Leadership Styles and Organizational Citizenship Behavior: The Mediating Effect of Subordinates' Competence and Downward Influence Tactics

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The objective of this study is to test a theory-based model predicting the relationships between leadership styles, subordinates' competence, downward influence tactics and outcome of organizational citizenship behavior in Malaysian-based organizations. Data was collected from 347 respondents that represent major industries like services, manufacturing, mining and construction companies. Path analysis technique was used to test the model developed. The results show that the transformational leadership style has significant positive relationship with subordinates' organizational citizenship behavior, whereas the transactional leader style is negatively related to organizational citizenship behavior. This result illustrates the direct effects of leadership styles on the subordinates' outcome. In addition, inspirational appeals and consultation tactics, as downward influence tactics, were found to mediate the relationship between transformational leadership and organizational citizenship behavior. Likewise, subordinates' competence mediates the relationship between transformational leadership and consultation tactics. These results only partially support the efficacy of the influence theory, and therefore lend support to contingency theories of leadership. Implications for research and direction for future research are also discussed.

INTRODUCTION

This study explores how superior leadership styles may impact subordinates' organizational citizenship behavior (OCB). The importance of leadership style as predictor of OCB has been well established in Western settings (Bass, 1985; Organ, 1988; Podsakoff, MacKenzie, Morrman & Fetter, 1990; Howell & Avolio, 1993; Lowe, Kroeck & Sivasubramaniam, 1996; Podsakoff, MacKenzie & Bommer, 1996; MacKenzie, Podsakoff & Rich, 2001; Geyer & Steyrer, 1998; Wang, Law, Hackett, Wang, Chen, 2005; Schlechter & Engelbrecht, 2006; Boerner, Eisenbeiss, Griesser, 2007). However, there is scant research explore the indirect effects between this two variables. Hence, the inclusion of subordinates' competence and downward influence tactics served to investigate the role of intervening effect between leadership styles and OCB.

Several researchers have suggested that leadership research needs to focus more on the "fundamental" issues, such as influence processes that characterize leader-follower interaction (Bass, 1990; Hollander & Offermann, 1990; Yukl, 1989). Research has also shown that effective leaders must have the ability to recognize when to use different tactics of influence as well as the skill necessary to effectively carry out

these influence attempts (Kipnis, Schmidt & Wilkinson, 1980; Yukl & Falbe, 1990; Yukl, 1998; Bolino & Turnley, 2003). Moreover, in terms of using downward influence tactics effectively, several empirical studies offer strong support for the idea that the most effective leaders in organizations should understand the nature of influence, "what" influence tactics are available to them, and "how" and "when" to use those tactics (Case, Dosier, Murkison & Keys, 1988; Kaplan, 1986; Kipnis & Schmidt, 1988; Mowday, 1978; Schilit & Locke, 1982; Yukl & Falbe, 1990). These works seems to infer that influence is important in all human relationships.

On the other hand, studies on OCB around the issue of interpersonal relationships have been driven by the conviction that sound superior-subordinate relationship is crucial to organizational success. Positive interpersonal relationship at workplace should enhance positive OCB among the employees. Subordinates with high levels of OCB are more likely to be committed to the organization (William & Anderson, 1991; Smith, Organ & Near, 1983). Therefore, it is worthwhile for the superior to be aware of his/her leadership style in work situations and how it promotes subordinates' OCB. Graham (1988) and Podsakoff, MacKenzie, Moorman and Fetter (1990) have indicated that superior's leadership style and subordinates' OCB are inter-related. Inappropriate leadership styles may trigger negative consequences, which might further increase the sensitivity and susceptibility to misunderstanding that may lead to organizational dysfunction such as decline in work performances, absenteeism and high turnover (Lamude, 1994; Motowidlo, 2003). Thus, prevention of subordinates' negative outcome is important *vis-a-vis* the use of different leadership styles. The mismatch might precipitate an unending and potentially disruptive vicious cycle that many organizational leaders want to avoid and therefore, they might want to address their styles and the attendant consequences more rigorously.

Objectives of the Study

So far, no studies have been carried out to investigate the superior's downward influence tactics and subordinates' competence as mediators between leadership style and OCB in Malaysian work settings. Thus, this research is carried out with the intention of achieving greater understanding of the appropriate downward influence tactics that allow the superiors to better achieve their objectives of maintaining subordinates' OCB. Secondly, there are quite a substantial amount of research focused on upward influence and little attention has been given to link the issues arises around downward influence. Knowing how downward influence tactics relate to leadership styles and their consequences would enable a superior to consider changing or maintaining his/her styles and influence tactics in order to achieve certain desirable outcomes. Although several studies have explored the relationship between leadership styles and citizenship behavior, hitherto there has yet a study carried out to examine the mediating effect of subordinates' competence and downward influence tactics on such relationships.

Research Questions

The major motivation of this research is to examine how leadership styles affect subordinates' OCB in Malaysian companies and how subordinates' competence and downward influence tactics mediate these associations. More specifically, it seeks to answer the following research questions:

- Can leadership style predict downward influence tactics and subordinates' organizational citizenship behaviour?
- Can downward influence tactics mediate the relationship between leadership style and organizational citizenship behaviour?
- To what extent the subordinates' competence mediates the relationship between the leadership style and downward influence tactics?

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

This section reviews the relevant constructs and variables as well as their interactions involving: (1) Leadership styles; (2) Subordinates' Competence; (3) Downward influence; and (4) OCB as shown in Figure 1.

FIGURE 1
PROPOSED MODEL OF DOWNWARD INFLUENCE TACTICS AND INTERACTIONS
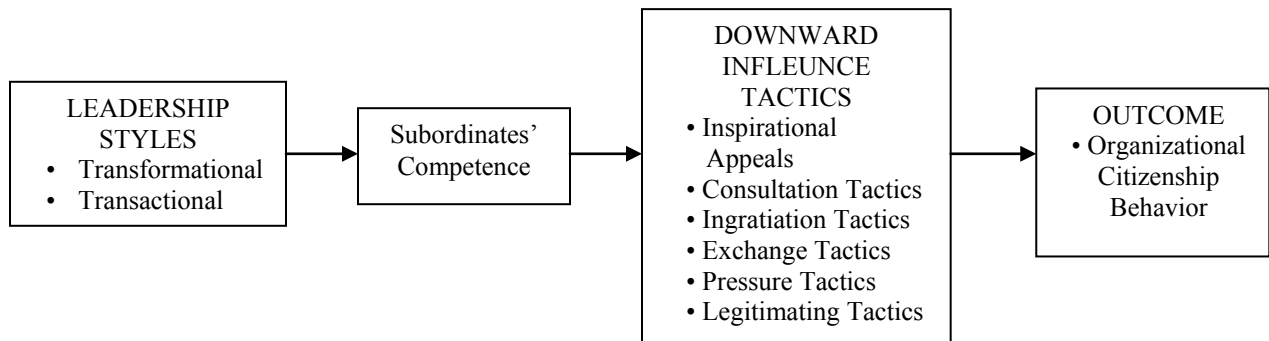
Leadership Styles

Leadership is defined as the ability to influence others to get things done. It reflects an influence relationship behavior between leaders and followers in a particular situation with the common intention to accomplish the organization end results (Stogdill, 1948; Bass, 1981). Generally, leadership researchers suggest that an effective leader should be able to articulate vision, instill trust, belief, loyalty and lead employees' talents directly towards achieving the organizational goals (Kirkpatrick & Locke, 1996; Strange & Mumford, 2002; Levin, 1999; Bennis, 2002; DePree, 2002).

There are several well established dichotomy approaches to the classification of leadership styles. Stogdill (1963, 1974) proposes a leadership dichotomy as "consideration leadership" and "structure leadership", likewise Fiedler (1967) suggests "task orientation" versus relationship orientation" and Hersey and Blanchard (1977) recommend "concern for people" and "concern for task". However, this study focused on the transactional and transformational leadership style. Past investigation proposed the dichotomy methods of transactional-transformational leadership may be applicable in the study of phenomenological-based leadership styles (Misumi, 1985; Misumi & Peterson, 1985), in addition to the insights exploration of leaders-subordinates communication patterns (Penley & Hawkins, 1985) that shape both parties influence behaviors. The following section specifically discussed the transactional and transformational leadership styles

Transactional Leadership

Past researchers have studied on transactional leadership as the core component of effective leadership behavior in organizations prior to the introduction of transformational leadership theory (Bass, 1985; Burns, 1978; House, 1977). Exchange relationship is the key element reflected by the transactional leadership. Transactional leaders demand their subordinates to agree with, accepted or complied with their request if the subordinates hope for rewards and resources or avoidance of punitive action (Burns, 1978; Podsakoff, Todor & Skov, 1982; Podsakoff, MacKenzie, Moorman & Fetter, 1990). This dyadic exchange process of leadership style has been linked with contingent reward and punishment behavior and termed as transactional leader behavior by Bryman (1992). The typical manager who is a transactional leader tends to identify employees lower level needs by determining the goals that subordinates need to achieve and communicate to them on how successful execution of those tasks will lead to receive of desirable job rewards (Avolio & Bass, 1988; Avolio, Waldman & Yammarino, 1991; Bass, 1985, 1990; Zaleznik, 1983). In fact, this process only helps employees to meet their basic work

requirements and maintain the organizational status quo. Moreover, the transactional leader also limits the employees' effort toward goals, job satisfaction and effectiveness (Bass 1985). Bass (1986) suggests that transactional leadership is acceptable as far as it goes, but fundamentally is a prescription for organizational mediocrity.

