

## **THE EFFECTIVENESS OF INFLUENCING BEHAVIOR OF LEADER ON THE COMMITMENT OF SUBORDINATE DUTY IN REGIONAL GOVERNMENT**

**Ikram Muhammad, Deddy T. Tickson, Suryadi Lambali & Sahribulan**

Faculty of Social and Political Sciences, University of Hasanuddin

INDONESIA

Corresponding Author E-mail : poetramuhammad@gmail.com

### **ABSTRACT**

This study aims to find the effectiveness of the leader affecting behaviors against the commitment of subordinate tasks in the local government environment. The focus of this research is three Local Government in Province Gorontalo-Indonesia with its analysis unit, that is individual of Head of Region as leader and head of Unit of Organization of Regional Device (SOPD) as respondent. This research used survey research design by adopting influencing behavior questionnaire (IBQ-G) and the result was analyzed by using descriptive and comparative statistics analysis. The results showed that behavioral influences with rational persuasion tactics, consultation, inspiration, legitimacy and effective heart-generating resulted in task commitment from subordinates, whereas influencing behavior with tactics of suppression, coalition, personal approach, exchanges and judgments were likely to result in task compliance, and none of the behaviors affect which tends to result in denied tasks from subordinates. Of the eleven tactics, there are only two tactics that indicate the differences in subordinate responses in the three areas studied namely collaboration and assessment tactics.

**Keywords:** Influencing behavior, influence tactics, task commitment, local government.

### **INTRODUCTION**

In the 1930s, leadership has been defined as influence and not domination (Northouse, 2013). Until now, any definition or conceptualization of leadership cannot be separated from the word influence and influence process. This shows that influence is the essence of leadership. Maxwell (1997) asserts that: "The true measure of leadership is influence - nothing more, nothing less". Maxwell further elaborates: "If you cannot influence people, then they will not follow you. And if you will not follow, you are not a leader. That's the Law of Influence. No Matter what anybody else may tell you, remember that leadership is influence-nothing more, nothing less (Maxwell, 1997).

Effective leaders are those who are able to influence others to want to run demands, support proposals and implement their policies (Yukl, 2010). Heifetz and Laurie (1998) argue that leaders must collaborate by providing solutions by providing resources needed or supporting subordinate tasks. Goleman, et al (2002) asserted that to keep people motivated, a leader must inspire, arouse his passion and anticipation.

This affecting behavior is explained by Farmer, et al (1997) has generally been identified in the form of tactics used to obtain the desired goals of the targeted individual. The influence tactics study can be seen as a bridge between the power-influence approach and the behavior approach in leadership studies. The development of the study of tactics originated from

Kipnis & Schmidt (1980) research using the built-in POIS (Profile of Influences Strategies) instrument, then developed and revised Hinkin and Schriesheim (1990). However, in its development Yukl, et al (1990) based on these studies and leadership studies, developing the dyadic model of behavioral influence by developing an instrument called Influence Behavior Questionnaire (IBQ).

The influence in dyadic boss-subordinate relationships becomes an important organizational phenomenon, which has been tested in the form of various typology tactics over the past twenty years. Influencing tactics are used in organizational settings against their bosses, co-workers and subordinates (Erez and Rim, 1982). Nevertheless, key studies (such as Kipnis, et al 1980, Hinkin & Schriesheim 1990, and Yukl, et al, 1990, 1992, 1996, 1999, 2008) tend to be done to company managers or to the business sector, while the public sector is still less of a concern. Tyrovola, et. Al (2011) has tested the validity and reliability of IBQ-G in Greece by making manpower in two public organizations as participants and the results show that IBQ-G is eligible for use. They also suggested that IBQ translation and standardization be tested in each country to be universally applicable.

This study intends to find the effectiveness of leader behavior in local government organizations in Indonesia, by making three districts in Gorontalo Province as research loci. Behavior in question is the influence behavior (influence behaviour) leader, while its effectiveness seen from subordinate subjective response to the behavior shown. To that end, the researchers adopted the instrument developed by Yukl, et al (2008), namely the influence of the behavior questionnaire (IBQ-G) by first testing its feasibility through validity and reliability test. The results of this study are expected to confirm the effectiveness of influencing tactics in leader behavior in local government organizations in Indonesia that can be compared with similar findings in different organizations and countries.

