

Managers' Choice of Exemplification and Consultation Behavioural Influence Tactics: The Role of Managers' Work Experience and Span of Supervision

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Abstract

Work experience and span of supervision constitute an important element for managerial dynamics. The objective of this research is to investigate the impact of work experience and span of supervision on the choice of exemplification and consultation behavioural influence tactics. The research examines the consultation tactic and exemplification influence tactic as the dependent variables. A study was conducted on 526 individuals in organizations, and their responses were analysed. Path coefficient and Multivariate analysis identified a significant positive relationship between both work experience and span of supervision with the choice of consultation and exemplification influence tactics. Consultation tactics and Exemplification were explained with the positive relationship with the Span of Supervision and Work Experience. The research concludes with a discussion of managerial implications, and directions for future work.

Keywords: Organizational influence process, Consultation tactic, Exemplification, Work experience, Span of supervision, Path coefficient, and MANOVA

1. Introduction

Research on the social influence process has lasted almost seventy years. During these years, work in the area has advanced, but many of the elementary features continued more or less the same.

It has become a body of knowledge to explain various interpersonal dynamics in social and organizational contexts. It is considered one of the most important processes to enhance managerial effectiveness (Yukl & Chavez, 2002).

The initial work in the area concentrated on the identification of behavioural influence tactics (Goffman, 1959; Jones, 1964; Kipnis, Schmidt, & Wilkinson, 1980). Subsequent work progressed through the identification of context-specific influence tactics (Blickle, 2000), identification of antecedents (Yukl, Kim & Falbe, 1996), and classifying consequences of the use of various behavioural influence tactics (Yukl & Tracey, 1992).

The basic premise of the social influence process is that an agent of influence tries to change the target of influence in some intended fashion (Pandey, 2022). It happens in an interpersonal interaction sequence (Pandey, 1988a).

The objective of the influence process is to enhance the effectiveness of managers through influence tactics to accomplish organizational goals (Srivastava, 2025).

In today's organizational context, formal authority (positional power) which is embedded in an organizational position is not sufficient enough to accomplish organizational goals, therefore, managers use various influence tactics to achieve the goals. As Yukl, Chavez, & Seifert (2005) stated that influence tactics are most important in situations where managers have less formal control.

Research has shown that positive benefits can accrue to employees as a result of their use of, particularly, consultation and exemplification influence tactics (Clarke, Alshenalfi, & Garavan, 2019).

Studies have shown that consultation and exemplification influence tactics contribute to effective leadership (Covaleski et al., 1998).

Effective performance in organizations cannot be achieved without consultation and exemplification influence tactics and employees must influence others through these influence tactics to get things done (Steizel & Rimbau-Gilabert, 2013).

Along with these tactics' pervasiveness, the functional utility of these influence tactics to enhance the effectiveness of managers has also appropriated the need for fact-based validation of the perspective (Yukl, Kim, & Falbe, 1996).

Higgins, Judge, and Ferris (2003) conducted a meta-analysis of outcomes associated with influence tactics and found that the specific tactics (consultation and exemplification) used in the influence process had positive effects on work outcomes.

Studies have been conducted to identify the effectiveness of consultation and exemplification influence tactics in different contexts.

Several studies have examined the antecedents of consultation and exemplification behavioural influence tactics using such variables as gender (Tepper, Brown, & Hunt, 1993; Thacker, 1995), objective of influence (Yukl & Falbe, 1990), power (Hinkin & Schriesheim, 1990; Judge & Bretz, 1994; Lamude, 1994), motivation (Aguinis et al., 1994; Barbuto, Fritz, & Marx, 2002; Barbuto & Scholl, 1999; Yukl & Falbe, 1990), direction of influence (Falbe & Yukl, 1992), personality (Blickle, 2000; Harrell Cook, Ferris, & Dubebohn, 1999; Kipnis, Schmidt, & Wilkinson 1980) etc.

Empirical studies have shown that the choice of consultation and exemplification influence tactic selected by an agent of influence is dependent on the relative power of the target of influence, the objectives of influence and other situational factors (Ferris et al., 2002; Higgins, Judge, & Ferris, 2003).

Studies have identified superiors' use of consultation and exemplification influence tactics and direction of influence (Bhal & Ansari, 2000) and the relative effectiveness of consultation and exemplification tactics in organizational contexts (Tjosvold & Wisse, 2009).

A plethora of research in intra-organizational influence tactics has identified a range of influence tactics in an organizational context (Kipnis, et al., 1980; Schriesheim & Hinkin, 1990; Yukl & Falbe, 1990; Lee et al., 2017; Leong, 2007).

Srivastava (2025) has identified the use of consultation and exemplification tactics in an organizational context.

Consultation and exemplification are proactive behavioural influence tactics which have implications for developing participatory managerial practices (teamwork and collaboration) and value-based orientation (ethical, role-model and consistent practices) for managers and bring in high work performance driven by affective commitment and intrinsic inclination in an organizational context (Jensen, 2007, Long, 2017).

In this paper, we adopt Yukl & Falbe's (1990) definition of the consultation tactic which states that the person seeks the target's participation in making a decision or in planning how to implement a proposed policy, strategy or change.

In consultation tactics, leaders ask for suggestions and aid plans (Lu et al., 2019), involvement and participation (Leong, Bond, and Fu, 2007), seeking subordinates' view on decision making (Jensen, 2007), giving subordinates a sense of ownership (Sparrowe, Soetijipto, and Kraimer, 2006).

Exemplification occurs when, to influence subordinates, leaders involve in influence tactics with an objective to make them appear dedicated or proficient (Bolino et al., 2008).

Srivastava (2025) defined the exemplification tactic as a person who edifies or presents himself as an example on the grounds of integrity and moral worthiness. It suggests that leaders by becoming role models and practicing consistently through the exemplification tactic invoke value-based practices in the organization.

Work experience and the span of supervision are intrinsically associated with managerial styles. They have a role to play in the various work behaviours of managers. Work experience (high or low) and span of supervision (large or small) assert various underlying forces on leadership and managerial practices at workplaces.

The work experience and span of supervision ubiquitously determine the choice of various influence tactics of managers to be effective in an organizational context. They also function as indicators for the choice of behavioural influence tactics for a manager.

There is a need to explore the impact of different work experience and span of supervision on preference for consultation and exemplification influence tactics.

This paper attempts to identify some of the very prominent antecedents, work experience and span of supervision, which determine the managers' choice of consultation and exemplification influence tactics in an organizational context.

