THE IMPACT OF UPWARD INFLUENCE STRATEGIES ON PERFORMANCE RATINGS: USING SOCIAL NETWORK AS MODERATOR

Maidah Masood
National College of Business Administration & Economics, Lahore - Pakistan
E-mail: maidahmasood@gmail.com
Muhammad Shafique
University of Engineering & Technology, Lahore - Pakistan
E-mail: shafiqkarim@gmail.com
Rashid Ahmad
COMSATS, Institute of Information Technology, Lahore, Pakistan
E-mail: rakhan@ciitlahore.edu.pk
Muhammad Yasir Mansoor
National College of Business Administration & Economics, Lahore - Pakistan
E-mail: yasir_butt_11@hotmail.com

ABSTRACT: *Subordinates frequently employ specific influence strategies in their attempt to obtain rewards and recognition from their supervisors. This is a descriptive study that explains and examines the impact of upward influence strategies on performance rating with a moderating effect of social capital. The sample is taken from hotel industry employees where supervisors, being the targets are influenced by their subordinates. The findings suggest that upward influence strategies have a significant impact on performance ratings. Moreover, results also indicate that while using social network as moderator, upward influence strategies have a more significant impact on performance ratings. Practical implications, contributions and limitations of the study are also described.*

Keywords: Upward Influence Strategies, Social Network, Performance Rating

1.   INTRODUCTION:

One of the most prevalent determinants of effectiveness in today's business world is the proper dealing with interpersonal relationships. To become an effective manger, it is also necessary that to manage his peers and subordinates but supervisors as well. For effective performance of all managers, influence is very essential at all levels. In order to improve performance rating and accomplish work efficiently, employees must have influential personalities in their social networks [1&2].

[3] found in his study that formal social interpersonal relations of an individual serve as a mediating role between work design and performance outcomes. High performance organization systems can be achieved by increasing flexibility and administrative efficiency of subordinates through their social networks [4].

Influence attempts play a critical role in the attainment of personal as well as organizational goals. Likewise, many empirical researches have investigated the effects of influence tactics on organizational outcomes, salary increases and performance ratings [5]. Influence can be of three types generally. The lateral influence is on the peer-level, while the downward influence, which is known as leadership, remains the focus of many studies over the last two decades. However subordinates influence on supervisors were given very little attention by researchers. Very few studies have examined the effects of upward influence and most of these were studied in western context. It has become very important for business students and researchers to understand how this influence behavior is substantive for success.

The researchers who have examined the role of influence in organizations paid less attention especially considering that the more employees believe they can influence his/ her supervisor, the greater the effectiveness of the organization. It would appear a key element in the success of any organization is providing subordinates the tools to actively initiate change and to affect decisions at all levels including their performance ratings. The development of effective upward influence strategies is vital especially to subordinates who may have good ideas and pertinent knowledge but lack the proper authority to implement them [6]. Moreover, there is also a need to examine the effect of these strategies on personal job-related outcomes, specifically performance ratings.

Similarly, within social networks, people attempts influence usually downwards, upward and lateral through communication. A central premise of the network perspective is that position in the social structure offers opportunities and constraints. Research showed that a subordinate having strong social networks has greater chance to get better performance ratings [7]. Task-related social networks provide better access to influence strategies that are likely to support high performance outcomes i.e. performance ratings, promotions and salary [8].

In Pakistan, hotel employees having social networks, and professional education, better attempts to influence their co-workers, subordinates and even supervisors in order to obtain higher performance ratings. There are many factors that affect hotel and tourism industry in Pakistan. The unfavorable and unstable political conditions affect the economy and the industry. Hospitality, a multidimensional business activity ranges from hotels and transportation to recreation and entertainment, and tourism, and as part of the service industry in Pakistan. This industry has been present in Pakistan since its independence 1947 and contributes significantly to the country's economy. This sector is providing employment to employees with diverse skills and qualifications despite the facts that working conditions are not supportive with low wages, no career growth opportunities, improper recruitment policies, long working hours resulting high turnover of employee'. As a result employees feel less devoted and pressurized working in hotels and restaurants. These factors

make it more difficult to provide better service quality to customers. There is a need for better understanding of strategies to influence supervisors in order to improve working conditions for both supervisors and subordinates.

