoning, consultation tactic and supplication. 6 items each with descriptions of coalition formation and ethnic identity. 5 items were pooled with exemplification and, 10 items represented ingratiation.

C. Reviewer's Rating

Reviewers' ratings were taken after a preliminary construction of the questionnaire. The reviewers' review involved an analysis of content and the face validity of the questionnaire. Appointed reviewers were enrolled in doctoral programmes. The five Reviewers independently reviewed each item for suitability in the questionnaire. Changes were made in the questionnaire to incorporate critical suggestions of reviewers. Identified behaviors were modified according to the reviewers' recommendations. There was an over-all unanimity for face validity of items of the questionnaire among the reviewers and length of administration of the questionnaire.

D. Pilot study

The objective of the process was to verify and examine the applicability and feasibility of the questionnaire on respondents. Therefore, the process was conducted on eleven students enrolled for post-graduation. The questionnaire was administered in a class- room situation. The pilot study facilitated to single out some of the inadequacies of the questionnaire. Feedback received on the pilot study were assisted to compute mean and standard deviations. On the basis of these results, some items had to be re-written.

E. Pretesting

Hundreds of employees of organizations like railways, banks, insurance company, audit & accounts office and manufacturing organizations were joined as the sample for the research. Sample participants of the research study were drawn from various grades of different organizations. They held a wide range of positions such as engineers, administrators, personnel managers, bank managers etc. The average education experience of the respondents was upto graduation. There were thirty-six MBA students among the participants. These students were enrolled in an Executive MBA programme. The students were contacted in class- room rather than at their work places. Remaining respondents were approached individually at their work places.

F. Item analysis

The objective was to retain those behaviors which precisely represents the constructs under the investigation. Item scrutiny was conducted to examine the technical aspects in the questionnaire through various statistical techniques. The descriptive statistics were computed for each item. Criteria were determined for selection of the items on the basis of statistics. Each item of a dimension was correlated with the total score of the dimension. Items having a higher item- total correlation were retained. The item-total correlations of these 85 identified behaviors ranged from .30 to .85. This method has identified few behaviors which were not representing the constructs. The rejection of these behaviors resulted into a questionnaire assigning 60 behaviors.

Subsequently, confirmatory factor analysis (CFA) was conducted on 526 professionals working in organizations (banking & finance, insurance, audit, administration, manufacturing, Information Technology etc.) Respondents having superiors and subordinates were qualified for the study. Average age of the respondents was found to be 37.40 years. The samples employed in technical work made up 36.5 percent of the total respondents and respondents in non-technical work made up 63.5 percent of the total respondents. Respondents varied in work experience: 29.8 percent had up to 1 years of experience, 19.6 percent had 1 years and one month to 5 years of work experience, 16.2 percent of respondents had 5 years and one month to 10 years of work experience. In terms of number of subordinates, 72.1 percent of respondents had 0-10 subordinates. 19.8 percent had 11-50 subordinates, and 7.8 percent had more than 51 subordinates. Respondents varied in terms of their educational qualifications: 48.1 percent were graduates, 25.7 percent were post-graduates, 19.8 percent were Diploma/Master's in Business Administration, 4.2 percent were M.Phil. /Doctoral Degree, and 2.1 percent respondents were undergraduates.

Measures of Scale Development

Measure consisted of the twelve dimensions of latent influence constructs. The scale consisted of a total of sixty items (60). Participants of the research study gave their responses on a Likert scale. Scale value varied from "never" (1) to "frequently" (5). Range of score was one (1) to five (5). The questionnaire consisted the following instruction: "In any organization, different behaviors are used to influence others. This study is linked to these behaviors. It takes 45 minutes to fill this questionnaire. Some people like you will participate in it. Whatever you are going to tell will only be used for research purposes. Your name will not be associated with the information given by you. It is not important

to write to your name on the questionnaire. Will you cooperate? It took 45 minutes of time to fill the questionnaire. Data was collected from the work places of samples.

Measurement Analysis

(Insert Figure 1)

Figure 1 shows the measurement model of the research. Measurement model is a way of testing correlation between constructs and dependence relationship between constructs and measures' indicators. The model includes 12 latent constructs which have been shown in ovals and their respective measures' indicators in squares. The double headed arrows indicate the correlation coefficient and single headed arrows point to factor loadings. "e" refers to error terms imply noise.

