

**POLITICAL TACTICS IN BUILDING
CONSTRUCTION INDUSTRY FROM THE
ARCHITECTS' PERSPECTIVE**

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ABSTRACT

POLITICAL TACTICS IN BUILDING CONSTRUCTION INDUSTRY FROM THE ARCHITECTS' PERSPECTIVE

Political behavior in organizations has been the subject of numerous studies. The emergent picture from these studies is that political behavior in organizations is an inevitable part of any human-based activity. Architectural design practice is one of those human-based activities. Political behaviors are inevitable reality of any human based activity. Political behavior can have functional or dysfunctional consequences. The key challenge facing architects is managing political behavior in order to reduce or eliminate dysfunctional consequences of political behavior. Managing political behavior starts with understanding and identifying political tactics used by social actors involved in architectural design practice. The research presented in this thesis builds on this premise. It empirically explores (1) the use of political tactics by primary social actors of any construction project (i.e., clients, main-contractors and subcontractors) (2) communication channel used in send politically motivated messages by social actors and (3) frequency of political tactics used throughout different stages of a construction project. The research findings reveal that political tactics are commonly used in architectural design practice and political tactics are most frequently used by social actors in the construction process. Furthermore, research findings suggest that social actors use oral communication channels rather than written communication channels for sending politically motivated messages, and the main-contractors heavily use political behavior in the architectural design practice.

Key words: organizational politics, political tactics, political behavior, architectural design and construction practice in Turkey.

ÖZET

BİNA YAPIM SEKTÖRÜNDE MİMARLARIN BAKIŞ AÇISINDAN POLİTİK TAKTİKLER

Organizasyonlardaki politik davranış çeşitli birçok çalışmaya konu olmuştur. Bu çalışmalarda ortaya çıkan tablo organizasyonlardaki politik davranışın, her türlü insan odaklı etkinliğin kaçınılmaz bir parçası olduğudur. İnsan odaklı faaliyetlerden biri de mimari tasarım pratiğidir. Politik davranışın her türlü insan odaklı etkinlikte varlığı kaçınılmaz bir gerçekliktir. Politik davranışın işlevsel veya işlevsel olmayan sonuçları olabilir. Mimarların yüz yüze geldiği temel sorun, politik davranışın işlevsel olmayan sonuçlarını azaltmaya veya ortadan kaldırmaya yönelik olarak politik davranışı yönetmektir. Politik davranışı yönetmek mimari tasarım pratiğinde rol alan sosyal aktörlerin kullandıkları politik taktikleri anlamak ve tanımlamakla başlar. Bu tez kapsamında sunulan araştırma öncelikli olarak buna dayanmaktadır. Bu çalışmada nicel olarak araştırılan konular şunlardır: (1) herhangi bir inşaat projesinde birincil sosyal aktörler tarafından politik taktiklerin kullanımı (örneğin, müşteriler, ana-yükleniciler ve alt-yükleniciler), (2) sosyal aktörler tarafından politik içerikli mesajların gönderimi için kullanılan iletişim kanalları, (3) bir inşaat projesinin farklı aşamaları boyunca kullanılan politik taktiklerin yoğunluğu. Araştırma bulguları, politik taktiklerin mimari tasarım pratiğinde çok yaygın olarak kullanıldıklarını ve sosyal aktörler tarafından kullanılan bu politik taktiklerin en sık, inşaat sürecinde meydana geldiğini ortaya çıkarmaktadır. Ayrıca, araştırma bulguları sosyal aktörlerin politik amaçlı mesaj göndermek için, yazılı iletişim kanalları yerine sözlü iletişim kanallarını kullandıklarını ve mimari tasarım pratiğinde politik davranışları ağırlıklı olarak ana yüklenicilerin kullandıklarını ortaya koymaktadır.

Anahtar kelimeler: örgütsel politikalar, politik taktikler, politik davranış, Türkiye’de ki mimari tasarım ve inşaat pratiği.

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CHAPTER 1

INTRODUCTION

Political behavior in organizations has been the subject of numerous studies (e.g., Mayes and Allen, 1977, Gandz and Murray, 1980, Kipnis et al., 1980, Mintzberg, 1983, Ferris and Kacmar, 1992, Yukl and Falbe, 1991, Kacmar, 1993). The emergent picture from these studies is that political behavior in organizations is an inevitable part of any human-based activity. Architectural design practice is one of those human-based activities. It is normally social actors (i.e., individuals, groups and/or organizations) who design and construct architectural design projects for other social actors. It is clear from this characteristic of the architectural design practice that social actors are the principal resource of any architectural design project. The social interactions among these social actors in architectural design practice and well known characteristic of construction industry jointly create a fertile ground for the emergence of political behavior.

There is a rich but fragmented literature on political behavior. As a direct result of fragmentation a lack of consensus on consequences of political behavior in organizations prevails in literature. Some researchers argue that political behavior in organizations is dysfunctional (i.e., delays, conflict, employee turnover, lower productivity, cost overruns, low quality, unmet objectives, hostility, and reduced morale) (Kreitner and Kinicki, 1995, Sussman et al., 2002). These scholars argue that political behavior in organizations should be eliminated. On contrary some other researchers argue that political behavior is functional (i.e., achieving project goals, enhancing creativity and creating constructive power relationship) (Tjosvold, 1984, Ferris et al., 2000). These opposite views can be reconciled by acknowledging that consequences of political behavior can be functional or dysfunctional.

Managing dysfunctional and functional consequences of political behavior in organization has been an important theme in organization studies literature for decades. There is strong evidence that this important theme will dominate academic research studies and minds of business practitioners and professionals for the years to come.

Managing functional and dysfunctional consequences of political behavior in architectural design practice is a key project management skill for architects and other social actors that operate in the construction industry. It is obvious that managing dysfunctional affects of politically related behavior in architectural design practice starts with identifying and understanding political behavior. Yet the study on political behavior in architectural design practice is a neglected research area in construction project management literature. The research presented in this thesis paper explores this neglected research area for several reasons.

First, construction project organizations are commonly conceptualized as socio-technical system. This conceptualization implies that construction projects should not only view as a technical system but also a sociological system. Yet technical system view of construction project dominates not only managerial thinking in construction practice but also graduate and undergraduate education of architects and civil engineers. Sociological view of construction project organizations is almost ignored by practitioners and academic researchers in Turkey. But a construction project organization is a nexus of social interactions. Therefore social interactions should be well understood by social actors of construction project organizations.

Second, previous research studies on political behavior focus on political behavior within boundary of an organization. Yet political behavior can extend the boundary of an organization such as in project organizations. Therefore studying political behavior across boundaries of organizations is a promising research area in literature. Such a quest can provide important contribution not only general management literature but also construction management literature by providing important insight use of political behavior across boundaries of organizations in particular construction project organizations.

