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# BOOK: Advances in Global Business and Economics Volume 1

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# GLOBE

## ADVANCES IN GLOBAL BUSINESS AND ECONOMICS

**Editors**

**Dr. Cihan Cobanoglu**

**Dr. Abdulkadir Corbaci**

**2018**

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**ADVANCES IN GLOBAL  
BUSINESS AND ECONOMICS**

## Editors

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## **The Evaluation of Influence Tactics Perception of Hospitality Establishment Employees in Terms of Demographic Variables**

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### **Abstract**

This study aims to reveal whether the influence tactics usage of four and five –star hotel employees in Nevsehir differs according to their demographic traits. Influence Tactics Scale was used to collect data. The question papers formed as a data collection tool were left at four and five –star hotels which accepted the application of the questionnaire and collected after a while. The question forms were distributed to a total of 281 employees; however, 217 questionnaires were analyzed. It is investigated which tactics the managers of the employees working at four and five star hotels use and whether the situation of being affected by these tactics show any difference according to demographic variables. In consequence of the analyses performed, it was observed that the age of the employees and the length of working in the sector made a difference in their perception of influence tactics.

**Keywords:** tactics perception, influence tactics scale, four & five star hotel employees, Nevsehir

### **Introduction**

The number of the empirical researches conducted on the managers' influence behaviors has risen since the 1980's. Influence tactics are defined as objective-oriented behaviors which managers make use of in order to obtain the desired results. It is important that managers use influence tactics and comprehend the impacts of these tactics upon the organizational outcomes. Therefore, researchers have been trying to reveal influence tactics ; the types of tactics used by managers , the probable effects of various tactics and the importance of individual and determining tactics according to the situation ( Yukl , Guinan & Sottolano , 1995 ).

While managers resorting to influence tactics, they should be aware of the traits of employees against whom they intend to apply these tactics. The researches done indicate demographic variables, primarily gender ,alter the managers' influence tactics use and employees' influence tactics perceptions. Demographic variables are able to affect the selection of tactics which managers use to influence employees. For instance; male managers apply rational persuasion tactic whereas female ones apply the manipulation tactic. Besides, variables such as gender, age , work experience , educational status could create differences in employees ' perceiving these tactics and being influenced by them. Hence, managers resort to influence tactics to be able to canalize the employees working at hospitality establishments where production and consumption are performed synchronously to the objective and aim of the organization.

This study aims to reveal how the influence tactics , which the four and five – star hotel managers in Nevsehir use , are perceived by the employees and whether or not this perception differs depending upon the employees' demographic traits ( gender , age , educational status , period of

working in the sector and period of working at the organization). At the end of the research survey, it was determined that the perception of influence tactics varies depending on the employees' age and period of working at the organization.

## Literature Review

### *Influence Tactics*

As management means directing people to the desired behavior, influence takes part in the basis of organization operation. Manager fulfills his responsibility assigned to him by influencing others and enabling them to exhibit certain behaviors. Thus, since the managers' affecting their subordinates is highly important, the managers resort to some tactics to be able to affect their subordinates. Influence Tactic is defined as "Behavior types which a person uses in order to influence one another's attitudes and behaviors" (Yukl, Chaves & Seifert, 2005, 705).

Influence at organizations is defined as the process of guidance to direct the activities of organization members properly. By proper direction, enabling the managerial system to reach its goals through influence is meant. Influence includes organization members' focusing on subjects such as people, their high spirit, building good job connections, conflict management. Influence forms the most crucial aspect of managerial position and in fact, the ability to influence others would become the primary determiner to be a successful manager (Certo, 2000: 304).

According to Yukl (2010), influence tactics consist of rational persuasion, consultation, inspiration, personal appeal, ingratiation, exchange, pressure, legitimation, coalition, cooperation and information dimensions. If dimensions need to be shortly defined; *Rational Persuasion*; the target individual is persuaded to do what is asked from him through rational debates and proofs based on facts. *Consultation*; the individual is sought to participate in the planning a strategy, activity or that person's support and aid is asked, or the individual is asked to fulfill a task related to his interest and suggestions.

*Inspiration*; Increasing the person's confidence for his accomplishing successfully any task asked or making proposals or requests inspiring the person's enthusiasm in direction of his values, ideals and wishes. *Personal Appeal*; is resorting to friendship and loyalty feelings which the person has towards the one opposite him when the person is asked to do a task. *Ingratiation*; is putting the person into a positive mood and making him think friendly about the opposite party before he is asked or suggested to do something (compliments, much friendliness). *Exchange*; promising to share the benefits with the person if he fulfills the task or promising that he will be rewarded in the future in return for the favor he does.