(Insert Table 1)

Table 1 shows that the average variance extracted in Model 1 was .480. After dropping the Intimidation 3 item (factor loading .509) in Model 2, the average variance extracted increased to .530. The range of mean values are from 2.95 to 3.07. It suggests that the respondents used intimidation tactics ranging from "sometimes" to "often" in the Indian organizational context. The table reveals the variability index of each of intimidation tactic item in terms of standard deviation. The variability index is more than 1 for each item of the intimidation construct. Cronbach's alpha value for intimidation dimension exceeds the upper limit of .70. It shows the high reliability of intimidation construct. Factor loading of all the five items of the intimidation construct crossed the threshold limit of .50. It indicates a good convergent validity of the intimidation construct. Average variance extracted, which is also a measure of convergent validity, has crossed the threshold limit of .40. The average variance extracted implies the combined role of the five items of the intimidation construct

(Insert Table 2)

Table 2 shows the psychometric properties of the disparagement construct. The range of mean values are from 2.94 to 3.09. Standard deviation of each item of the construct is more than one. Factor loading of each item is more than .50. The Cronbach's alpha is also more than .70 for the disparagement dimension. The average variance extracted is more than tolerance limit of .40.

(Insert Table 3)

Table 3 shows the mean, standard deviation, factor loading of each item and average variance extracted (Model 1) for use of authority construct. The table shows the average variance extracted is less than .40. It reveals that the convergent validity of use of authority dimension is low. The factor loading of item number 1 of use of authority construct is also less than .50. Hence, we have dropped the use of authority construct.

(Insert Table 4)

Table 4 shows the average variance extracted for assertiveness dimension is less than .40. Assertiveness 3 and assertiveness 5 items of the construct have also a factor loading less than .50. Therefore, in the study, the assertiveness construct is dropped.

(Insert Table 5)

Table 5 shows the high internal consistency of the construct (Cronbach's alpha-.82). The convergent validity which is indicated by the average variance extracted is also more than the threshold value of .50. It indicates the good convergent validity of coalition formation construct.

(Insert Table 6)

Table 6 shows the psychometric properties of items of exchange of benefit construct. Based on the psychometric properties of the dimension, items of the coalition formation dimension and the exchange of benefit dimension is retained in the questionnaire.

(Insert Table 7)

Table 7 shows the psychometric properties of logical reasoning construct. The average variance extracted in Model 1 for the construct was .480. After dropping the item number 6 of the Logical reasoning construct which had minimum factor loading (.539) among all the items of the construct in Model 2, the average variance extracted in Model 2 increased to .520. The range of mean values are around 3.45. It shows respondents agreed that the items of the construct are "often" used to influence others in an Indian organizational context. Standard deviation values are more than 1 for all the items of the construct. Table 7 shows the good internal consistency of logical reasoning dimension. Factor loadings of all the six items of the intimidation construct crossed the threshold limit of .50. Average variance extracted which is also a measure of convergent validity has crossed the threshold limit of .40.

(Insert Table 8)

Table 8 shows the psychometric properties of items of consultation tactic construct. The table shows the good internal consistency and the convergent validity of the consultation tactic. Psychometric properties of this construct along with factor loadings, mean values, and standard deviations are acceptable.

(Insert Table 9)

Table 9 shows the mean, standard deviation, factor loading, average variance extracted (model 1 & 2) and Cronbach's alpha. All the factor loadings for exemplification construct are significant, which suggests a good convergence of exemplification dimension. Internal consistency of exemplification construct is .87, which is more than the threshold limit of .70. The average variance extracted was more than .50 for the construct. The variability index of all the items of the construct was more than 1.

(Insert Table 10)

Table 10 shows the psychometric properties of items of ethnic identity construct. The psychometric properties of the construct along with factor loadings, mean values, and standard deviations are acceptable.

(Insert Table 11)

Table 11 shows the psychometric properties of the ingratiation construct. The average variance extracted in Model 1 was .470. After dropping the Ingratiation 1 (Factor loading- .553) and Ingratiation 2 (factor loading- .490), the average variance extracted increased to .570. Range of mean values are from 3.04 to 3.23. It shows respondents agreed that the construct was “often” used to influence others in an Indian organizational context. Standard deviation values are more than 1 for all the items of the construct. Cronbach’s alpha value of the ingratiation construct exceeds the threshold limits of .70. Factor loadings of all the six items of the construct crossed the threshold limit of .50. The average variance extracted which is also a measure of convergent validity has crossed the threshold limit of .40.