Transformational Leadership

Transformational leadership refers to leader transformation process involving individuals, group and organization. It involves creating substantive change in the attitude of employees, moral elevation and organization direction. Kuhnert and Lewis (1987) highlighted that transformational leadership "is made possible when a leader's end values (internal standards) are adopted by followers thereby producing changes in the attitudes, beliefs and goals of followers" (p.653). Similarly, Bryman (1992) has stated that "transforming leadership entails both leaders and followers raising each other's motivation and sense of purpose. This higher purpose is one in which the aims and aspirations of leaders and followers congeal into one. Both leaders and followers are changed in pursuit of goals which express aspirations in which they can identify themselves" (p.95). It is no doubt that transformational leadership is of great interest of study due to its popularity and attractiveness of this leadership style found to be consistently associated with superior performance (Barling, Weber & Kelloway, 1996; Bass, Avolio, Jung & Berson, 2003; Dvir, Eden, Avolio & Shamir, 2002; Yammarino & Bass, 1990), increased morale-related outcomes such as self efficacy (Kirkpartick & Locke, 1996), affective commitment (Barling et al, 1996), intrinsic motivation (Charbonneau, Barling & Kelloway, 2001) and trust in the leader (Podsakoff et al., 1990). Positive relationships have also been consistently reported between individual, group and organizational performance. Typically, these findings have been explained as showing that leader behaviors cause basic values, beliefs and attitudes of followers to align with organizational collective interests (Podsakoff, MacKenzie, Moorman & Fetter, 1990).

Downward Influence Tactics

Kipnis, Schmidt and Wilkinson (1980) and Yukl and Tracey (1992) have developed a simplified definition of influence. According to them, influence occurred when an influence agent is able to alter the target's perceptions by getting the target to see the advantages of the intended behavior. Changes of behavior can be in the form of beliefs, attitudes and values. Yukl and his colleagues (Yukl, 1998; Yukl & Falbe, 1990; Yukl & Tracey, 1992) have further examined a variety of downward influence tactics available to leaders (Table 1). The ability to exert influence on the decisions made by a superior is an important objective. How superiors persuasively frame their downward influence tactics has been shown to impact performance ratings (Kipnis & Vanderveer, 1971), organizational influence (Floyd & Wooldridge, 1997), promotability (Thacker & Wayne, 1995), job effectiveness (Yukl & Tracey, 1992) and supervisors liking of the employee (Wayne & Ferris, 1990).

According to Porter, Allen and Angle (1981), downward influence tactics has received less conceptual and empirical attention across the various behavioral literatures than have upward influence in management and leadership discipline (Ansari & Kapoor, 1987; Deluga, 1991; Dutton & Ashford, 1993). However, the recent increasing interest in studying downward influence tactics mirrors the shifts in power distributions in many organizations. As organizations have downsized and flattened to meet the demands of competitive environments, employees in some firms have been "empowered", with more decision-making authority vested in lower level employees (Cotton, 1993). Coupled with increased competitive pressure required employees' involvement and empowerment to meet the need for more innovation and more productivity (Gustavsen, 1986), it seems likely that managers will have to acquire effective influence skills to convince their subordinates to perform job beyond duty. Moreover, people today are better-educated and more articulate. They can no longer be commanded in the same way as before. There need to be much more involvement and participation at work (Stewart, 1994). Thus, a better understanding of downward influence tactics will ultimately benefit many organizations

The focus on downward influence tactics by superior directed towards their subordinates is essential for effective management. In other words, to be effective, a manager must influence others to carry out

requests, support proposals and implement decisions. The success of an attempt by the superior to influence the subordinates depends on a great extent on the downward influence tactics used by the superior. The proactive downward influence is used to convince subordinates to carry out an immediate request, especially, in situations where the superior has little authority over subordinates.

TABLE 1
DEFINITION OF INFLUENCE TACTICS

Inspirational Appeals	The agent makes a request or proposal that arouses target enthusiasm by appealing to target values, ideals, and aspiration, or by increasing target self-confidence.
Consultation	The agent seeks target participation in planning a strategy, activity, or change for which target support and assistance are desired, or the agent is willing to modify a proposal to deal with target concerns and suggestions.
Ingratiation	The agent uses praise, flattery, friendly behaviour, or helpful behaviour to get the target in a good mood or to think favourably of him or her before asking for something.
Exchange	The agent offers an exchange of favours, indicates willingness to reciprocate at a later time, or promises a share of the benefits if the target helps accomplish a task.
Legitimating	The agent seeks to persuade others that the request is something they should comply with given their situation or position.
Pressure	The agent uses demands, threats, frequent checking, or persistent reminders to influence the target to do what he or she wants.

Adapted from Yukl & Falbe (1990) and Yukl & Tracey (1992)

Subordinates' Competence

Boyatzis (1982) interprets competency as "an underlying characteristic of an individual which is casually related to effective or superior performance". A related perspective here is the notion that competencies related to the willingness and ability of the employee to use his/her capacities in specific situations (Spencer, 1983). Competencies are factors contributing to high levels of individual performance and therefore, organizational effectiveness (Armstrong, 1999). McClelland (1973) who saw competencies as components of performance associated with important life outcomes and as an alternative to the traditional trait and intelligence approaches to predicting human performance. Perceived competence, which refers to the experience of feeling that one is effective in dealing with the environment (Skinner and Wellborn, 1997). Competencies used in this way refer to broad psychological or behavioral attributes that are related to successful outcomes, be it on the job or in life in general. Competencies are operationalized in the current studies as those behavioral characteristics that significantly differentiate exemplary subordinates from others. It is also important to point out that competence refers not to how competent employees actually are but rather to their internal feelings about how competent they seem to themselves from engaging in a work and solving problems in it.

Organizational Citizenship Behaviour (OCB)

Organizational citizenship behavior represents a human conduct of voluntary action and mutual aid without request for pay or formal rewards in return and now become quite a relatively new concept in performance analysis. According to George and Brief (1992), OCB is an important element of employees' productivity as organizations cannot foresee the entire job scope required for goals attainment except the contractually stated minimum job descriptions. The construct of OCB was introduced by Bateman and Organ (1983) by drawing upon the concept of super role behaviors as articulated by Katz and Kahn (1966). Examples of employees OCB include: accepting extra duties and responsibilities at work, working overtime when needed and helping subordinates with their work (Organ, 1988; Masterson, Lewis, Goldman & Taylor, 1996). Determining why individuals engage in OCB has occupied a substantial amount of research attention in both organizational behavior and social psychology (Brief & Motowidlo, 1986; McNeely & Meglino, 1994). Past researches have suggested that there is a relationship between OCB and a host of outcomes, such as satisfaction (Bateman & Organ, 1983); commitment (O'Reilly & Chatman, 1986); perceptions of fairness (Folger, 1993; Martin & Bies, 1991; Moorman, Rohit & Zaltman, 1993; Tepper & Taylor, 2003) and perceptions of pay equity (Organ, 1988).

HYPOTHESIZED RELATIONSHIP

Leadership Styles and Downward Influence Tactics

Burns (1978) and Bass (1985) conceptualize leadership styles in terms of transactional and transformational characteristics. Burns (1978) views transformational leadership as a process of activating followers' higher level needs by inspiring higher ideals and raising moral consciousness. He posits that transformational leader heightens subordinates' motivation to accomplish goals that exceed expectations through inspiration, and by instilling pride and confidence. It also argued that transformational leader can motivate and inspire employees to perform beyond expectations, which is the criteria for success (Bass, 1985). It may be expected that transformational leaders would employ a more personal and soft influence tactics such as inspirational appeals, consultation and ingratiation (Falbe & Yukl, 1992; Yukl, 1998). There are several reasons for suspecting an association between certain influence tactics and transformational leadership. Leaders' behaviors that inspire others to change their beliefs and values (Bass, 1997) are reminiscent of inspirational appeals. Inspirational appeals refer to the use of values and ideals to arouse an emotional response in the subordinates (Yukl, 2002; Yukl & Seifert, 2002). The request is presented in such a way that it resonates with the subordinate's needs, values and ideals. Inspirational appeals are known to be an effective tool to raise subordinate's enthusiasm towards the request (Yukl et al., 1996). Thus, inspirational appeals tactic is expected to be associated with transformational leaders who often communicate with vivid imagery and symbols in a way that generates enthusiasm (Yukl, 2002; Cable & Judge, 2003).