*Pressure*; applying threats, frequent checks or insistent reminders for the person to do what is asked. *Legitimation*; making the demand legitimate by confirming what is asked to be in accordance with the rules, policies, applications and traditions of the organization and stating that its fulfillment is within the jurisdiction of authority or right. *Coalition*; demanding aid from other people to convince the targeted person to do the task or using other people's support in order to make the target person accept what is asked. *Cooperation*; the manager helps the target person or offer to provide the required sources. *Information*; the manager explains how advocating the task asked will be beneficial to the target person and will contribute to his promotion in his career.



### *Influence Tactics and Demographic Traits*

Whether influence tactics usage differs according to gender , educational status , age , etc. or not has been the subject of many studies (Carli, 1999; Carothers & Allen, 1999 ; DuBrin, 1991 ; Lamude , 1993 ; White, 1988 ; Burgoon, Dillard & Doran, 1983 ; Tepper , Brown & Hunt ; 1993 ; Barbuto, Fritz , Matkin & Marx, 2007 ; Castro, Douglas, Hochwarter, Ferriz & Frink, 2003 ) . Yet , most of these studies research whether using influence tactics depending upon gender variable differentiate or not ( Smith ,et al. , 2013 ; Castro , Douglas , Hochwarter, Ferriz & Frink , 2003 ;Thacker, 1995 ; Drory & Breaty , 1991 ; Dubrin , 1991) .Most of the studies reveal that women and men use different influence tactics.

### *The Purpose of The Study*

Tourism sector is a service sector where there is a direct communication with the consumer, labor-intensive, the service is consumed the moment it is produced, the one which has idiosyncrasy. Operational administration at hospitality establishments aims to obtain maximal employee performance by using various motivation tools and influence tactics. The ability to influence others underlies the reaching of hospitality establishments to their goals and administrative achievement. This study aims to reveal whether the influence tactics usage of four and five –star hotel employees in Nevsehir differs according to their demographic traits.

## **Methods**

### *Population and Sampling*

The population of the study composes of four and five –star hotel establishments in Nevsehir. The reason for choosing four and five –star hotels in Nevsehir as the population of study is this region being an important destination in respect with tourism and the administration and organizational structures of these establishments are appropriate for the purpose of this study.

Sampling method was made use of due to the time and cost restrictions of the study and as it is not possible to make a complete counting on the population. In the study judgement sampling method, one of non-random sampling methods, was preferred as a sampling method (Burns & Bush, 2014). The question papers formed as a data collection tool were left at four and five –star hotels which accepted the application of the questionnaire and collected after a while. The question forms were distributed to a total of 281 employees; however, 217 questionnaires were analyzed.

### *Data Collection Tool*

With the sample questionnaire form used to measure the influence tactics perception of the employees working at hotels , the employees were asked .The scales belonging to the variables in the research were translated from English into Turkish and from Turkish into English and any semantic shift of the statements were tried to be avoided. In the question paper / questionnaire prepared in compliance with the purpose of the survey, the questions about the influence tactics and demographic variables ( age , sex , marital status , organization type , period of working in sector and organization ) are included. The research data are collected via the following scales.

*Influence Tactics Scale*; the influence tactics scale of 44 questions and 11 dimensions developed by Yukl, Seifert & Chavez ( 2008 ) for the purpose of measuring influence tactics which managers use was applied. The Influence Behavior Questionnaire developed by Yukl, Seifert & Chavez ( 2008 ) has two main versions as the agent ( the person using the influence tactics ) and target ( the person exposed to the influence tactics ). In this study, the target version of the influence tactics questionnaire was used. Because it was assumed that the employees, exposed to influence tactics in this study, could describe better how much they were affected by influence tactics. It was also supposed that the managers could not respond about the influence tactics they used objectively and manipulate the usage of some influence tactics. 44 statements included in the questionnaire constitute 11 dimensions in 4 groups. The statements included in the scale were measured with a 5 Likert type scale. In the measurement of the statements, Likert type scale of 5 answer categories was used as “ 1 = Never , 2 = Rarely 3 = Occasionally 4 = Frequently 5 = Always”

### *Research Hypotheses*

A number of studies investigating influence tactics in terms of demographic traits exist (Smith et al., 2013 ; Castro , et al. , 2003 ; Thacker , 1995 ; Drory & Beaty , 1991 ; Dubrin , 1991 ) . In these studies, influence tactics used by managers were investigated in terms of demographic dimensions. Nevertheless, in this study, how the influence tactics applied by the managers are perceived by the employees and whether demographic variables differ in this perception or not is investigated. Thus the hypotheses of the research have been formed as follows;

- H<sub>1</sub>: The perceived influence tactics differ according to the employee’s gender.
- H<sub>2</sub>: The perceived influence tactics differ according to the employee’s age.
- H<sub>3</sub>: The perceived influence tactics differ according to the employee’s job type.
- H<sub>4</sub>: The perceived influence tactics differ according to the employee’s length of working in the organization.
- H<sub>5</sub>: The perceived influence tactics differ according to the employee’s length of working in the sector.