1.1. Research Objectives

The objectives of the research are five-fold. The first one is to identify the types of political behavior used by social actors in architectural design practice. The second one is to determine the frequency of political behavior observed in architectural design practice. The third one is to explore social actors' (i.e., client, contractor, and sub-contractor) frequency of use of political behavior. The fourth one is to reveal the communication channels used in sending political messages. The final one is to explore

the frequency of political behaviors in each sub-process (i.e., inception, design, construction) of an architectural design project.

The scope of the research presented in thesis is confined by two criteria in order to ensure scientific validity of the research findings. First criterion is domain selection. Construction project organizations are commonly carried out by a number of social actors such clients, architects, main-contractor and sub-contractors. Architects operating in İzmir are the primary focus of this thesis. Therefore research findings represent only the views of architects on political behavior commonly encountered in architectural design practice. Second criterion is unit level of analysis. The term social actor is used throughout the thesis refers individual, group, organization, and firm. The unit level of analysis for the research is individual rather than group, organization and firm. Using such unit level of analysis is consistent with previous research studies on political behavior (Allen et al., 1979, Sussman et al., 2002).

1.2. Research Structure

This research presented in this thesis consists of five chapters. Chapter 1 presents a succinct review of political behavior in organizations. It also presents research objectives and the scope of the study.

Chapter 2 presents an expanded and enhanced overview of literature which includes definition of political behavior in organizations (1) antecedents of political behavior (2) political behaviors, (3) consequences of political behaviors. It also underlies the conceptual foundations for developing a research model.

Chapter 3 presents the research methodology used to achieve the objectives of thesis. It consists of three sections data collection, sample and data analysis.

Chapter 4 presents research findings of the questionnaire survey. It presents demographic profile of surveyed architects, frequency of usage of political tactics and results of Chi-square test, Factor analysis and Friedman rank tests.

Chapter 5 presents conclusion of the research findings and recommendations for future work.

CHAPTER 2

LITERATURE REVIEW

2.1. Political Behavior

The concept of political behavior in organizational has been an important research area for more than three decades. It has been addressed from a wide range of disciplines such as sociology, political science, psychology, human resources, and management. Each discipline has its own assumptions, propositions and rules of evidence for studying political behavior in organizations. Yet they jointly argue that in today's business environment organizations are becoming more political entities (Mintzberg, 1983). Therefore understanding political behavior in organization is the key issue that needs to be fully understood and manage. Understanding political behavior in organizations starts with defining what is meant by the term 'political behavior.'

2.2. Definition of Organizational Politics

The concept of political behavior in organizations is multi-dimensional concept. Defining a multi-dimensional concept is a major challenge facing any researcher that attempts to study it. There are numerous definitions of political behavior in the literature. These set forth definitions of political behavior should not be considered as conflicting but complementing each other because each definition focuses on a different dimension of political behaviors in organizations. Furthermore, the term political behavior is interchangeable used with several other terms such as political process, organizational politics, political tactics, and company politics.

Harvey and Mills (1970) define political process as any conflict over the allocation of scarce resources.

Zaleznik (1970) defines political behavior as a competition for power and is a characteristic of all political structures (i.e., organizations).

Walmsley and Zald (1973) broaden the definition political process to include conflict over policy decision not just those relating allocation of scarce resources.

Pettigrew (1973) defines company politics as the by play that occurs when one man or group of men want to advance themselves or their ideas regardless of whether or not those ideas would help company.

Pettigrew (1973) argues that political behavior often involves restricting the information flow and is more often found in an uncertain environment.

Allen et al. (1979) assert that “organizational politics involves intentional act of influence to enhance or protect the self interests of individuals or groups.”

Cavanagh et al. (1981) argue that an important component of exerting influence is political behavior or organizational politics—defined generally as methods of acquiring power or gaining other types of advantage.

Pfeffer (1981) defines political behavior as “activities taken within the organization to acquire, develop, and use power and other resources to obtain one’s preferred outcomes in a situation where there is uncertainty or dissensus about choices.”

Pfeffer (1981) defines organizational politics as “the study of power in action.”

Farrell and Peterson (1982) argue that political behavior consists of those activities that are not required as a part of a social actor’s formal role in the organization, but that influence or attempt to influence distribution of advantages and disadvantages within the organization.

Mintzberg (1983) defines organizational politics as “individual or group behavior that is informal, ostensibly parochial, typically divisive, and above all in a technical sense, illegitimate—sanctioned neither by formal authority, accepted ideology, nor certified expertise (although it may exploit any one of these).”

Tjosvold (1984) asserts that organizational politics includes conceptual political behaviors which relate influence actions strategically and often concerns with power and influence strategies.

Gandz and Murray (1980) argue that political behavior is a pervasive reality in business and perceived as the most politicized organizational processes are those less formalized as not linked with rules.

Gray and Ariss (1985) suggest that the process of organizational politics is said to consist of intentional acts of influence undertaken by individuals or groups to enhance or protect their self-interest when conflict courses of action are possible.

Drory and Romm (1990) argue that political behaviors are the observable and influencing behaviors which encourage for pursuing individuals' or corporate goals and attempts of individuals, groups or organizations for influencing others.

Ferris et al. (1989) define organizational politics as “a social influence process in which behavior is strategically designed to maximize short-term or long-term self-interest, which is either consistent with or at the expense of others' interests.”

Greenberg and Baron (1997) suggest that organizational politics can be defined as “those actions not officially approved by an organization taken to influence others to achieve one's personal goals” would appear to be an inevitable fact of organization life.

Drory and Romm (1988) argue that political behavior is a power attainment and conflict which conceal motive. Dory and Romm (1990) suggest that “Political behavior is informal influence behaviors meant to influence the distribution of organizational resources when there are conflict interests between individuals or group in the organization.”

Ferris et al. (2000) argue that organizational politics “involves an individual's attribution to behaviors of self-serving intent, and can be defined as an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior.”

Witt et al. (2000) regards organizational politics as a “phenomena in which organizational members attempt either directly or indirectly to influence other members by means not sanctioned by formal standard operating procedures or informal norms, in an attempt to achieve personal or group objectives”.

Valle and Perrewe (2000) suggest that political behavior refers tactical influence by social actors which is specifically goal oriented actions to promote self-interests, either in support of other social actors' objectives or disadvantage for others.

Vigoda (2003) argues that political behavior refers the behavior of a social actor seeking for influence other social actors for the aim of promoting certain purposes and interests in the organization.

Doldor (2007) defines organizational politics as to the existence of multiple competing interests within the organization and the influence processes enacted to manage them.

The emerged themes from above succinct review of different definitions of political behavior and interchangeable words used to define political behavior include: (1) a lack of consensus prevails on its definition, (2) several terms such as

organizational politics, work politics and political process are interchangeable used to describe the phenomenon of political behavior, (3) researchers that adopt rationalist view argue that organizational politics are inappropriate, unethical, unacceptable, undesirable and dysfunctional, (4) researchers that adopt sociological view argue that political behavior are inevitable part of organize life, (5) political behavior can be used by social actors to achieve their self-interest(s), and (6) political behavior can be used by social actors to achieve organizational interest(s).

