

## Abstract

This study extended the recent attempts in the field to build a conceptual framework for the study of organizational influence behaviors. One hundred and four managers in Hong Kong rated the perceived effectiveness of 16 tactics in six scenarios, which covered three directions of influence – upward, downward and lateral. A two-dimensional model was consistently extracted in all six scenarios via factor analysis -- the more nurturing, conformity-induced Persuasive Strategy (PS – e.g., consultation, rationality, inspirational appeal); and the more agentic, compliance-related Contingent Strategy (CS -- e.g., upward appeal, persistence, gifting). CS significantly correlated with the social belief of fate control; PS marginally with reward for application. Across all three influence directions, PS was rated more effective than CS. For lateral influence, neither was considered very effective. More variability in the perception was observed amongst the males than the females. Implications of these findings are discussed, and directions for future research explored.