(Insert Table 12)

Table 12 shows all factor loadings for supplication construct were significant, suggesting good convergent validity. Cronbach’s alpha of the supplication construct is .79, which is more than the threshold limit of .70. The average variance extracted is more than .50 for the construct. The variability index of all the items of the construct was more than 1.

Confirming Factor Structure and Validity

(Insert Figure 2)

(Insert Figure 3)

Normality is an important characteristic of parametric statistics. Multivariate analysis requires multivariate normality. Multivariate normality is examined by mahalanobis distance (Meyers, Gamst, & Guarino, 2003). It is a joint normality for more than two variables. It is a multi-dimensional idea of measuring how many standard deviations a point p is away from the centroid D. Further, a pp plot and histogram are drawn for mahabanolbis. Pp plot is a graphical way of assessing whether data is normally distributed. The diagonal line represents the line of normality. The data points are close to the line of normality with a very minor departure. Hence, multivariable normality is supported. The histogram also shows the majority of data points at center and few data points at the extreme. It also supports multivariate normality. Therefore, data of the research supports the multivariate normality.

CFA Model validation is done in two phases. In the first phase, we examine the possibility of item elimination and construct elimination. The model includes twelve latent variables (dimensions) measuring influence tactics. In the first phase of CFA model validation, we analyze twelve correlated first order constructs and related sixty items. As indicated in Table 3 and 4, we dropped Use of Authority and Assertiveness constructs. The average variance extracted for Use of Authority construct was .290 and for Assertiveness construct was .260 which, were less than the threshold limit of .4. Result suggests that one item of intimidation construct, one item of Logical reasoning construct and two items of Ingratiation construct were dropped. Factor loadings of these items were less than the threshold limit of .5. The first phase of CFA (Model 1), eliminated two constructs of influence tactics (Use of authority and Assertiveness). Model 1 dropped 13 items of the SIQ. These items were from the following dimensions: Intimidation (1), Use of authority (4), Assertiveness (5), logical reasoning (1), Ingratiation (2).

The second phase of CFA has 10 constructs of influence behaviors. It has 47 items belonging to these constructs. In the second phase, improvement in the model is noticed due to elimination of weak indicators and constructs. Table 5 shows that Fit indices improved in model 2 after dropping the constructs and items. Table 1 also shows the improvements in the average variance extracted in constructs after dropping the items from the constructs.

Construct Reliability

Construct reliability is assessed by using Cronbach's alpha. This method is a very popular technique exercised in scale development to study internal consistency among items of the constructs measuring the individual construct of influence behavior. Cronbach's alpha is ranged between 0 and 1 and the threshold being .7 and above (Nunnally & Bernstein, 1994). Table 3 shows that all the Cronbach's alpha values are above the threshold, hence the reliability of constructs is supported.

Convergent Validity

We also computed factor loading to study the contribution of each item in defining and explaining each underlying construct of influence behavior. Factor loading is a good indicator for convergent validity (construct validity). Factor loading will range from -1 to +1, with the threshold being .5 and above. Average variance extracted is employed to study the combined role of all the items of the construct in defining the construct as a unified body. Average variance extracted is also a good measure of convergent validity. Unlike Factor Loading which measures the role played by each indicator in defining a construct, the average variance extracted measures the unified role of all the items in defining the construct. Average variance extracted is ranged from 0 to 1. The threshold being .4 and above. Results show the average variance extracted for Intimidation, Disparagement, Coalition formation, Exchange of benefit, logical reasoning, Consultation tactics, Exemplification, Ethnic identity, Ingratiation, and Supplication.

Discriminant Validity

Discriminant validity is used to measure whether the constructs of a model are truly distinct from each other. Discriminant validity is confirmed by the criteria recommended by Fornell and Larcker (1981). Table 13 shows the review of discriminant validity for 45 pairs of dimension. The table 13 shows that the square of correlation between the constructs is less than the average of average variance extracted between the constructs, hence constructs (Intimidation, Disparagement, Coalition formation, Exchange of benefit, logical reasoning, Consultation tactics, Exemplification, Ethnic identity, Ingratiation, and Supplication) of the models are truly distinct from each other except for supplication and ethnic identity construct, where average of average variance extracted is less than r square. However, the pearson product moment correlation coefficients (r value in Table 13) is less than .90, which is the basic requirement for two constructs to be different from each other.