The main goal of this study is to identify effective methods for subordinates who are working in hotels to influence their supervisors through social networks. There are only directional differences in the application of influence tactics, so it is very important to distinguish the directions of influence at first step of investigation by the researchers. Previously, few studies on upward influence has focused on developing taxonomies and their instrument for measures identifying the antecedents of specific influence tactics such as goals for exercising influence or the agent's level within an organization. In this study it has been focused to assess the direct and indirect effects of upward influence on the consquences like performance ratings of employees.

2.   LITERATURE REVIEW:

According to [9] upward influence refers to the attempt to influence someone higher in the formal hierarchy of authority in the organization. Important aspect of intra-organizational influence behavior is understand two main characters i.e., agent (the one exerting the influence) and the target (the one being influenced).

2.1. Upward Influence Strategies

The [10] study has been considered a landmark work triggering the issue of influence strategies. In his later studies, [11] grouped the tactics into three mega-categories: strong, weak, and rational, those were later re-named as hard, soft, and rational strategies. Hard tactics referred to those that are perceived by power-holders (agents) as not allowing the target person freedom to decide whether to comply, without incurring severe costs. The costs of non-compliance might be material, physical or psychological penalties. Assertiveness referred to hard tactics. On the contrary, soft strategies of upward influence involved less aggressive, unobtrusive, and more psychologically manipulating means. Ingratiation and Exchange of favors were considered as soft strategies. Rational strategies referred to use of logic and rational bargaining in a non-emotional way. Rational Persuasion and some forms of Exchange were rational tactics. In the philosophical literature, these mega-categories were also adopted.

Evidence on the consequences of using upward influence strategies only exist for the four most common methods: Assertiveness, Ingratiation, Rational Persuasion, and Exchange.

2.1.1. Assertiveness

Assertiveness is defined as "the agent uses order, demands, threats, frequent checking, or persistent reminders to influence the target to do something" [10]. Researchers concluded that there is a strong negative association between the assertiveness and personal job-related outcomes such as performance ratings [11-13]. However, [14] found no relationship between assertiveness and salary.

2.1.2.   Ingratiation

[10] defined ingratiation as "The agent uses praise and flattery before or during an attempt to influence the target person to carry out a request or support a proposal". Ingratiation is positively associated with performance ratings [14]. For example, in a face-to-face interaction, participants' role-playing in a laboratory that used impression management techniques received higher performance ratings than participants who did not use these approaches. In another research, it was found that ingratiation strategies led to higher levels of extrinsic career success, as measured by salary, job level, and number of promotions. In addition, [15] surveyed 69 managers and found that subordinates who utilized ingratiation tactics were rated 15 percent higher on performance appraisals.

2.1.3. Rational Persuasion

Also called logical reasoning, is "the agent using logical arguments and factual evidence to show that a request or proposal is feasible and relevant for important task objectives" [10]. The use of a rational approach appears to have a positive impact on an individual's career. Several studies have found reason to be positively associated with personal job-related outcomes such as ratings, salaries [16].

2.1.3. Exchange of Favor/ Benefits

According to [10] exchange means "The agent offers something the target person wants, or offers to reciprocate at a later time, if the target will do what the agent requests". The limited research on the effect of this strategy on job-related outcomes is inconsistent. Studies have found that exchange tactics are negatively associated with performance ratings, yet positively associated with salaries.

