UNIVERSITI PUTRA MALAYSIA

THE RELATIONSHIP BETWEEN POWER BASES AND INFLUENCE TACTICS OF PROGRAM PLANNERS

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

THE RELATIONSHIP BETWEEN POWER BASES AND INFLUENCE TACTICS OF PROGRAM PLANNERS

By

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Asymmetrical power relationship between program planners and their superiors could cause substantial amount of constraints for program planners to execute tasks of planning in a democratic manner. Under such situation, program planners are required to negotiate with their superiors by using influence tactics to counterbalance the lop-sided power relationship with their superior. Program planners would also need to acquire power bases and use them as tools to influence their superiors.

The main objective of the study was to determine power bases that predict the use of influence tactics by program planners. Along with this objective, the use of influence tactics by program planners, power bases of program planners, the use of influence tactics with respect to personal

factors of program planers and program planners' perception of importance of power bases in the influence of superiors were also determined. The dependent variables were influence tactics namely pressuring, counteracting, bargaining, reasoning, consulting, appealing and networking tactics. The independent variables were power bases, which were made up of legitimate power, expert power, information-control power, uncertainty and ambiguity-coping power, referent power, interpersonal-linkage power and communication-skill power.

This is an ex post facto study where data were collected through survey questionnaires. The samples were made up of 367 program planners randomly chosen from 26 teacher training colleges. A total of 264 sets of questionnaires were collected and analyzed. Descriptive statistic was used to describe data pertaining to the use of influence tactics, power bases of program planners, and program planners' perception of importance of power bases in the influence of superiors. One-way MANOVA was engaged to compare the use of influence tactics of program planners according to their personal characteristics. Multiple Linear Regression was used to determine power bases that predict the use of influence tactics by program planners.

The findings of this study indicate that the three most frequently used influence tactics were consulting, reasoning and appealing tactics. Program planners were found to have high power bases with communication-skill power, interpersonal-linkage power and expert power as the three leading power bases. Expert power and legitimate power were perceived as the two most important power bases to influence superiors. The findings of the use of influence tactics with respect to personal factors indicate that there was significant difference in the use of influence tactics among program planners of different gender and age. However, there was no significant difference in the use of influence tactics among program planners of different race, service tenure, academic qualification and level of management in organization.

The findings show that among the power bases, interpersonal-linkage power did no predict the use of any influence tactic. However, communication-skill power, referent power and information-control power were significant power bases that predicted the use of pressuring tactic by program planners. Legitimate power and information-control power were significant power bases that predicted the use of counteracting tactic by program planners. Communication-skill power and information-control power were significant power bases that predicted the use of bargaining tactic by program planners. Expert

power was the only significant power base that predicted the use of reasoning tactic by program planners. Uncertainty and ambiguity-coping power was the only significant power bases that predicted the use of consulting tactic by program planners. Uncertainty and ambiguity-coping power and information-control power were significant power bases that predicted the use of appealing tactic by program planners. Communication-skill power and referent power were significant power bases that predicted the use of networking tactic by program planners.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

HUBUNGAN ANTARA SUMBER KUASA DAN TAKTIK PENGARUH PERANCANG PROGRAM

Oleh

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Hubungan kuasa yang tidak seimbang antara perancang program dengan pegawai atasan boleh menyebabkan kekangan yang kuat untuk perancang program dalam melaksanakan tugas merancang program secara demokratik. Dalam keadaan sedemikian, perancang program perlu berunding dengan pegawai atasan mereka melalui penggunaan taktik pengaruh agar dapat mengimbangkan hubungan kuasa yang berat sebelah antara mereka dengan pegawai atasan. Perancang program juga perlu memperolehi sumber kuasa untuk digunakan sebagai peralatan dalam mempengaruhi pegawai atasan mereka.