One of the most important of managerial effectiveness is to successfully influence people and build commitment to achieve task goals (Yukl, 1992). In 1980 Kipnis & Schmidt designed a taxonomy that describes the behavior of influencing leaders who are also called taxonomic influencing tactics through the instruments they set up called POIS (Profiles in Organizational Influence Strategies). Kipnis & Schmidt (1980) conducted two studies to find tactics employed by people in the workplace to influence their superiors, co-workers, and subordinates. In the first study, it was conducted on 165 lower level managers who described the events in which they were influenced by either their boss, co-workers, or subordinates. Through content analysis, a total of 370 tactical influences grouped into 14 categories were identified. In the second study, 370 influencing tactics were rewritten into 58 questionnaire items. Respondents were asked to explain the extent to which they used each item to influence their boss (n = 225), co-workers (n = 285), or subordinates (n = 244). Based on the questionnaire factor analysis finally found eight dimensions of influence are: assertiveness, liking, rationality, sanctions, exchanges, appeals, blocking, and coalition.

The POIS instrument was then revised by Hinkin & Schriesheim (1990) after four studies to develop the Kipnis scale, et al into six groups of influence namely rationality, exchange, ingratiation, assertiveness, coalition, upward and appeal. Furthermore, Yukl, et al (1990) developed the instrument by incorporating power theory (French & Raven, 1959) and leadership into it by the Influencing Behavior Questionnaire (IBQ) instrument name. The instrument is used in the study of behaviors affecting proactive leaders in organizations. The initial study charted six behavioral scales, then developed into 9 and eventually developed into 11 validated items and conducted studies with various approaches and research methods.

This research adopts 11 taxonomies of Yukl, et al (2008) that have been tested in several different countries, and has more detailed types of behavior. Next to influencing tactics are classified into behavioral strategies that influence persuasive influence strategy, an assertive influence strategy and a relationship-based influence strategy (Chong, 2013).

In this study, we used the term behavioral affect rather than influence strategy. Behavior affect in this context is an interpersonal relationship between the leader and his subordinates. Kondalkar (2007) explains that Interpersonal behavior can be co-operative where complementary transactions occur, such behavior may occur because of mutual trust, respect for points of view and ideas of each other, concern for each other's needs and when both have an ego state That complement each other. Robbins and Judge (2013) group behavior as part of an attitude. Attitude is shown through cognitive as evaluation, affective as feeling and behavior as action. Aspects of behavior are reflected in experience, discipline, openness and obedience (Tambajong & Nahrudin, 2017).

The expected immediate outcome of the leader's behavior is the task commitment of the subordinates. Subordinate task commitment is a direct response of subordinates to the behavior of influence by the leader (Chong, et al, 2013; Chong, 2014; Yukl, 2010; Yukl & Tracey, 1992). Subordinate responsive behavior is classified in three scales of commitment, obedience and refusal. This set of perspectives will lead researchers to find the effectiveness of behaviors affecting leaders towards subordinate task commitments within the local government environment.

## RESEARCH METHOD

This study used survey research design by adopting the Influence Behavior Questionnaire (IBQ-G) research instrument developed by Yukl, et al (2008). The research was conducted in three local governments in Gorontalo Province, namely Blood District Government of Pohuwato, Blood District Government of North Gorontalo and Local Government of Bone Bolango Regency with the unit of analysis is individual that is the leadership of Regional Head. This study makes 85 Heads of OPD in the three local governments as respondents as direct beneficiaries of programs, duties, or orders from the Head of Region. To describe the response of subordinates to the behavior influence the Head of Region then this research used descriptive statistical analysis, while to explain the difference of reaction in local government then conducted a comparative analysis Wallis Test. The hypothesis described in this study are:

**Hypothesis 1:** Persuasion-Affecting Behavior tends to result in task commitment from subordinates.

**Hypothesis 2:** Behavior Affect with firmness tends to result in compliance of duties from subordinates.

**Hypothesis 3:** Relationship-Based Behavior Tends to Generate Subordinate Duty Compliance.

**Hypothesis 4:** There is no significant difference from subordinate responses to behavior affecting leaders of the three local governments.

## RESULT AND DISCUSSION

### The Result of Influencing Behavior and Its Results for the Task Commitment

Public organizations have relatively different characteristics from private organizations. This characteristic difference that causes influencing behavior effectiveness leaders in private

organizations not necessarily effective in public organizations, and vice versa. To prove it, the following describes the results of research in local government organizations by making the Regional Head as a unit of analysis, while the heads of the OPD as research respondents. OPD Head's Response is a description of the subordinate task's reactions to any influencing behavior demonstrated or applied by the Head of the Region in his / her leadership.

