IF AT FIRST YOU DON'T SUCCEED: A FRAMEWORK FOR UNDERSTANDING FOLLOWER COMPLIANCE IN MULTIPLE INFLUENCE ATTEMPTS

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We propose a framework for understanding the influence process in multiple influence attempts. The framework incorporates the constructs of influence tactics, bases of social power, work motivation, compliance and commitment, and modes of conflict management to arrive at a sequential illustration of the influence process through primary and secondary influence attempts. Propositions are developed and directions for future research are explored.

The outcomes of influence tactics have received considerable attention in the organizational behavior field during the past 20+ years (Yukl & Falbe, 1990; Brennan, Miller, & Seltzer, 1993; Aguinis, Nesler, Hosoda, & Tedeschi, 1994; Carother & Allen, 2000; Moss & Barbuto, 2004). Studies have examined such factors as upward influence attempts (Mowday, 1978; Schilit & Locke, 1982), program planning (Yang & Cervero, 2001); gender, education and age (Barbuto, Fritz, Matkin, & Marx, 2007); evaluation (Klocke, 2009); sex differences (Moss, Barbuto, Matkin, & Chin, 2005); trust (Thacker, 1995); hiring (Buttner & McEnally, 1996); intra-organizational influence (Kipnis, Schmidt, & Wilkinson, 1980); and dispositional antecedents in meta-analyses (Barbuto & Moss, 2006). The roles of moderating variables in this influence dynamic have been limited to a few studies (Hinkin & Schriesheim, 1990). The role of motivation and power on the influence process also has been overlooked, with the closest effort being the influence trigger framework (Barbuto, 2000a), which developed follower-based reactions and linked social power, work motivation, and targets zones of resistance (Barbuto, 2000b) to target outcomes. However, this work did not articulate specific influence strategies but instead focused on targets' immediate reactions to perceived influence attempts, whether intentional or not – termed *influence triggers* (Barbuto, 2000a).

The majority of work in the influence literature has focused on singular influence attempts, which have been valuable for depicting the initial responses to influence attempts (see Barbuto & Gifford, 2009). While this view has its merits, it also narrows its generalizability to initial target responses (compliance, resistance). A framework that explores preliminary and (when necessary) secondary influence attempts extends the existing influence process literature by considering how agents navigate targets' resistance. The proposed framework explores the moderating effects of work motivation and power on the relationship between influence tactics used and initial target outcome (commitment, compliance, resistance) and then, when compliance does not occur, the resolution of resistance conflict and subsequent outcomes.

The Framework

The proposed framework describes the moderating effects of work motivation and power on the relationships between influence tactics and initial target outcomes (see Figure 1). The framework extends prior work that articulated key variables in the influence process (Barbuto, 2000a; Barbuto & Gifford, 2009). The framework posits that conflict arises in the face of targets' resistance and that agents react to this non-compliance in one of five modes of conflict resolution (Rahim, 2002; Thomas & Kilmann, 1974). These modes each carry foci for emotive and/or substantive conflict resolution.

The framework illustrates outcomes - commitment/compliance and resentment – resulting from the modes of conflict resolution during multiple influence attempts. Taken together, the framework provides an explanation of the influence process –applicable for instances when agents encounter target resistance. The framework includes the constructs of influence tactics, sources of work motivation, social power, initial target outcomes, conflict resolution styles, and target secondary outcomes. The variables together depict the influence process through singular and multiple influence attempts for gaining commitment and compliance (see Figure 1).

