



THE EFFECTS OF PATERNALIST AND SERVANT LEADERSHIP STYLES ON SUBORDINATES' UPWARD INFLUENCE TACTICS

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ABSTRACT

The purpose of this study examines the effects of paternalistic and servant leadership style on subordinates' upward influence tactics. Thus, it will be identified to which influence tactics are used by subordinates to supervisors who display two different leadership styles to their subordinates, so it is aimed to fill this gap in the literature. The sample used for the study was two factories; a furniture factory in Çorlu/Tekirdağ and an boron and acid work company in Bandırma/Balıkesir. The data were collected by using a survey method. In this frame, 269 questionnaires were analyzed. The findings of the study showed that while there are significant and positive relations between paternalistic leadership style and upward influence tactics, to include rational persuasion, exchange, inspirational appeal, legitimating, apprising, pressure, collaboration, ingratiation, consultation, personal appeals and coalition tactics; there are also significant and negative relations between servant leadership style and these influence tactics. According to these findings, it can be said that, while paternalistic leadership style increases the use of upward influence tactics; servant leadership style decreases the use of them.

Keywords: Servant Leadership, Paternalistic Leadership, Upward Influence Tactics.

JEL: D23

Üstlerin Paternalist ve Hizmetkar Liderlik Tarzlarının, Astların Yukarıya Doğru Uyguladıkları Etkileme Taktikleri Üzerindeki Etkisi

ÖZET

Bu çalışmanın amacı; üstlerin paternalist ve hizmetkar liderlik tarzlarının, astlar tarafından kullanılan yukarıya doğru etkileme taktikleri üzerindeki etkisini ortaya koymaktır. Bu sayede astlarına yönelik iki farklı liderlik tarzı sergileyen üstlere, astlarının hangi etkileme taktiklerini kullandıkları tespit edilerek, yazındaki bu boşluğun doldurulması hedeflenmektedir. Çalışmanın örneklemini Çorlu/Tekirdağ'da faaliyet gösteren bir mobilya firması ile Bandırma/Balıkesir'de faaliyet gösteren bir asit-borik fabrikasında çalışan işçiler oluşturmuştur. Veriler anket yöntemi kullanılarak toplanmıştır. Bu çerçevede, iki yüz altmış dokuz veri analize dahil edilmiştir. Araştırmanın bulgularına göre, paternalist liderlik tarzı ile yukarıya doğru etkileme taktikleri olan, mübadele, ilham verici rica, meşrulaştırma, bilgilendirme, baskı, işbirliği, göze girme, danışma, kişisel rica ve koalisyon arasında pozitif ve anlamlı ilişkiler tespit edilmişken; hizmetkar liderlik tarzı ile bu taktikler arasında anlamlı ve negatif ilişkiler saptanmıştır. Buna göre, paternalist liderlik tarzı arttıkça yukarıya doğru etkileme taktiklerinin arttığı, hizmetkar liderlik tarzı arttıkça ise azaldığı söylenebilir.

Anahtar Kelimeler: Hizmetkar Liderlik, Paternalist Liderlik, Yukarıya Doğru Etkileme Taktikleri



1. INTRODUCTION

Concept of leadership, which is also known as social influence method (Farh and Cheng, 2000:84) defines success in influencing subordinates, colleagues and superiors as one of the most important elements of managerial influence (Yukl and Falbe, 1990:132). Leadership is one of the areas in the literature on which the most research was done. Organizational theorists have developed and tested different theories with different perspectives on the styles and theories of leadership (Chung *et al.*, 2010:3). Today, as people oriented management style has become necessary in the information society and as ethical values have more importance, the required leadership styles were influenced (Duyan and Van Dierendonck, 2014:2). One of these is the theory of servant leadership, which was introduced by Greenleaf (1977) and is focused on serving the subordinates (Van Dierendonck and Nuijten, 2011:249; Zhou and Miao, 2014:381). Similarly, impact of culture on leadership is among the elements influencing the leadership styles (Irawanto,2011:53). There are countless studies in leadership literature that examine the relation between culture and leadership (Irawanto, 2011: 56). But, the results of such studies mostly indicate differences between Western and Eastern cultures and the results do not have any universal features as Western leadership style is mostly examined (Köksal, 2011:102). Within this context, the leadership studies in Chinese organizations have increased due to improvement of economy in East Asia and China, thereby a paternalistic leadership theory was developed (Cheng *et.al.*, 2004:90). Paternalistic leadership is defined as a leadership style that combines discipline and authority with a benevolence and moral integrity (Köksal, 2011:105).