**Table 1:** Subordinate Response to Persuasive Behavior Head of Region

Influencing behavior/Tactics	Mean	S.E	Influence result	Influence distribution result		
				reject	obedient	commitment
<b>Persuasive behavior</b>	<b>2.85</b>	<b>0.044</b>	<b>Commitment</b>	<b>0.3%</b>	<b>20.7%</b>	<b>79%</b>
Rational persuasion	2.87	0.037	Commitment	0%	13%	87%
Consultation	2.80	0.044	Commitment	0%	20%	80%
Collaboration	2.64	0.055	Commitment	1%	35%	64%
Giving inspiration	2.85	0.039	Commitment	0%	15%	85%
<b>Assertive Behavior</b>	<b>2.33</b>	<b>0.051</b>	<b>Obedient</b>	<b>7%</b>	<b>50%</b>	<b>43%</b>
Suppressive	2.28	0.042	Obedient	0%	72%	28%
Legitimacy	2.82	0.042	Commitment	0%	18%	82%
Coalition	1.89	0.069	Obedient	21%	60%	19%
<b>Behavior Based on Relation</b>	<b>2.38</b>	<b>0.063</b>	<b>Obedient</b>	<b>8%</b>	<b>48%</b>	<b>45%</b>
Personal Approach	2.20	0.069	Obedient	12%	56%	32%
Exchange	2.18	0.065	Obedient	11%	61%	28%
Appraisal	2.41	0.065	Obedient	6%	47%	47%
Propitiate	2.72	0.052	Commitment	2%	26%	72%

Persuasive affecting behavior consists of rational persuasion tactics, consultation, collaboration and inspiration. The results in Table 1 show that from 4 tactics influencing (87% rational persuasion, 85% inspiration, 80% consultation, 64% collaboration), all result in task commitments for subordinates with an average grade of 79% (task commitment response). Thus Hypothesis 1 states that behaviors affect leaders in persuasion tend to produce a commitment of proven and accepted tasks. The results of this research are no different from the findings of Chong, et al (2013) and Yukl & Tracey (1992) that persuasive influence behavior will be more effective in generating task commitment than subordinates rather than compliance or rejection. These findings suggest that in the context of governmental organizations, behavior / tactics affecting these are also relevant to influence immediate reaction of subordinates in the form of task commitment. Commitment is the acceptance and execution of the duties and responsibilities of leaders voluntarily and totally. In the context of public organization, a leader will work with a number of civil servants who are employed and work professionally and have relevant scientific backgrounds. This makes persuasive behavior quite effective and will lead to positive reactions and asserts that this type of behavior can be a major approach in behavior affecting leaders rather than other behaviors in any organization, public or private.

Behavior affects with firmness including tactics of suppression, legitimacy, coalition. The results in Table 1 show that in general this behavior tends to result in compliance of duties of subordinates (50%) than task commitment (43%) and rejection (7%). Hence hypothesis 2 which states that behavior affects with firmness will result in proven and acceptable compliance. However, from three tactics of influence, only two tactics influence (suppress,

coalition) that tend to result in compliance rather than commitment, while 1 other behavior (legitimacy) tends to result in task commitment (82%) than compliance or rejection. This finding differs from the findings of Chong et al (2013), Yukl and Tracey (1992) and Falbe & Yukl (1992) suggesting that tactics affect legitimacy tend to result in task compliance and duty rejection from subordinates rather than task commitment reactions. Differences of research findings can be caused by differences in characteristics of public organizations / government and private. Government organizations that embrace the bureaucratic system of organization have a number of principles that must be fulfilled in the implementation, one of which is the regulation and the various official rules that form the basis and regulate the implementation of duties and responsibilities of every government employee. Any action not based on the regulation may be considered as a violation and has negative consequences. Therefore, the leader who influences his subordinates by showing the official regulation or rules he uses makes the employee without hesitation in carrying out his program or task.

Behavior-based influence of relationships consists of the behavior of personal approach, exchange, personal judgment and take heart. The results in Table 1 show that overall of the mean score, relationship-based behavior tends to result in task compliance (48%), rather than task commitment (45%) and penalty (8%), so Hypothesis 3 states that behavior-based approach Tend to produce proven and accepted duty compliance. However, out of four influencing tactics, not all result in compliance. There is one tactic that tends to result in a task commitment that is tactics of taking heart (72%), while three other tactics result in task compliance (personal approach 56%, 61% exchanges, 47% personal judgment). The effectiveness of this ingratiation tactic is also shown in the findings of Chong, et al (2013) and Yukl and Tracey (1992). It means that both in public and private organizations, the rewards of what the subordinates have and do will produce a positive reaction in their work. Leaders who give praise and admiration for the achievement of duties, ability and personal achievements while providing the task or offer program suggestions, will have a good impact on the responsive behavior of subordinates. Especially in the context of Indonesia, the support of a strong paternalism culture (Irawanto, 2011), makes praise and flattery to be the greatest honor for subordinates over other rewards.