The research presented in thesis propose that it is essential (1) to consider political behaviors as an inevitable part of architectural design practice, like any other business activity, (2) to differentiate political behavior that can lead dysfunctional outcomes from political behaviors that can lead functional outcomes, and (3) to understand and reduce dysfunctional outcomes of political behavior in architectural design practice. Therefore a conceptual model that incorporates the emerged themes is required in order to achieve the objectives of the set forth in the Chapter I. The following section presents a conceptual model to study political behavior in architectural design practice.

2.3. Political Behavior in Organizations

Several conceptual models (Vrendenburgh and Maurer, 1984, Ferris et al., 1989, Buchanan, and Badham, 2008) have been proposed to study political behavior in organizations. The most institutively appealing model for studying political behavior in organization is of Buchanan and Badham (2008). Buchanan and Badham's (2008) conceptual model focuses on identifying the processes that underlies the political behavior in organizations. It proposes that studying political behavior in organizations requires understanding its (1) antecedents, (2) behaviors, and (3) consequences of political behaviors (Figure 2. 1).

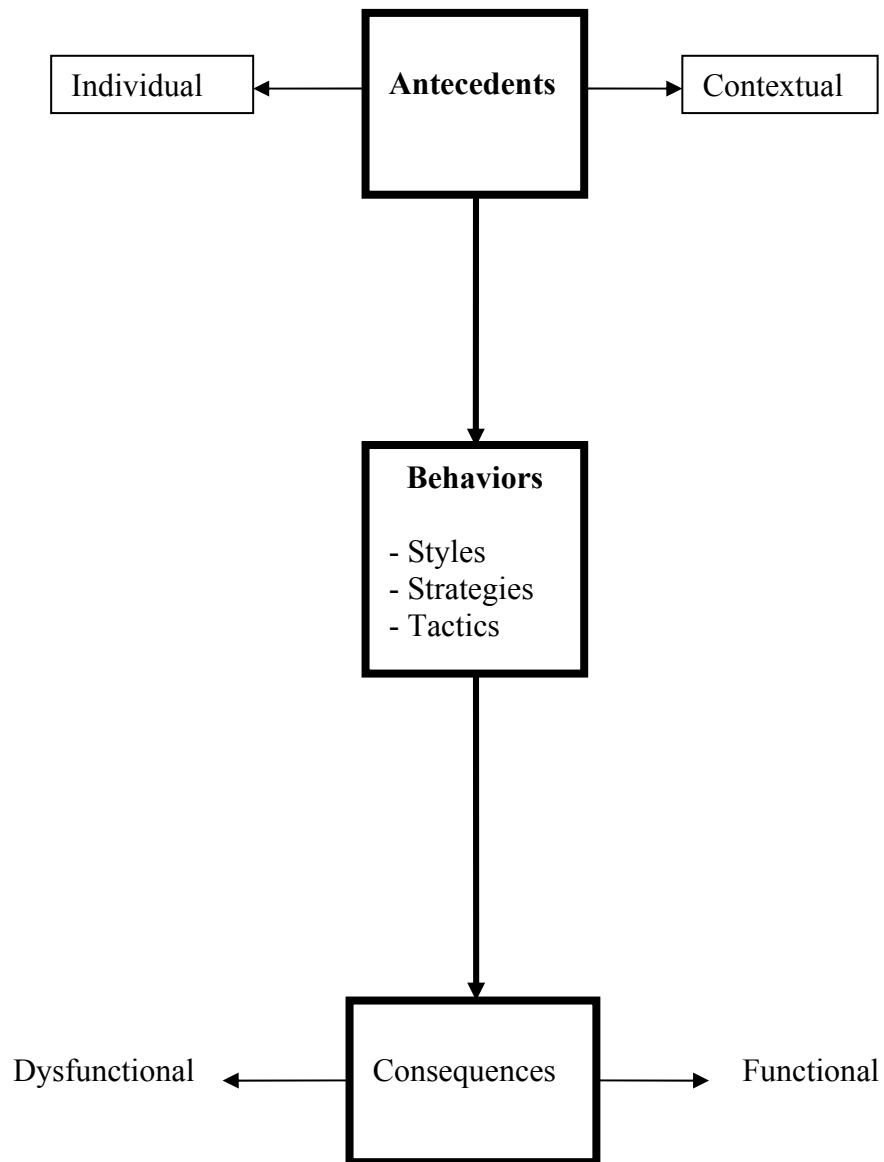


Figure 2. 1. Political Behavior in Organizations
(Adapted from Buchanan and Badham, 2008)

2.3.1. The Antecedent of Political Behaviors

The antecedents of political behaviors in organizations are primarily driven by two main factors according to its triggers: (1) individual factors, and (2) contextual factors (Buchanan and Badham, 2008).

2.3.1.1. Individual Factors

Individual factors that drive political behaviors include psychological factors, age, gender, position and personal ambition. Cropanzo and Kacmar (1995) state that theoretical studies in the topic of individual factors which effects the organizational politics is based on three major groups: (1) communication skills, (2) Machiavellianism, and (3) the intent of the behavior.

Communication skills

The social actors may be verbally talkative in order to involve in the situation to assent to others point of view for the persuasion. The study which is conducted by Allen et al. (1979) shows that this connection between social actors in the organization.

Machiavellianism

Machiavellianism can be characterized as manipulation of other social actors which include control tendencies in order to conduct the other's situational differentiations (Barbuto and Moss, 2006). Therefore, an actor who has high Machiavellian tendencies would be disposed to interact in a more political arena than other social actors.

Intention and motivation

Some researchers assume that the intent of an actor is the main reflection for determining the behaviors of social actors according to their outcomes (Drory and Romm, 1990). Individual motivation also causes political behavior in organization. Motivation can be intrinsic or extrinsic. Intrinsic motivation refers to motivation that comes from inner to succeed and "the energy source for performance comes from within" (Barbuto and Moss, 2006). Extrinsic motivation defined as "the energy source for performance comes from others" (Barbuto and Moss, 2006).

2.3.1.2. Contextual Factors

Political behaviors in organization are also triggered by contextual factors. The contextual factors can include a wide range of issues. Previous research studies point out that the primary contextual factors that cause political behaviors in organizations include (1) environmental uncertainty, (2) environmental complexity, and (3) environmental munificence (Pinto, 2000, Kreitner and Kinicki, 1995).

2.3.1.2.1. Environmental Uncertainty

Environmental uncertainty can be defined as the perceived inability of social actors to predict changes in the environment, because of a lack of information or a lack of knowledge necessary to distinguish data (Milliken, 1987). Environmental uncertainty in architectural design practice can be analyzed along two dimensions. First dimension involves types of environmental uncertainty. Three types of environmental uncertainty include (1) state uncertainty, (2) effect uncertainty, and (3) response uncertainty.