There are numerous books and articles on leadership (Chung, 2011:159) and it is considered that leadership significantly influences the performances of organization, managers and employees (Vigoda-Gadot and Dryzin-Amit, 2006:3). According to Yukl *et al.*, (2008:609) influence is the essence of leadership. Influence tactics are needed for the leader to get his/her ideas and actions accepted, to receive support for his/her decisions and to motivate others to implement these decisions. Downward influence and managers' influence tactics have received more interest than others among the developed leadership theories (Epitropaki and Martin, 2013:299). In other words, most interest is focused on influence methods to increase the moral situation and productivity of subordinates (Kipnis *et al.*, 1980:440). But there is a limited interest on upward influence tactics, which are the attempts of subordinates to influence their superiors (Epitropaki and Martin, 2013:299). The aim of this study is to reveal the influence of superior's paternalistic and servant leadership styles on the upward influence tactics implemented by subordinates. By doing this, the influence tactics used on superiors who represent two different leadership styles towards their subordinates will be determined and the current gap in the literature on this issue will be addressed.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Servant Leadership

Theory of servant leadership is stated as a more ethical and people oriented leadership style among the leadership theories (Van Dierendonck and Nuijten, 2011:250). According to Greenleaf, who used the concept of servant leadership for the first time within the organizational context; servant leadership is to focus on serving the subordinates/followers (Zhou and Miao, 2014: 381). The idea of serving the followers is not considered as slavery, but as a commitment to serve the needs of followers for their occupational and moral development (Ruíz *et al.*, 2010:47). In other words, the approach of servant leadership is focused on improving the potential abilities of employees such as task effectiveness, community



stewardship, self-motivation and future leadership capabilities. For this purpose, servant leaders use one-on-one communication to understand the abilities, requirements, desires, goals and potentials of their followers (Liden *et al.*, 2008:162).

Servant leadership covers various behavior which is difficult to explain by only one or two dimensions (Van Dierendonck and Nuijten, 2011:250). It is seen that there are different classifications on the characteristics of leadership in the literature (Laub, 2000:25; Patterson, 2003:7; Spears, 2010:27; Rubio-Sanchez *et al.*, 2013:22). In this context, the most common servant leadership characteristics in the literature are explained below:

Empowerment means effective listening, making people feel that they are important, emphasizing teamwork and cherishing love and equality; *accountability* means the leader showing his/her confidence to followers and to reveal the limits of individual to reach his/her goals; *standing back* means the leader privileging his/her followers and staying back; *humility* means the leader to reveal his/her achievements and skills without exaggeration; *authenticity* means the ability of leader to show his/her real identity, weaknesses and feelings; *courage* means the ability of leader to take risks and bringing new approaches to old problems; *interpersonal acceptance* means to understand the feelings of others, to forgive their mistakes and not to seek revenge; *responsibility* means to put interests of others before his/her interests, to consider the well-being of others and to work for the improvement of his/her followers; *stewardship* means the leader to be full with desire to serve the followers even though this require self-sacrifice; *trustworthiness* means the trust of leader to another team member; *vision* means the ability of leader to create a vision to be followed by followers and *persuasion* means the ability of leader to convince his/her followers instead of forcing them to obey (Dennis and Bocarnea, 2005:603-604; Liden *et al.*, 2008:162; Spears, 2010:28; Van Dierendonck and Nuijten, 2011:252; Ürü Sanı *et al.*, 2013:65; Duyan and Van Dierendonck, 2014:10).