Influence tactics were described as proactive influence attempts used by agents to gain compliance or commitment from targets (Mowday, 1978). The influence strategies were clarified depicting six primary influence tactics (Kipnis et al., 1980; Hinkin & Schriesheim, 1990). Subsequent work identified expanded the construct to eight (Yukl & Falbe, 1990) and then nine tactics (Yukl, Guinan, & Sottolano, 1995). Numerous research studies in the past 25 years has led to two meta-analyses (Barbuto & Moss, 2006; Higgins, Judge, & Ferris, 2003). The construct used in this framework includes nine influence tactics – rational persuasion, consultative, inspirational appeals, personal appeals, ingratiating, exchange, pressure, legitimating, and coalition tactics (see Yukl & Falbe, 1990).
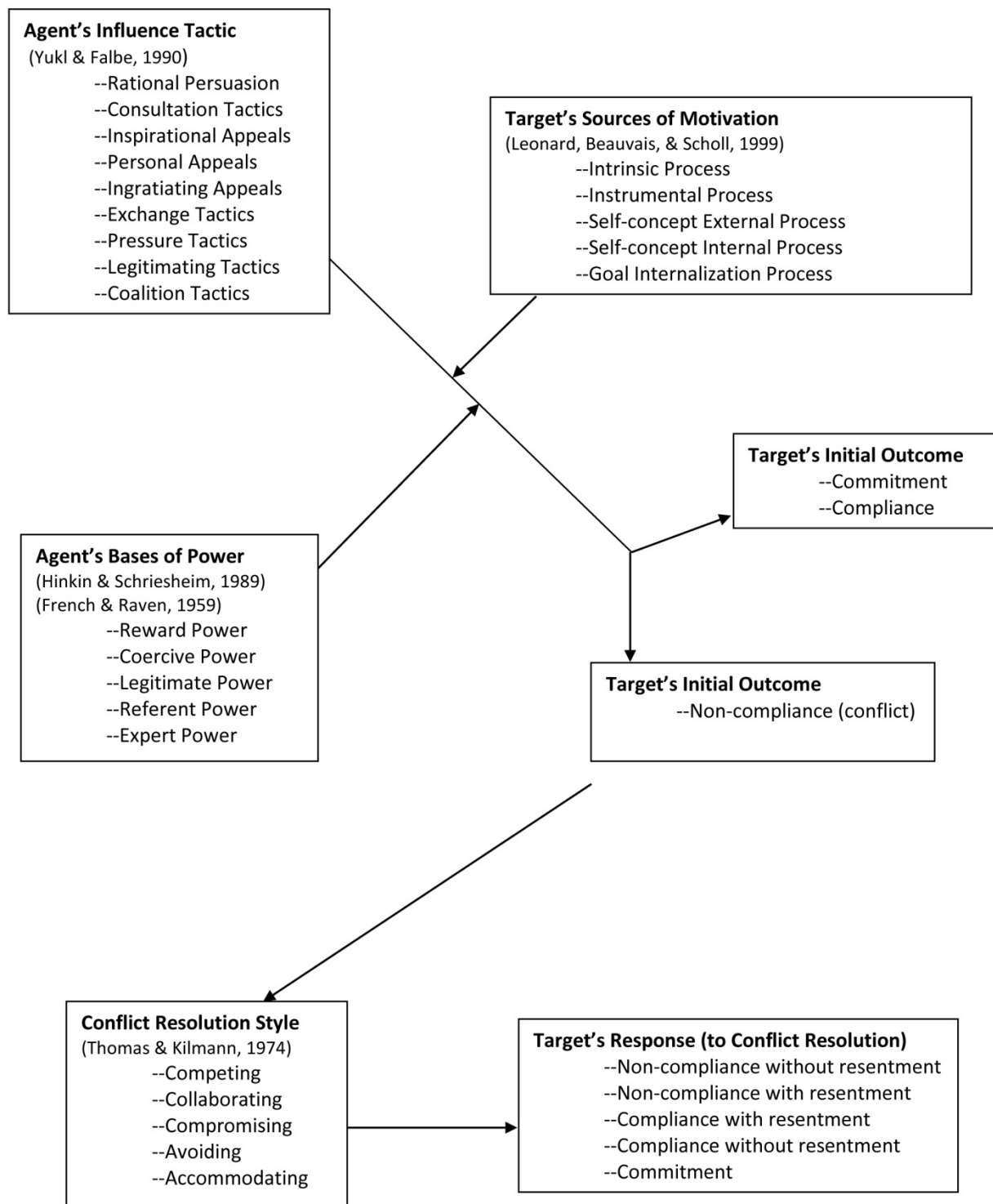
Agent's Influence Tactic
(Yukl & Falbe, 1990)
--Rational Persuasion
--Consultation Tactics
--Inspirational Appeals
--Personal Appeals
--Ingratiating Appeals
--Exchange Tactics
--Pressure Tactics
--Legitimating Tactics
--Coalition Tactics

Target's Sources of Motivation
(Leonard, Beauvais, & Scholl, 1999)
--Intrinsic Process
--Instrumental Process
--Self-concept External Process
--Self-concept Internal Process
--Goal Internalization Process