2.2. Factors Affecting the Selection of Upward Influence Tactics

[9] proposed an elaborate framework to examine overt, upward, political influence in the organizational context. They suggested that five categories of inputs have impact on the influence process: agent characteristics, target characteristics, agent-target relationship, situational characteristics, and agent belief system. Agent characteristics included agent's need of power, Machiavellianism, locus of control, risk-seeking propensity, and personal power. Target characteristics referred to the power of the target and the cost involved for approaching the target. Agent-target relationship referred to the interpersonal attraction between the agent and the target. Situational characteristics referred to the structuring of the organization, ambiguity of the situation, resource scarcity, and stake of agent's personal interest. The last input was agent belief system that included the agent's expected cost and benefit of the influence attempt and the perceived norms that endorsed or discouraged certain influence behavior.

2.3.   Effect of Upward Influence Strategies on Individual Job-Related Outcomes   (performance ratings)

To determine the effect of upward influence strategies on job-related outcomes such as performance rating or promotions, most studies have used surveys such as the Influence Behavior Questionnaire (IBQ) as the inventory to identify what are the preferred strategies of subordinates.

The empirical results on the relationship between influence tactics and HR decisions are mixed. According to some studies there is a direct association between influence tactics and HR decisions like performance ratings, performance evaluation, and promotability assessment, while others showed a minimal relationship [13].

2.3.1. Social Networks

According to [17], social networks are defined as "The degree of contact and accessibility of one with other people". According to [18] in the network approach, the environment of an actor consists of other individual actors, each with their own agency, but also connected via various kinds of ties to form a definable structure; the network. The shape of this network, and the position of the actor within the network, whether in a position to influence upward or downward. Thus, what makes social networks distinctive is its focus on the *network* of relationships among a set of actors or nodes. The nodes can be people, teams, departments, organizations, nations, or any other type of active entity. It is useful to classify them into types.   There is a typology that can possibly divide relations into two broad categories, one is the state type relations and the other is the event type relations. These two broad categories are further classified into more specific types as; similarities, social relations, mental relations, interactions, and flows [19].

2.3.1.1. **The State Type Relations** are the relations that have continuity over time. While these relations exist continuously, it does not mean they persist indefinitely. The state type relations are further sub-categorized into similarities, social relations, and mental relations. Firstly, *Similarities* defined as "spatial and temporal proximity as well as co-membership in groups and events and sharing socially significant attributes, such as ethnicity or gender". Generally the similarities are the relational conditions that enable various other kinds of relations as well. Secondly, *Social relations* are the ongoing ties, often role based, such as kinship or friendship. According to [19], social relations are having institutionalized rights and obligations associated with them, and have a sense of inter-subjective reality. And lastly, *mental relations* are defined as "the perceptions of and attitudes toward others, such as recognizing who someone is, or liking/disliking them". In contrast to social relations, these are usually seen as private and unobservable. They must be disclosed by the actors the analyst is studying.

2.3.1.2. **The Event Type Relations** are generally the relations that have a strong discrete, transitory nature and they occur with a certain frequency over a period of time but these relations do not exist continuously during that period of time. The event type relations are further sub-categorized as the interactions and flows. The *interactions*, which can like be exchanging emails or making a sale. These types of relations are typically viewed as interactions as being facilitated by or occurring in the context of social/mental relations. *Flows* are normally those tangible and intangible things that are transmitted through interactions. For example ideas are transmitted through communication, viruses and material resources through physical contact. For practical reasons, flows are those relations which cannot be measured directly.

Generally the use of social networks when influencing supervisors is so prevalent that it remains unquestioned by practitioners. Looking more closely at this, for the subordinate, there may be an inherent factor to come into good books of supervisor, so that he/ she may recommend who have succeed to influence which is based on their own

social network [20]. Other factors which have been noted as motivations were the potential that the employee can also benefit from higher wages. This phenomenon which was found within several social groups when using network references. Although summarizing the outcome of social network use is difficult, but it was investigated that supervisor's satisfaction with the performance of subordinate as a factor of relative strength of networks in the workplace. However, higher the firm level social network, greater the retention and performance due to increased social embeddedness. These factors impacts pay, promotion, and status of group by gender and race. By acknowledging the advantages of social networks to both employee and employer, it could be argued that managing and monitoring of social network use would be advantageous.