State uncertainty addresses the overall unpredictability of the changing environment as viewed by the social actor.

Effect uncertainty deals with the influence the unpredictability of the environment will have on the organization. Response uncertainty refers to the realization that the organization lacks the knowledge to respond to the uncertain environment and the inability to foresee the consequences of a response.

Second dimension is related to the levels of environmental uncertainty. Five levels of environmental uncertainty are (1) industrial uncertainty, (2) market uncertainty, (3) project uncertainty, (4) workplace uncertainty, and (5) uncertainty of site organization (Groak, 1992).

Industrial uncertainty relates to such factors as, financial, material, and human resources available to the organization. The architectural design practice has to judge its resources in accordance to scarcity of resources.

Market uncertainty exists in any business. The product of architectural design practice, the project, has characteristics with a few professional practices. The parties of the project may not know what will be the next contract, duration of contract involved, and

what technology and material will be required. Estimation is not an exact science and with two factors in particular make the relationship between expected cost and actual cost subject to uncertainty.

Project uncertainty means that each new contract requires temporary organization to be established. Each project requires new design work and new production problems to be solved.

Workplace uncertainty is another feature of the architectural design practice. The construction process involves a great deal of small jobs to be carried out in sequence. Each participant finds its workplace defined by the previous gang and the participant will define that of its successor.

Uncertainty of site Organization stems from the variety construction process carried out by different parties that can be organized in different contractual combinations, on a day-to-day basis.

Environmental uncertainty has been reported to be one of primary causes of political behaviors in organizations (Kreitner and Kinicki, 1995). Architectural design practice hosts higher environmental uncertainty. In the light of the above arguments it can be concluded that social actors involved in architectural design practice operate in highly uncertain environment.

2.3.1.2.2. Environmental Complexity

Environmental complexity refers to the proliferation and diversity of factors and issues, and participants. It involves complexities embedded in environment in which social actors operates. Environmental complexity is commonly interpreted in terms of interdependency and fragmentation (Baccarini, 1996). Interdependency refers the degree to which project participants interact with and rely on other project participants for the information, materials, and resources needed to accomplish work for the project. Thompson (1967) distinguishes three different types of uncertainty: (1) pooled, (2) sequential, and (3) reciprocal interference. Pooled interference refers to processes or activities that can be performed with little interaction between social actors. Sequential

interdependence refers to processes or activities where output of a social actor becomes input of another social actor. Reciprocal interdependent refers to processes or activities where an output of a social actor becomes input of other social actors in any direction. Sequential and reciprocal interdependence are considered as the most difficult types of interference. These two most difficult interferences prevail in architecture design practice.

Fragmentation refers to the number of separate units in an organizational system (Baccarini, 1996). Fragmentation in an organizational system can be decomposed into three different types: horizontal, vertical and geographic fragmentation.

1) *Horizontal fragmentation* occurs due to differences between social actors that carry out interdependent project activities. The primary social actors (i.e., individuals, groups or organizations) of architectural design project are the client, the designer (i.e., the architect, the engineer), the main contractor, and the sub-contractor (Hua and Leen, 2002).

Client

Client is a person who contributes in the design action, and is the sponsor of the construction project or design product. They can be categorized due to the experience level within architectural design practice (1) once in a lifetime; (2) inexperienced; (3) regular repeat; (4) experienced; (5) special. The client's major decisions change with respect to the level of experience that he/she brings with.

Clients may be private or from the public sector. The private clients are individuals, companies, or partnerships. The benefits of the private clients can be different, some of them built for their own and some built for renting, leasing etc. In the public sector, administrative directives are proceeding the design process with bidding procedure, construction contract, and supervision of design and construction.

Architect / Engineer

Architects and the engineers are the professionals who respond to different positions with respect to the client for whom the design is done. In the most common arrangement of the conventional system in Turkey, the architect is an independent firm

that considers the design under contract with the client or owner and partner with engineers.

Main Contractor

Main contractor is known as a prime contractor who brings together all elements and inputs of the construction into a coordinated action and considers total centralized responsibility for the construction and finished work. This system manages in accordance with contract documents which are signed by the owner of the construction project. According to the construction contract, the main contractor is completely responsible to the client for the effort of subcontractors and other sub-parties.

Sub Contractor

Sub-contractors are one of the primary suppliers of main contractors. They provide complementary resources (i.e., skills, knowledge, labor, etc.) to carry out complex and specialized construction operations.

2) *Vertical fragmentation* occurs between different phases of architectural design project (Hua and Leen, 2002).

Each architectural design project has a life cycle. The life cycle of an architectural design project can be divided into three processes: (1) conceptual process, (2) design process, and (3) construction process.

Conceptual Process

Institution of client's need is the critical stage in any design project and where the client's brief is formed. This is a complex process which is not straight forward, and it is also accommodating uncertainty. Ill-defined goals and misrepresentation of client needs are the primary sources of uncertainty.

Design Process

Communication and clarification between the client and the designer are the main parts of this process. The basic problems in the design process are based on a combination of two sets of knowledge gathered by the designer; the first one is knowledge of way project characteristics bear certain client-process, the second one is knowledge of

designing in order to transform the client's needs and wishes into a build able product. Matching these knowledge and expectations can be based on some factors such as experience, background, and personality.

Construction Process

Construction process involves the transformation of designers' abstract ideas into physical reality. Communication of these ideas into reality involves knowledge of different disciplines.

3) *Geographic fragmentation* occurs because of physical separation of home office from construction site.

Architectural design practice is one of oldest activities of human-being. The primary offering of this oldest practice is architectural design project. An architectural design project is a unique and non-repetitive enterprise which works against schedules and budgets to produce a specific result. Architectural design projects are commonly carried out by temporary alliances of organizations which carry out complex and interdependent tasks within time constraints. The architectural design practice hosts higher environmental complexity because each architectural design project is carried out by a multi-organization which is accommodated of independent experts (i.e., contractors, sub-contractors). They are independent in terms of their work which is sponsored. These experts ultimately spread, turn back to their own organizations or going on to a new project organization when the architectural design project is finished. Therefore such an organization is called multi-temporary organization (Cherns and Bryant, 1984). The organizational objectives are shaped experience disparities between two levels. The first one, the project and the organizational temporary goals have been set up to achieve project objectives. These goals are related to constrain imposed by the client and environment in which the temporary organization will be realized. Second the constant objectives of the participants' organization increase their domain, etc. Therefore architectural design project can be called multi-temporary organizations.

Organizations that are involved in temporary alliances face two sets of conflicting objectives: (1) objectives of the temporary alliance which is achieving the objectives of the architectural design project, and (2) objectives of their permanent organizations (Morris and Hough, 1987). Implications of these conflicting objectives

evidence themselves in adversarial relationships which plague the architectural design practice. These relationships can have a profound influence on not only architectural design project performance but also on permanent organizations' performance.