Target's Initial Outcome
--Commitment
--Compliance

Agent's Bases of Power
(Hinkin & Schriesheim, 1989)
(French & Raven, 1959)
--Reward Power
--Coercive Power
--Legitimate Power
--Referent Power
--Expert Power

Target's Initial Outcome
--Non-compliance (conflict)

Conflict Resolution Style
(Thomas & Kilmann, 1974)
--Competing
--Collaborating
--Compromising
--Avoiding
--Accommodating

Target's Response (to Conflict Resolution)
--Non-compliance without resentment
--Non-compliance with resentment
--Compliance with resentment
--Compliance without resentment
--Commitment

Figure 1. The Framework for Understanding the Outcomes of Agent Influence Tactics

Influence Tactics

Rational persuasion tactics are characterized by agents using logic and facts to persuade targets that requests are constant with goals and values of an organization and are best positioned to produce the most positive outcomes. *Consultation tactics* are characterized by agents requesting targets' assistance in planning and troubleshooting a decision or complex situations, then expanded participation results from their plenary involvement. *Inspirational appeals* tactics are characterized by agents creating enthusiasm for their request by appealing to targets' values, ideals, or objectives. Agents' inspiration may increase targets' confidence to succeed in carrying out requests. *Personal appeals* tactics are characterized by agents appealing to targets' feeling of loyalty or friendship towards the agent when making requests. The relationship is the primary social inducement when using this tactic. *Ingratiating tactics* are characterized by agents seeking targets' approval by offering compliments or behaving in friendly ways prior to making requests. *Exchange tactics* are characterized by agents seeking targets' support in exchange for favors, the promise of reciprocity, and/or shared rewards. *Pressure tactics* are characterized by agents using threats, demands, and/or frequent reminders to influence targets' compliance. *Legitimating tactics* are characterized by agents seeking to establish their request as legitimate by claiming they have the requisite authority to seek compliance from targets. Agents may also attempt to equate their request to organizational policies, job descriptions, or organizational norms. *Coalition tactics* are characterized by agents seeking the support of third parties to persuade targets to comply with requests. Agents may often leverage the support of others as a method of gaining targets' compliance. These coalition tactics may also include an appeal to higher-position individuals to influence targets (Yukl & Falbe, 1990). In the proposed framework, agents' use of influence tactics serves as independent variable that may lead to target outcomes of commitment, compliance or non-compliance (resistance) – and potential moderating variables will also be discussed.

Target Outcomes

The proposed framework includes three outcomes that result from the initial influence attempt. These outcomes have been used in other influence process models and includes commitment, compliance, and non-compliance (Barbuto, 2000b). Commitment describes targets feeling internal drive and vigor in pursuing the objectives. Targets experiencing commitment will work passionately and require little inducements and are more likely to exhibit extra-role behaviors (Katz & Kahn, 1978). Compliance describes when targets pursue the requested objectives without passion or internal drive. This has alternatively been described as creating motion without emotion (Barbuto & Gifford, 2009). Targets experiencing compliance perform only the required tasks or objectives and rarely exceed expectations, similar to adequate role behaviors (Katz & Kahn, 1978). Non-compliance describes targets not pursuing the objectives because they have not been successfully influenced to do so (Barbuto, 2000a). Other works have described these moments of non-compliance in terms of requests that are outside zones of indifference (Barnard, 1938) and influence zone resistance (Barbuto, 2000a, 2000b). Targets experiencing non-compliance will not work towards completing the task or objective.

In this framework, non-compliance results in conflict – as agents are trying to influence targets to perform tasks or pursue objectives that targets are neither currently pursuing nor planning to pursue. In the proposed framework, agents experiencing non-compliance will select

a conflict resolution style to resolve (or avoid) the conflict they experience. This resolution of initial conflict that results from non-compliance constitutes the secondary influence attempt in the proposed framework. In the proposed framework, the outcomes described – commitment, compliance and non-compliance - are dependent upon the influence tactics used as moderated by several factors – work motivation (discussed next) and bases of social power (on deck).

Work Motivation

Work motivation has been studied from a variety of perspectives – content-based theories, process-based, goal-based, and sustained effort theories of work motivation (Barbuto, 2006). Work motivation in this framework operates from content-based theories because in the proposed framework targets' sources of work motivation impact the relative effectiveness of influence tactics used.