[21] emphasizing on the need to enhance the free and open flow of knowledge through social networks as a basis for achieving high performance. In the social networks, the underlying issue is that the subordinate-supervisor relationship needs to be managed as social collaborations to achieve results that exceed traditional expectations. The social element is needed to recognize the importance of performance evaluation, but the influence element is still required to achieve that outcome. At the core of this relationship is the interaction between upward influence strategies and social networks, in order to achieve higher performance ratings. The fundamental principle for this concept is that by upward influence strategies in a social network will result in enhanced performance ratings.

All the previous researchers have developed a useful taxonomy of specific strategies and shown that ingratiation and reason are the most common methods of influence among subordinates. Research has shown that choice of a particular tactic depends on several factors. Two of the most important factors are the effect of these strategies on supervisory compliance and individual job-related outcomes. While social networks enhance the impact of upward influence strategies which ultimately results in higher performance ratings. In terms of effectiveness, studies indicate that rational persuasion is significantly more effective than other strategies while assertiveness is relatively ineffective or even harmful. However, results on other strategies are limited (ingratiation) and inconsistent (exchange). In terms of impact, studies indicate that assertive behavior on the part of the subordinate is related to negative job-related outcomes such as lower performance ratings and salaries. Rational persuasion, on the other hand, has shown to be positively associated with job-related outcomes such as performance ratings, promotions, and pay raises. Ingratiation appears to be positively related to higher ratings and pay raises but there is also evidence that extreme ingratiating attempts may produce negative consequences, falling prey to the "too much of a good thing" syndrome [22].

Finally, and most importantly, the present study contributes to our knowledge of the impact of these upward influence strategies on individual performance ratings. Indeed, there are several studies, which have found a relationship between social networks and performance appraisals. Often those subordinates viewed as part of the same social network

Fig. 1
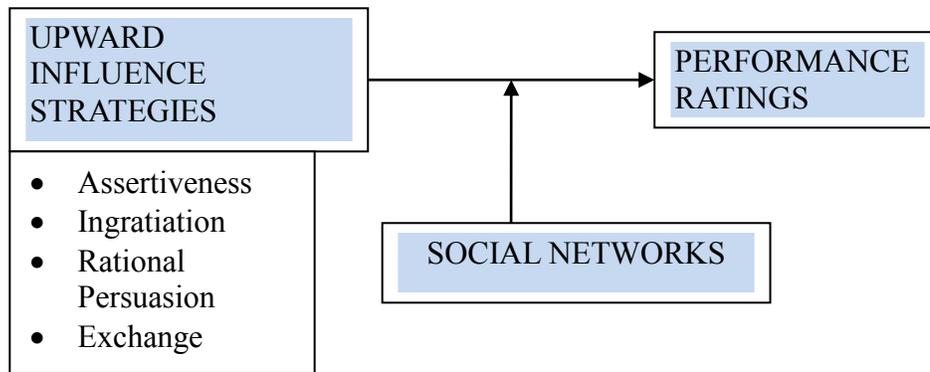
receive higher ratings from their supervisor. Moreover, social networks may increase the chances of upward influence attempts, which has been positively associated with performance ratings.

3. THEORITICAL RESEARCH FRAMEWORK-Fig-1:

Development of Hypotheses:

H1 = Upward Influence Strategies have a significant effect on performance ratings.

H2 = Upward Influence Strategies have a significant effect on performance ratings while taking social networks as moderator.

4. RESEARCH METHDOLOGY:

All the businesses that provide services and facilities like accommodation, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism are come under the scope of the hospitality industry. The hospitality industry is divided into sectors which include accommodation, food and beverage, meeting and events, gaming, entertainment and recreation, tourism services, and visitor information. According to Pakistan Hotels Association (PHA), the only representative body of hotel industry in Pakistan, in the first quarter of 2014, the average growth rate of hotel industry was 7%. This shows that it is one of the adherent growing sectors of the current economy.