The above-discussed characteristics of architectural design practice (i.e., presence of temporary alliances of organizations, uncertainty, fierce competition) coupled with social actors' characteristics (i.e., personal values, self-interests, egos, needs, perceptions, goals methods, and objectives) jointly create a fertile ground for emergence of political behavior.

In sum social actors involved in architectural design practice operate in highly complex environment.

2.3.1.2.3. Environmental Munificence

Environmental munificence refers to the scarceness or abundance of critical resources needed by the social actor or social actors operating within a particular environment (Castrogiovanni, 1991). Munificence indicates the environment's ability to influence the survival and growth of social actors operating in that environment (Dess and Beard, 1984, Keats and Hitt, 1988, Pfeffer and Salancik, 1978, Starbuck, 1976). Munificence provides social actors with high resource availability, easy access to necessary resources. In a high munificent environment, survival is relatively easy, social actors can pursue goals other than survival (Castrogiovanni, 1991), and social actors are not price taker – price of service or product is determined by social actor. In a low munificence environment, resources are scarce and competition approaches perfect competition – profit margin is just above the costs, and primary goal of the social actors is survival. Low munificence induces firms to seek ways to enhance resource accessibility and availability and in turn adversarial behaviors are common in such environment. The architectural design firms operate in a low munificence environment. The competition in the architectural design practice approaches to perfect competition because architectural design firms are price taker. Therefore profit margins in architectural design practice are razor thin. Furthermore, the same arguments are also valid for main contractors and sub-contractors. Social actors involved in architectural design practice operate in low munificence environment.

Beeman and Sharkey (1987) use contextual factors, namely environmental complexity and environmental munificence, to build political behavior propensity map

to predict frequency use of political behavior in an organization. A political behavior propensity map is a visual management tool. It visualizes propensity of political behavior to emerge in an organization. A political behavior propensity map is a two dimensional grid. The horizontal axis (x-axis) of this grid indicates one of contextual factors and the vertical axis (y-axis) represents another of contextual factor. Beeman and Sharkey (1987) propose two propensity maps by combing contextual factors (1) EM/EC map and (2) EM/EU map. EM/EC map has two dimensions: (1) environmental munificence and (2) environmental complexity. The horizontal axis represents environmental munificence whereas the vertical axis represents environmental complexity. EM/EC map consists of four quadrants. Each of the quadrants is a combination of environmental munificence and environmental complexity. Quadrant I (low environmental munificence/low environmental complexity) indicates that social actors have moderate propensity to use political behavior to cope with challenges presented by the environment. Quadrant II (low environmental munificence/high environmental complexity) indicates that social actors in such environment have high propensity to use political behavior to achieve their objectives. Quadrant III (high environmental munificence/high environmental complexity) indicates that social actors operating in environment have moderate propensity to use political behavior to manage their relationship with other social actors. Quadrant IV (high environmental munificence/low environmental complexity) social actor operating in such environment have low propensity to use political behavior to manage their relationship with other social actors (Figure 2. 3).

EU/EC map has two dimensions: (1) environmental uncertainty and (2) environmental complexity. The horizontal axis of EU/EC map represents environmental uncertainty and the vertical axis represents environmental complexity. The EU/EC map consists of four quadrants. Each of the quadrants is a combination of environmental uncertainty and environmental complexity. Quadrant I (low environmental uncertainty/low environmental complexity) indicates that social actors have low propensity to use political behavior to cope with challenges presented by the environment. Quadrant II (low environmental uncertainty/high environmental complexity) indicates that social actors in such environment have moderate propensity to use political behavior to achieve their objectives. Quadrant III (high environmental uncertainty/high environmental complexity) indicates that social actors operating in environment have high propensity to use political behavior to manage their relationship

with other social actors. Quadrant IV (high environmental uncertainty/low environmental complexity) social actor operating in such environment have moderate propensity to use political behavior to manage their relationship with other social actors (Figure 2. 4).

In addition to these two maps proposed by Beeman and Sharkey (1987), an alternative map (EU/EM) can be constructed by combining environmental uncertainty and environmental munificence. The horizontal axis of EM/EU map represents environmental uncertainty and the vertical axis represents environmental munificence. The EU/EM map also consists of four quadrants. Quadrant I (low environmental uncertainty/low environmental munificence) indicates that social actors have moderate propensity to use political behavior to cope with challenges presented by the environment. Quadrant II (low environmental uncertainty/high environmental munificence) indicates that social actors in such environment have low propensity to use political behavior to achieve their objectives. Quadrant III (high environmental uncertainty/high environmental munificence) indicates that social actors operating in environment have moderate to use political behavior to manage their relationship with other social actors. Quadrant IV (high environmental uncertainty/low environmental munificence) social actor operating in such environment have high propensity to use political behavior to manage their relationship with other social actors (Figure 2. 5).

Social actors involve in architectural design practice operate in an environment that correspond to Quadrant II of EM/EC map – *High Propensity*, Quadrant III of EU/EC map – *High Propensity* and Quadrant IV of EU/EM map – *High Propensity*. It is clear that social actor operating in architectural design practice have high propensity to use political behavior to achieve their objectives.