Among the content theories, Maslow (1954) was among the first to operationalize a motivation framework, by proposing a hierarchy of needs – psychological, safety, love/belongingness, esteem/ego, and self-actualization.   This work was later updated with a more abbreviated conceptualization of needs –existence, relatedness, and growth needs, which received considerable research attention (see Alderfer, 1969; Schneider & Alderfer, 1973). Adams (1963) asserted that motivation was derived from a sense of equity and fairness when comparing inputs and outputs with peers. Herzberg (1968) suggested motivating employees by giving them challenging work and responsibility, while McClelland (1985) suggested that motivation is derived from the trichotomy of needs - power, affiliation, and achievement. Kegan (1982) described a process of constructive development evolving through a series of stages of ego development that embodied many of the tenets of earlier works. An integrative meta-theory of work motivation was eventually introduced to the field – both conceptually (Leonard, Beauvais, & Scholl, 1999) and empirically (Barbuto & Scholl, 1998) – to allow for general operationalization of content-based theories of work motivation. Originally proposed by Leonard, Beauvais, and Scholl (1999) and further clarified and tested by Barbuto and Scholl (1998), the self-concept-based model of work motivation included intrinsic process, instrumental, self-concept external, self-concept internal, and goal internalization.

Intrinsic Process

This motivation is derived from an enjoyment of performing work or enjoying the process of being on the job. Intrinsic Process emphasizes the process of doing the task, not the outcome of completing it. Work motivated by intrinsic process is that which derived from pure task pleasure or enjoyment during the activity – not the internal satisfaction derived from completing it (Leonard et al., 1999).

Instrumental

This motivation is derived from a desire to obtain tangible outcomes, which may include increased pay or benefits (Barbuto & Scholl, 1998). Early conceptualization of extrinsic motivation describe the desire for attainment of tangible rewards driving behaviors, similar to instrumental motivation (Deci, Koestner, & Ryan, 1999; Vansteenkiste, Lens, & Deci, 2006). Conceptualizations of equity theory and derivations from this concept also describe similar

content in human motivation (Adams, 1963; Huseman, Hatfield, & Miles, 1987). This motive was distinguished from "extrinsic" motivation because the emphasis with instrumental motivation is solely on those rewards that are tangible in nature – social or interpersonal rewards conceptualized as self-concept external motivation (Barbuto, 2005; Leonard et al., 1999). Barbuto (2000a) described influence triggers that relied on instrumental motivation as exchanges, and manipulations.

Self-concept External

This motivation is characterized by agents who seek to meet the expectations of others by behaving in ways that elicit social feedback consistent with their self-concept (Leonard et al., 1999). This motive is perhaps most similar to social extrinsic rewards (Deci et al., 1999), needs for affiliation (McClelland, 1985), relatedness/love/belongness needs (Maslow, 1954; Alderfer, 1969), and interpersonal ego development (Kegan, 1982). Barbuto and Scholl (1998) described this source of work motivation as emphasizing an external attribution of traits, competencies and values in forming the basis of an ideal self. Barbuto (2000a) described influence triggers that rely on self-concept external as leader identification, external attribution of skills, role legitimacy, and social identification.

Self-concept Internal

This is characterized by those who set internal standards for themselves based on their competencies, values, strengths, and skills (Leonard et al., 1999). These standards become the basis for their ideal self. Self concept internal motivation is similarly described in other works as self-regulatory behavior (Bandura, 1991) and intrinsic motivation derived from task achievement (Ryan & Deci, 2000). Barbuto (2005) described this source as deriving motivation from challenge of task completion and an internal drive to meet self-authored standards of performance. Barbuto (2000a) described influence triggers that rely on self-concept internal as internal attributions of skills.

Goal Internalization

This motivation is characterized by those who adopt behaviors and attitudes that are based solely on their personal value systems (Leonard et al., 1999). Similar to what has been described in other works as moral commitments toward collectivistic work motivation (Shamir, 1990). This motive is based on a strong deep rooted desire to pursue appealing causes in lieu of any personal benefit – similar to an altruistic calling at the individual level and organizational stewardship at the collective level (Barbuto & Wheeler, 2006). Barbuto (2000a) described the influence triggers that rely on goal internalization as value-derived and goal-identification.

The five sources of work motivation have been used to predict influence tactics (Barbuto, Fritz, & Marx, 2002; Barbuto & Scholl, 1999), transformational leadership (Barbuto, 2005), and conflict styles (Barbuto & Xu, 2006). The role of these five sources of work motivation in the influence process was explored in a framework of influence triggers (instantaneous reactions to intentional or unintentional influence attempts) that described these five sources as moderating the relationships between influence triggers and outcomes (Barbuto, 2000a).