(Insert Table 13)

Five Fit Indices (CMIN/DF, CFI, PNFI, TLI, and RMSEA) are used to study the fit between the theoretical model and sample data. Table 14 shows the results of five fit indices.

(Insert Table 14)

Discussion

The objective of the research was to identify behavioral influence tactics which may, and often do, operate in the social influence process in an Indian organizational setting. This study was stemmed from the present advancements in the literature on the social influence process. As recent works have identified new behavioral tactics like supplication, disparagement, exemplification, ethnic identity, etc., validation of these tactics was required in the presence of other behavioral influence tactics. Further, a lot of advancements in management practices led to creating new choices for influence tactics. The SIQ development study was conducted with twelve constructs of influence tactics, ie. 1. Intimidation, 2. Disparagement, 3. Use of authority, 4. Assertiveness, 5. Coalition formation, 6. Logical reasoning, 7. Exchange of benefit, 8. Consultation tactics, 9. Exemplification, 10. Ethnic identify, 11. Ingratiation, and 12. Supplication. The confirmatory factor analysis has identified 10 dimensions of influence tactics ie. Intimidation, Disparagement, Coalition formation, Logical reasoning, Exchange of benefit, Consultation tactics, Exemplification, Ethnic identify, Ingratiation, and Supplication. Some dimensions are very new to social influence tactics' domain like Disparagement and Ethnic identity. The research has identified new dimensions and its related behaviors as a newfound proactive behavioral influence tactics in the literature on the influence process. Respondents agreed that the Disparagement and Ethnic identity tactic were frequently used by managers as their choice to influence others in an Indian organizational context. This study has further re-confirmed the presence of tactics like Supplication and Exemplification as distinct dimensions of the organizational influence process. At the same time, the CFA analytic study did not support constructs like the Use of authority and Assertiveness for people working in Indian Organizations. CFA indicated low reliability and validity for the Use of authority and Assertiveness constructs. There is a need for re-examination of these two latent constructs at concept and measurement levels including items used as representative for these constructs. Items of Use of authority and Assertiveness dimensions correlated with other strategies. In this background, there is need to re-examine the items and operational definitions of these two constructs of influence process. Another study is needed to examine use of authority and Assertiveness dimensions from perspective of Indian socio-cultural circumstances.

This CFA study expanded the range of tactics for the organizational influence process. These tactics, based on recent literature reviews are very comprehensive in the theoretical explanation of the organizational influence process. Through a rigorous empirical testing procedure, we provide a set of new influence tactics, definitions, and items. Further as discussed by Yukl and his associates (2008), we did not sort the tactics into broad categories. According to Yukl and his associates (2008), there is always a possibility of overlapping among the dimensions across the categories. Hence, crossing the boundaries of categories by influence tactics was the rationale for the abstinence of categorization of influence tactics. The initial SIQ had eighty-four items, out of which sixty were retained and twenty-four were rejected at a pre-testing stage of the scale development. Subsequently, through phase 1 and phase 2 of CFA model validation,

identified ten dimensions i.e. Intimidation, Disparagement, Coalition formation, Logical reasoning, Exchange of benefit, Consultation tactics, Exemplification, Ethnic identify, Ingratiation, and Supplication. The final SIQ scale had 47 items relating to these ten constructs of influence behavior. These 47 items are newly identified considering Indian milieu. Identification of 47 behavioural items are unique contribution of the research.

The social desirability factor in respondents' response was a major challenge to study the subject of proactive behavioral influence tactics. Respondents had a tendency to give their response to a questionnaire in a positive manner. Considering the limitations of research related to proactive behavioral influence strategies, in the research, respondents gave their response as "how people in an organization try to influence others." The questionnaire did not ask directly to respondents about their influence behavior towards others. This method checked the samples' tendency to give response to influence questionnaire in a normative way.

The length of the questionnaire has an important consideration in scale development. A higher number of items on a scale induces fatigue and non-cooperation in filling out the questionnaire. At the same, less items in a construct reduces the reliability of a dimension. As in a dimension, with a high probability linked to inter-item variations, more items are required within a construct. Initially, we started with seven items per construct. Later twenty-four items per dropped in the pre-testing stage. In the first phase, CFA was conducted on sixty items. Each construct is having an average of five items. In the second phase of CFA, two constructs (use of authority and assertiveness) and thirteen items were dropped. At the same time, the SIQ development tested the model validation of twelve constructs. In such a large number of constructs' model validation, average variance extracted of more than .40 is accepted.