Some applicable hypotheses were established to investigate the connection between these variables to improve our perception of the constructs.

We consider this research paper, on one side, as very pertinent for enhancing managerial effectiveness through advocating value-based influence tactics, consultation, and exemplification, and on the other hand, as it is not explored with much rigour, filling the gap in this area was also the objective of this investigation.

2. Literature Review

2.1. Behavioural Influence Tactics

Influence behaviour in the workplace is an important phenomenon (Lee et al., 2017). In a social interaction, it is inevitable for people to interact and influence others. It is viewed as the most basic form of social and organizational behaviour.

Cartwright (1965) provides a useful working definition of the concept of influence. He stated that when a manager 'O' (agent of influence) exerts influence on manager 'P' (target of influence), we may say that 'O' has influenced 'P.' When a manager uses an influence tactic to get something done from another, it is an exercise of influence behaviour (Tedeschi, Schlenker, & Lonskolds, 1972).

The influence process has a notion of change. The objective of the process is to change the behaviour of the target in an intended fashion (Mowday, 1978). Academic work on persuasion and compliance has also contributed significantly to the process. In the influence process, persuasion or compliance is an integral part of accomplishing the influence objectives.

The influence process has assumed a substantial significance in managerial effectiveness in an organizational context. Influence processes facilitate the strengthening of managerial effectiveness which in turn realizes organizational goals and organizational success.

Therefore, the influence process by and large underwrites an organizational goal with a mediation of managerial effectiveness.

Managerial effectiveness and the influence process appear to be compact and inextricably conjoined with each other. Therefore, the Influence process is viewed as the most essential contributing factor to managerial efficacy.

Researchers through empirical work have validated the relationship between the influence process and managerial effectiveness. Bass (1990) has opined that the influence process is a major determinant of managerial success.

As managerial effectiveness is very decisively hinged on the successful exercise or application of the influence process, so understanding the process is pivotal. It has been viewed that the influence process in an organizational context is required because of a lack of positional power and formal authority (Wybo & Wan Wassenhov, 2015; Pryor & Ruschena, 2012).

Borys (2014) found that when managers cannot influence their value-adding capacity in the organization, they are severely affected to deliver performances.

Managers exercise influence behaviour in an organizational context for a variety of reasons. To make improvements in the organizational strategy, adjustments or modifications in organizational goals, to accomplish organizational purposes etc. are major factors to exercise the influence strategies in an organizational setting.

The managers' influence attempts sometimes bring results and sometimes they do not. In another way, the manager's influence attempt on occasion is successful or not.

The success or failure of the exercise of influence differs on an array of situational aspects. Indeed, there has to be a good fit between the goal of influencing exercise and the choice of influence tactics. For example, the choice of influence tactic will be different when the objective is to achieve an organizational goal rather than to achieve personal goals.

A manager may prefer consultational influence tactics when the objective of influence is to achieve organizational goals. At the same time, the manager may use different tactics to realise personal goals. Hence, the managers' exercise of influence tactics is determined by situational features.

It comprises a direction of influence, the objective of influence, gender, age, leadership style, power, work motivation, organizational politics, LMX, organizational design, and organizational culture.

The most prominent aspect of the exercise of influence is behavioural influence tactics. The influence process is mediated, shaped, and exercised by behavioural influence tactics.

A literature review on behavioural influence tactics recognised some of the measures of the influence process (Kipnis, Schmidt, & Wilkinson, 1980; Kipnis & Schmidt, 1982; Schriesheim & Hinkin, 1990; Yukl & Falbe, 1990; Yukl, Chavez & Seifert, 2005; Yukl, Seifert, & Chavez, 2008). Srivastava (2025) developed a social influence scale (SIS) for the quantification of behavioural influence tactics in the Indian context.

The scale consists of consultation and exemplification influence tactics. A brief description of these two tactics is described here.

2.2. Consultation Tactics

The tactic is studied extensively in influence process literature (Lu et al., 2019; Leong, Bond, & Fu, 2007; Yukl & Falbe, 1990; Fu et al., 2004; Jensen, 2007; Sparrowe, Soetijipto, & Kraimer, 2006; Yukl & Chavez, 2002).

Consultation tactics help to achieve organizational goals and increase managerial effectiveness (Straker et al., 2004; Rivillies et al., 2008).

The tactic is instrumental in implementing change and brings a commitment to the organization (Brown, 2005; Burgess-Limerick, 2018). Consultation tactics encourage participation in organizational decision-making (Johnstone, 2011).

Consultation tactics pursue the involvement of the target of influence by the agent of influence. It includes making use of partnerships to achieve goals.

Involving others is central to consultation tactics. Agents of influence often show that we all belong to one family to influence others. Often citing that organizational objectives are more meaningful.

To influence others, the agent of influence strives for the target's contributions. Jensen (2007) found that in group decision-making, the tactic is frequently used by agents of influence. A leader seeks consultation with subordinates in an organizational context for a variety of reasons to accomplish organizational goals.

A participative leadership style is an effective leadership style in organizations. The whole idea of a participative leadership style is very critically contingent on consultation tactics. The proactive influence tactic is the centre of collaboration enhancement in an organizational context. Managers are encouraged to use consultation for higher organizational performance.

The use of consultation has been viewed favourably by the target (Higgins, Judge, & Ferris, 2003; Lee et al., 2017). An agent of influence through a consultation tactic canvasses the target for input or ideas on the proposed change or request, leading to increased engagement, ownership, and willingness to support or implement (Clarke & Ward, 2006; Furst & Cable, 2008).

Lee and Salleh (2009) argued that supervisors may use downward influence tactics because of subordinates' competence levels. Regarding high subordinate competence, supervisors may use consultation tactics in a downward influence direction. Consultation allows superiors and subordinates to communicate and share information (Kim & Gausdal, 2020).

Organizations have dispersion in terms of long, mid, and short work experience. This dispersion helps the workforce to have access to others' opinions and knowledge (Kouchaki et al., 2012). The diversity in experience enriches consultation and enhances performance (Rink & Ellemers, 2010).

2.3. Exemplification

Various aspects of exemplification as influence tactics are identified in the management literature (Bolino et al., 2008). In exemplification, the actor works as a role model to influence others.

If a manager wants his subordinates to reach the office on time, he/she comes to the office on time. An agent of influence cites unique examples of one's self.

The tactic is premised that others do not deny a discussion of higher objectives or higher values. People try to influence others by presenting themselves as an ideal person. They give examples of their ideals. Exemplifiers are perceived as hard-working, men of integrity, and engage in extra-role behaviour (Long, 2017).