The Moderating Effects of Motivation

Each motivation source changes the relationship between each tactic and the outcomes of the conflict (see Figure 2). The selected influence tactic has compatibility (or incompatibility) with sources of work motivation – which increase the likelihood of compliance (see Barbuto, 2000a). The combination of the self-concept external motivation source and the use of legitimating influence tactics is proposed to lead to commitment, while goal internalization motivation source and legitimating tactics is proposed to lead to compliance. The goal internalization motivation source and rational persuasion tactics is proposed to lead to commitment, while the instrumental process and the use of rational persuasion tactics is proposed to lead to compliance. Goal internationalization and the use of inspirational appeals tactics is proposed to lead to target commitment, while self-concept internal and inspirational appeals tactics is proposed to lead to target compliance. The self-concept external motivation source and consultation tactics is proposed to lead to commitment, while goal internalization and consultation tactics is proposed to lead to target compliance. The instrumental process motivation source and exchange tactics is proposed to lead to target commitment. The self-concept external motivation source and personal appeals tactics is proposed to lead to target commitment, while the self-concept internal or instrumental motivation sources is proposed to lead to compliance. The self-concept external motivation source and ingratiation tactics is proposed to lead to target commitment, while the instrumental process and ingratiation tactics is proposed to lead to compliance. The instrumental motivation source and pressure tactics is proposed to lead to commitment, while the self-concept external motivation source and pressure tactics is proposed to lead to target compliance. The goal internalization or self-concept external motivation sources and coalition influence tactics is proposed to lead to commitment, while instrumental process and coalition tactics is proposed to lead to target compliance. The moderating role of work motivation on the relationship between agents' influence strategies and targets' outcomes have been further developed other works (see Barbuto, 2000a; Barbuto & Gifford, 2009).

It has been argued that agents can administer desired rewards to motivate targets to work toward organizational goals or perform requested tasks by several well-respected scholars in the influence field (Kelman, 1958; Hinkin & Schriesheim, 1989). Targets motivated by public awareness and recognition of their contributions may be more likely to comply with agent requests (Barbuto & Scholl, 1998: Shamir, 1991). Targets may be more inclined to perform request tasks or work toward goals because of their increased awareness and their personal sense of accomplishment (McClelland, 1985). Targets may feel inclined to follow agent directives because they share the organization's vision – similar to results caused by the transformational leadership behavior of charisma (Bass, 1985). Explicitly, it is expected that four of the sources of work motivation will moderate the relationships between agents' influence tactics used and targets' initial reactions to these influence attempts.

Proposition 1a: Instrumental motivation will enhance the relationship between agents' (exchange, pressure, legitimating) tactics and targets' compliance.

Proposition 1b: Self-Concept External motivation will enhance the relationship between agents' (personal appeals, ingratiation, coalition) tactics and targets' compliance.

Proposition 1c: Self-Concept Internal motivation will enhance the relationship between agents' (rational persuasion, consultation) tactics and targets' compliance.

Proposition 1d: Goal Internalization motivation will enhance the relationship between agents' (rational persuasion, inspirational, consultation) tactics and targets' compliance.

Bases of Social Power

Pfeffer (1997) defined power as the influence one has over another, noting that power is prevalent throughout an organization, and that the act of exerting influence is conscious and intentional. Understanding how power is obtained, how it is used to garner desired results and how it is perceived by subordinates are all important components of power research. French and Raven (1959) proposed a content-based theory, consisting of five social bases of power - reward, coercive, legitimate, expert, and referent. These bases of social power were operationalized with a developed and validated measure (Hinkin & Schriesheim, 1989).

Reward power was described as the ability to influence targets because it was perceived that agents could provide targets with tangible items, such as raises or promotions. *Coercive power* was described as the ability to influence targets because targets perceived that agents could and would punish or withhold benefits. *Legitimate power* was described as the ability to influence targets because targets believed that agents were within their right to make such requests. *Expert power* was described as the ability to influence targets because it was perceived that agents have sufficient experience, knowledge or expertise, and have developed the necessary trust to warrant compliance. *Referent power* was described as the ability to influence targets because targets respect and/or emulate agents and seek agents' approval. While bases of power represent an ability to influence others – these bases are explanations of why certain influence tactics were successful, rather than observable behaviors. The actual intentional behaviors used to influence others are understood as influence tactics (Kipnis et al., 1980). In the proposed framework the relationship between agents' influence tactics and targets' outcomes (commitment, compliance, non-compliance) are moderated by agents' social bases of power. Influence tactics essentially are more compatible with specific bases of social power (described in the upcoming section) – thus resulting in conditions that favor commitment and compliance.