2.2. Paternalistic Leadership

National culture is considered as a very important element due to its role on behavioral choices of individuals. The role of cultural values on leadership styles and behavior has been the focal point of leadership studies (Mustafa and Lines, 2012:63). Paternalistic leadership which appeared within this context is a Chinese leadership type with its roots from the paternalistic tradition of China, Confucianism and Legalism (Wu, 2012:284). Paternalistic leadership is a leadership style that combines strong discipline and authority with a fatherly benevolence and moral integrity (Farh and Cheng, 2000:84). Concept of paternalistic leadership is mentioned as a hierarchical relation which expects loyalty and respect from the followers and which acts as a guide for the occupational and private lives of subordinates (Ötken and Cenkçi, 2012:525). Farh and Cheng (2000:99-106) have stated that the roots of paternalistic leadership come from authoritarian leadership, benevolent leadership and moral leadership. These are the dimensions of paternalistic leadership. *Authoritarian dimension* of paternalistic leadership means the leader having an absolute authority and control over his/her subordinates and the unquestioning obedience of subordinates to the leader; *benevolent* means the leader providing a comprehensive benefit for individual or family welfare of his/her subordinates and *moral leadership dimension* means the leader having superior individual virtue, self-discipline and considering others first (Hayek *et al.*, 2010:371; Ötken and Cenkçi, 2012:526; Soyulu, 2011:219).



2.3. Upward Influence Tactics

Effective use of inter-personal influence behavior, which is considered as an important aspect of organizational life, helps the individuals to gain power and provides a chance to increase their tangible and intangible resources (Epitropaki and Martin, 2013:299). Such behavior of influence, which are different than the formal power stemming from hierarchical authority; are defined as the intervention on the behavior of an individual through informal ways (Ralston *et al.*, 2005:322). Researchers have developed some classifications on the status of the individual targeted, within the scope of implementation of influencing behavior. According to this, influencing the subordinates is named as "downward influence", influencing the colleagues is named as "horizontal influence" and influencing the superiors is named as "upward influence" (Steizel and Rimbau-Gilabert, 2013:463).

The first studies conducted on influence tactics, within the scope of leadership studies, were focused on influencing the performances and moral conditions of subordinates, in other words, on vertical influence behavior (Yüksel, 2013:25). But, as a necessity of competitive environment, organizations were reduced and gained a more horizontal structure, and within the scope of "empowering" employees in some organizations, the employees were included in the decision making process; all of which increased the interest of researchers on upward influence tactics (Farmer *et al.*, 1997:18). In other words, as organizational structure has become more horizontal and virtual, it has had a huge influence on the relations between superiors and subordinates. First of all, the tendency to a more horizontal organizational structure has caused the decrease of hierarchical levels, thereby equipping the employees with more formal and informal power to influence the decisions of managers at upper levels. This situation brought together the attempts of employees at lower levels to influence superiors in order to reach valuable results or to gain important resources; in other words, the attempts to influence upwards (Steizel and Rimbau-Gilabert, 2013:462). Another reason for the increased attention of researchers on upward influence tactics within the organizational context (Buttner and McEnally, 2006:581) is the opinion that leaders are carefully followed by those around them as they are at the center of a social network and they obtain power (Epitropaki and Martin, 2013:301). According to Fiske (1993), people show interest to those individuals who control their outputs. This interest is particularly intense for the individuals who are at a hierarchically higher position (Fiske, 1993:624). Within this context, upward influence tactics are defined as directing the influencing behavior of the individual to other individuals who are at a hierarchically higher position within the organization (Chacko, 1990:253; Su and Wang, 2006:303).

Different classifications on influence tactics are seen in the literature (Kipnis *et al.*, 1980:447; Erez *et al.*, 1986:29; Yukl *et al.*, 2008:610). The most comprehensive classification on this issue was made by Yukl and his colleagues (Cable and Judge, 2003:199). Within this context, the influence tactics defined by Yukl *et al.* (2008:610) was used in our study. According to this classification; *rational persuasion tactic* means that the individual shows he/she uses logical arguments and realistic proof and that his/her demand or suggestion is applicable and serves a purpose; *exchange tactic* is a suggestion by someone to the targeted individual that if a request is approved, then he/she will do something in return; *inspirational appeal tactic* emphasizes the values and ideals of the targeted individual in a way to awake his/her feelings and to receive his/her trust; *legitimizing tactic* means the individual showing that his/her demand is legitimate and that he/she can prove that he/she has the authority to the targeted individual; *appraising tactic* is the explanation to the targeted individual that if the demand is met then this will be useful and beneficial for that person in a way to reach higher career goals; *pressure tactic* is



reminding the targeted individual of a request repeatedly; *collaboration tactic* is to offer help or to provide the necessary resources for the target individual to execute a duty he/she has to implement; *ingratiating tactic* is to praise the targeted individual before or during any attempt of influence to request something from; *consultation tactic* is to ask for the advice from the targeted individual to help with a plan with the goal of having support; *personal appeals tactic* is to ask for support from the targeted individual for something not related with business or to request for a favor before mentioning the specifics and the *coalition tactic* is to get help or support from others in order to get something done by the targeted individual (Yukl *et al.*, 2008:610).