Transformational leader should also be more likely to influence subordinates by getting them personally involved and committed to a project through consultation tactic, such as encouraging them to contribute and suggest ways to improve a proposal, or help plan an activity (Falbe & Yukl, 1992**;** Yukl, 2002; Yukl et al., 1996; Yukl & Seifert, 2002; Yukl & Tracey, 1992; Cable & Judge, 2003). Ingratiation involves flattery and doing favor that enhance managerial liking of the subordinate (Higgins, Judge & Ferris, 2003). Downward influence tactics such as inspirational appeals, consultation and ingratiation are said to be used by transformational leaders to induce employees' commitment through the transformation of employees' value systems – the value systems that align with the organizational goals (Emans, Munduate, Klaver & Van de Vliert, 2003). It is thus hypothesized that:

> *Hypothesis 1a: Transformational leader attempts to influence subordinates will be more likely to adopt downward influence tactics that emphasize on inspirational appeals, consultation and ingratiation.*

Burns (1978) contrasts transformational leadership from the transactional leader – the type of leader who invokes exchange processes in order to satisfy subordinates' self-interests by exchanging pay and other benefits for subordinates' effort. He suggests that transactional leadership is a style based on bureaucratic authority and legitimacy within the organization, and that transactional leaders emphasize work standards, assignments and task-oriented goals. It is also proposed that transactional leaders tend to focus on tasks completion and employee compliance, and that these leaders rely quite heavily on organizational rewards and punishments to influence employee performance. Therefore, it may be predicted that transactional leaders frequently exert influence by offering to reciprocate or exchange favors. Transactional leader may employ exchange tactics including promises of future commitments and personal incentives to gain subordinates' help. Previous research suggests that when transactional leaders believe that softer tactics are unlikely to be effective, they resort to pressure tactic or legitimating tactic. Transactional leader may view pressure tactic as the most effective strategy for influencing subordinates using demands, persistence and repeated requests in cases where subordinates tend to watch and wait for others to do assigned tasks (Avolio, 1999). Legitimating tactic may also be efficacious for influencing subordinates to comply with requests mandated by organizational policies, rules or procedures (Kipnis, 1984). Finally, a study by Tepper (2000) provides support to the notion that transactional leaders employ exchange and pressure tactics more frequently than transformational leaders. Therefore, it is hypothesized that:

> *Hypothesis 1b: Transactional leadership is positively associated with downward influence tactics that emphasize on exchange, pressure and legitimating.*

Leadership Styles and Subordinates' Competence
According to leadership theorists, the performance of leader is dependent on his or her leadership style to influence subordinates with vary competency level to carry out the tasks successfully. Today, leaders are aware that they deal with diverse background of subordinates reporting to them. This has allowed them to respond differently especially with different subordinates' competence. The importance of subordinates' competence affecting leadership style has not been stressed and discussed extensively in the theoretical and management literature. Past research found that supervisors reacted more warmly, permissively and collegially to a subordinate when the latter performed efficiently (Lowin & Craig, 1968), while initiated more structure and showed less consideration for poor performers (Greene, 1975). Dockery and Steiner's (1990) research findings suggest that subordinates' ability has effect on leadership styles. The rationale behind this is that transformational leader would want to give more latitude and support to subordinates who have high ability and perform efficiently and effectively. The study of "subordinates' ability" implied that superior exercises of leadership styles can be affected by subordinates' competence. It can be conjectured then that if the subordinates' competence is high, the superior may use transformational leadership, and that when subordinates' competence is low, the superior may be expected to adopt transactional leadership style. Thus, the following hypotheses are put forward:

> *Hypothesis 2a: A superior exercises of transformational leadership is positively correlated with subordinates' competence*
> *Hypothesis 2b: A superior exercises of transactional leadership is negatively correlated with subordinates' competence.*

Subordinates' Competence and Downward Influence Tactics
Based on the study by Dockery and Steiner (1990), any particular influence tactics leaders used may affect the subordinates' competency level. Subordinates' competence may raise the question as to whether feelings of confidence affect the influence tactics employed. One may expect that competence interact with available influence tactics in a fashion so that, low competent subordinates will be influenced differently than high competent subordinates. Hence, a potential influencing leader cannot be sure

whether or not his or her judgment will be superior or inferior to the judgment of the subordinates' competency level. Keeping this in mind, one could formulate the following argument: when working on a task, subordinates will probably feel obligated to contribute more whenever they think that they can contribute positively. When subordinates have greater competence in their own task solution, they will expect to be able to contribute more successfully to task performance and will therefore have a stronger tendency to offer task contributions and to wield influence than when they are less competence about their own judgment, and may expect their judgment to be wrong (Littlepage, Schmidt, Whistler & Frost, 1995). However, their willingness to participate in the task will probably be greater when their superiors' influence styles are more of consultation approach and less controlling influence tactics than by using pressure or legitimate influence tactics. Therefore, subordinates' competence that is the extent to which subordinates effectiveness in doing their work is suspected to be associated with consultation tactics. Thus, the following hypothesis is postulated:

> *Hypothesis 3a: When subordinate exhibits higher competence, superior tends to use consultation tactics in his or her exercises of influence.*

If leader uses pressure tactic to force low competence subordinate to comply, this may result in negative outcome. On the other hand, it may be easier for a leader to use exchange and pressure tactics to handle less competent subordinates, because these tactics will allow the influence subordinates to decide if, and to what extent, the influence will be accepted. Thus, the following hypothesis is proposed:

> *Hypothesis 3b: In the case of subordinate who exhibits lower competence, superior tends to use exchange and pressure tactics in his or her influence attempts.*

Subordinates' Competence as Mediator in the Relationship Between Transformational Leadership and Consultation Tactics.

The direct relationship between leadership and influence was well supported by numerous studies (Tepper, 2000, Charbonneau, 2004; Warren, 1998; Lamude & Scudder, 1995). Some even asserted that these two concepts are inextricably linked (Burns, 1978; Gardner, 1990; Hinkin & Schriesheim, 1989). On the other link, it was also empirically generalized that leaders react differently to different subordinates' competence (Lowin & Craig, 1968; Greene, 1975; Dansereau, Graen & Hage, 1975). It can be also surmised that the reciprocal relationship may also exist in that; the subordinate perception of own competency is related to how he or she would perceived leadership style was imposed upon him or her. Evidence also exists although limited, on the direct relationship between subordinates' competence and influence tactics (Knippenberg, et al., 1999; Tepper, et al. 1998). These studies posited that subordinates' competence affects the use of particular influence tactics used in their attempt to achieve desirable outcome or leader-member relations. The evidence of these multi-interaction relationships between leadership style, subordinates' competence and influence tactics in their logical causal flow suggest that one of the variables may act as mediating variables in these interactions. Taking a cue from the study of Locke and Schweiger (1979) and Locke, Feren, McCaleb, Shaw and Denny (1980) which view subordinates' competence as a moderating variable in the participative decision making and work performance relationship, it can be put forward that subordinates' competence can be a mediating variable in the relationship between transformational leadership style and consultation tactics. Empirically, this can be substantiated if the existence of the third variable in this case, subordinates' competence, can decrease or increase the total effect of transformational leadership style on the consultation tactics. Based on the implication of the previous findings on the nature of the multi-interaction relationships, it is predicted that:

> *Hypothesis 4: Subordinates' competence will mediate the relationship between transformational leadership and consultation tactics.*

Leadership Styles and Organizational Citizenship Behavior

It is suggested that the most important effects of transformational leadership behavior should be on extra-role behaviors that exceed the requirements of in-role expectations (Graham, 1988). Furthermore, these extra-role behaviors are best articulated by the OCB construct (Organ, 1988; Deluga, 1995; Organ & Konovsky, 1989; Podsakoff et al. 1990). OCB is a behavior, largely discretionary and seldom included in formal job descriptions. This behavior is said able to promote efficient and effective functioning of the organization (Organ, 1988). Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interests. Individuals make contributions because in performing these acts their senses of self-worth and self-concepts are enhanced. Individuals for whom this link between the interests of self and others has not been established are less likely to make these largely discretionary, non-tangibly rewarded contributions. Results of past researches show that transformational leadership has been consistently linked to followers' higher level of OCB (Bass, 1985; Organ, 1988; Podsakoff et al., 1990; Howell & Avolio, 1993; Wang, Law, Hackett, Wang, Chen, 2005; Schlechter & Engelbrecht, 2006; Boerner, Eisenbeiss, Griesser, 2007). Considering these past findings, the following hypothesis is suggested:

> *Hypothesis 5: Transformational leadership style is positively correlated with OCB.*

Downward Influence Tactics and Outcome

Since past investigations of influence tactics and OCB have been carried out separately, little is known about their level of distinctiveness. This omission represents a research need since both of these categories of behavior are common within organizations and both have been found to be associated with supervisor-subordinate relationship quality and important organizational outcomes. Some researchers have discovered that influence tactics are often used by superiors as a means of obtaining personal goals, promoting their own self interest, exercising social control and changing the behavior of others (Ferris & Judge, 1991; Ferris, Russ & Fandt, 1989; Kipnis et al., 1980; Barry & Watson, 1996); and successful use of influence tactics tends to reduce resistance by subordinates (Pfeffer, 1981; Tedeschi & Melburg, 1984). According to Blau (1964) and Organ (1988), employment relationship engenders feelings of personal obligation when subordinates (treated well by superiors) feel obligated to discharge it by engaging in extra-role behavior directed at helping others and the organization. Initial conceptual and theoretical work in influence tactics research and extra-role behavior suggest that inspirational appeals, consultation and ingratiation tactic used would enhance supervisor-subordinate relationship (Tedeschi & Melburg, 1984). Inspirational appeals (using emotional language to emphasize the importance of a new task and arouse enthusiasm), consultation (involving employees in the decision-making process) and ingratiation (engaging in friendly behavior toward the target to ensure the subordinate is well disposed toward the leader's request) have been demonstrated to be effective in generating subordinates' OCB (Yukl & Tracey, 1992; Yukl & Falbe, 1990; Kipnis et al., 1980; Tedeschi & Melburg, 1984; Wayne & Liden, 1995). Likewise, other studies recorded that superior uses of pressure, exchange and legitimating tactic are likely to be negatively linked to subordinates' OCB (Kipnis & Schmidt, 1988; Schriesheim & Hinkin 1990; Falbe and Yukl, 1992; Sparrowe, Soetjipto, Kraimer, 2006). Thus, the following are expected:

> *Hypothesis 6a: Superior's exercise of influence tactics of inspirational appeals, consultation and ingratiation will have a direct and positive effect on organization citizenship behavior.*
> *Hypothesis 6b: Superior's exchange, pressure and legitimating tactic will have a negative effect on organization citizenship behavior.*

Mediating Effects of Downward Influence Tactics on the Relationship Between Leadership Styles and OCB

There are substantial empirical supports for the direct relationship between transformational leadership styles and OCB (Chen & Farh, 1999; Ferres, Travaglione & Connell, 2002; MacKenzie et al., 2001). Same amount of support are found between transformational leadership and influence tactics (Charbonneau, 2004; Warren, 19982). There is also a widely demonstrated theoretical link between influence tactics and OCB/extra role behavior (Dulebohn, Shore, Kunze & Dookeran, 2005; Soetjipto, 2002; Sparrowe, Soetjipto & Kraimer, 2006). These multi interactions may give rise to the mediation effect with downward influence tactics provide the most cogent reason as mediator.

Transformational leader aspires, challenges and raising the subordinates' self-confidence and enthusiasm towards goals accomplishment that is exceeding their own self-expectations (Bass, 1997, 1998; Cable & Judge, 2003; Yukl, 2002; Yukl et al., 1996). In addition, transformational leader is more inclined to influence subordinates by personally involving them in performing task assignment (Cable & Judge, 2003; Falbe & Yukl, 1992; Yukl, 2002; Yukl et al., 1996; Yukl & Seifert, 2002; Yukl & Tracey, 1992). Inspiration and involvement, in essence, represent the exercise of downward influence tactics of inspirational appeals and consultation tactic (Yukl & Tracey, 1992). Moreover, when an individual is a transformational leader and his or her influence style is perceived as inspirational and consultation, the leader should be particularly likely to employ inspirational or consultation influence tactic with subordinates to inspire and get their personal involvement in the project. Thus, subordinates would be likely to respond positively to a transformational leader when a proper use of downward influence tactic is employed. A consequence of transformational leadership is employees' OCB. This effect is consistent with the notion that transformational leader recognizes the effectiveness of downward influence tactics of inspirational appeals and consultation tactic to attain the employees' OCB. Based on the above discussion, the following hypothesis is proposed:

> *Hypothesis 7: Downward influence tactics of inspirational appeals and consultation will increase the positive relationship between transformational leadership style and organizational citizenship behavior.*

Mediating Effects of Subordinates' Competence on the Relationship Between Leadership Styles and OCB

A study by MacKenzie et al. (2001) examined the effect of transformational and transactional leadership on marketing personnel's performance at an insurance company suggest that transformational leadership has higher influence on performance than transactional leadership. This finding supports the assumption that the transformational leadership, as compared to transactional leadership style, has a stronger relationship with in-role performance and with OCB. Locke and Schweiger (1979) and Locke et al. (1980) studied group member knowledge and competence in the context of participative decision making (PDM) and performance view competence as a potential moderator variable. Their position would be strengthened if it could be shown that participation enhances the performance of more competent employees but fails to accentuate the performance of less competent personnel. There is an alternative view of the influence of competence on this relation that is supervisors may permit their more competent (and more productive) employees to participate in decisions that affect them. In this scenario, competence (and performance) would determine the level of PDM for each subordinate. Thus, the following hypotheses are advanced.

> *Hypothesis 8: Transformational leadership style is positively correlated with OCB. This relationship is mediated by the subordinates' competence.*

METHODOLOGY AND RESEARCH DESIGN

Sampling Design

The sample for this study includes 2000 firms. Respondent from each company comprises of the executives, managers and professionals in services, manufacturing, mining and construction companies located mainly in Klang Valley. This sample was selected from companies with a number of employees more than 35 where a more formalized structure and system of supervision are likely to exist and function (Blau & Schoenherr, 1971; Hall, 1977; Pugh, Hickson, Hinnings, MacDonald, Turner & Lupton, 1963). The companies that fulfil the above criteria were selected from the master list of the Federation of Manufacturers Malaysia (FMM), Service Directory, Construction Industry Development Board (CIDB) and Malaysian Trade and Commerce Directory, published in 2008. In order to decrease the pitfalls of inexact sampling, no more than two questionnaires were sent to the same company.

Research Instruments

Each of the measurements of relevant constructs was discussed here.

Downward Influence Tactics

Yukl's Influence Behaviour Questionnaire-2000 (IBQ-2000) was used to measure downward influence tactics.

Leadership Styles

The leadership style scale consists of the Transformational Leadership Behavior Inventory (TLI: Podsakoff, MacKenzie, Morrman & Fetter, 1990) that measures six dimensions including articulating a vision, providing an appropriate model, fostering the acceptance of group goals, having high performance expectations, providing individualized support and providing intellectual stimulation. A 7-item Likert scale was used to assess the transactional leadership from Leader Reward and Punishment Behavior Questionnaire (LRPQ: Podsakoff, Todor, Grover & Huber, 1984; Podsakoff, Todor & Skov, 1982). In this study, the leadership scale is treated as unidimensional. Some researchers have treated transformational and transactional scale as unidimensional by combining the scores of all dimensions belonging to the respective key styles (Podsakoff & Organ, 1986; Podsakoff, MacKenzie & Fetter, 1993; Podsakoff, Niehoff, MacKenzie & Williams, 1993; Podsakoff, MacKenzie & Bommer, 1996). The reason leadership is treated as unidimensional is to achieve construct parsimony that best differentiate the leadership style.

Organizational Citizenship Behavior (OCB)

OCB scale was measured using a 7-item scale developed by Smith, Organ and Near (1983). The scale measures the altruism and compliance of OCB. Incumbent rated these items on a 7-point Likert scale ranging from 1 strongly disagree to 7 strongly agree.

Subordinates' Competence

Wagner and Morse's (1975) self-reported measure of individual sense of competence was used to measure the employee's task competence in lieu of a more direct measure of competency level. The instrument is made up of 23 items. All items are scaled on 5-point agree-disagree rating scales.

Data Analysis Procedure

The main statistical technique used was Path Analysis. Other statistical analysis employed is the correlational analysis.