The Moderating Effects of Power

Bases of power are conceptualized from the target's perspective, and power only exists as it is perceived by targets (Hinkin & Schriesheim, 1989; French & Raven, 1959). Barbuto (2000a) outlined a framework for target compliance, incorporating intervening variables that included bases of power and target influence triggers, which lead to target compliance. In the framework, the relative compatibility of respective influence triggers with the agents' bases of social power produced conditions that favored compliance (See Figure 2). Using the rationale provided in prior work the following compatibilities are expected – whereby agents' use of influence tactics are best received in the face of agents' bases of social power as described next. Hinkin and Schriesheim (1990) reported relationships between influence tactics and perceptions of bases of power – which combined with prior work on influence triggers – leads to the following explicit propositions.

Proposition 2a: Reward Power will enhance the relationship between agents' exchange tactics and targets' compliance.

Proposition 2b: Coercive Power will enhance the relationship between agents' pressure tactics and targets' compliance.

Proposition 2c: Legitimate Power will enhance the relationship between agents' legitimating tactics and targets' compliance.

Proposition 2d: Referent Power will enhance the relationship between agents' (personal appeals, ingratiation, and coalition) tactics and targets' compliance and/or commitment.

Proposition 2e: Expert Power will enhance the relationship between agents' (rational persuasion, inspirational consultation) tactics and targets' compliance and/or commitment.

Conflict Resolution Styles

In this framework, conflict resolution modes are used to describe agents' reactions to targets' non-compliance. These secondary influence attempts are conceptualized in the proposed framework to describe the agents' reactions when faced with targets' resistance to their influence attempts. On secondary influence attempts, the agents' modes of conflict resolution are proposed to lead to targets' outcomes.

Thomas and Kilmann (1974) and Rahim (1983) theorized and studied conflict along two dimensions: assertiveness and cooperativeness. Their work has been widely cited and used in academic studies and organizational training (Womack, 1988), and has received high marks from trainers for its ease of use. Assertiveness was described as the effort to satisfy agents' concerns, while cooperativeness was described as the extent to which agents satisfy targets' concerns. Conflict resolution was then operationalized by the degree to which agents met their own concerns combined with the degree to which they met their targets' needs. Five modes of conflict resolution were operationalized - competing, collaborating, compromising, avoiding, and accommodating.

The competing mode was characterized by agents' assertiveness and lack of cooperation with targets, and with agents' effort to try to win their position (Thomas & Killman, 1974). The collaborating mode was characterized by agents' assertiveness and cooperation with targets, with a goal of mutual problem-solving to satisfy both parties. The compromising mode was characterized by agents' intermediate level of assertiveness and cooperation with targets, and the use of exchange concessions. The avoiding mode was characterized by agents' unassertiveness and lack of cooperation with targets, and their efforts to postpone or avoid unpleasant issues. The accommodating mode was characterized by agents' unassertiveness and cooperation with targets, with an effort to satisfy targets' goals.

Research testing these modes has found practical uses for their implementation in the workplace. Landa-Gonzalez (2008) examined how occupational therapist students resolve conflict in their practice environments. The author found that traditional students favored the collaborating mode, while nontraditional students favored competing and avoiding. Reich, Wagner-Westbrook, and Kressel (2007) studied the ideal and actual conflict styles of employees of a large metropolitan health care corporation. Respondents viewed their ideal conflict style as more avoiding than their actual conflict style. The authors also noted that job distress was reduced for respondents whose actual and ideal conflict resolution styles matched. Morris-Conley and Kern (2003) studied the conflict resolution mode and personality, and found that

scales on the BASIS-A Inventory, which measures lifestyle themes, correlated with four conflict resolution modes: avoiding, compromising, competing and collaborating.