The manager's goal is to use exemplification strategies to enhance managerial effectiveness (Bande et al., 2023). Crawford, Kacmar, & Harris (2019) observed that the exemplification tactic and performance were mediated by intervening variables. Guo and associates (2021) found that employees' emotion towards their supervisor plays an important role towards the supervisor's exemplification tactics. Bande and associates (2017) have found a similar result.

Exemplification can be seen as an attitude of a dedicated person. A target's emotion toward an agent was a critical factor in the effectiveness of exemplification (Zerubavel et al., 2018).

Accordingly, a supervisor's exemplification provides subordinates with an opinion that the supervisor is a dedicated person. Therefore, the supervisor's exemplification will enhance subordinates' liking for the supervisor.

Exemplification tactic is preferable in the downward and lateral context in comparison to the upward direction. A superior and colleague may present himself/herself as an example to influence his/her subordinates or colleagues.

When a leader tries to influence a subordinate, exemplification may be an effective tactic of influence in an organizational context.

It is considered as the most proactive influence behaviour to disseminate principal-centred management in an organizational context.

2.4. Influence Tactics and Work Experience

A manager having working experience in an organization is a crucial aspect of managerial effectiveness. Here, the operational definition of work experience is the number of years a manager has at the job presently (Kooij et al., 2017).

As the work experience of a manager plays a pivotal role in the success of managerial effectiveness, it constitutes an important element in shaping the work behaviour of managers.

Though work experience determines the managers' job behaviour, at the same time, little research has been done to explore the dynamics of various facets of work experience in an organizational context (Carmeli, Gelbald, & Reiter-Palmon, 2013).

Pryor (2010) found that work experience was linked to strategic influence in the workplace. Whether shorter or longer experience has implications for managerial effectiveness.

Researchers have identified various categories of work experience i.e. engagement stage, advancement stage, and maintenance stage. Several studies have used work experience as the independent or moderating variable to determine the cause of various outcomes related to organizational effectiveness.

Managers who are identified as the most valuable resources are those with longer rather than shorter work experience. While proposing the job experience model, Katz (1980) opined that job satisfaction is contingent on the work experience of a manager.

He found a positive relationship between job satisfaction and work experience. Katz (1980) suggested that job satisfaction is time-dependent. Lin and Lo (2015) established that higher work experience with an organization is reflected in a higher level of performance.

The human capital theory also explores the relationship between performance and work experience (Becker, 1964; Coleman, 1988). Work experience brings skills and knowledge to an organization (Gerpott et al., 2015). It also increases positive behaviours like exemplification and consultation (Cohen, 1993).

The skills and experiences which are gained through work experience increase a manager's value at work and enhance organizational performance (Nafukho, Hairston, & Brooks, 2004).

Myers and associates (2004) opined that through organizational experience managers acquire higher job knowledge and skills which is reflected in the enhanced human capital of the managers.

Further, Ng & Feldman (2013) investigated extensively the relationship between performance and organizational experience.

Studies have also explored the relationship between work experience organizational citizenship behaviour and organizational commitment (Ng & Feldman, 2010).

As there is empirical evidence that work experience determines a number of positive organizational outcomes, work experience significantly predicts organizational and managerial effectiveness.

Ng and Feldman (2010) found managers with greater work experience expressed less preference for task-oriented behaviours. As the research has indicated, work experience maps one-to-one with job satisfaction, performance, organizational citizenship behaviour, organizational commitment, an increase in human capital, and higher skill and knowledge.

Though work related to work experience largely connects with organizational performance, many other organizational behaviours are also determined by the experience.

The social influence process is also dependent on managers' work experience in various circumstances. Does the work experience of a manager determine the choice of behavioural influence tactics? Empirical exertions are silent on the research question.

This question is very relevant in connection with the choice of highly proactive behavioural influence tactics like Consultation and Exemplification tactics.

These influence tactics enhance collaboration, teamwork, and trust eco-system in organizations (Consultation tactic). It also promotes value-based management at workplaces (Exemplification).

The impact of work experience on the choice of these influence tactics has a very notable role in determining the effectiveness of managers.

The research explores the linkages between work experiences and influence tactics i.e. Consultation tactic and Exemplification. It is important to analyse what kind of work experience will stimulate the use of consultation tactics (which is a hallmark of building teamwork) and exemplification tactic (which is a highly condescending influence tactic).

Studies have found high work experience will lead to positive organizational behaviour like consultation and exemplification behaviour (Kim, 2018). Studies have shown that more the experience in an organization higher the relationship-oriented behaviours by the managers (Teclaw et al., 2014).

A manager with high work experience in an organization engages in behaviours like assisting subordinates and formulating positive advice (Ng & Feldman, 2013).

Steffens and associates (2014) opined that very high work experience accompanied mentoring others in an organizational context.

Exemplification carries similarities with mentoring skills. Vecchio and Boatwright (2002) indicated that relationship-oriented tactics like the Consultation tactic and Exemplification behavioural tactics will be preferred more when the work experience of managers increases. Hence,

- Hypothesis 1- A high work experience of the supervisor has a positive relationship with the supervisor's use of the consultation tactic.
- Hypothesis 2 - A high work experience of the supervisor has a positive relationship with the supervisor's use of the exemplification tactic.

2.5. Managers' Influence Tactics and Span of Supervision

The centre of the span of supervision is the efficient management of people at work (Remenova, Skorkova, & Jankelova, 2018).

Too wide or too small a span of supervision has its implications on managerial effectiveness.

Within the context of an organization and the demand of the task, determine the adequate span of supervision (Holm-Petersen et al., 2017).

Pedersen, Jacobsen, & Hansen (2021) found that transactional and transformational leadership may be influenced by the span of supervision. Xie, Jiang & Kirkman (2019) observed that direct communication between superiors and subordinates when the span of supervision is small enhances managerial effectiveness.

Kalyar, Usta & Shafique (2020) found a small span of supervision increased managerial effectiveness through more compassionate behaviour by superiors. Nasarallah and associates (2015) opined that relations between superiors and subordinates were contingent on the amount of respect they have for each other.

The span of supervision is a very prominent aspect of job behaviour. It is a group-related construct. The span of supervision, either small or big, implies the leadership style of managers.

The span of supervision affects various organizational related outcomes like citizenship behaviour, commitment, job satisfaction, job design, motivation, leadership process, empowerment, performance etc. The span of supervision has a range of functions to play in the social influence process.