RESEARCH RESULTS AND DISCUSSIONS

Sample Characteristics

From the total of 2000 questionnaires mailed, a total of 374 responses were received and only 347 were usable and 27 rejected due to incomplete answer. The response rate was approximately 17%. The highest number of respondents was from the Chinese ethnic group. By gender, 46% were male and 54% were female. More than 70% of the respondents were from companies located in the Klang Valley. The highest proportion of respondents falls into the 30-39 years age group. On the whole, the education level of the respondents was high. This was reflected in the position or the type of occupation held by the majority of the respondents. The average salary of the respondents was higher than the population's average. The population average salary was RM2215.50/month (Source: Malaysian Economy Report, 2008). The survey also revealed the following information about the respondent's superior. 64% superiors reported in the survey were males. A majority of them were holding medium to high management positions. Racial composition of the superiors was: 50% Chinese, 32% Malay, 11% Indian and 7% from other races. Most of the superiors were holding high positions in the company with 24% of them in the first hierarchical level. Their educational level was also predictably high with 94% of them having had tertiary education.

Validating the Scales

The standardized Cronbach Alpha for each subscale is provided in Table 2. The internal consistency reliability coefficients for all the scales were satisfactory (Nunnally, 1978). All the scales had coefficient Cronbach Alpha greater than .78.

TABLE 2
MEANS, STANDARD DEVIATIONS AND PEARSON CORRELATIONS AMONG KEY VARIABLES

	Variables	Means	S.D.	1	2	3	4	5	6	7	8	9	10
1	Transformational leadership	4.56	1.14	**.92**									
2	Transactional leadership	3.71	1.47	-.63**	**.91**								
3	Subordinates' competence	3.35	.41	.31**	-.15**	**.79**							
4	Inspirational appeals	3.33	.88	.66**	-.45**	.23**	**.90**						
5	Consultation	3.50	.82	.69**	-.41**	.36**	.58**	**.83**					
6	Ingratiation	3.11	.82	.54**	-.33**	.23**	.63**	.48**	**.81**				
7	Exchange	2.83	.83	-.19**	.31**	-.14*	-.08	-.15**	.13*	**.84**			
8	Pressure	2.90	.88	-.35**	.40**	-.24**	-.24**	-.31*	-.16**	.43**	**.78**		
9	Legitimate	3.15	.94	-.10	.22**	.05	-.04	-.08	-.08	.31**	.46**	**.82**	
10	Organizational citizenship behavior	4.63	1.33	.63**	-.40**	.31**	.53**	.58**	.42**	-.10	-.33**	-.16**	**.89**

* Correlation is significant at the .05 level (2 tailed)
** Correlation is significant at the .01 level (2 tailed)
Figure in diagonal represent coefficients alpha

TABLE 3
RESULTS OF MULTIPLE REGRESSION ANALYSIS

Dependent and independent variables	Regression coefficients for a full model	Path coefficients for a full model	t values for a full model	Regression coefficients for a trimmed model	Path coefficients for a trimmed model	t values for a trimmed model
Subordinate's Competence						
Transformational	.130(.024)	.356	5.410***	.112(.019)	.308	6.023***
Transactional	.021(.019)	.075	1.143			
(Constant)	2.681(.163)		16.448***	2.838(.088)		32.310***
R^2	.093			.093		
F	18.809***			36.281***		
Df	2,344			1,345		
Inspirational						
Transformational	.476(.042)	.615	11.409***	.512(.031)	.663	16.437***
Transactional	-.037(.031)	-.061	-1.184			
Subordinate's Competence	.060(.090)	.028	.665			
(Constant)	1.092(.364)		3.001***	.990(.147)		6.753***
R^2	.437			.438		
F	90.575***			270.162***		
Df	3,343			1,345		
Consultation						
Transformational	.468(.037)	.646	12.552***	.461(.029)	.636	15.739***
Transactional	.009(.028)	.016	.320			
Subordinate's Competence	.316(.081)	.159	3.923***	.317 (.080)	.160	3.956***
(Constant)	.274(.325)		.844	.336(.263)		1.278
R^2	.488			.489		
F	110.914***			166.756***		
Df	3,343			2,344		

TABLE 3 (Cont)
RESULTS OF MULTIPLE REGRESSION ANALYSIS

Dependent and independent variables	Regression coefficients for a full model	Path coefficients for a full model	t values for a full model	Regression coefficients for a trimmed model	Path coefficients for a trimmed model	t values for a trimmed model
Ingratiation						
Transformational	.378(.044)	.523	8.633***	.390(.033)	.540	11.929***
Transactional	.004(.033)	.007	.118			
Subordinate's Competence	.140(.094)	.071	1.483			
(Constant)	.902(.382)		2.363*	1.328(.154)		8.630***
R^2	.290			.290		
F	48.214***			142.297***		
Df	3,343			1,345		
Exchange						
Transformational	.037(.050)	.051	.750			
Transactional	.184(.037)	.327	4.984***	1.75(.029)	.311	6.068***
Subordinate's Competence	-.207(.107)	-.104				
(Constant)	2.676(.433)		6.182***	2.187(.115)		19.073***
R^2	.098			.094		
F	13.595***			36.816***		
Df	3,343			1,345		
Pressure						
Transformational	-.076(.050)	-.098	-1.518			
Transactional	.190(.037)	.317		.225(.029)	.375	7.663***
Subordinate's Competence	-.338(.108)	-.159	-3.123***	-.384(.104)	-.181	-3.689***
(Constant)	3.680(.438)		8.409***	3.357(.383)		8.762***
R^2	.192			----		
F	28.372***			41.251***		
Df	3,343			2,344		

TABLE 3 (Cont)
RESULTS OF MULTIPLE REGRESSION ANALYSIS

Dependent and independent variables	Regression coefficients for a full model	Path coefficients for a full model	t values for a full model	Regression coefficients for a trimmed model	Path coefficients for a trimmed model	t values for a trimmed model
Legitimating						
Transformational	.030(.058)	.036	.520			
Transactional	.163(.043)	.253	3.752***	.141(.034)	.220	4.185***
Subordinate's Competence	.164 (.126)	.072	1.301			
(Constant)	1.864(.509)		3.665***	2.630(.134)		19.561***
R^2	.047			.046		
F	6.693***			17.512***		
Df	3,343			1,345		
OCB						
Transformational	.425(.081)	.363	5.277***	.408(.071)	.349	5.741***
Transactional	.023(.049)	.026	.479			
Inspirational	.233(.090)	.154	2.580**	.232(.082)	.153	2.829***
Consultation	.330(.092)	.204	3.565***	.339(.092)	.210	3.685***
Ingratiation	-.023(.089)	-.014	-.251			
Exchange	.139(.076)	.086	1.830			
Pressure	- .137(.077)	-.091	-1.778			
Legitimating	- .132(.065)	-.094	-2.040*	-.146(.056)	-.104	-2.603**
Subordinate's Competence	.291(.140)	.091	2.078*	.309(.136)	.096	2.266*
(Constant)	.192(.604)			.234(.470)		.498
R^2	.466			.463		
F	34.527***			60.752***		
Df	9,337			5,341		

* $p < .05$, ** $p < .01$, *** $p < .005$
Numbers in parentheses are the standard errors

TABLE 4
TEST OF SIGNIFICANCE OF INDIRECT EFFECT THROUGH A MEDIATOR

Measurement path	Before mediator		After mediator		t-statistic $t=(ab)/\sqrt{(b^2sa^2+a^2sb^2)}$
	Regression coefficient (a)	Standard errors (sa)	Regression coefficient (b)	Standard errors (sb)	
X1 → X3 → X5	0.130	0.024	0.316	0.081	3.166***
X1 → X3 → X10	0.130	0.024	0.291	0.140	1.941*
X1 → X4 → X10	0.476	0.042	0.233	0.090	2.524**
X1 → X5 → X10	0.468	0.037	0.330	0.092	3.451***

Degrees of freedom = N-1 = 346
* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