Rahim (1983) studied five styles of organizational conflict management: integrating, obliging, avoiding, dominating, and compromising, also based on two scales: concern for self and concern for others. Research studies have shown that cooperative conflict resolution styles are correlated with positive outcomes, while non-cooperative styles correlated with negative outcomes (Rahim, 2002).

Research has also examined the emotive and substantive conflict dynamics inherent in all conflict settings (Pelled, 1996; Pelled, Eisenhardt, & Xin, 1999; Jehn, 1997). Substantive conflict was described as the conflict that prevents action or decisions from taking place (Rahim, 2002). Once resolved, decisions can be made and initiatives can be implemented. The second form of conflict is emotive, or affective, conflict, which was described as the emotional resentment or stigma that occurs when targets are dissatisfied with the process or modes of conflict resolution used (Rahim, 2002). Jehn (1992) found that members distinguish between the two types of conflict and each affects work group outcomes in a different manner. In every conflict setting, both substantive and emotive conflict must be resolved for optimal outcomes. In instances where substantive conflict is not resolved, no decision or action is made. In instances where emotive conflict is not resolved, decisions or actions may have taken place, but the lingering resentment and negative affect will impact future interactions and likelihood of future conflicts is amplified (Jehn, 1997).

In this framework, the outcomes of conflict resolution, operationalizing secondary influence attempts, can be understood by the degree to which they satisfy the substantive and emotive conflicts. In instances where both are satisfied, outcomes may include commitment or compliance without resentment. In instances where only substantive conflict is resolved, compliance with resentment is likely. In instances where substantive conflict is not resolved, resistance is the likely outcome. Group loyalty and job satisfaction are diminished (Jehn, 1997).

Jehn (1997) suggests that some level of conflict can result in positive outcomes in group dynamics. Conflict among task-related management teams can improve organizational performance and foster growth because of better understanding of individual opinions and creative options (Bourgeois, 1985; Eisenhardt & Schoonhoven, 1990).

 Those who engage this mode demonstrate low concern for themselves and others (Barbuto & Xu, 2006). They also shun confrontational negotiations (Shell, 2001). This mode may be used when the negative outcomes of confrontation outweigh resolution (Rahim, 2002).

Those who engage this mode place greater emphasis on the negotiations then on the outcome, and find themselves vulnerable to targets who are more competitive (Shell, 2001). To resolve conflict, the agent may wish to appear to be agreeable and to be viewed as reasonable and friendly (Kabanoff, 1987). The accommodating mode may be employed when the agent valued harmony in the resolution exchange with targets (Womack 1988). Those who engage this mode view conflict in terms of winning or losing, and focus on matters that are more quantitative (Shell, 2001). Thomas and Kilmann (1974) described the mode as oriented in power. Kabanoff (1987) described this mode as highly assertive. Blake and Mouton (1964) labeled this mode as achieving middle ground, while Barbuto and Xu (2006) described the mode as all parties giving a little. The mode is appropriate to avoid elongated conflict (Rahim, 2002).

Those who prefer this mode use negotiations to examine the conflict to determine the targets' interests and perceptions (Shell, 2001). Issues are identified, explored and understood

before being resolved by agents and targets (Hignite, Margavio, & Chin, 2002). This mode requires creativity from both parties (Kabanoff, 1987).

In this framework, in instances where initial influence attempts are met with non-compliance (resistance), conflict exists that requires agents to resolve in order to potentially gain compliance. From the discussion above there are five preliminary results that can be anticipated based on the modes of conflict resolution employed by agents. It is expected that each mode of conflict resolution will result in both substantive and emotive outcomes – so it is possible to resolve conflict, but be left with emotive conflict (resentment). Additionally, based on prior work, only integrative modes of conflict resolution are anticipated to be capable of producing commitment in these secondary influence attempts. We anticipate the following substantive (compliance/non-compliance) and emotive (resentment) conflicts to be resolved in these secondary influence attempts.

Proposition 3a: Agents' use of the avoiding conflict resolution mode during secondary influence attempts optimally lead to non-compliance <u>without</u> resentment.

Proposition 3b: Agents' use of the accommodating conflict resolution mode during secondary influence attempts will optimally lead to non-compliance <u>without</u> resentment.

Proposition 3c: Agents' use of the competing conflict resolution mode during secondary influence attempts will optimally lead to compliance <u>with</u> resentment or non-compliance with resentment.

Proposition 3d: Agents' use of compromising conflict resolution mode during secondary influence attempts will optimally lead to compliance <u>without</u> resentment.

