

THE USE OF UPWARD COMPLIANCE GAINING STRATEGIES
IN THAI ORGANIZATIONS

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This research is an exploratory study concerning employees' use of upward compliance gaining strategies in Thai organizations. The study focused on two research questions which explored (a) subordinates' use of upward influence strategies to gain compliance from their superiors, and (b) the effectiveness of using those strategies. Data were gathered from 90 subordinates and 90 superiors from six public, twelve private, and five state-enterprise Thai organizations. Two sets of self-reported questionnaires and in-depth interviews were employed as research instruments. Results indicate that the superiors' perceptions toward their subordinates' perceived likelihood of using and perceived effectiveness of using strategies are mostly consistent with the subordinates' self-perceptions. That is, the strategies reported as frequently used and effective in gaining compliance from both parties are: presenting rational explanations; offering help; and promising to back the superiors up. The least frequently used and least effective strategies are: telling superiors that they possess bad qualities; making the superiors feel worse or ashamed; telling about negative relationship that may occur later. Interestingly, inconsistent with the superiors' perceptions, subordinates perceived "threat" as one

of the most effective upward influence strategies in gaining compliance from their superiors. In addition, subjects provided twenty-four sample situations in which compliance gaining strategies were used. Interpretation and implications of the study results are also discussed along with limitations and future research directions.