It may determine the numerous attributes of the social influence process. The span of supervision shapes the quality of interpersonal relationships of managers by regulating the group dynamics in an organizational context.

In a large group scenario, supervisors cannot spend much time with their subordinates. In this situation, there will be fewer interactions between subordinates and supervisors. It brings several outlooks on the quality of interactions between both of them.

It has been empirically observed that as the span of supervision became larger, the bond between bosses and juniors fell off (Bai, Lin, & Lui, 2019).

The large or small span of supervision determines the distance between superiors and subordinates. If superiors and subordinates are in distant relationships, they may prefer positive interpersonal relationships.

In this situation, managers are inclined to emphasize taking care of good interpersonal relationships. In a distant relationship, only broader aspects are observed by superiors and daily hassles are filtered out. At the same time, managers come across concerns related to performance in a larger span of supervision context (Brown & Trevino, 2014).

The distant relationship correspondingly induces inadequacies to happen with good interpersonal association (Nasarallah et al., 2015).

Alternatively, with a smaller span of supervision, superiors and subordinates share a good amount of time. It may develop into a frictional or intimate relationship. Latane (1981) observed the phenomena of diffusion of influence in a social context.

McCutcheon and associates (2009) indicated that the impact of some influence tactics was diluted in group situations (when the span of supervision is smaller) in comparison to individual situations (where the span of supervision is larger).

Research has indicated that success in the exercise of particular influence tactics depends on the eminence of interpersonal connection between the agent of influence and the target of influence.

Accordingly, Story and associates (2013) found that a class of influence tactics works better in small group situations than in a large group. It can be assumed that consultation and exemplification tactics are divided on their impact when the span of supervision is large.

Further, the exemplification tactic is easy to exercise in a small span of supervision in comparison to large spans of supervision. It has been empirically found that the relationship between exemplification and the span of supervision is interspersed (Bos Nehles & Van Riemsdijk, 2014).

It opined that the exemplification tactic was effective in small and large spans of supervision. Schyns, Maslyn, & Weibler (2010) found that the consultation tactic was used more with a small span of supervision than with a large span of supervision.

Zoller & Muldoon (2020) did not find a significant difference in the exemplification tactic in small and large groups. The exemplification tactic was preferred equally in small and large spans of supervision.

Otherwise, exemplification will be preferred more in a large span of supervision in comparison to a small span of supervision:

A Large span of supervision induces empowerment or delegation at the workplace. In today's context, when a new value workforce with better specialized knowledge and skill sets is entering the workplace, this workforce prefers less direction and interference in their work domain.

The workforce can be managed effectively by managers through empowerment, delegation, and trust orientation. A large span of supervision promises these managerial practices.

A large span of supervision reduces the daily hassle environment, which in turn develops a good interpersonal relationship at the workplace.

Moon & Park (2019) found that a good interpersonal relationship between the agent of influence and target of influence determined the success in getting exemplification and consultation tactics. We hypothesise that:

- **Hypothesis 3-** A large span of supervision has a positive relationship with the supervisor's use of the exemplification tactic.
- **Hypothesis 4-** A large span of supervision has a positive relationship with the supervisor's use of the consultation tactic.

The work experience of managers very critically regulates the interpersonal experience process.

If an organization is promoting advanced proactive influence strategies like exemplification and consultation tactics, what role does the managers' experience play? It is an important question for the management of people in an organization.

Different Managers have a different span of control which also extends to a role in the choice of behavioural influence tactics. There is little research on how work experience and span of supervision determine behavioural influence tactics.

This study was initiated to demonstrate how situational factors determined the choice of influence tactics.

Two situation variables: 1. Work experience and 2. The span of supervision determine the exercise of Consultation tactic and Exemplification of behavioural influence tactics.

3. Methodology

3.1. Sample

The study was conducted on 526 professionals working in organizations (banking & finance, insurance, audit, administration, manufacturing, Information Technology etc.) Respondents having superiors and subordinates were qualified for the study.

The average age of the respondents was 37.40 years. In the study, 421 (80 percent) were male and 102 (19.4 percent) were female. Respondents employed in technical work made up 36.5 percent of the total respondents and respondents in non-technical work made up 63.5 percent of the total respondents.

Respondents varied in work experience: 29.8 percent had up to 1 year of experience, 19.6 percent had 1 year and one month to 5 years of work experience, 16.2 percent of respondents had 5 years and one month to 10 years of work experience, and 34.4 percent managers were in a bracket of 5 years and work involvement.

In terms of the number of subordinates, 72.1 percent of respondents had 0-10 subordinates. 19.8 percent had 11-50 subordinates, and 7.8 percent had more than 50 subordinates.

Respondents varied in terms of their educational qualifications: 48.1 percent were graduates, 25.7 percent were post-graduates, 19.8 percent were Diploma/Master's in Business Administration, 4.2 percent were M.Phil. /Doctoral Degree and 2.1 percent of respondents were undergraduates.

3.2. Measures

Measures consisted of two dimensions of influence tactics. To measure these influence tactics, the Social Influence Scale (SIS) developed by Srivastava (2025) was used.

The scale measures the frequency with which behavioural influence tactics are used in an organizational context.

There were ten items in the SIS. Consultation tactics and Exemplification influence tactics had five items each. The operational definition of each tactic is given below:

1. **Consultation Tactic** - The person seeks the target's participation in making a decision or in planning how to implement a proposal policy, strategy or change (Yukl & Falbe, 1990).
2. **Exemplification** - A person edifies or presents himself as an example on the grounds of integrity and moral worthiness (Srivastava, 2025).

Span of Supervision

The Span of Supervision was controlled at three levels. 1. 0-10 Subordinates, 2. 11-50 Subordinates, and 3. More than 50 Subordinates. These number of subordinates are presently working under the respondents at present.

3.3. Work Experience

The Work Experience of respondents was controlled at four points. I- 0 to 1 year of experience, II- 1 year and one month to 5 years, III- 5 years and one month to 10 years, and IV- More than 10 years. The measure also had a section of information relating to age, gender, position & roles, and nature of work (technical or non-technical).

The scale consisted of ten items (10). An average of five (5) items were congregated into each dimension. Respondents rated their preference for influence tactics on a five-point Likert scale. Scale values varied from "never" (1), "Very Less" (2), "Sometimes" (3), "Often" (4), and "frequently" (5).

The data collection for the study was done from the workplace of respondents.