On the basis of service standards, hotels are classified as; Five Star Hotels – the most luxurious and convenient hotels, Four Star Hotels – A rung below five star hotels, Three Star Hotels – mainly economy class hotels, Two Star Hotels – most available in the small cities and in the particular areas of larger cities and One Star Hotels – The hotels with most basic facilities. The core operational departments in these hotels are the food and beverage department, housekeeping department, front office department and food production department. The core functional departments are the marketing and selling department, safety and security department, engineering and maintenance department, finance, accounting and control department and administration department. On the other hand, the restaurant industry covers fine dining specialty restaurants, fast food outlets, canteens, and food courts. All employees from Hotel Industry of Pakistan have been taken as a population for this research. Hence, it is the matter of fact for overall industry, taking out a sample of 100 employees from Lahore city would be generalizable for the

whole population of this sector because all employees are facing the same issues by working under the similar conditions.

For this purpose a descriptive (co-relational) study is undertaken. It is conducted in the natural environment of the organizations with minimum researcher's interference in a non-contrived setting. During the data collection stage, data was gathered cross-sectional. The unit of analysis is the individual. Convenience sampling method was used for this study because this method is very helpful and simple to achieve. The overall response rate was 83%. In order to report the existence of influence strategies there are three common methods adopted in the previous literature. Agents self-report is the most common inquiry approach. It was used as the sole method in many studies and was used as combination with other inquiry methods as well. But there is a huge element of biasness of the subjects "faking" socially desirable responses tends to be prevalent. To eliminate this bias, report approach has also been adopted by some researchers' i.e., Target Report. Thirdly, a combination of these methods can be adopted minimize the possible biasness.

4.1. Description of Instrument (Questionnaire)

Many researchers used different **Instruments** to measure this variable of interest. Some researchers used "the 58-item questionnaire developed by [10]". Another is the "Profile of Organizational Influence Strategies (POIS Form M)" developed by [16]. It extracted the most relevant 27 items of upward influence from the 58-item instrument. Their refinement resulted in an instrument with fewer sub-scales (only 18 items) and higher content validity and reliability. Other instruments that have been employed which includes **"the Influence Behavior Questionnaire (IBQ)"** developed by [23] and another is the 38 item "Strategies of Upward Influence (SUI)" by [24].

In this study, questions about the Independent variable (upward influence strategies) were adopted from *"IBQ, Influence Behavior Questionnaire"* developed by [25] and Questions regarding Social Networks were adopted from "*Social network, social trust and shared goals in organizational knowledge sharing*" developed by [26].

5. DATA ANALYSIS:

5.1. Frequency and Percentage Distributions

Table 4.1 Demographic Characteristics of the Respondents (N=83)

Characteristics	N	Percent
Gender		
Male	57	69
Female	26	31
Age (years)		
20-25	9	10
26-30	22	27
31-35	41	50
Above 35	11	13
Education		
Under Graduate	16	19
Graduate	44	54
Post Graduate	23	27
Marital Status		
Unmarried	41	49
Married	35	42
Others	7	9
Length of Service		
Less than 1	16	20
1-5	31	37
6-10	24	29
Above 10	12	14

Table 4.1 shown above represents the data about the demographics of respondents. According to the data, 69% of the subjects are male and 31% are female. When we distribute the population by age, then majority of the respondents are in between 31-35 years which represent 50%. In the distribution of education, the majority of respondents are Graduate, which represents 54% of the sample. Out of the total sample, 49% respondents are unmarried, which represent majority of the respondents. And 42% of the respondents are married. If we consider the length of service in years of the respondents, then 37% have an experience of 1-5 years.