Objektif utama kajian ini ialah menentukan sumber kuasa yang dapat meramalkan penggunaan taktik pengaruh oleh perancang program. Bersama-sama dengan objektif ini, penggunaan taktik pengaruh oleh

perancang program, sumber kuasa perancang program, factor-faktor peribadi perancang program terhadap penggunaan taktik pengaruh dan persepsi perancang program terhadap kepentingan sumber kuasa untuk mempengaruhi pegawai atasan juga ditentukan. Pembolehubah bersandar ialah taktik pengaruh iaitu taktik desakan, taktik tentangan, taktik tawaran, taktik taakulan, taktak rundingan, taktik penghargaan dan taktik rangkaian. Pembolehubah bebas ialah sumber kuasa yang terdiri daripada kuasa yang sah, kuasa pakar, kuasa kawalan maklumat, kuasa menghadapi ketidakpastian dan kekaburan, kuasa aura, kuasa hubungan interpersonal dan kuasa kemahiran berkomunikasi.

Kajian ini ialah kajian *ex post factor* di mana data telah dikumpul melalui soal selidik. Sampel kajian ialah 367 perancang program dipilih secara rawak daripada 26 maktab perguruan. Sejumlah 264 set soal selidik telah dikumpul dan dianalisis. Statistik deskriptif telah digunakan untuk menerangkan data yang berkaitan dengan penggunaan taktik pengaruh, sumber kuasa perancang program dan persepsi perancang program terhadap kepentingan sumber kuasa untuk mempengaruhi pegawai atasan. Ujian *one-way MANOVA* telah digunakan untuk membandingkan penggunaan taktik pengaruh perancang program menurut cirri-ciri peribadi mereka. *Multiple Linear Regression* telah

digunakan untuk menentukan sumber kuasa yang meramal penggunaan taktik pengaruh oleh perancang program.

Hasil kajian ini menunjukkan bahawa taktik pengaruh yang paling kerap digunakan ialah taktik rundingan, taktik taakulan dan taktik penghargaan. Didapati bahawa perancang program mempunyai sumber kuasa yang tinggi di mana kuasa kemahiran berkomunikasi, kuasa hubungan interpersonal dan kuasa pakar merupakan tiga sumber kuasa yang utama. Kuasa pakar dan kuasa yang sah dipersepsikan sebagai sumber kuasa yang paling penting untuk mempengaruhi pegawai atasan. Hasil kajian tentang penggunaan taktik pengaruh yang berkenaan dengan factor-faktor peribadi menunjukkan bahawa terdapat perbezaan signifikan antara menggunaan taktik di kalangan perancang program menurut jantina dan umur. Akan tetapi, tidak terdapat perbezaan signifikan antara menggunaan taktik di kalangan perancang program menurut bangsa, pengalaman, kelulusan akademik dan peringkat pengurusan dalam organisasi.

Kajian ini memperlihatkan bahawa antara semua sumber kuasa, kuasa hubungan interpersonal tidak meramalkan penggunaan sebarang taktik pengaruh. Akan tetapi kuasa kemahiran berkomunikas, kuasa aura dan kuasa kawalan maklumat merupakan sumber kuasa yang signifikan

yang meramalkan penggunaan taktik desakan oleh perancang program. Kuasa yang sah dan kuasa kawalan maklumat merupakan sumber kuasa yang signifikan yang meramalkan penggunaan taktik tentangan oleh perancang program. Kuasa kemahiran berkomunikasi dan kuasa kawalan maklumat merupakan sumber kuasa yang signifikan yang meramalkan penggunaan taktik tawaran oleh perancang program. Kuasa pakar merupakan sumber kuasa tunggal yang signifikan yang meramalkan penggunaan taktik taakulan oleh perancang program. Kuasa menghadapi ketidakpastian dan kekaburan merupakan sumber kuasa tunggal yang signifikan yang meramalkan penggunaan taktik rundingan oleh perancang program. Kuasa menghadapi ketidakpastian dan kekaburan dan kuasa kawalan maklumat merupakan sumber kuasa yang signifikan yang meramalkan penggunaan taktik penghargaan oleh perancang program. Kuasa kemahiran berkomunikasi dan kuasa aura merupakan sumber kuasa yang signifikan yang meramalkan penggunaan taktik rangkaian oleh perancang program.

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I certify that an Examination Committee has met on 14 May 2008 to conduct the final examination of Chan Siew Meng on her Doctor of Philosophy thesis entitled “The Relationship between Power Bases and Influence Tactics of Program Planners” in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the student be awarded the degree of Doctor of Philosophy.

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DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.

_____

CHAN SIEW MENG

Date: 11 January 2008

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