Limitations and directions for future research

This study is the target version of the perception of influence tactics in an organizational context. Future studies can validate SIQ with a version with an agent's perception of influence tactics. This study deals with the general perception of the influence process in an Indian organizational setting. Further study of influence process in upward, downward, and lateral directions in organizational context can be taken by SIQ. Studying the influence tactics in upward, downward, and lateral direction require direction-specific construct items. SIQ is lacking items for direction-specific influence attempts. Future studies can modify SIQ to bring items with reference to upward, downward, and lateral influence tactics.

This study through SIQ did not find the use of authority and assertiveness tactics as distinct constructs. These two constructs have shown very poor average variance extracted. Future studies through SIQ can be conducted with emphasis on these two constructs with revised items.

Conclusion

The CFA study to develop SIQ has identified ten dimensions of social influence tactics. These tactics include intimidation, disparagement, coalition formation, exchange of benefit, logical reasoning, consultation, exemplification, ethnic identity, ingratiation and supplication. Tactics like ethnic identity and disparagement are new additions to

social influence process literature. The study did not identify use of authority and assertiveness as a distinct construct of influence tactics in an Indian organizational setting. Future study should be conducted with a more precise operational definition and item rewriting to further confirm the existence of these two tactics (use of authority and assertiveness).

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Table 1
Intimidation Construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1), Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Intimidation					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Intimidation 1: People threaten others with "I will see you."	3.07, 1.30	.582	.485	.530	.82
Intimidation 2: People say bad things to others.	2.95, 1.31	.787			
Intimidation 3: Brings along antisocial elements to intimidate.- Dropped	3.04, 1.29	.509			
Intimidation 4: Threatening to stall promotion.	3.03, 1.30	.789			
Intimidation 5: Intimidating with negative evaluation of work.	2.98, 1.27	.758			

Table 2
Disparagement Construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Disparagement					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Disparagement 1: People influence others by presenting them as "useless"	2.94, 1.30	.650	.522	.522	.84
Disparagement 2: People doubt the capability of a person	3.09, 1.14	.751			
Disparagement 3: People show other's work as inferior.	3.04, 1.22	.821			
Disparagement 4: People demean others as inferior on the basis of their bias towards their identities caste/religion/region).	2.96, 1.81	.557			
Disparagement 5: Pointing out unnecessary mistakes in a person's work.	3.06, 1.20	.800			

Table 3
Use of authority Construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Use of authority			
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted
Use of Authority 1: Influencing with their higher authority.	2.93, 1.27	.414	.290
Use of Authority 2: Curtailing institutional facilities.	3.02, 1.26	.616	
Use of Authority 3: Giving additional rewards.	2.98, 1.28	.612	
Use of Authority 4: Intimidate to stall future promotion.	2.92, 1.25	.505	

Table 4
Assertiveness construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Assertiveness			
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted
Assertiveness 1: Pestering to get the work done.	2.92, 1.30	.697	.26
Assertiveness 2: Repeating their own points	2.85, 1.34	.540	
Assertiveness 3: Fixing deadline for a task.	3.17, 1.29	.224	
Assertiveness 4: Constantly monitoring the work.	3.06, 1.24	.690	
Assertiveness 5: Speaking in a determined manner.	3.01, 1.29	.209	

Table 5
Coalition formation Construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Coalition formation					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Coalition Formation 1: Forming a group of few people and indulging in groupism.	2.96, 1.33	.558	.490	.490	.82
Coalition Formation 2: Influencing people through unionism.	3.04, 1.26	.725			
Coalition Formation 3: By aligning themselves with an influential group, present themselves as powerful.	3.00, 1.27	.792			
Coalition Formation 4: Brings along colleagues to influence.	2.90, 1.31	.771			
Coalition Formation 5: Place demands after getting prior support of employees in a general meeting of the employees.	2.97, 1.25	.628			