2.4. The Relationship between Leadership Styles and Influence Tactics

Why do people want to influence their superiors? The answer for this question is given by Ansari and Kapoor (1987), saying that this stems from two different goals of influence; individual and organizational. According to the authors, there are individual goals such as having better positions or getting promotion; or organizational goals such as introducing new working procedures, developing new ideas or empowering others can be mentioned as reasons of subordinates to influence their superiors (Ansari and Kapoor, 1987:40). No matter what their purposes are, subordinates apply upward influence tactics in order to secure the desired behavior from their superiors (Tuan 2012:164). Within this context, the leadership styles of the managers constitute an important hint for the upward influence tactics to be selected by subordinates (Epitropaki and Martin, 2013:301). The importance of leadership style and upward influence behavior were emphasized in previous studies (Ansari and Kapoor, 1987:39-49; Chacko, 1990:253-265; Cable and Judge, 2003:197-214; Tuan, 2012:158-181; Epitropaki and Martin, 2013:299-315 etc.). In other words, it is thought that the leadership style of the superior affects the employees' upward influence attempts (Epitropaki and Martin, 2013:301). In our study, social exchange theory will be used in order to explain the relationship between the servant/paternalistic leadership styles and upward influence tactics. Social exchange theory considers the social relations among individuals as an exchange of resources and it tries to explain the reciprocal relations at the organizational level (Bolat *et al.*, 2009:219). According to social exchange theory; reciprocal positive attitude encourages the continuation and strengthening of inter-personal relations. Within this context, it is considered that the upward influence tactics to be selected by employees will be affected from the leadership styles of managers (Epitropaki and Martin, 2013:301).

Servant leaders are focused on encouraging the personal development of their subordinates (Van Dierendonck and Nuijten, 2011:251) and to entrust others (Dennis and Bocarnea, 2005:604). These leaders put too much effort to understand their followers and to build empathy (Spears, 2010:27; Bakan and Doğan, 2012:8). Within this context and within the framework of social exchange theory it is assumed that the servant leaders will make all types of sacrifices for their subordinates without any request; and it is thought that the subordinates of a superior with servant leadership style will not attempt any upward influence. In other words, it is considered that as the servant leadership style increases, influence tactics will decrease. Therefore, our two hypotheses which we will test in our study are as follows:

Hypothesis 1: There is a significant and negative relationship between the managers' servant leadership style and influence tactics.

Paternalistic leadership is a leadership style that combines strict discipline and authority with a fatherly benevolence and moral integrity (Farh and Cheng, 2000:84). Within this context, it is expected that a manager with paternalistic leadership style places importance on strict discipline



and authority (Chu, 2010:2) and taking care of subordinates like a parent (Erben and Güneşer, 2008:957). In this leadership style, employees might be punished by leaders if they act independently (Erben and Güneşer, 2008:957). Therefore, within the scope of social exchange theory, it is expected that subordinates will use several influence tactics to influence their superiors and to maintain the desired outputs. In other words, it is assumed that as the manager's paternalistic leadership style increases, so will the influence tactics. Therefore, the second hypothesis we will test in our study is as follows:

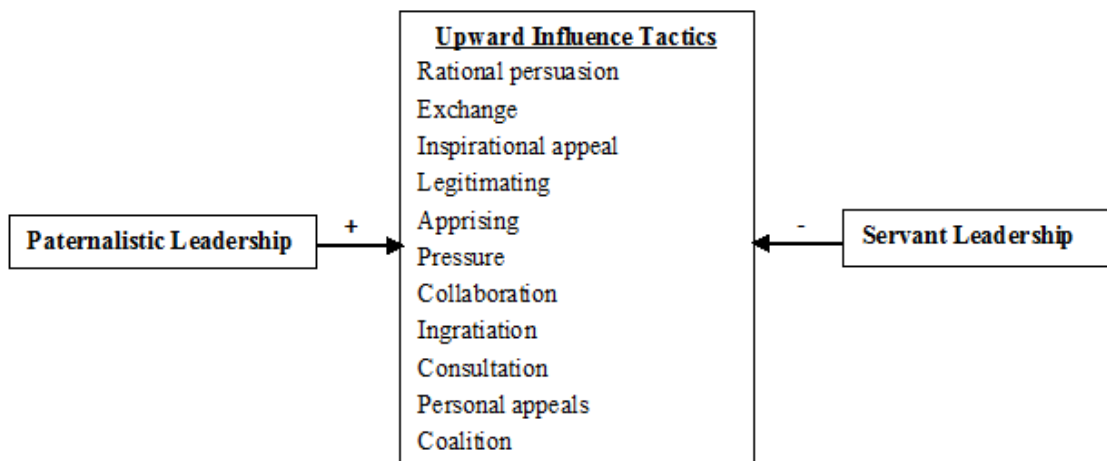
Hypothesis 2: There is a significant and positive relationship between the managers' paternalistic leadership style and influence tactics.

3. METHODOLOGY

3.1. Research Model

Figure 1 shows the research model of the study.

Figure 1. Research Model



3.2. Participants and procedures

The survey was conducted among blue collar employees in a furniture company located in Çorlu/Tekirdağ and a boron and acid work company located in Balıkesir, Turkey. The population of the study sample was 960 blue collar employees. The questionnaire method was used for collecting data. The survey was administrated to 500 participants (150 from Furniture Company; 350 from Boron and Acid Work Company). 305 participants completed and returned the questionnaires (101 from Furniture Company; 204 from Boron and Acid Work Company). The response rate was 61%. 36 participants answered incompletely, and their responses were excluded from the analyses. Thus, the final sample consisted of 269 participants. Of the 269 participants, 90% were males and 10% were females, 71% were married and 29% were single, 89% had a high school diploma and 11% had a Bachelor's degree. The average age and organizational tenure of the participants were 35.71 years and 10.17 years, respectively.

3.3. Measures

Servant leadership: The fourteen-item scale developed by Ehrhart (2004:93) was used to measure servant leadership style. The sample items are "My superior holds employees to high ethical standards" and "My superior creates a sense of community among departmental employees." Cronbach's alpha reliability of the servant leadership scale was 0.93.



Paternalistic leadership: Paternalistic leadership style was measured with the 26-item scale which was developed by Cheng *et al.* (2004:115). Sample items include, “My supervisor is like a family member when he/she gets along with us” and “My supervisor always has the last say in the meeting.” In the present study, Cronbach’s alpha for the paternalistic leadership scale was 0.83.

Upward influence tactics: Upward influence tactics of employees were measured with the 44-item Influence Behavior Scale from Yukl *et al.* (2008:619-620). Sample items are: “I use facts and logic to make a persuasive case for a request or proposal from my superior” and “I say that a request or proposal is consistent with a prior agreement or contract to my superior.” Cronbach’s alpha reliability for the upward influence tactics scale was 0.94.

A 5-point Likert response format used with 1 = strongly disagree to 5 = strongly agree as anchors in the study.

4. RESULTS

Prior to testing the hypotheses, we conducted confirmatory factor analysis to test the measurement model, and the model was compared with a series of nested measurement models (Table 1). The measurement model consists of 13 factors. Of these factors, 11 factors measure the influence tactics (rational persuasion, exchange, inspirational appeal, legitimating, apprising, pressure, collaboration, ingratiation, consultation, personal appeals, and coalition), one factor measures the servant leadership and one factor measures the paternalistic leadership. The measurement model has the best fitting value compared to other alternative models: Chi-squared value is 713.15, df 8389.26, X^2/df is 2.52, RMSEA is 0.075, CFI is 0.91 and NFI is 0.85. According to the chi-squared test of association/independence test, the measurement model has the best fitting value when compared the Model 2 (the structural empty model) where the relationships between variables is fixed to zero ($\Delta X^2(76) = 3053.29, p < 0.01$), and Model 3 (one factor model which is that all factors are installed on a single factor) ($\Delta X^2(78) = 25943.87, p < 0.01$).