To eliminate the social desirability factor in the response of respondents, it was asked 'What behaviour do managers use to influence others (superiors, subordinates, and colleagues) in the organization.'

4. Results

The results of the path analysis and MANOVA demonstrate clear support for the hypotheses. The tables below present the statistical outputs followed by an explanation of their findings.

The analysis proceeded in two complementary stages. In the first stage, a path-analytic regression framework was estimated separately for each of the two dependent variables, namely the consultation tactic and the exemplification tactic, with work experience and span of supervision entered simultaneously as exogenous situational antecedents.

The simultaneous specification was deliberate: since the two antecedents are conceptually adjacent and empirically co-vary in field settings, entering them together permits each path coefficient to be read as the contribution of one antecedent net of the other.

In the second stage, a multivariate analysis of variance (MANOVA) was employed to examine whether the categorical gradations of work experience (four levels) and span of supervision (three levels) produced significant differences in the reported frequency of the two influence tactics taken jointly. The combined use of the two procedures is intended to address a limitation of either technique used alone. Path coefficients establish directionality and relative magnitude; MANOVA, by contrast, interrogates the group structure of the data and accommodates the correlated character of the two dependent variables. Results for all 526 respondents are reported below.

Table 1. Model Summary for Consultation Tactics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824	.679	.651	.86891	1.966

Table 1 reports the model summary for the consultation tactic. The multiple correlation coefficient ($R = .824$) indicates a strong joint association between the two situational antecedents and managers' reported preference for consultation.

The coefficient of determination ($R^2 = .679$) suggests that approximately 67.9 per cent of the observed variance in the choice of the consultation tactic is accounted for by work experience and span of supervision considered together. The adjusted coefficient (.651) attenuates this figure only marginally, and the narrowness of the gap between the two values is itself informative: it implies that the explanatory yield is not an artefact of model complexity or of capitalisation on chance, which is what one would expect in a specification carrying only two predictors over a sample of this magnitude.

The standard error of the estimate (.86891) is modest relative to the range of the five-point response scale. Finally, the Durbin-Watson statistic of 1.966 lies close to the benchmark value of 2, which indicates that the residual terms are serially independent; the assumption of non-autocorrelated errors is therefore not violated, and the coefficients reported subsequently may be interpreted without correction.

Table 2. ANOVA Results for Consultation Tactics

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.121	2	3.061	4.054	0.018
Residual	394.867	523	.755		
Total	400.989	525			

Table 2 submits the consultation model to an omnibus test of significance. The regression sum of squares (6.121), distributed over 2 degrees of freedom, yields a mean square of 3.061, which is evaluated against a residual mean square of .755 computed on 523 degrees of freedom. The resultant F ratio of 4.054 attains significance at $p = 0.018$, comfortably inside the conventional five per cent criterion.

The null hypothesis that the regression weights are jointly equal to zero is accordingly rejected. Read substantively, the finding establishes that the pairing of work experience and span of supervision predicts the choice of the consultation tactic at a level that cannot plausibly be ascribed to sampling fluctuation. The omnibus test, it should be emphasised, licenses no inference about which of the two antecedents is doing the work; that question is addressed by the decomposition reported in Table 3.

Table 3. Path Coefficients for Consultation Tactic

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	3.273	.112		29.150	.000
Work experience	.031	.812	.802	2.399	.017
Span of supervision	.061	.766	.720	2.728	.007

Table 3 presents the path coefficients for the consultation tactic. The constant term ($B = 3.273$, $t = 29.150$, $p = .000$) is significant and substantial, which indicates a non-trivial baseline propensity towards consultative behaviour among the managers surveyed; a tendency, in other words, that obtains before either antecedent is brought to bear. Turning to the structural paths, work experience exhibits a significant positive relationship with the choice of the consultation tactic ($B = .031$, $Beta = .802$, $t = 2.399$, $p = .017$).

Hypothesis 1, which proposed that a high work experience of the supervisor bears a positive relationship with the supervisor's use of the consultation tactic, is accordingly supported. Span of supervision likewise registers a significant positive path ($B = .061$, $Beta = .720$, $t = 2.728$, $p = .007$), thereby supporting Hypothesis 4. Two features of the coefficient pattern deserve comment.

First, both standardised coefficients are of a high order, which suggests that neither antecedent is operating as a residual or incidental predictor once the other is controlled. Second, the slight ascendancy of work experience over span of supervision in standardised terms (.802 as against .720) is accompanied by the reverse ordering in the associated probability values (.017 as against .007), so that span of supervision emerges as the more precisely estimated of the two paths even where it is the marginally smaller.

The prudent reading, therefore, treats the two antecedents as co-determinants of consultative preference rather than ranking one decisively above the other.

Table 4. Model summary for Exemplification

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.822	.675	.661	1.22401	1.966

Table 4 reports the corresponding model summary for the exemplification tactic, and the parallelism with the consultation model is close. The multiple correlation coefficient ($R = 0.822$) and the coefficient of determination ($R \text{ Square} = .675$) indicate that the two antecedents jointly account for roughly 67.5 per cent of the variance in managers' reported use of exemplification.

The adjusted value of .661 again shows only slight shrinkage.

The standard error of the estimate (1.22401) is larger than its counterpart in the consultation model, which is consistent with exemplification being the more dispersed of the two tactics in the responses obtained; the greater dispersion of a self-presentational behaviour, as against a procedural one, is plausible on substantive grounds. The Durbin-Watson statistic of 1.966 once more approximates the ideal value, so the independence of residuals holds for this model as well.

Table 5. ANOVA Results for Exemplification

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.906	2	5.953	3.973	0.019
Residual	783.556	523	1.498		
Total	795.462	525			

Table 5 reports the omnibus test for the exemplification model. The regression sum of squares of 11.906 over 2 degrees of freedom produces a mean square of 5.953, which is tested against a residual mean square of 1.498 on 523 degrees of freedom. The F ratio of 3.973 is significant at $p = 0.019$. The model as a whole, therefore, is statistically viable, and the pattern mirrors that observed for consultation: an F value in the same vicinity, attained at a comparable probability level, with the explanatory burden carried by the same two antecedents.

The symmetry between the two models is itself a finding of some consequence, since it suggests that work experience and span of supervision operate upon the two tactics through a shared mechanism rather than through channels peculiar to each.

Table 6. Path Coefficient for Exemplification Tactics

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.568	.158		16.237	.000
Work experience	.044	.722	.712	2.808	.005
Span of supervision	.715	.086	.701	2.175	.019

Table 6 decomposes the exemplification model into its path coefficients.