FIGURE 2
INDIRECT EFFECTS THROUGH MEDIATORS
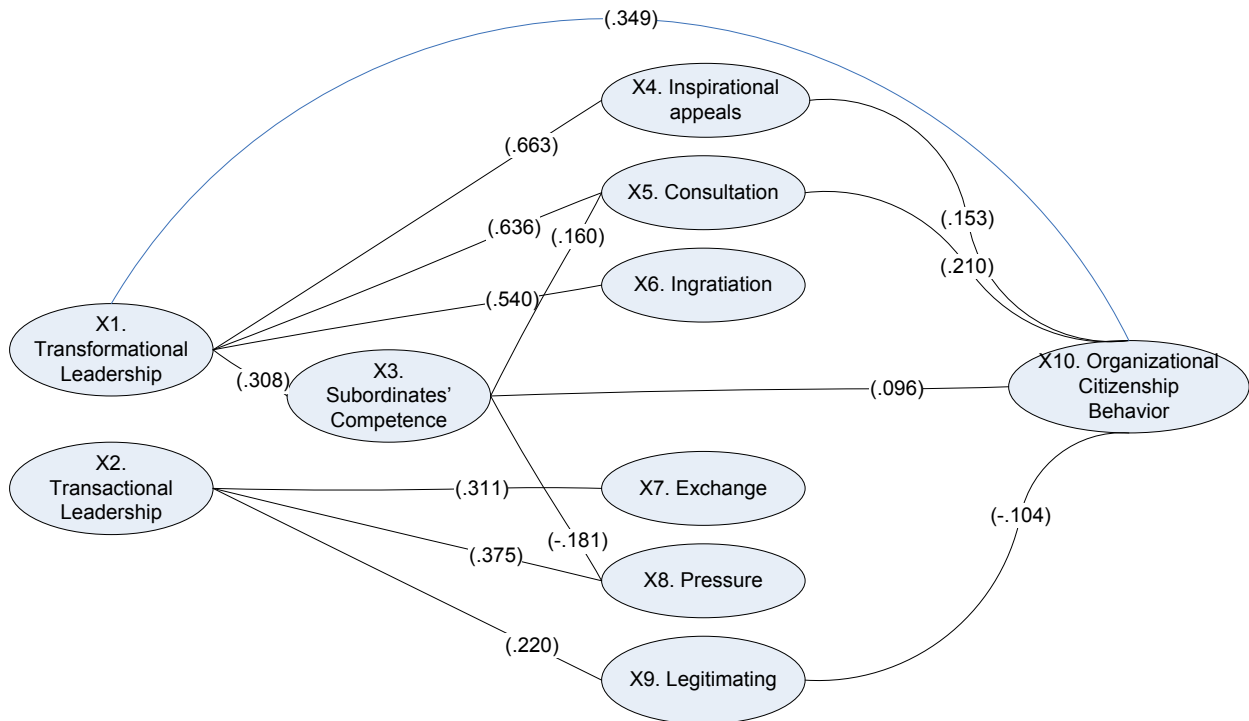
Testing of Hypotheses
H1a & H1b: Leadership and Downward Influence Tactic

Hypothesis H1a predicts that transformational leader attempts to influence subordinates will be more likely to adopt downward influence tactics that emphasize on inspirational appeals, consultation and ingratiation. The correlational analysis in Table 2 provides good support for H1a. In the relationship of transformational leadership to downward influence tactics, consultation tactic ranked highest among other

tactics (r = 0.69, p < .01). This was followed by inspirational appeals and ingratiation (r = 0.66, p < .01 and r = 0.54, p < .01 respectively). Moreover, the result of path analysis which partial out other effects in Table 3 indicates that this three influence tactics have positive direct effect on transformational leadership i.e. relationship between inspirational appeals (β= 0.663, p < 0.005), consultation (β= 0.636, p < 0.005) and ingratiation (β= 0.540, p < 0.005) are significantly related with transformational leadership. It was expected that consultation, inspirational appeals and ingratiation tactics represent a higher level of inner acceptance between superior and subordinate relationships. Evidence from extant literature on organizational influence and correlational results also shows that consultation, inspirational appeals and ingratiation tactics are positively associated with transformational leadership. For instance, Yukl and Seifert (2002) found that consultation, inspirational appeals and ingratiation tactics exercised by transformational leader tend to foster a more satisfied, cooperative and prolonged relationships among superiors and subordinates.

Result of a study by Charnonneau (2004) supports the transformational leader's uses of rational persuasion, inspirational appeals and consultation 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' internalization of a request or task are perceived as more transformational. In turn, transformational leadership has been associated with organizational commitment (Barling, Weber & Kelloway, 1996) and team commitment (Arnold, Barling & Kelloway, 2001). Hence, the manner in which leaders make request is important because it may ultimately lead to followers' broader commitment to the organization's goals and values.

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 least likely to provoke their resistance (Gross & Guerrero, 2000; Tepper, 2000). The present results support the general view that consultation, inspirational appeal and ingratiation tactics have a positive effect on the superior-subordinate relationship. The high degree of intercorrelations among the consultation, inspirational appeals and ingratiation tactics serves to temper the previous discussions and tends to suggest that while consultation emerges as the dominant explanation for the downward influence tactic, its effective utilization might be tied to some extent, to the superior's exercise of a combination of other styles such as inspirational appeals and ingratiation tactics.

Hypothesis H1b predicts that transactional leadership is positively associated with downward influence tactics that emphasize on exchange, pressure and legitimating tactic. This hypothesis was supported by the data. Both the correlational and path analysis indicate that a positive and significant relationship between transactional leadership and downward influence variable of exchange (r = 0.31, p < 0.01; β = 0.311, p < 0.005), pressure (r = 0.40, p < 0.01; β = 0.375, p < 0.005),) and legitimating (r = 0.22, p < 0.01; β = 0.220, p < 0.005). The results support the general contention that transactional leader exerts influence by offering to reciprocate or exchange favours (i.e. exchange tactics) as reported in the study conducted by Tepper (2000). Transactional leaders are reward-sensitive (Stewart, 1994), making them especially likely to use tactic that is linked to exchange tactics, which is the purpose of exchange behaviors (Tedeschi & Melburg, 1984). When an individual is perceived as transactional leader by subordinates, he/she should be more likely to employ exchange tactics with their subordinates because this approach propelled the leader to action while still abiding by the formal rules of achievement in the organization.

Pressure tactics may be the most effective strategy for influencing subordinates by using demands, persistence and repeated requests when subordinates "sit and wait for others to take the necessary initiatives imposed by the tasks" (Avolio, 1999, p. 38). Study by Tepper (2000) has provided support that transactional leader employed pressure tactics more frequently than transformational leader. Finally, legitimating also may be efficacious for influencing subordinates to comply with the requests mandated by organizational policies, rules or procedures (Kipnis, 1984). Study by Vroom and Jago (1988) showed a link between legitimating to authoritarian leadership, thus implied that legitimating influence tactics is associated with transactional leadership. The present result is generally consistent with the literature,

which suggests that transactional leader employed more pressure, exchange and legitimating influence tactic to obtain organisational objectives (Kipnis, 1984).

H2a & H2b: Leadership Styles and Subordinates' Competence

Hypothesis H2a states that a superior exercises of transformational leadership is positively correlated with subordinates' competence. The correlational analysis in Table 2 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 partial out other effects indicated the relationship between transformational leadership and subordinates' competence to be significant ($\beta = 0.308$, $p < 0.005$). The result provided full support for hypothesis H2a. The result seems to show that leader would use more transformational leadership style when dealing with subordinates who are more competent as evidenced in Dockery and Steiner (1990) study. According to Dockery and Steiner (1990), subordinates' ability affects leadership style. Their reasoning is that transformational leader would want to give more support to subordinates who have high ability so that they can perform well. Their findings which is supported in this study, implies that superior's exercise of transformational leadership style can be affected by subordinates' competence. This attitude can be explained from situational leadership approach in which the leader analyzes the situation and then decide the appropriate approach. The first situational model of leadership was proposed by Tannenbaum and Schmidth (1958). They described how 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 organization's goal. Forces in the situation include the type of leadership style the organization values, the degree to which the group work effectively as a unit, the problem itself and 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" approach that may be counter-productive such as using a transactional top-down exchange approach on highly competence employee.

Hypothesis H2b states that a superior exercises of transactional leadership is negatively correlated with subordinates' competence. The result in Table 2 indicates that there was a modest 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 3. The divergent results imply that the observed association of transactional leadership and subordinates' competence is probably contributed largely by the spurious effects of other correlated variable. In this case, the positive strong correlation between transformational leadership and subordinates' competence. Thus, the observed significant correlation between transactional leadership and subordinates' competence could be due to the reason that they share common negative association with transformational leadership. The result suggests that the transactional style will not be necessarily being adopted if subordinate is incompetence, since true to its intention, incompetence subordinate could not be fully entrusted with work standard, assignments and task-oriented goals. With the lack of direct effect, Hypothesis H2b was not supported.