As shown in above table 4.2, **Upward Influence Strategies:** This measure assessed by using 12 items measured on a 5 point Likert scale. The Cronbach's alpha reliability coefficient is 0.82. **Social Network:** Using 3 items and measured on a 5-Likert scale has 0.79 reliability coefficient. **Performance Rating:** The reliability estimate for this scale is 0.95 and it is measured on a 5-Likert scale using 3 items.

5.2 Reliability Statistics

Table 4.2 Cronbach's Alpha

Sr.	Variables	No. of Items	Cronbach's Alpha
1	Upward Influence Strategies	12	0.826
2	Social Network	3	0.789
3	Performance Ratings	3	0.947

5.3 Descriptive Statistics

Table 4.3 Descriptive Statistics

Variables	Mean	Standard Deviation
Upward Influence Strategy	3.63	0.657
Social Network	3.33	0.912
Performance Rating	3.34	1.129

According to the Table 4.3, mean for upward influence strategies is about 3.63, this means most of the respondents positively believe that their subordinates are inclined towards using these influence strategies on their supervisors. Standard Deviation for upward influence strategies is 0.657. About social network, mostly respondents respond between neutral to agree, because the Mean 3.33, this represents that respondents show a moderate response for their subordinates having social networks at workplace. Social Network's Standard Deviation is 0.912. Likewise, Mean for performance ratings is 3.34, this shows that most of the respondents agree that performance ratings increase by using upward influence strategies and having social networks. Standard Deviation for performance rating is 1.129.

According to table 4.4 of Pearson's correlation analysis, upward influence strategies are significantly correlated to social network and the value is 0.47. There is a significant relationship between social network and performance rating (0.484). Analysis shows the significant relationship of upward influence strategies and performance rating with the value of 0.681. Moreover, the interaction of upward influence strategies and social network (taking social network as moderator) also has a significant and positive relationship (0.675)

5.4. Correlation Analysis

Table 4.4 Correlation Analysis

Variables	Upward Influence Strategy	Social Network	Performance Rating	Interaction
Upward Influence Strategy	1	.470[**]	.681[**]	.741[**]
Social Network	.470[**]	1	.484[**]	.926[**]
Performance Rating	.681[**]	.484[**]	1	.675[**]

**. Correlation is significant at the 0.01 level (2-tailed).

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5.5. Regression Analysis

Table 4.5Regression Analysis predicting the impact of upward influence strategies on performance ratings having social network as moderator.

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.	Adjusted R Square
		B	Std. Error	Beta			
1	(Constant)	-0.907	0.515		-1.762	0.082	0.457
	Upward Influence Strategy	1.17	0.14	0.681	8.375	0	
2	(Constant)	-0.327	0.517		-0.633	0.528	0.517
	Upward Influence Strategy	0.689	0.196	0.401	3.509	0.001	
	Interaction	0.094	0.029	0.378	3.307	0.001	

Dependent Variable: Performance Rating

In the above shown table, value of R square indicating that 45.7% variation in performance rating of the subordinates can be observed by upward influence strategies and Coefficient value is 0.681 which shows that one unit change in upward influence strategies will accrue change 0.681 units in performance rating of the subordinates. The direct impact of upward influence strategies as explained briefly in the literature, has also found positively significant over in performance rating of the subordinates in the organization having $p < 0.05$ which is also supported in the current study. Similarly, the indirect effect of upward influence through social networks on performance rating of the subordinates is also found significant having $p < 0.05$. In order to examine the hypothesis 1upward influence strategies was regressed on performance rating. Results showed positive significant relationship of upward influence strategies and performance rating of the subordinates and is highly related. Upward influence strategies explained 45.5% of the total variation in performance rating and the regression model is found significant at p value < 0.05. Coefficient value is .681which indicates the positive relationship between these two variables. One unit change in independent variable explains 68.1% change in dependent variable. Thus, hypothesis 1 is fully supported in the study.

H1 = Upward Influence Strategies have a significant effect on performance ratings.