The constant ($B = 2.568$, $t = 16.237$, $p = .000$) is significant, and its value is appreciably lower than the corresponding intercept in the consultation model, which indicates that the baseline propensity towards exemplification is weaker than the baseline propensity towards consultation.

Work experience returns a significant positive path ($B = .044$, $Beta = .712$, $t = 2.808$, $p = .005$), which supports Hypothesis 2. Span of supervision is likewise significant and positive ($B = .715$, $Beta = .701$, $t = 2.175$, $p = .019$), supporting Hypothesis 3. It is worth registering that work experience is here the more strongly estimated path on both the standardised coefficient and the probability value, a reversal of the ordering observed for consultation.

The inference is cautious but not unreasonable: exemplification, inasmuch as it requires an accumulated record of conduct against which the manager can hold himself or herself up as an example, may be the more tenure-dependent of the two tactics, whereas consultation can be instituted procedurally and is therefore the more responsive of the two to structural features such as the number of subordinates reporting to the manager.

Table 7. Hypothesis, F-value, P-value, and Acceptance and Rejection of Hypothesis

Variables	Hypothesis	F Value	P Value	Accepted/Rejected
Work experience * Consultation	Hypothesis 1	3.067	.020	Accepted
Work experience * Exemplification	Hypothesis 2	3.480	.016	Accepted

Table 7 (continued). Hypothesis, F-value, P-value, and Acceptance and Rejection of Hypothesis

Variables	Hypothesis	F Value	P Value	Accepted/Rejected
Span of supervision * Consultation	Hypothesis 3	3.667	.007	Accepted
Span of supervision * Exemplification	Hypothesis 4	4.795	.005	Accepted

Table 7 summarises the multivariate analysis of variance and the consequent disposition of the four hypotheses. Work experience produces a significant effect on the consultation tactic ($F = 3.067$, $p = .020$) and on the exemplification tactic ($F = 3.480$, $p = .016$); Hypotheses 1 and 2 are accepted. Span of supervision produces a significant effect on the consultation tactic ($F = 3.667$, $p = .007$) and on the exemplification tactic ($F = 4.795$, $p = .005$); Hypotheses 3 and 4 are accepted.

Across the four cells, the strongest effect is that of span of supervision upon exemplification, and the weakest that of work experience upon consultation, though the interval separating them is narrow and all four effects clear the five per cent criterion.

Taken as a set, the MANOVA results converge with the path-analytic estimates: the categorical gradations of tenure and of supervisory breadth differentiate managers in their reported preference for the two proactive influence tactics, and they do so when the two dependent variables are treated jointly, which is the appropriate treatment given their conceptual proximity.

4.1. Explanation of Findings

4.1.1 Model Significance: Tables 1, 2, 4, and 5 indicate that the regression models for both consultation tactics ($F = 4.054$, $p = 0.018$) and exemplification ($F = 3.973$, $p = 0.019$) are statistically significant. The predictors in both models explain roughly 67% of the variance ($R^2 = .679$ for consultation; $R^2 = .675$ for exemplification).

4.1.2. Impact of Work Experience: As demonstrated in Table 3 and Table 6, work experience has a significant positive relationship with the choice of consultation tactic ($Beta = .802$, $p = .017$) and exemplification tactic ($Beta = .712$, $p = .005$). This confirms that as a manager's tenure in an organization increases, their preference for consultation and exemplification also increases.

4.1.3. Impact of Span of Supervision: Tables 3 and 6 also reveal that the span of supervision is a significant positive predictor. The positive Beta values for consultation ($Beta = .720$, $p = .007$) and exemplification ($Beta = .701$, $p = .019$) signify that larger spans of control encourage the usage of these influence tactics.

4.1.4. Hypothesis Validation: Further corroborated by the MANOVA results summarized in Table 7, the main and interaction effects of span of supervision and work experience were statistically significant. Consequently, Hypotheses 1, 2, 3, and 4 are completely supported and formally accepted.

4.2. Interpretation Of Results

The statistical results invite an interpretation that goes somewhat beyond the arithmetic. Three readings appear to us defensible, and we set them out in turn.

4.3. The Accumulative Logic of Work Experience

The significant positive paths running from work experience to both tactics (Beta = .802 for consultation; Beta = .712 for exemplification) are most economically interpreted through the human capital argument rehearsed earlier in this paper. Tenure in an organization is not merely elapsed time; it is the medium through which declarative and procedural domain knowledge is laid down, through which a manager's reputational record is established, and through which the informal map of the organization is learned.

Each of these acquisitions bears directly upon the feasibility of the two tactics under study. Consultation presupposes that the agent of influence knows whose participation is worth soliciting and can absorb the delay that solicitation entails; a manager without that knowledge is likely to find consultation costly and its returns uncertain. Exemplification presupposes something still more demanding, namely a stock of conduct that the manager can credibly invoke.

One cannot present oneself as an example on the grounds of integrity and moral worthiness without a record against which the claim can be tested, and such a record is constituted over years rather than months. That work experience emerges as the dominant path in the exemplification model, while yielding slightly to span of supervision in the probability value for consultation, is consistent with this reading. The mechanism, in short, appears to be one of accumulated credibility rather than habituation.

4.4. The Structural Logic of Span of Supervision

The positive association between span of supervision and both tactics (Beta = .720 and Beta = .701 respectively) warrants a structural rather than a dispositional interpretation. A manager responsible for a large number of subordinates is, by arithmetic necessity, unable to supervise each of them closely.

The dense, high-frequency monitoring that a narrow span permits is simply not available at scale, and the manager is therefore pressed towards influence modalities that economise on contact time while retaining their effect. Consultation and exemplification are precisely such modalities. Consultation distributes a part of the cognitive and decisional load to the subordinates themselves, converting supervision into participation.

Exemplification operates at a distance by its very nature: the manager who models the desired conduct transmits a standard that subordinates may observe and reproduce without the manager's continuous presence, so that one demonstration serves many observers. On this reading, the breadth of the span does not so much cause a preference for these tactics as render the alternatives impracticable: close direction, repeated instruction and the various hard tactics that depend upon proximity all scale poorly. The strongest single effect in the MANOVA, that of span of supervision upon exemplification ($F = 4.795$, $p = .005$), is coherent with this account, since exemplification is the more economical of the two tactics in the demands it places upon the manager's time.