Proposition 3e: Agents' use of collaborating conflict resolution mode during secondary influence attempts will optimally lead to either commitment or compliance <u>without</u> resentment.

Influence Tactics	Commitment	Compliance	Resentment?
Legitimating Tactics	not expected	SCE Legitimate Power	N
Rational Persuasion Tactics	Goal Internalization Expert Power	Goal Internalization Expert Power	N
Inspirational Appeals Tactics	Goal Internalization Expert Power	Goal Internalization Expert Power	N
Consultation Tactics	Self-Concept Internal Expert Power	Self-concept Internal Referent Power	N
Exchange Tactics	not expected	Instrumental Motivation Reward Power	N
Personal Appeals Tactics	SCE Referent Power	Self-Concept External Referent Power	N

Ingratiation Tactics	SCE Reference Power Expert Power	Instrumental Motivation Referent Power Expert Power	N
Pressure Tactics	not expected	Instrumental Motivation Coercive Power	Y
Coalition Tactics	not expected	Self-Concept External Expert Power Referent Power	Y

Figure 2. Influence Tactics, Work Motivation, and Bases of Social Power: Conditions that Favor Commitment and Compliance

Discussion

The framework proposed in this paper examined the moderating effects of work motivation and power bases on the relationships between influence tactics used by agents and target's initial compliance/resistance to these tactics. The framework continues by exploring agent's secondary influence attempts at resolving the conflict – both emotive and/or substantive in efforts to gain commitment and compliance. This work appears to have several implications for research, practice, and sets the stage for a plethora of research inquiries.

Implications for Research

An empirical examination of the moderating effects of sources of work motivation and bases of power on the influence process is essential for advancing the field. This examination implies that influence tactics may not be successful on the initial attempt and may subsequently require a resolution of conflict to obtain compliance or commitment. The old adage, "try, try again," applies here.

While this framework proposes to go beyond initial influence attempts, by also considering the role of conflict resolution in secondary influence attempts, future research could incorporate a target's level of resistance and a target's influence triggers into the influence process – potentially at both the preliminary and secondary influence attempt event. Some lines of inquiry could include whether certain moderating variables are more salient in preliminary or secondary attempts presents worthwhile avenues for research. Only when the full range of moderating variables are explored and examined can agents be confident that their influence attempts have optimal chance for success. In addition, a secondary attempt to achieving commitment or compliance may not be sufficient to reach the desired results. Third, fourth or ongoing attempts to overcome resistance may provide meaningful distinctions to the influence process and help guide agents when persistence is necessary to overcome follower non-

compliance. Future research could also examine the duration of influence attempts, their frequency and also explore the settings for these attempts.

Future research aimed at recording or observing what agents actually do when faced with resistance from targets is a necessary line of inquiry. The proposed framework provides a possible explanation of what occurs, but empirical work aimed to uncover how agents react in these settings and how effective or ineffective various attempts at overcoming this resistance are – represent fruitful lines of empirical inquiry.

Additional research should consider process dynamics when testing this framework. Issues surrounding relationship dynamics between agents and targets, communication mediums, time between interactions, and perhaps attributes of the tasks at hand all are worthy of consideration in connection with the proposed model. Additionally, there are likely contextual and environmental factors that play into this framework and are worthy of careful consideration when planning research designs for testing the influence process as described in the proposed framework. We encourage future researchers to expand on the proposed framework while testing it so that the field's understanding of the influence process – and its multiple iterations – can be best understood.

Implications for Practice

Providing organizational leaders with the necessary tools and knowledge to help their co-workers achieve levels of high performance and maximum output is critical for organizational success. If agents understand the moderating effects on their efforts to influence their targets, they can adapt their behaviors to ensure optimal opportunity for success. Agents must understand that their influence efforts initially may not result in compliance or commitment from their targets. They must try again. They must realize what the effects that moderating variables have on their influence attempts, and adapt their approach. Only when agents understand the process will they be in the best position to achieve organizational goals.

Conclusions

This framework identified key variables that may impact the influence process in preliminary and secondary influence attempts by integrating influence tactics, work motivation, social power, and conflict resolution. The resulting framework identifies the optimal conditions for achieving compliance initially, while exploring the likely outcomes of secondary attempts – contingent upon the conflict resolution modes adopted. It is hoped that this work provides clarity and direction for future work in research and practice.

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