

Abstract

Personal and contextual characteristics were investigated as antecedents of influence tactics choices in work groups. A total of 137 Chinese respondents who had been working for at least six months in work groups in Hong Kong organizations were recruited. Respondents completed a questionnaire which was designed to measure personal attributes such as need for power and self-monitoring and group-related variables such as group norm and cohesiveness. In addition, the scale included self-reported frequency in use of 8 different tactics (consultation, inspirational appeals, ingratiation, exchange, upward appeals, coalition tactics, assertiveness and rationality). Correlation and hierarchical multiple regression results reveal that group norm was among all variables the most powerful predictor of influence behaviors. Need for power and self-monitoring also significantly accounted for a considerable amount of tactic variance, and they also related to influence variety. No significant regression findings for group cohesiveness were found. Chinese pattern of tactic usage, effects of personal and group characteristics on tactic choices and limitation of the present study were discussed.