4.5. The Joint Configuration and Its Explanatory Reach

The two antecedents are best understood as acting in concert. The models account for something in the order of 67 per cent of the variance in each dependent variable, which is a considerable proportion for behavioural data of this kind and which suggests that the choice of proactive influence tactics is substantially a function of the manager's situation rather than of idiosyncratic preference alone.

The configuration that most strongly predisposes a manager towards consultation and exemplification, on the evidence assembled here, is the conjunction of long tenure with a wide span: the first supplies the credibility and the organizational knowledge that the two tactics require, and the second supplies the structural pressure that makes their use expedient.

Conversely, the manager of short tenure and narrow span possesses neither the accumulated standing that exemplification demands nor the structural inducement to delegate and consult, and may be expected to fall back upon the more directive tactics.

It should be added that the two antecedents are themselves related in the ordinary course of a career, since advancement in tenure is commonly accompanied by an enlargement of the span of supervision; the significant interaction effects reported in Table 7 should be read in that light. What the residual third of the variance contains is not established by the present data, though the literature reviewed above would direct attention towards personality, the direction and objective of the influence attempt, and the prevailing organizational culture.

4.6. Robustness of the Estimates

A brief word on the dependability of the estimates is in order. The Durbin–Watson statistics for both models (1.966) indicate independence of residuals, so the standard errors are not deflated by autocorrelation. The adjusted coefficients of determination remain close to their unadjusted counterparts, which argues against overfitting. The convergence of two analytically distinct procedures, a path-analytic regression treating the antecedents as continuous and a multivariate analysis of variance treating them as ordered categories, upon the same substantive conclusion is perhaps the strongest warrant available within a cross-sectional design, since the two procedures do not share the same auxiliary assumptions. What such convergence cannot establish is causal order.

The design permits the statement that managers of longer tenure and wider span report greater use of consultation and exemplification; it does not permit the statement that tenure and span produce that use, and the possibility that managers already disposed towards these tactics are the ones promoted into wider spans cannot be excluded on the present evidence. The longitudinal extension noted in the limitations section is the natural remedy.

5. Discussion

The span of supervision (number of subordinates with a manager) and work experience have important considerations on the functioning of a manager. Research has indicated that the Span of supervision is related to the performance of the organization, degrees of formal and informal elements with subordinates, kind of interpersonal interaction with subordinates, superiors and colleagues. In the research, we explored the impact of the Span of Supervision on the choice of consultation tactics and exemplification tactics. In the study, the Span of supervision as an independent variable is operationally defined as the number of subordinates a manager was managing.

The objective of the research was to observe the effect of the Span of supervision on the choice of a manager's consultation tactic and exemplification influence tactic.

The findings indicated that the Span of supervision determined the choice of consultation and exemplification tactics. The findings of the study indicated that as the Span of supervision of managers increased, the choice for consultation tactic and exemplification also increased. MANOVA test result also indicated the relationship between the Span of supervision and choice of consultation tactic and exemplification influence tactic. Nasarallah and associates (2015) identifies issues related to the wide span of supervision and complex environment in organizations.

The span of supervision deals with interpersonal interaction between superiors and subordinates. Leader-member exchange also discusses the interpersonal interaction between superiors and subordinates (Lee et al., 2019; Seo et al., 2018). Martin and associates (2016) asserted that supervision and leader-member exchange are commonly discussed as predictors of interpersonal interaction and leadership effectiveness (exemplification and consultation tactics).

Terpstra-Tong and associates (2020) identified communication, relationships, and familiarity with subordinates as are core of a large span of supervision and leader-member exchange. Xie, Jiang, & Kirkman (2019) found that in a large span of supervision, daily interaction hassles and confusion are not present.

Leaders are in a position to maintain the quality of interpersonal relationships in the context of less interaction situations (large span of supervision).

As findings of the study indicated, therefore, leaders with a wide span of supervision prefer exemplification and consultation more in comparison to a small span of supervision. At the same, hard influence behaviours like threats, intimidation, and disparagement might be more effective in a smaller span of supervision than in a larger span of supervision (Ng & Feldman, 2010; Ng & Feldman, 2013; Latane, 1981).

Brown, Paz-Aparicio, & Revilla (2019) observed that performance oriented managerial orientation like engaging in compassion and expression with subordinates helps to increase the quality of interpersonal relationships with subordinates. Exemplification and consultation influence tactics are all meant for compassion and expression with subordinates. In this way, these tactics help to enhance managerial effectiveness. Threat, disparagement, and use of authority tactics reduce managerial effectiveness.

The large span of supervision helps to promote exemplification and consultation tactics preference by managers in an organizational context. Hence, this study advocates large span of control for managers to use consultation and exemplification with subordinates. Simpson, Dearmon, & Graves (2017) addressed team performance through the management of the span of supervision.

Further, effective leaders through exemplification and consultation tactics make the job simple and reduce the demand for day-to-day management of subordinates (Smeets, Waldman, & Warzynski, 2019). As a result of the study suggests, a large span of supervision is instrumental in inducing exemplification and consultation tactics.

Zoller and Muldoon (2020) mentioned that the span of supervision did not merely deal with managing the number of subordinates but it also dealt with the quality of the relationship between supervisor and subordinates. The large span of supervision through promoting exemplification and consultation tactic can provide quality interpersonal relationships in a dyadic relationship.

The small span of supervision situation can increase the stress level of subordinates (Weiss & Hoegel, 2016). Therefore, worldwide efforts are there to flatten the organization by cutting organization layers and widening the span of supervision (Weiss & Hoegel, 2016).

The advantage of a large span of supervision (flatter organization) to helps to develop a trust ecosystem within the organization and reduces the need to control the subordinates on a day-to-day basis (Mazzotta, 2019). Exemplification and consultation tactics through the large span of control bring delegation in an organization and lower the demand for subordinates' supervision (Walter & Zimmermann, 2016).

The sense of empowerment through the use of exemplification and consultation engages talent and enhances organizational performance (Akhtar & Malik, 2015). Exemplification and consultation tactic through large spans of supervision develop a sense of empowerment and make superior flexibility with subordinates to develop a trust-based organization eco-system. (Mazzotta, 2019).

Yu and associates (2019) asserted that the workforce perceives themselves as a big team (large span of supervision) and is aware of expected contribution to the organization. Hence, as the result of the study suggests organizations should design a large span of supervision to promote proactive influence tactics like exemplification and consultation among managers.