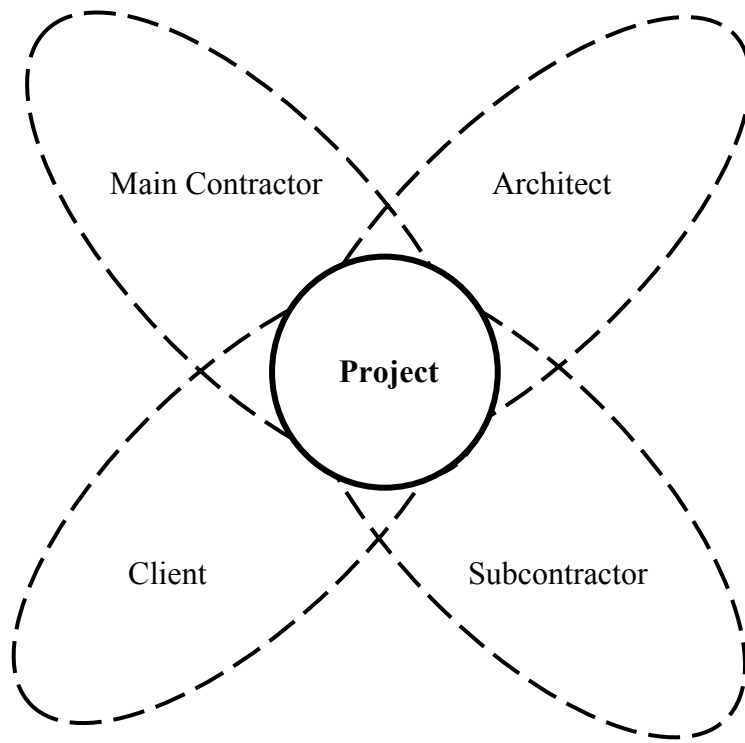


Figure 2. 2. Multi-Temporary Dynamics in Architectural Design Practice

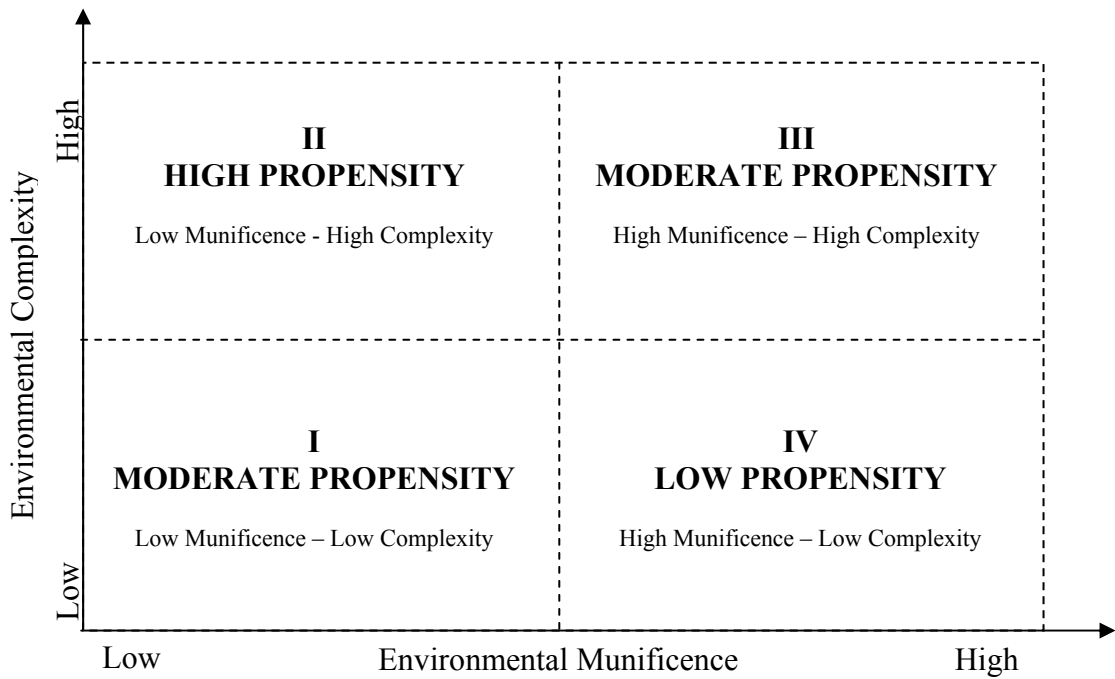


Figure 2. 3. Social Actor's Propensity to Use Political Behavior and Environmental Munificence and Complexity (Adapted from Beeman and Sharkey, 1987)

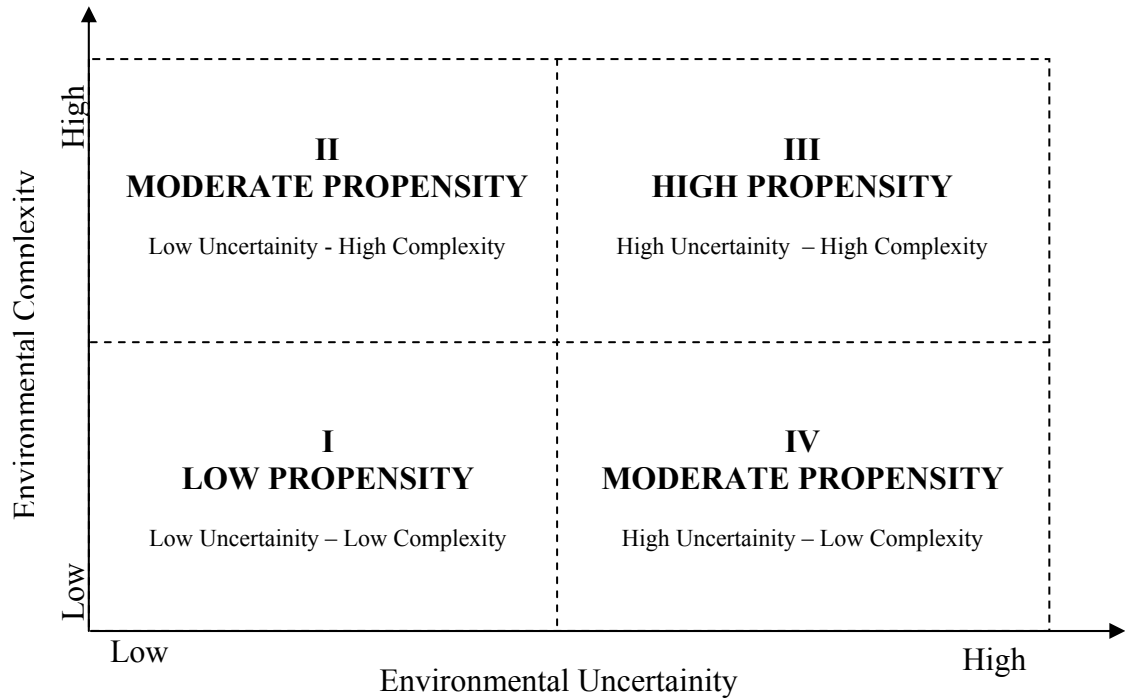


Figure 2. 4. Social Actor's Propensity to Use Political Behavior and Environmental Uncertainty and Complexity (Adapted from Beeman and Sharkey, 1987)