### Differences in Subordinate Reactions

The research was conducted in three local governments in Gorontalo Province namely Pohuwato regency, Bone Bolango district and North Gorontalo regency. Comparative test with Kruskal Wallis Test analysis of 11 tactics in behavior affecting leaders in the three local governments shows the results as in table 2 below:

**Table 2: Result of comparison check of subordinates' reaction in three areas of research**

Influencing Behavior/Tactic	Pohuwato Regency		Bone Bolango Regency		North Gorontalo Regency		Hypothesis Test	
	N	Mean Rank	N	Mean Rank	N	Mean Rank	Chi-Square	Asymp. Sig.
1	2	3	4	5	6	7	8	9
<b>Persuasive Behavior</b>								
Rational persuasion	29	44.10	28	40.91	28	43.95	0.887	0.642
Consultation	29	41.71	28	23.91	28	42.39	0.123	0.940
Collaboration	29	49.81	28	36.00	28	42.95	6.374	0.041
Giving Inspiration	29	45.10	28	40.39	28	43.43	1.367	0.505
<b>Assertive Behavior</b>								
Suppressive	29	42.72	28	40.11	28	46.18	1.402	0.496

Legitimacy	29	44.64	28	39.88	28	44.43	1.537	0.464
Coalition	29	39.10	28	43.82	28	46.21	1.600	0.449
<b>Behavior based on Relation</b>								
Personal Approach	29	40.84	28	47.16	28	41.07	1.511	0.470
Exchange	29	46.50	28	46.63	28	35.73	4.821	0.090
Appraisal	29	42.66	28	51.48	28	34.52	8.723	0.013
Propitiate	29	41.07	28	45.50	28	42.50	0.801	0.670

- a. Kruskal Wallis Test  
b. Grouping Variable: Staff

In this study, the researcher specifies Hypothesis 4 that there is no significant difference from the subordinate's response to the affecting behavior of the leaders in the three local governments. The results as shown in Table 2 above show that the results of comparative analysis through Kruskal Wallis Test show that of 11 affecting behaviors, there are 9 behaviors that show no difference in subordinate response and prove hypothesis 4. While two other influencing behaviors (collaborative tactics and assessment tactics) Showed significant differences in the three study areas. In the collaborative tactics test kuskal wallis shows the value of che-square = 6.374 and Asymp value. Sig = 0.41 <0.05 which means that there is a difference in subordinate task response to leader collaboration tactics in these three areas. While on the leader valuation tactics obtained che-square value = 8.723 and Asymp value. Sig = 0.41 <0.05, which means that there is a significant difference in the response of subordinate tasks to the affecting behavior of the leaders in these three areas. The difference in subordinate responses to both behaviors affects the individual aspect of the leader who can explain the cause of the difference. In the sense that, the factor that can make the difference between the two tactics is the leader. The ability and skill of the leader in using these tactics can appropriately affect both subordinate responses, and vice versa if not correct then the results are also not optimal.

In the context of public sector organizations, a subordinate works in accordance with the resources provided by the organization or the government itself, and has understood every level of career and the benefits of the tasks it undertakes. Therefore, the use of collaboration and assessment tactics can elicit different perceptions of subordinates. Thus, the individual aspect of the leader in using influencing tactics is what determines the perceptions and reactions of the task. Meanwhile, nine tactics in other influencing behaviors have hypothesized 4 that there is no significant difference from the subordinate task response to the nine behaviors affecting them in all three areas.

## CONCLUSION

Testing the effectiveness of influencing behavior leaders who are depicted in through the responsive behavior of subordinates in public organizations is an attempt to find the behaviors leaders are effectively used. Research conducted on three local governments in Gorontalo-Indonesia province shows that persuasive influencing behavior is the most effective behavior applied in local government organizations in Indonesia because of the four influencing tactics namely rational persuasion, consultation, collaboration, and inspiration are all likely to result Commitment of duty rather than obedience and very rarely rejected by subordinates. These findings also reinforce previous findings. Influencing behavior with firmness such as pressing tactics and effective coalition resulting in task compliance, whereas legitimacy tactics are more effective at generating subordinate task commitments. Similarly, relationship-based influencing behaviors, in which three effective tactics generate task compliance rather than task commitment are tactics namely personal appeal tactics, exchange

and judgment tactics, whereas the attitude of taking the heart more effectively generates task commitment. The result of comparative test shows that from 11 tactics in affecting behavior of leader, there are 2 tactics showing the difference of subordinate response that is collaboration tactics and assessment tactics, while 9 other tactics do not show any significant difference in the three research areas.

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