There is a justification for a wide span of supervision because a large number of subordinates tend to be more productive (Mueller, 2012). The large span of supervision induced delegation within the organization which, in turn, enhanced performance (Tannenbaum et al., 2012). Rajan and Wulf (2006) found since the

1980s there has been a trend for the flattening of organizations leading to an increase in the average span of supervision and a decrease in the number of hierarchies in the organization.

The study also explored the relationship between Work Experience and behavioural influence tactics. Work Experience (independent variable) is operationally defined as the amount of time (no. of years) a manager has spent in an organization.

Results of the MANOVA test found the effect of Work Experience on the choice of Consultation tactic and Exemplification influence tactics. It was found that managers' choice of Consultation tactic and Exemplification increased as managers' experience had increased. Research has indicated a positive relationship between work experience and leadership effectiveness (Ng & Feldman, 2010; Sturman, 2003; Lee et al., 2004; Mitchell et al., 2001).

Hoye (2006) found that managers' higher work experience led to a high degree of experience, mutual respect, trust and obligation with subordinates. These factors instigate managers to prefer exemplification and consultation tactics. Further, the findings of the study supported by high work experience of superior will choose consultation and exemplification tactics with subordinates (Fisk & Friesen, 2012; Volmer, Spurr, & Niessen, 2012; Carmeli, Atwater, & Levi, 2011; Lee et al., 2010; Srivastava, Bartol, & Locke, 2006). Slagter (2007) suggested higher work experience will lead to the use of proactive behaviours.

Slagter (2007) opined that superior recognition may encourage a higher work experience workforce to use proactive behaviours like exemplification and consultation. Valle, Harris, & Andrews (2004) advocated the human capital theory related to work experience. He suggested that high-work experience managers accumulate declarative domain knowledge and procedural domain knowledge. This knowledge helps to build confidence in managers to use exemplification and consultation tactics with subordinates (Pezzulo, 2011).

Halbesleben and Wheeler (2008) asserted that as higher work experience led to job embeddedness, therefore, managers preferred exemplification and consultation tactics. Simsek (2007) also confirmed the findings of the study by observing that higher work experience managers are in a better position to use exemplification and consultation tactics in organizations.

Managers with higher work experience understand the organization better and, further, develop the orientation to be facilitative with subordinates and colleagues (Haslam, Reicher, & Platow, 2011; Steffens et al., 2014). The understanding of the organization and facilitative approach with others help them to use exemplification and consultation tactics in an organizational context. Previous research has indicated that Work Experience had a positive correlation with entrenched relationships, increased tie with organization, competence, positive behaviour and performance

(Granovetter 1985; Rousseau & Mclean Parks, 1993; Salancik, 1977). It opined that the positive behaviour of managers is reason to use influence tactics like the Consultation tactic and Exemplification. Vecchio and Boatwright (2002) studied the relationship between work experience and a leader's use of influence tactics. They found managers with greater work experience expressed less preference for task-oriented behaviours. Vecchio and Boatwright's (2002) findings were validated by the findings of the research. The empirical confirmation of the analysis revealed, that as managers' Work Experience increased more soft tactics (relationship oriented) like the consultation tactic and exemplification increased.

Consultation tactics and Exemplification were explained with the positive relationship with Span of Supervision and Work Experience. Both these independent variables (Span of Supervision and Work Experience) were also to some extent related. As the manager's Work Experience increases the Span of Supervision also increases. Hence, the Consultation tactic and Exemplification both showed a positive relationship with both the independent variables. Interaction effects were also significant for both Consultation tactic and Exemplification.

5.1. Managerial Implications

The finding that managers' use of consultation and exemplification tactics increases with their span of supervision and work experience holds substantial practical significance for organizational effectiveness and leadership development. Enhanced decision-making is a key benefit, as involving large teams in decision processes leads to richer, more diverse perspectives and better-informed decisions, essential in complex environments requiring innovative solutions.

Experienced managers who exemplify desired behaviors and work ethics establish a culture of accountability and integrity, fostering consistent and ethical decision-making. Furthermore, improved employee engagement and retention can result from consultation, as it makes employees feel valued and heard, boosting morale and satisfaction, while managers who lead by example foster trust and respect, encouraging employee loyalty.

Leadership development also benefits significantly from these tactics. Experienced managers practicing consultation can mentor emerging leaders, enhancing the leadership pipeline and preparing the organization for future challenges. Exemplification by senior managers sets high behavioral and performance standards, promoting a culture of continuous improvement.

In terms of change management, effective consultation reduces resistance by involving employees early and addressing their concerns, while managers who visibly support and adapt to change motivate their teams to embrace new initiatives. Findings of the study promulgates increasing the span of supervision and giving recognition to experienced managers. These steps will help the managers to use the above discussed tactics of consultation and exemplification.

The new generation workforce possesses specialized knowledge and skill sets. This workforce prefers more autonomy from their superior. A wide span of supervision and high work experience help the manager to empower their subordinates.

Towards this end, organizations can design leadership training programs emphasizing consultation and exemplification tactics, incorporating case studies, role-playing, and real-life scenarios. Performance management systems should integrate these tactics into evaluations, using metrics for team involvement and manager behavior modelling, and include regular 360-degree feedback. Promoting a culture valuing these tactics through communication campaigns, workshops, and recognition programs can further reinforce their importance.

During mergers or acquisitions, focusing on these tactics aids in integrating different organizational cultures smoothly, fostering unity and collaboration. Change management strategies should incorporate consultation and exemplification to enhance transformation success, using comprehensive communication plans to improve transparency and reduce resistance.

6. Limitations And Directions For Future Research

As this study is based on cross-sectional data, future studies can be conducted on data based on longitudinal data. The longitudinal data can help to establish the relationship between the Span of Supervision, Work Experience, and choice of behavioural influence tactics.

The SIS has limitations due to sensitivity in measurements. Some innovative methodological initiatives might be taken to develop a more refined instrument to check the social desirability in responses in influence process research. Some new methodologies are required to overcome the bias for a proper understanding of the behavioural influence mechanism. It is advisable to introduce other methods such as observation, recording, content analysis, etc. to study the process.

Research has reported the use of influence tactics in combination. By and large, influencing others by using a combination of influence tactics remains unexplored. Future studies can design how to use SIS to study the use of combination and sequence of tactics to persuade others.

7. Conclusion

This study explored the relationship between Span of Supervision, Work Experience, and behavioural influence tactics (consultation tactic and exemplification). The study finds that as Span of Supervision and Work Experience of Managers increased the choice of Consultation tactic and Exemplification behavioural influence tactics also increased.

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