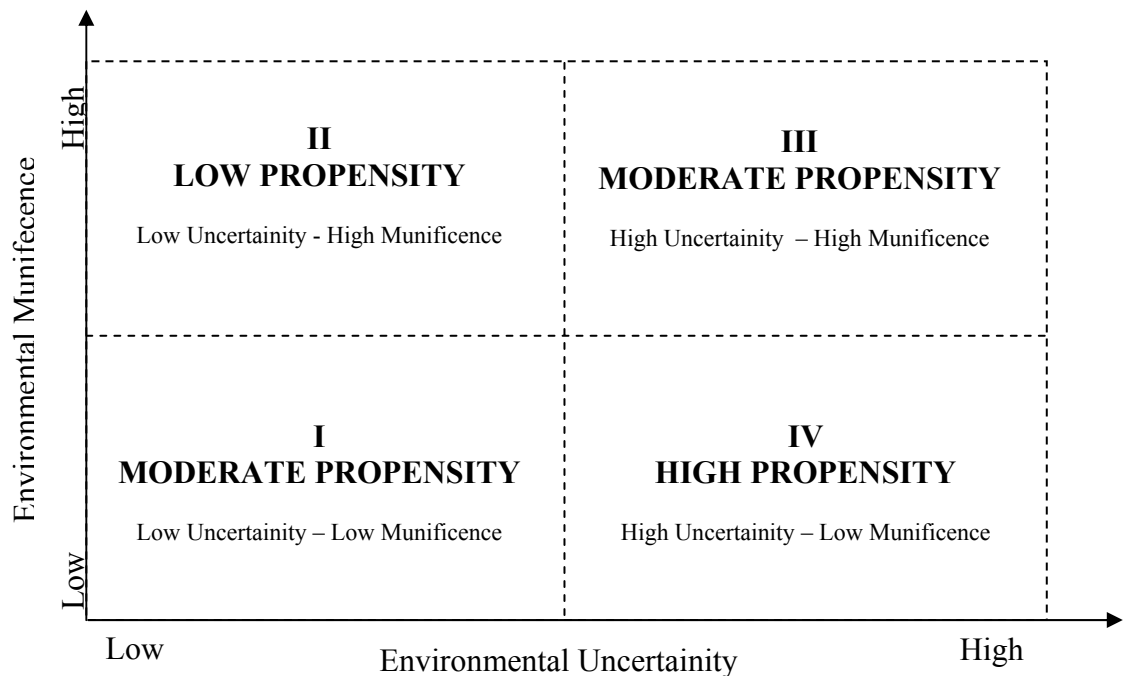


Figure 2. 5. Social Actor's Propensity to Use Political Behavior and Environmental Uncertainty and Munificence (Adapted from Beeman and Sharkey, 1987)

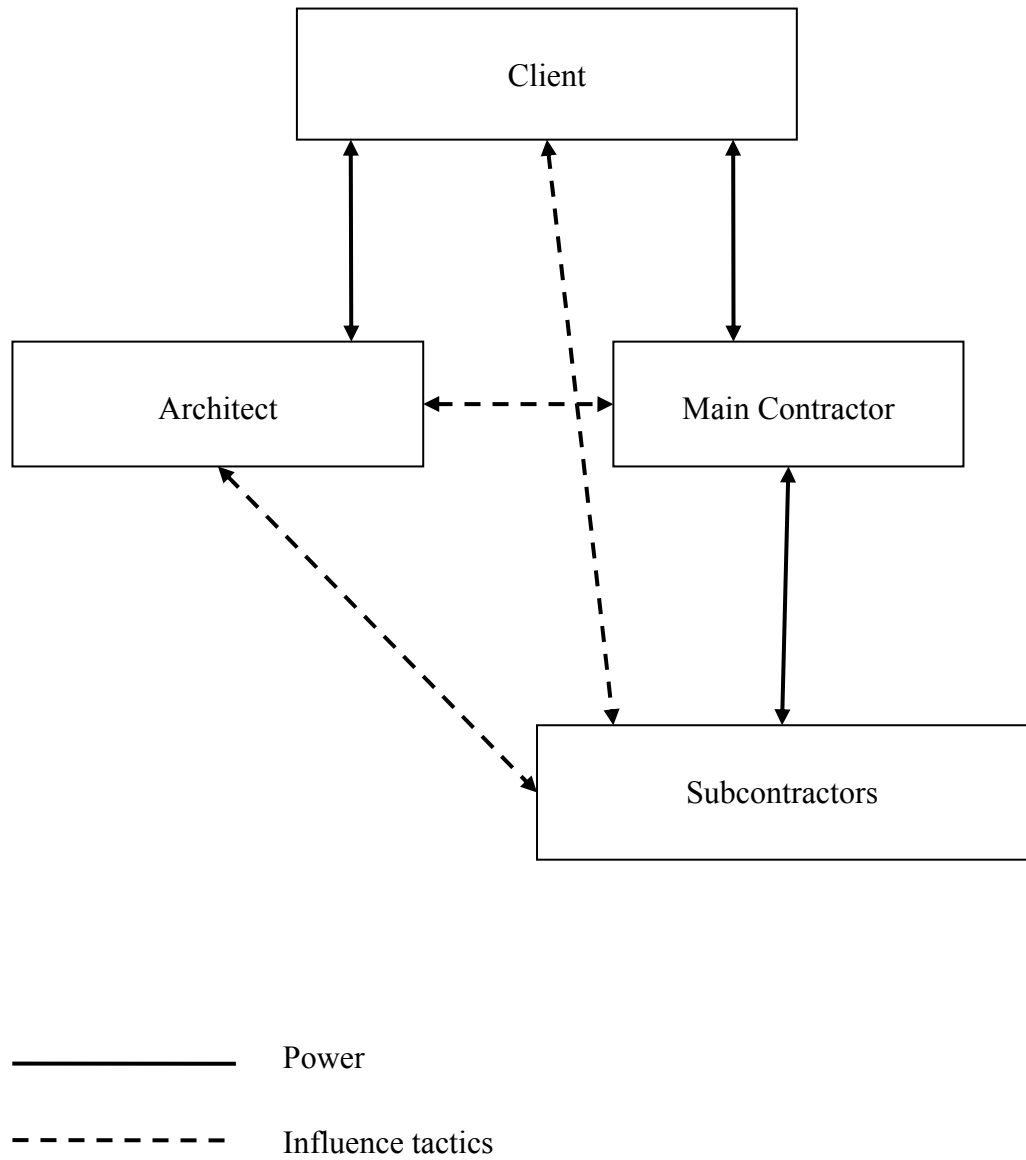


Figure 2. 6. Political Behavior in Conventional Construction Systems

2.3.2 Political Behavior

Political behaviors in organizations can be studied at three different levels: (1) tactical level, (2) strategic level, and (3) style level (Overton and Frolick, 1996). The most commonly studied level of political behavior is tactical level followed by strategic level. The least explored level of political behavior is style level. Strategic and style levels of political behavior are still in their infancy stage of development. Yet the research on tactical level of political behavior is on its maturity stage of development. It has received overwhelming interest from researchers mainly due to operational and immediate affect on organizational and project performance (Pinto, 2000). Furthermore, tactical level of political behavior constitutes the building block for studying and understanding upper levels of political behaviors. In an other words strategic and style level of political tactics can not be understand without understanding and using tactical level political behavior.

2.3.2.1. Tactics

A tactic refers specific techniques for promoting a desired result distinguishing them from strategies is pertaining to a specific maneuvers rather than general plans. Tactics of political behavior can be divided into two groups: (1) *Influence Tactics* and (2) *Political Tactics*.

2.3.2.1.1. Influence Tactics

The influence tactics are subset of political behavior that are used by a social actor for influencing other social actor(s) to achieve organizational or common interests. The term influence can be defined as the intentional attempt to affect another to feel, think or behave in a desired fashion (Elron and Vigoda-Gadot, 2006). Influencing people is one of the most important processes in effective management. Influence processes are important in organizations because they determine factors such as how decisions are made, how policies and strategies are implemented and decisions are taken successfully (Pfeffer, 1981), how motivated the team members will be to achieve the organization's goals, and how much cooperation and support will be a significant part of the ways members interact with each other, how power holders attain support from

laterals without authority (Cohen and Bradford, 1989). Influence tactics is commonly confused with the concept of power. Therefore it is essential to differentiate the concept of power from influence tactics from concept of power.