H3a & H3b: Subordinates' Competence and Downward Influence Tactics

Hypothesis H3a posits that when subordinate exhibits higher competence, superior tends to use consultation tactics in his or her exercises of influence. The correlational and path analysis results show a significant and positive relationship between the subordinates' competence and consultation tactics ($r = 0.36$, $p < 0.01$; $\beta = 0.160$, $p < 0.05$). More specifically, increased subordinates' competence was tied to the consultation tactic and thus implying positive outcome. This result implicitly shows that superior will be cautious in employing influence tactics to highly competence subordinate – leading them to choose a less risky, more participative and ego enhancing approach. This way, the superior will avoid jeopardizing his or her integrity by asserting a hard approach when his or her judgment is inferior to the highly competence subordinate. Dockery and Steiner (1990) on the other hand, attribute this superior's behavior

to their innate intention to give more latitude and support to well performing subordinates. This pattern of superior's response toward the subordinate's competence was collaborated by the study of Lowin and Craig (1968) and Greene (1975). This finding has an important implication in that while certain downward influence tactics generally tied with certain leadership styles, it does not occur in isolation of superior's predisposition or characteristic alone, but also influence 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 case of subordinate who exhibits lower competence, superior tends to use exchange and pressure tactics in their influence attempts. The result of the correlational and path analysis only shows a significant negative relationship between subordinates' competence and pressure tactics p ($r = -0.24$, $p < 0.01$; $\beta = -.181$, $p < 0.005$). Thus, hypothesis H3b is partially supported. The superior will specifically avoid the use of pressure tactics when the subordinates' is highly competence. This can be explained from the perspective of conventional wisdom itself, that is, inappropriate application of pressure or hard tactics can be counter-productive in itself and especially so when the workgroup is either high performance or of high competency level. This result also lends credibility to the previous finding by Lowin and Graig (1968) and Greene (1975) as well as explanation by Dockery and Steiner (1990).

H4: Subordinates' Competence as Mediator in the Relationship Between Leadership Styles and Downward Influence Tactics

Hypothesis H4 predicts that subordinates' competence will mediate the relationship between transformational leadership and consultation tactics. The correlational result in Table 2 shows that there is a positive and significant association between the transformational leadership and consultation tactics ($r = 0.69$, $p < 0.01$). The effect of transformational leadership on consultation tactics in a separate path was further confirmed by the path analysis result in Table 3 ($\beta = 0.636$, $p < 0.005$). Related to this link, transformational leadership style is related positively to the subordinates' competence ($r = 0.31$, $p < 0.01$; $\beta = 0.308$, $p < 0.005$). 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 ($r = 0.36$, $p < 0.01$; $\beta = 0.160$, $p < 0.005$). This all positive and significant paths in the triangular relationship between the 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.

Further test was conducted to access the significance of an indirect effect of transformational leadership on consultation tactics through a mediator that is subordinates' competence by Baron and Kenny (1986) and Sobel (1982) method. Result of this analysis in Table 4 shows that the subordinates' competence contributed significantly to the increased association between transformational leadership and consultation tactics. This mediation effect is significant at 0.05 level. The evidence of the relationship between transformational leadership style and subordinates' competence was discussed in the testing of hypotheses H2a and well supported by the extent literature. Likewise, the relationship between subordinates' competence and superior exercises of consultation tactics was supported in the testing of hypotheses H3a with sufficient past findings (Littlepage, Schmidt, Whistler & Frost, 1995; Dockery & Steiner, 1990). The empirical support for hypothesis H4 brings out an important qualification to the intrinsically plausible explanation between the 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. Transformational leader tends to adopt an even more submissive consultation tactics when trying to influence more competence subordinates. This was deliberately adopted to bring positive outcomes to such relationships. The nature of this interaction is quite similar to the result of the study by Locker and Schweiger (1979) and Locke, Feren, McCaleb, Shaw and Denny (1980) in which subordinates' competence is 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. In overall, support for Hypothesis H4 was found.

H5a & H5b: Leadership Styles and Organizational Citizenship Behavior

<u>Hypothesis H5a</u> predicts that transformational leadership style is positively correlated with organizational citizenship behavior. The positive relationship between transformational leadership and organizational citizenship behavior is in the hypothesized direction. The correlational result in Table 2 indicates that transformational leadership was highly related to organizational citizenship behavior ($r = .63$, $p < 0.01$). This relationship was also further affirmed by the path analysis result in Table 3 ($\beta = 0.349$, $p < 0.005$). This result expectedly, is quite similar to past studies (Schlechter & Engelbrecht, 2006; Ferres, Travaglione & Connell, 2002; Mackenzie, Podsakoff & Rich, 2001; Chen & Farh, 1999; Gerstner & Day, 1997) that unambiguously indicate the existence of a positive relationship between transformational leadership and OCB. Moreover, 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, Wofford & Whittington, 2001; Wang, Law, Hackett, Wang & Chen, 2005; Mackenzie, Podsakoff & Rich, 2001). Hence, there is a strong conceptual support for the notion that transformational leaders motivate their followers to exhibit extra-role behaviors. Study by MacKenzie, Podsakoff and Rich (2001) on transformational and salesperson performance concluded that transformational leadership influences salesperson to perform "above and beyond the call of duty" and that transformational leader behaviors actually have stronger direct and indirect relationships with sales performance and OCB. Bass (1985) asserted that employees choose to perform tasks out of identification with transformational leader in the organization. He further stresses that transformational leadership can create identification with and internalization 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 organization.

<u>Hypothesis H5b</u> predicts that transactional leadership style is negatively correlated with OCB. The correlational result in Table 2 provides evidence that transactional leadership was negatively correlated with OCB ($r = -.40$, $p < 0.01$). Although seemingly logical, this relationship was however, not affirmed by the path analysis results in Table 3. Cumulatively, a transactional leadership style did seem to influence OCB in a negative way. The direct effect of the transactional leadership on OCB was too weak and insignificant to lend unqualified support for hypothesis H5b. The logical explanation is that transactional leader uses hard approach which is viewed as ineffective in engaging subordinates' commitment. The present result however, implies a less deterministic (expected) negative relationship between the transactional leadership on OCB relationships. Although the application of transactional leadership can be effective in certain situation, for example, Yammarino and Bass's (1990) investigation found that transactional leadership can have a favorable influence on attitudinal and behavioral responses of employees but 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 the OCB.

H6a & H6b: Downward Influence Tactics and OCB

<u>Hypothesis H6a</u> states that superior exercises of downward influence tactics of inspirational appeals, consultation and ingratiation will have a significant positive association with subordinates' organization citizenship behavior. In linking the downward influence to OCB, 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 $\beta = 0.153$ was significant at the 0.005 level and consultation tactics $\beta = 0.210$ was significant at the 0.005 level. These results provide partial support for hypothesis H6a and could well indicate that the social exchange theory has prominence in explaining 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 (Sparrowe, Soetjipto & Kraimer, 2006; Dulebohn, Shore, Kunze & Dookeran, 2005). However, there was also an assertion that OCB was exhibited for self-interest purposes that coincides with the self-interest explanation for influence tactics used (Dulebohn et al., 2005). Irrespective of the attribution of this behavior, the superiors consciously use interpersonal or inspirational influence strategies to elicit OCB from their colleagues (Barbuto, 2000; Bass, 1985; Katz & Kahn 1978). The present result, however also collaborate the Falbe & Yukl (1992) findings in which influence tactic that rely on personal power and power sharing such as consultation tactics was more effective in motivating employees' OCB than tactic 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 perceived in their supervisors and co-workers. Some other researchers (Folger, 1993; Niehoff, 2000; Penner, Midili & Kegelmeyer, 1997; Rioux & Penner, 2001) have advanced the proposition of three distinct motives of employees engaging in OCB that is pro-social values, organizational 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 emphasizing on strong relationship between superior and subordinates and this does not necessarily mean leading to subordinates' OCB.

Hypothesis H6b proposes that superior exercises of downward influence tactics of exchange, pressure and legitimating will have a significant negative association with subordinates' organization citizenship behavior. As shown in Table 2, the correlation coefficients are significant in the case of between pressure tactics and organization citizenship behavior ($r = -0.33$, $p < 0.01$) and also between legitimating tactics and organization citizenship behavior ($r = -0.16$, $p < 0.01$) but not with exchange tactics. The path analysis result in Table 3, however failed to achieve statistical significant level. Therefore, on the strength of both the correlational and path analysis result, hypothesis H6b was not supported. The present result seems to be in consistent with the result of research finding by Sparrow et al (2006) which suggested that pressure tactics and legitimating tactics are not related to the employee's helping behavior (OCB) although some other researchers concludes that "forcing" influence tactics is counterproductive in engaging employee commitment and motivation (Emans et al, 2003, Falbe & Yukl, 1992; Yukl and Tracey, 1992, Yukl et al., 1996). While the present result is not providing an equivocal support for the earlier proposition, it offers an interesting counter-argument that held promise of the supremacy of OCB. If OCB is not exactly affected by the 'hard" influence attempt, this will provide empirical evidence that OCB is a valuable characteristics of the individual that is resilient and enduring and thus not easily affected by the nature of relationship between the subordinate and superior. In a way, OCB can be a highly sought after characteristic of a subordinate, since this extra-role behavior represent an intrinsic characteristics of the individuals, the propensity for this behavior remains even in the environment that is less than ideal.