Table 1. Comparisons of measurement models for variables

Models	X^2	df	X^2/df	RMSE A	CF I	NF I	X^2_{diff}	df_{diff}
Model 1 Thirteen-factors measurement model	8389.26**	3324	2.52	0.075	0.91	0.85		
Model 2 Structural empty model	11442.55**	3400	3.36	0.094	0.88	0.83	3053.29	76**
Model 3 One-factor model	34333.13**	3402	10.09	0.184	0.78	0.74	25943.87	78**

$N = 269$, ** $p < 0.01$.

Table 2 (Appendix 2) presents descriptive statistics and intercorrelations of study variables. The correlations between the independent variables, paternalistic leadership and servant leadership, were not high. These findings support the absence of multicollinearity among the variables.

To test the hypotheses, SEM with maximum likelihood estimation was used. Individual scale items served as indicators of the latent variables. Paternalistic leadership and servant leadership



served as the predictors of rational persuasion, exchange, inspirational appeal, legitimating, apprising, pressure, collaboration, ingratiation, consultation, personal appeals and coalition. Figure 2 shows the tested model along with standardized path coefficients and significance values. The findings were consistent with the conceptual model: paternalistic leadership was positively related to rational persuasion ($\beta = 0.39, p < 0.01$), exchange ($\beta = 0.68, p < 0.01$), inspirational appeal ($\beta = 0.71, p < 0.01$), legitimating ($\beta = 0.55, p < 0.01$), apprising ($\beta = 0.66, p < 0.01$), pressure ($\beta = 0.69, p < 0.01$), collaboration ($\beta = 0.70, p < 0.01$), ingratiation ($\beta = 0.71, p < 0.01$), consultation ($\beta = 0.79, p < 0.01$), personal appeals ($\beta = 0.70, p < 0.01$) and coalition ($\beta = 0.72, p < 0.01$) (Hypothesis 1) and servant leadership was negatively related to rational persuasion ($\beta = -0.27, p < 0.01$), exchange ($\beta = -0.57, p < 0.01$), inspirational appeal ($\beta = -0.54, p < 0.01$), legitimating ($\beta = -0.44, p < 0.01$), apprising ($\beta = -0.61, p < 0.01$), pressure ($\beta = -0.64, p < 0.01$), collaboration ($\beta = -0.55, p < 0.01$), ingratiation ($\beta = -0.55, p < 0.01$), consultation ($\beta = -0.48, p < 0.01$), personal appeals ($\beta = -0.41, p < 0.01$) and coalition ($\beta = -0.47, p < 0.01$) (Hypothesis 2). Fit indices were as follows: ($X^2 (10018.19), df = 3379, p < 0.001, X^2/df = 2.96, CFI = 0.89, NFI = 0.84, RMSEA = 0.086$).

5. DISCUSSION AND CONCLUSION

When we evaluate the literature, we see that the relation between transactional and transformational leadership styles and upward influence tactics is only reviewed in a limited number of studies (Tuan, 2002:158-181; Cable and Judge, 2003:197-214; Epitropaki and Martin, 2013:299-315). There are findings in these studies about the upward influence tactics preferred by employees. However, considering the literature on paternalistic leadership, servant leadership and upward influence tactics, we see that there were study subjects with different variables, but considering the limited resources on this, no study was found which explains the relation among these three variables. Within this context, our study is important as it fills a gap in the literature.