Table 6
Exchange of benefit construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Exchange of benefit					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Exchange of Benefit 1: Influencing by give and take.	3.03, 1.28	.686	.470	.470	.82
Exchange of Benefit 2: Influencing by showing future benefits.	3.22, 1.23	.708			
Exchange of Benefit 3: Influencing by showing their knowledge on specific issues.	3.51, 1.07	.565			
Exchange of Benefit 4: Influencing by reminding of the help given by them.	3.16, 1.26	.777			
Exchange of Benefit 5: Pointing out the additional benefits in future.	3.19, 1.24	.706			

Table 7
Logical reasoning construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Logical reasoning					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Logical Reasoning 1: Explain the whole issue in a planned manner	3.55, 1.18	.709	.480	.520	.85
Logical Reasoning 2: Presenting their point with facts and statistics.	3.45, 1.21	.721			
Logical Reasoning 3: Getting their points across by citing them as need of the hour.	3.47, 1.42	.686			
Logical Reasoning 4: Saying their own idea as highly important.	3.45, 1.09	.773			
Logical Reasoning 5: Proving their method as superior.	3.48, 1.09	.727			
Logical Reasoning 6: Presenting the problem as it is.- Dropped	3.45, 1.24	.539			

Table 8
Consultation tactic construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Consultation tactic					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Consultation Tactic 1: Influencing by making use of partnerships in management.	3.54, 1.12	.649	.460	.460	.80
Consultation Tactic 2: Involving others in setting of the goal to accomplish the goal.	3.35, 1.29	.586			
Consultation Tactic 3: Showing that we all belong to one family.	3.63, 1.15	.724			
Consultation Tactic 4: Influencing others by citing organizational objectives are more meaningful.	3.60, 1.12	.725			
Consultation Tactic 5: Show that the fulfilment of an individual's goal is dependent on fulfilment of an organization's goal.	3.54, 1.15	.698			

Table 9
Exemplification construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Exemplification					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Exemplification 1: Trying to influence by presenting themselves as an ideal person.	3.57, 1.22	.728	.580	.580	.87
Exemplification 2: Giving examples of their personal ideals.	3.45, 1.14	.766			
Exemplification 3: Citing unique examples of one's self.	3.37, 1.16	.789			
Exemplification 4: Others do not deny a discussion to higher objectives.	3.38, 1.67	.769			
Exemplification 5: Others do not deny a discussion to higher values.	3.46, 1.15	.755			

Table 10
Ethnic Identity construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Ethnic identity					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Ethnic Identity 1: Establishing an affinity by showing similarity in caste/religion/region.	3.01, 1.40	.717	.705	.705	.92
Ethnic Identity 2: Influencing by establishing an emotional feeling based on a similar caste.	2.82, 1.41	.889			
Ethnic Identity 3: Influencing by showing religious similarity.	2.79, 1.46	.911			
Ethnic Identity 4: Influencing by pointing out that he/she is native to the same region or state.	3.01, 1.37	.840			
Ethnic Identity 5: Influencing other's feelings by showing casteist and religious similarity.	2.68, 1.43	.830			

Table 11
Ingratiation construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Ingratiation					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Ingratiation 1: To agree despite disagreeing with the views.- Dropped	3.13, 1.11	.553	.470	.570	.84
Ingratiation 2: Discuss the good things about themselves.- Dropped	3.46, 1.08	.490			
Ingratiation 3: Discussing their personal contacts with influential people.	3.08, 1.34	.777			
Ingratiation 4: Displaying dependence on the person influencing you.	3.04, 1.25	.798			
Ingratiation 5: Influence others by changing themselves according to others' inclinations.	3.15, 1.17	.740			
Ingratiation 6: Giving reference of individuals who are supporters of the one who needs to be influenced.	3.23, 1.12	.720			

Table 12
Supplication construct, Mean, Standard deviation, Factor loading, Average variance extracted (model 1) and, Average variance extracted (Model 2), and Cronbach's alpha.