H7: Downward Influence Tactics as a Mediator on the Relationship Between Leadership Style and OCB

Hypothesis H7 suggests that downward influence tactics of inspirational appeals and consultation will increase the positive association between transformational leadership style and organizational citizenship behavior. There is a strong direct relationship between transformational leadership and OCB as shown in Table 3 with path coefficient of 0.349 ($p < 0.005$). The mediation effects of inspirational appeals is significant at the 0.01 level for the path X1 (transformational leadership) $\rightarrow$ X4 (inspirational appeals) $\rightarrow$ X10 (OCB) and the mediation effects of consultation tactics is significant at the 0.001 level for the path X1 (transformational leadership) $\rightarrow$ X5 (consultation tactics) $\rightarrow$ X10 (OCB) as shown in Table 4 or diagram in Figure 2. The result confirms that transformational leadership has significant direct relation to the subordinates' OCB and this relationship is mediated by 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 tendency of the subordinates to involve in OCB behavior. This finding seemed 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 a high subordinates' OCB. 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 indicate that the use of the suitable influence tactics tend to make the usage of leadership style more effective.

H8: Mediating Effect of Subordinates' Competence on the Relationship Between Transformational leadership and OCB

Hypothesis H8 suggests that transformational leadership style is positively correlated with OCB. This relationship is mediated by the subordinates' competence. The strong direct relationship between transformational leadership and OCB is shown in Table 3 with path coefficient of 0.349 (p<0.005). From Table 4, the mediation effect of subordinates' competence is significant at the 0.05 level for the path X1 (transformational leadership) $\rightarrow$ X3 (subordinates' competence) $\rightarrow$ X10 (OCB). The result confirms that transformational leadership has significant direct relation to the subordinates' OCB and this relationship is mediated by subordinates' competence (Figure 2). When transformational leadership is exercised, the subordinates' competence would further increase the tendency of the subordinates to involve in OCB behavior. Transformational leader may be perceived by his/her subordinates as reflecting the leader's active support for the subordinates to get the task completed. Thus, the use of such leadership style may foster a high subordinates' OCB.

CONCLUSION

One of the most pertinent aspects of the findings is the efficacy of the links among organizational constructs that have almost never been studied simultaneously in the present scale. In terms of theoretic perspectives, seldom does one come across a comprehensive study incorporating leadership, subordinates' competence, downward influence tactics and OCB combined in a single study, particularly in empirical research. Still, the relationships among these relationships appeared to be both plausible and significant. A combination of the leadership theory and influence theory not only showed that they are mutually reinforcing and afford a more comprehensive understanding of the organizational conducts than any perspective by itself. The benefit of the integration was also illustrated in the findings of myriad of contingent variables in this study. The present study concludes that leadership style, downward influence tactics and subordinates' competence are the strong predictors of subordinates' outcome. These represent a more complete configuration of variables. The present study confirms a significant linkage between leadership styles and the influence tactics and provides justification for integrating leadership theory and influence theory in the organizational behavioral studies. This study proposes that the leadership styles takes effects through the appropriate predisposed influence tactics. This study revealed that transformational manager tends to use inspirational appeals, consultation and ingratiation approach to gain subordinates' OCB. Such behavior should be promoted in organization and it should offer great practical significance. On the other hand, transactional leader tends to use influence tactics that emphasize on exchange, pressure and legitimating tactics. This offers a suggestion that transactional leader tends to influence by reciprocating and exchange of favor, with tendency to be reward sensitive and has inclination to use organizational formal and legitimate channel to achieve the goals. The mediating effect of subordinates' competence was investigated and shed some light on how this variable strengthen or weaken the interaction between leadership styles and downward influence tactics. This study also found support for the mediation effect of subordinates' competence on the relationship between transformational leader and consultation tactics. Specifically, transformational leader tends to use more consultation tactics to deal with subordinates who exhibit higher competence level. The study also lends support for the mediation effect of the leaders' exercise of downward influence by the way of inspirational appeals and consultation tactics on the relationship between transformational leader and OCB. Although, most of the

previous researchers tend to attribute differences in subordinates' OCB to leadership styles, while confirming the same, this study provide an additional insight to this evidence, that is, apart from the direct effect of leadership styles on outcomes, the outcomes implication were also largely influenced by the appropriate choice and successful use of downward influence tactics of inspirational appeals and consultation tactics.

CONTRIBUTION OF THIS STUDY

This research has made several contributions. First, it is an empirical test of a more comprehensive model that comprises of leadership styles, downward influence tactics, subordinates' competence and OCB. This comprehensive model was developed to reconcile and explain some unequivocal results in the past. Although the empirical contributions of this research are modest, they are nevertheless believed to be important. This is the first study to examine the variables in such a wide scale that involves combination of various perspectives. Moreover, a more complex model developed here is to allow for exploration of multi-interaction hypothesis. One of the contributions of this study is in the investigation of the mediating role of downward influence tactics between leadership styles and subordinates' OCB. This mediating role has largely been overlooked and little attention has been given to empirically examine the extent of this mediation effect. For example, prior research in leadership styles has demonstrated that members' perceptions of their leaders' styles may differentiate their performance. In other words, previous research has only investigated the input and output components of the exchange process. Consequently, little, if any, explanation is offered on why different leaders' style tends to generate different members' OCB. By incorporating leader's influence attempts and members' responses to such attempts, the present study constitutes a contribution of influence literature in terms of providing a plausible explanation on the connection between leadership styles and subordinates' outcome because leaders with different leadership styles exercise varied influence tactics and members respond to such tactics in various ways reflected in their OCB. In addition, subordinate's competence and role ambiguity were found to also mediate the transformational leadership styles and downward influence tactics.

MANAGERIAL IMPLICATIONS

There are several specific managerial implications that can be derived from the present study. From a practical standpoint, the research findings suggest that when the superior has a choice in the leadership styles, he/she should emphasize more on the transformational leadership in order to achieve greater OCB. Transformational leadership style seems to alter destructive influencing network created by fluctuating superior-subordinate power differences. Implication for fostering transformationally oriented organizational cultures through training and development, job and organizational design as well as human capital decisions seem important. Training in mentoring and recognizing the varying development needs of employees can nurture the transformational leader behavior. The intellectual stimulation of transformational leadership in integrative problem solving relationship should be promoted rather than the win-lose relationships. The transformational leadership style can be acquired through the learning of scenarios, role play and videotapes of actual case in organization. With suitable feedback, work productivity would increase. Similarly, organizations facing rapid environmental change would benefit from the flexibility cultivated by transformational leadership at all levels. Similarly, understanding downward influence tactics has implications for the managerial behavior. It appears that managers can elicit favorable outcomes using inspirational appeals and consultation tactics. On the other hand, while the use of pressure and exchange tactics may be effective to achieve pre-specified goal under certain situations (Soetjipto, 2002; Sparrowe, Soetjipto & Kraimer, 2006), it fails to encourage employees to engage in OCB behavior. Secondly, although it may be premature to suggest a strict guideline as to how managers should combine influence tactics, it appears that managers are more likely to be effective by invoking inspirational appeals and consultation tactics. Moreover, it seems that managers can reduce the deleterious effects of the outcome by using a combination of leadership styles and influence tactics.

However, further study is warranted to ascertain the effects of various tactical combinations and to determine how their effects vary across contexts and tasks.

DIRECTION FOR FUTURE RESEARCH

Future studies of leadership styles should focus on identifying other important respondent characteristics and more importantly, on understanding the processes by which such variables impact person perceptions. In future studies, attempts should be made to incorporate additional endogenous variables such as motivation, compliance and performance of subordinate which are more indicative of organizational outcomes. In addition it may be useful to investigate whether the perception of superior leadership styles carry the same attitudinal and behavioral implication across the demographic variables such as gender, role status, race, and etc. This will complicate the study but may offer richer explanation of the organizational behavior. This study should also provide further encouragement to researchers to use elaborate models in the management and organizational theory research. Where scholarly contributions were littered with many simplistic approaches using under-represented models, researchers should make an effort in constructing elaborate and real world models that can help in building a cohesive theory. Researchers should realize that their research model should dictate the methodological approach to be applied to entangle the theoretical mysteries among the variables and not the other way round. The advent of the multivariate analysis tools is seen as the main driver in the advancement of this cause. Objective ratings of context would have been desirable. However, using objective ratings would have introduced difficult issues and required the sampling of additional organizations. The use of additional organizations, however, would have allowed for a comparison of across different industries and geographic regions. This would have made the findings of this study more generalizable and would have avoided some common method bias problems. As has often been highlighted, the strength of a particular theory is as good as its ability to consistently explain a certain phenomenon and is not expected to perform well in all of the phenomena. Thus, it would appear that complex models incorporating many interactions would call for diverse perspectives for credible explanations. Theory integration is still not wide spread and would take many research replications in different environmental conditions to confirm these findings. Thus, future researchers are encouraged to explore the organizational phenomena by trying to employ various theories to advance the knowledge and understanding of the causes and effects of the downward influence tactics.

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