When the related literature is reviewed (Ansari and Kapoor, 1987:39-49; Epitropaki and Martin, 2013:299-315 etc.), significant relations were detected between the leadership style and employees' upward influence attempts. So, the findings of our study are supportive for the findings in the related literature. When we consider in more detail, our study has found a significant and positive relationship between the paternalistic leadership style and the influence tactics implemented by subordinates. According to this result, it is understood that there are more influence tactics employed by subordinates on managers with paternalistic leadership styles. In other words, subordinate employees tend to employ influence tactics in a planned way towards the managers with paternalistic leadership style in order to reach the individual or organizational goals. Study of Ansari and Kapoor (1987:46) has determined that the employees tend to use influence tactics such as blocking, upward appeal, and ingratiation to influence those managers who were authoritarian rather than participative or nurturant-task oriented. Considering the fact that the origins of paternalistic leadership lie in autocratic leadership (Farh and Cheng, 2000:99-106), this finding of our study coincide with the findings of the study done by Ansari and Kapoor (1987:39-49). Another finding in our study is that there is a significant and negative relationship between the servant leadership style and influence tactics employed by subordinates. According to this result, it is understood that the subordinate employees do not need to employ influence tactics towards the managers with servant leadership style. This finding coincides with the conceptual descriptions on servant leadership. In other words, towards the leaders who adopt high effort to serve their followers (Zhou and Miao, 2014:381), to communicate with them in order to understand their skills, needs, desires, goals and potential (Liden *et al.*, 2008:162) and to take care of their followers (Gregory Stone *et al.*, 2004:6), the



followers do not need to implement any influence tactics; and this is consistent with the conceptual explanations of servant leadership.

It will be useful for future studies to examine the influence tactics employed by servant and paternalistic leaders towards their subordinates. In other words, determination of any type of relationship between the conceptual features of paternalistic and servant leaders and the influence tactics employed by them in order to influence their subordinates. On the other hand, considering the fact that upward influence tactics have an impact on overall efficiency of the whole organization (Ringer and Boss, 2000:92), it is very important to understand the influence tactics used by employees to influence their superiors. Within this context, examination of upward influence tactics with different variables may contribute for a better understanding of the subject. Another point that should be focused in future studies is considering the individual characteristics of participants. Although the impact of paternalistic and servant leadership styles on upward influence tactics employed by subordinates is statistically determined in our study; including the individual characteristics of participants in order to understand these tactics in a better way may bring a new perspective on this issue.

There are limitations on this study, as in every study. First of all, the results obtained from this study are results from a furniture company operating in Corlu/Tekirdağ and a boron and acid work company in Bandırma/Balıkesir; so it is not possible to make a generalization about the manufacturing industry specified in this study. Future studies could consider different regions and cities of Turkey to contribute to the solution of this problem. Another limitation about our study is the data gathering method. The study has the possibility of common method variance tendency due to reasons such as employment of the self-evaluation method, and evaluating the influence tactics, servant leadership and paternalistic leadership variables with the same scale, at the same time and by same people. In order to determine whether this tendency exists or not, Harman's one factor test (Podsakoff *et.al.*, 2003 cited by Bolat 2011:259) was used (Table 1 Model 3). According to results the one factor model has worse fitting values when compared with the measurement model ($X^2 = 34333.13$, $df = 3402$, $p < 0.01$, $RMSEA = 0.184$, $CFI = 0.78$, $NFI = 0.74$). According to these values, it can be said that there is no common method variance tendency in the study. For the next studies, data can be gathered from colleagues, superiors and subordinates of the employees as well.