### **Findings**

It is seen that the participants of the research compose of 70.1 male and 29.9 % female employees. The employees compose of 40.1 % 18 -28 age group, 30.2 % 29 – 39 age group , 29.7 % 40 and over age group. When seen in terms of the hotel establishment type, 62.4 % composes of 4 star hotels. When seen in terms of the employees’ length of working in the sector , it is found that 51.9 % has worked for 2- 5 years in the sector and when seen with respect to the length of working in the organization , 21.9% has worked for a year and less , 26.2 % has worked for 2 -5 years in the organization.

When the overall average of the influence tactics which the managers use is examined, it is seen that the employees evaluate the frequency of the managers’ influence tactics use is as medium. When influence tactics are examined in terms of dimensions , it is seen that the average rate of rational persuasion (3.81) , cooperation (3.76) , legitimation (4.01), ingratiation (3.81) , exchange (4.00) , information (3.99) , inspiration (3.95) tactics is “ I agree “ (4.00).

Hereby, it can be claimed that these tactics the managers use are more influential on the employees. It is possible to state that the answers given about the use of pressure (3.56), Consultation (3.20), Personal Appeal (3.15) and Coalition (2.53) tactics are relatively lower than the other dimensions. It is seen that of these eleven dimensions coalition tactic has particularly the lowest average rate. Afterwards, the reliability of influence tactics, variables of the survey, was tested. Although there are various analysis types, related to the assessment of the validity, the most commonly used one is Cronbach's Alpha coefficient (Özdamar, 2004:622; Kalaycı, 2010: 405).

That Cronbach's Alpha coefficient belonging to the influence tactics and dimensions is between 0.90 – 0.82 indicates that the scale is reliable. When the results of Confirmatory Factor Analysis, performed regarding to influence tactics, are viewed, it is seen that  $\chi^2/df$ : 2.490; RMSEA: 0.065; GFI: 0.866; CFI: 0.916; NFI: 0.890. According to these results, it is seen that all compliance indexes are between the acceptable range. As it shows compliance to the model, this scale used to measure the frequency of influence tactics use can be said to have structural validity.

#### *Analysis Results Regarding Research Hypotheses*

To test the difference between the demographic variables and influence tactics, the main aim of the research, t-test and ANOVA tests were applied. According to analysis results,  $p > 0,05$  (gender:  $p = 0.751$ ;  $F = 0.101$ ; organization type:  $p = 0.163$ ;  $F = 1.955$ ), it is determined that there is not any difference in the employees' perception of influence tactics with reference to the gender and operation type variables. According to ANOVA test results, conducted in respect to age variable, as  $p < 0,05$  is ( $p = 0.021$ ;  $F = 11.451$ ), the influence tactics perceived according to age variable differ. According to Post – Hoc tests, done on which group the difference belongs to, 18- 28 and 40 and over age group employees' perception of influence tactics is different. 18- 28 age group employees are more affected by influence tactics than 40 and over age group ones.

When the difference between the influence tactics according to the length of working in the organization is investigated,  $p > 0,05$  is identified as ( $p = 0,941$ ;  $F = 0,06$ ). According to these results, there is no difference between influence tactics and the length of working in the organization. However, when the difference between influence tactics and the length of working in the sector is examined, as  $p < 0,05$  is ( $p = 0.028$ ;  $F = 4.857$ ), influence tactics vary. According to Post – Hoc tests, done on which group the difference belongs to, the perception of influence tactics of the employees working in the sector for 2- 5 years is different from that of the employees working in the sector for over 10 years. The employees working in the sector for 2 – 5 years are affected more by influence tactics. Besides, when it is examined with respect to influence tactics dimensions, it is possible to say that the employees who have been working for 14 years and over are more affected by personal appeals and pressure tactics than the other employees.

#### **Conclusions**

Managers need employees to perform their tasks efficiently. Yet, as managers who are unable to lead employees properly could have difficulties in reaching organizational objective and target, they are supposed to influence employees and make them work in line with their aims. Therefore, managers need some tactics. Influence tactics indicate in which way managers need to influence while directing their staff for one task.

In this study , it is investigated which tactics the managers of the employees working at four and five star hotels use and whether the situation of being affected by these tactics show any difference according to demographic variables. In consequence of the analyses performed, it was observed that the age of the employees and the length of working in the sector made a difference in their perception of influence tactics. It was determined that the employees, in 18 -28 age group and the ones who had worked in the sector for 2 -5 years, were more affected than the others by the influence tactics their managers used.

When the age group and the length of working in the sector are investigated , it is possible to state the newly recruited and young employees are more affected by these tactics. It can be claimed that when fulfilling a task , the experienced and senior employees do not take heed of the tactics their manager use so much. Another significant finding is that the employees who have worked at the establishment for 14 years and over are more affected by consultation , personal appeals and pressure tactics. This study has been merely applied on the staff working at the four and five star hotels in Nevşehir due to the restrictions of time and cost. In the prospective studies comparison could be made while applying on employees working in different regions or hotels.

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