To test the hypothesis 2, the impact of upward influence strategies on performance ratings taking social network as moderator was regressed and the results indicated the significant positive impact of social networks on performance ratings as moderator and hypothesis 2 was supported by the regression analysis. Hence, it is proved in the study that upward influence strategies have a significant impact on performance ratings taking social network as moderator.

H2 = Upward Influence Strategies have a significant effect on performance ratings while taking social networks as moderator.

6. FINDINGS AND DISCUSSION:

This research study has been conducted with the aim to find out the impact of upward influence strategies on performance ratings taking social network as moderator. For the purpose of this research, four upward influence strategies have been taken into consideration. Different hotels are taken into consideration for analyzing the effects of upward influence strategies of subordinates on performance ratings while taking their social network as moderator.

Table 4.1 represents the demographic factors of the data collected which showed that most of the respondents were males working in hotel industry. The reason for this might be that males have a higher tendency to face these challenging and high pace jobs than females. As its required to have tough duties and more public interactions, so may be females find themselves uncomfortable for such jobs in organizational cultures like we have in our country. Moreover, most of the respondents were youngsters. This is because these professionals need to perform high mental and physical work and young blood can easily take such physical stress.

Table 4.2 represents the Cronbach's alpha reliability coefficients for Upward Influence Strategies (0.82), Social Network (0.79) and Performance Rating (0.95), all measured on a 5 point Likert scale. Table 4.3 represents Mean and Standard Deviation values for upward influence strategies, social network and for performance ratings. And table 4.4 the Pearson's correlation analysis shows that upward influence strategies have significant relationship with social networks and performance. Moreover, taking social network as moderator, upward influence strategies have more significant relationship with performance ratings. Finally, in table 4.5 regression results show that upward influence strategies have a significant impact on performance ratings. But if social network is taken as moderator then the combined impact of upward influence strategies and social network as moderator is more positively significant on performance ratings.

6.1. Implications of the Study

Few researches are available using upward influence strategies as a topic. Most of those studies were conducted in Western perspective, and very little work is done in Asian countries. This study is a small contribution for hospitality industry in Pakistan for understanding the impact of upward influence strategies on performance ratings, while taking social networks as moderator. The major limitation of many previous researches on upward influence is the reliance on self-report measures (agent reporting influence) which increases biasness. But present study is conducted by target-report measures (from supervisor's perspective of being influenced by their subordinates). This study is helpful for the management and human resource departments who are responsible for administering evaluating the performance ratings, and set standard goals for the organization and

provide the strategies to the employees to achieve those goals.

6.2.   Limitations of the Study

The results of this study have few limitations attached with it and these should be kept in mind. Most of the times respondents feel reluctant to disclose true facts and figures about their personal behaviors but we tried our best to get the accurate data from them. It is possible that the respondents may be overvalued or undervalued the facts because of their personal problems. So, there can be biasness involved in the data. And using convenience sampling method may be considered as a limitation for this study.

6.3.   Direction for Future Research

This study is conducted on the employees working in hotel industry of Pakistan. In future other sectors, such as banking, trade and production, and telecommunication, can be taken into account for further research because whether it is downward influence (leadership) or it is upward influence (influencing the supervisors), influence strategies have prevalent effects on performance ratings of employees in every sector. There are many other influence strategies discussed in many researches which can also help to estimate the impact on performance rating of the respondents. So research can be conducted for those as well. In the present study, the impact of upward influence strategies, as a whole, has been studied, but there might be possibility that different strategies have different level of impact on job related outcomes like performance ratings. There is a future direction for researchers to study the impact of each strategy individually. Moreover, other complex statistical techniques can be used subject to change in methodology and research model.

7.   CONCLUSION:

In the past two decades, the field has witnessed some important increments to our knowledge base concerning upward influence processes in organizational settings. The present study explains the impact of upward influence strategies on performance rating. This study makes a small contribution to the upward influence strategies in hotel industry. Moreover, it is empirically proven that social networks significantly moderate the impact of upward influence strategies on performance ratings.

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