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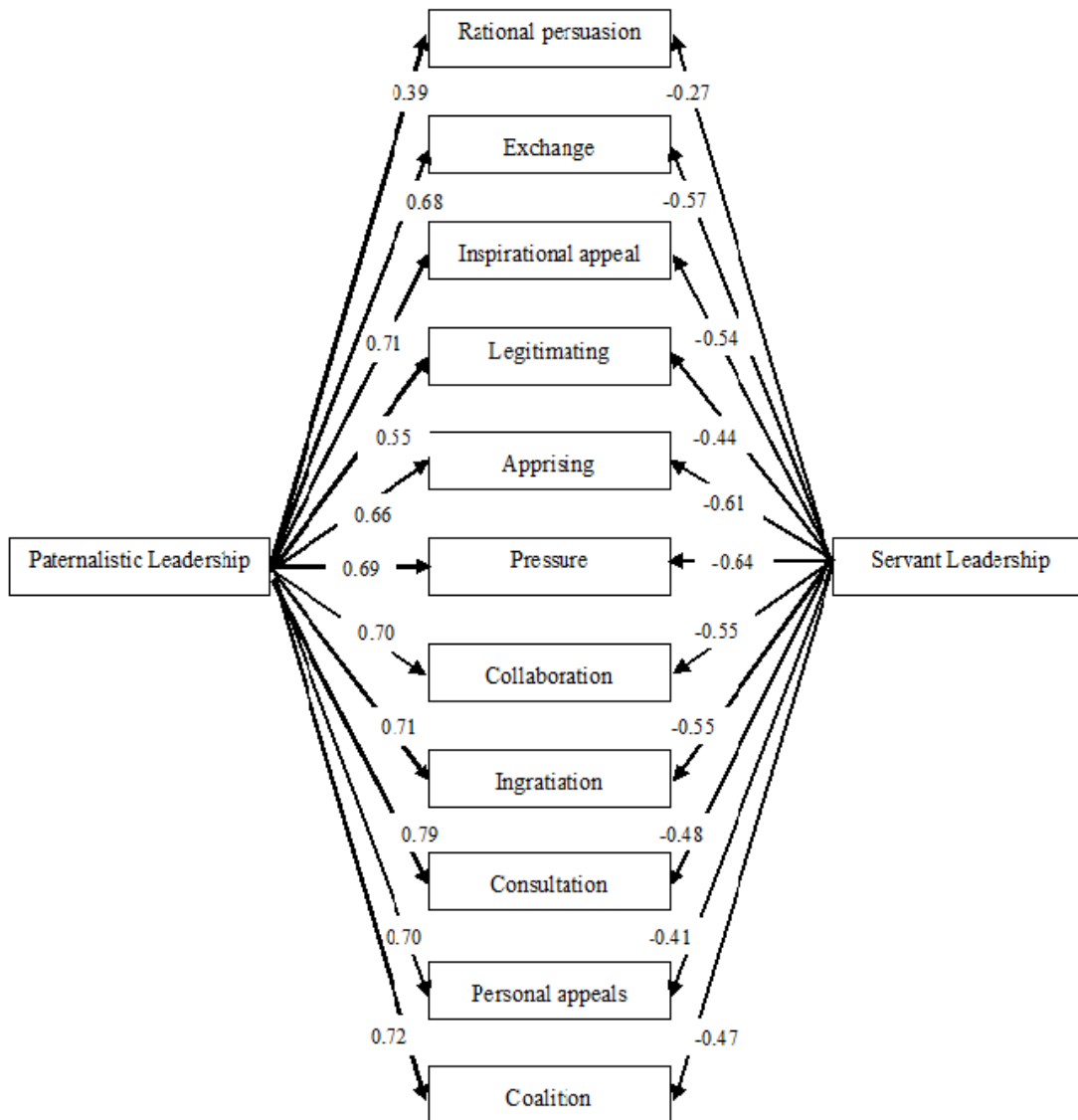


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Appendix 1

Figure 2. Structural equation model of the relationships between paternalistic leadership, servant leadership and upward influence tactics





Appendix 2

Table 2. Means, standard deviations, reliabilities, and correlations of variables

Variables	Means	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Paternalistic lead.	2.72	0.48												
2. Servant lead.	2.84	0.78	0.613**											
3. Rational persuasion	3.34	0.93	0.117	.94										
4. Exchange	2.01	1.01	0.119	.79	0.133*									
5. Inspirational appeal	2.34	0.99	0.225**	0.170**	0.413**	0.617**								
6. Legitimizing	2.95	0.98	0.076	0.090	0.574**	0.204**	0.393**							
7. Appraising	2.46	1.00	0.060	0.014	0.279**	0.456**	0.518**	0.503**						
8. Pressure	2.09	0.77	0.080	-0.047	0.086	0.495**	0.408**	0.327**	0.504**					
9. Collaboration	2.53	0.95	0.118	0.115	0.343**	0.341**	0.483**	0.453**	0.527**	0.462**				
10. Ingratiation	2.01	0.97	0.139	0.145	0.080	0.507**	0.474**	0.206**	0.500**	0.531**	0.532**			
11. Consultation	2.50	0.93	0.295**	0.324**	0.318**	0.354**	0.543**	0.397**	0.493**	0.454**	0.655**	0.557**		
12. Personal appeals	1.92	0.85	0.311**	0.230	-0.183**	0.374**	0.228**	0.025	0.264**	0.541**	0.301**	0.433**	0.400**	
13. Coalition	1.95	0.87	0.301**	0.218**	-0.052	0.266**	0.272**	0.117	0.277**	0.497**	0.323**	0.470**	0.391**	0.697**