Construct: Supplication					
Items	Mean, Standard Deviation	Factor Loading	Model 1- Average Variance Extracted	Model 2- Average Variance Extracted after Dropping Items	Cronbach's Alpha
Supplication 1: Present themselves as helpless.	2.83, 1.29	.676	.48	.48	.79
Supplication 2: Show dedication towards work in front of higher officials.	3.85, 1.14	.609			
Supplication 3: Obtaining approval of authorities prior to making a request.	3.01, 1.26	.831			
Supplication 4: Getting support of higher officials.	3.41, 1.18	.658			

Table 13
Discriminant Validity Assessment

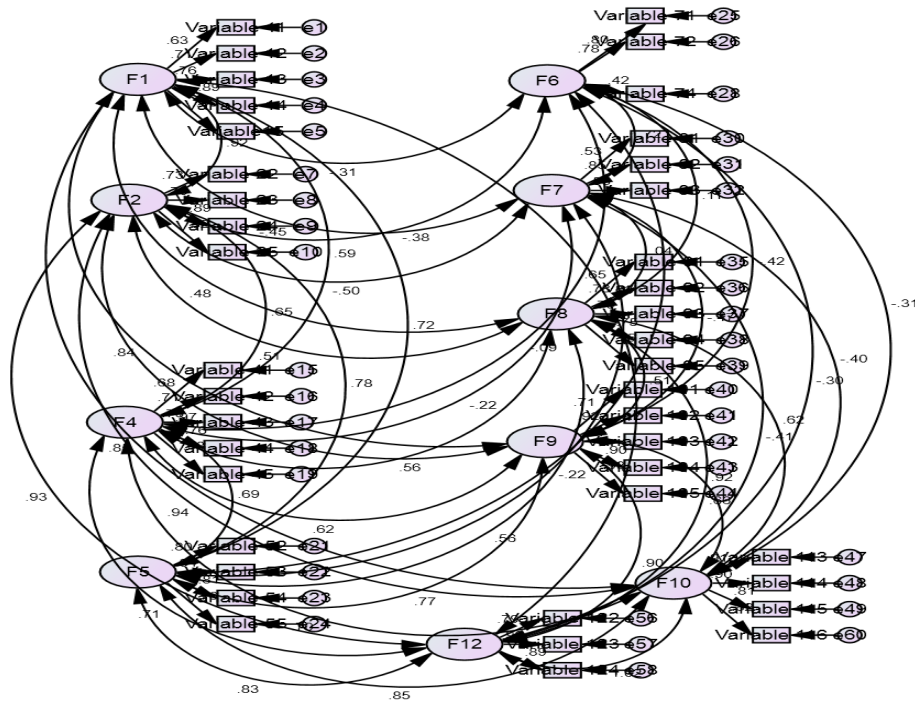
<i>Construct</i>	<i>Construct</i>	<i>r</i>	<i>r squared</i>	<i>Average of Average Variance Extracted</i>
Intimidation	Disparagement	0.65	0.423	0.526
Intimidation	Coalition formation	0.573	0.3283	0.51
Intimidation	Exchange of benefit	0.287	0.082	0.52
Intimidation	Logical reasoning	0.141	0.019	0.49
Intimidation	Consultation tactic	0.324	0.105	0.55
Intimidation	Exemplification	0.636	0.404	0.61
Intimidation	Ethnic identity	0.575	0.331	0.55
Intimidation	Ingratiation	0.579	0.335	0.5
Supplication	Intimidation	0.599	0.359	0.5
Disparagement	Coalition formation	0.575	0.331	0.506
Disparagement	Exchange of benefit	0.339	0.115	0.521
Disparagement	Logical reasoning	0.23	0.053	0.49
Disparagement	Consultation tactic	0.365	0.133	0.55
Disparagement	Exemplification	0.685	0.469	0.61
Disparagement	Ethnic identity	0.632	0.399	0.54
Disparagement	Ingratiation	0.607	0.368	0.49
Supplication	Disparagement	0.646	0.417	0.501
Coalition formation	Exchange of benefit	0.385	0.148	0.505
Coalition formation	Logical reasoning	0.287	0.082	0.475
Coalition formation	Consultation tactic	0.406	0.165	0.535
Coalition formation	Exemplification	0.608	0.369	0.597
Coalition formation	Ethnic identity	0.608	0.369	0.53
Coalition formation	Ingratiation	0.613	0.376	0.48
Supplication	Coalition formation	0.59	0.348	0.485
Exchange of benefit	Logical reasoning	0.488	0.238	0.49
Exchange of benefit	Consultation tactic	0.463	0.214	0.55
Exchange of benefit	Exemplification	0.324	0.104	0.61
Exchange of benefit	Ethnic identity	0.388	0.151	0.54

<i>Construct</i>	<i>Construct</i>	<i>r</i>	<i>r squared</i>	<i>Average of Average Variance Extracted</i>
Exchange of benefit	Ingratiation	0.493	0.243	0.49
Supplication	Exchange of benefit	0.387	0.149	0.5
Logical Reasoning	Consultation tactic	0.451	0.203	0.52
Logical Reasoning	Exemplification	0.187	0.035	0.58
Logical Reasoning	Ethnic identity	0.274	0.075	0.51
Logical Reasoning	Ingratiation	0.407	0.166	0.46
Supplication	Logical reasoning	0.249	0.062	0.47
Consultation tactic	Exemplification	0.387	0.149	0.64
Consultation tactic	Ethnic identity	0.426	0.181	0.57
Consultation tactic	Ingratiation	0.534	0.285	0.52
Supplication	Consultation tactic	0.45	0.202	0.53
Exemplification	Ethnic identity	0.694	0.482	0.63
Exemplification	Ingratiation	0.616	0.379	0.58
Supplication	Exemplification	0.674	0.454	0.5
Ingratiation	Ingratiation	0.66	0.435	0.52
Supplication	Ethnic identity	0.807	0.651	0.52
Supplication	Ingratiation	0.664	0.441	0.47

Table 14
Fit Indices

<i>Fit Indices</i>	<i>Model I</i>	<i>Model II</i>	<i>Interpretation</i>
CMIN/DF (Minimum discrepancy as indexed chi-square)	2.089	2.108	The CMIN/DF value is less than 5, hence, it is an indicator of good fit (Wheaton et al, 1997).
CFI (Comparative fit index)	0.881	0.915	As Hu & Bentler (1999) has suggested that CFI value has to be more than .90 for good fit. The CFI value is 0.915 which indicated the model's good fit.
TLI (Tucker-Lewis coefficient)	0.867	0.903	The coefficient also known as Bentler-Bonett non-normed fit index (NNFI) ranges from 0 to 1 where a value more than 0.90 indicates good value. As the TLI value in model II is 0.903, which is indicative of good fit of the model.
PNFI (Parsimonious normal fit)	0.715	0.746	Mulaik et al., (1989) has suggested for PNFI value more than 0.50 for good fit. Model II indicates the value 0.746 which is indicative of good fit of model.
RMSEA (Root mean square error of approximation)	0.046	0.046	Browne and Cudeck (1993) opined that the value if less than 0.08 than model predicts the good fit. Result suggested the model is good fit because RMSEA value is 0.046 which is less than 0.08.

Figure 1
Measurement Model



F1= Intimidation; F2= Disparagement; F3= Use of Authority; F4= Assertiveness; F5= Coalition Formation; F6= Exchange of Benefit; F7= Logical Reasoning; F8= Consultation Tactic; F9= Exemplification; F10= Ethnic Identity; F11= Ingratiation; and F12= Supplication

Figure 2
Multivariate Normality

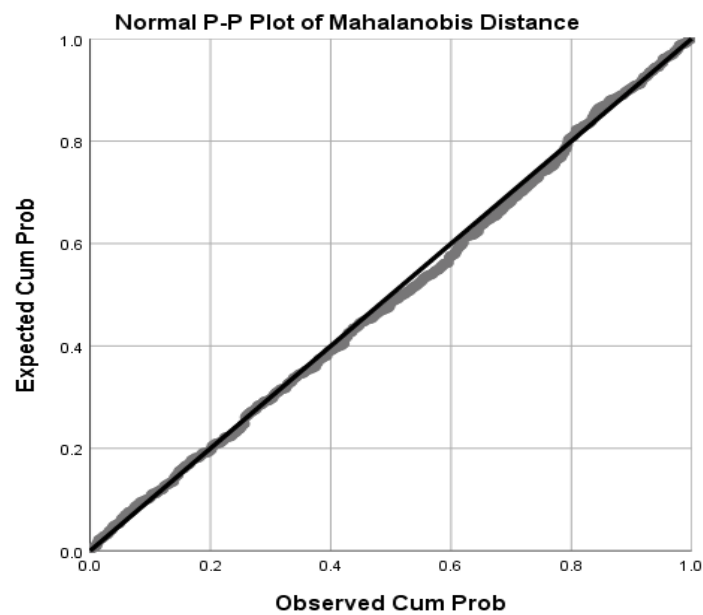


Figure 3
Multivariate Normality