Influence tactics and power are important social mechanisms that affect one's ability to manage social actors in order to achieve organizational goals or interests. Tjosvold (1984) argues that "power is an ability to get others to do what one does not want oneself." The concept of power implies and commands compliance. The commonly accepted description of the term of *influence* includes that "the ability of side A to change the behavior of side B without side B's initial consent and without using sanctions is the actualization of power which expresses the influence of A on B" (Vigoda, 2003). These definitions present the close link between influence tactics and power. The connection that political behavior depends on power and everyone may not have a status or a stable base of power because it is not distributed equally among the social actors. French and Raven's framework (1959) suggests that each of social actor has available two distinct types of power: first one is power that based on our personality (personal power), and second one is power that derives from the position that person holds (positional or formal power).

Influence tactics have been subject of numerous studies (Kipnis et al., 1980, Yukl and Fable, 1990). Several research have examined such topics as the types of tactics that power holders often use for influencing people and the intentions of their influence attempt. These researches have conceptualized influence tactics for achieving organizational interest using a number of different frameworks (e.g., Kipnis et al., 1980, Jones and Pittman, 1982, Wayne and Ferris, 1990, Yukl and Fable, 1990).

The pioneering work of French and Raven (1959) presents an important milestone on influence tactics even though French and Raven (1959) do not use the term "the influence tactics". Kipnis et al (1980) developed a typology for how people influence each other in an organization. The primary focus of their work is to identify social processes used by social actors to get others to do what they wanted. The research findings of Kipnis et al. (1980) that are based on a factor analysis reveal eight influence tactics. These influence tactics are: (1) assertiveness, (2) ingratiation, (3) rationality, (4) sanctions, (5) exchange, (6) upward appeal, (7) blocking, and (8) coalition tactics. Kipnis et al.'s (1980) study provides important insights on how social actors behave to get their either superiors, laterals or subordinates to do something they

required. It is the earliest empirical research study for identifying and classifying influence tactics.

Arkin (1981) classifies influence tactics into two groups: reactive influence tactics and protective influence tactics. Reactive influence tactics include those actions that social actors follow in response to a perceived threat, in order to manage any personal damage which may come about or to forestall future negative outcomes. On the other hand, proactive influence tactics include those actions that social actors follow in response to a perceived opportunity, in order to influence an outcome in their behalf.

Jones and Pittman (1982) propose a classification scheme for analyzing influence tactics. The proposed classification scheme analyzes influence tactics under five main groups: (1) intimidation, (2) ingratiation, (3) self-promotion, (4) exemplification, and (5) supplication. Jones and Pittman's (1982) study is the first research study that clearly distinguishes 'self-promotion' from 'ingratiation'.

Tedeschi and Melburg (1984) use the research findings of Jones and Pittman's (1982) study to develop a model for analyzing impression management behaviors. Tedeschi and Melburg's (1984) model categorizes influence tactics on two dimensions: (1) assertiveness and, (2) time horizon. Assertiveness dimension ranges from defensive influence tactic to assertive influence tactics. Tedeschi and Melburg (1984) argue that defensive behavior is the result of the individual's perceived need to defend against some threat, while assertive behavior is the result of the individual's perceived need to take advantage of an opportunity which presents itself. Time horizon dimension ranges from short-term influence tactics to long-term influence tactics.

Kipnis and Schmidt (1985) propose that influence tactics can be grouped into three groups: (1) hard tactics, (2), soft tactics and (3) rational persuasion. Hard tactics include use of authority and these are pressure, legitimating tactics and some forms of coalition. Soft tactics include use of power sharing, ingratiation, consultation, inspirational appeals and personal appeals. Rational persuasion includes only one item.

Schriesheim and Hinkin (1990) use Kipnis et al.,'s (1980) classification scheme to explore influence tactics by a survey of MBA students in the U.S. The research findings provide strong empirical support to validity of six of influence tactics of Kipnis et al. (1980) classification scheme. The research findings also recommend omitting blocking and sanction influence tactics in order to enhance validity and reliability of research constructs.

Wayne and Ferris (1990) propose that individuals tend to use influence tactics in ways that can be classified as supervisor- focused, self-focused or job- focused impression management tactics in organizations. Ingratiation behaviors which are tend to make subordinates look helpful and considerable can be defined as supervisor-focused tactics. Exemplification behaviors which are tend to make individuals appear polite, nice and dedicated participant can be defined as self-focused tactics. Self-promotive tactics which are tend to make subordinates look like more competent in organization define as job-focused tactics.

Yukl and Falbe (1990) extend the original study of Kipnis et al. (1980) by incorporating changes proposed by Schriesheim and Hinkin (1990). They suggest adding two influence tactics to the Kipnis et al. (1980) influence tactics list. These two new influence tactics are inspirational appeals and consultation. Inspirational appeals address the gap in charismatic and transformational leadership. Consultation addresses the influence through involvement and participation.

Schmidt and Yeh (1992) explore the cross-cultural validation of inventory of Kipnis et al. (1980) with supervisors and managers in Australia (n=126), England (n=121), Taiwan (n=2,231), and Japan (n=355). The research findings provide empirical support to the cross- cultural validation of eight influence tactics proposed by Kipnis et al. (1980).

Yukl and Tracey (1992) and Yukl et al. (1993) combine two influence tactics, namely assertiveness and upward appeal, and propose a single pressure tactic called personal appeals to explore influence tactics used in organizations.

Wayne and Linden (1995) propose a similar classification scheme proposed by Arkin (1981). They suggest that influence tactics can be classified under two major groups: defensive influence tactics and assertive influence tactics. Assertive influence tactics are further decomposed into self-focused or other focused influence tactics (Wayne and Liden, 1995).

Sun and Bond (1999) propose a two factor model for classifying influence tactics: (1) contingent control and (2) gentle persuasion.

Kennedy et al.'s (2003) study influence tactics propose a new classification scheme for exploring influence tactics. This new classification scheme expands previous classification proposed in the literature by introducing new influence tactics such as collaboration, persistence, informal approach, gifting and socializing and

rationality. Rationality was further decomposed into three separate tactics: rational persuasion, written explanation, and appraising.

Falbe and Yukl (1992) explore the effectiveness of influence tactics in organizations. The research findings of Falbe and Yukl's (1992) study suggest that the most effective tactics are soft tactics (i.e., inspirational appeals and consultation) and the least effective tactics are hard tactics (i.e., pressure, legitimating, and coalition). Furthermore their research findings also suggest that the effectiveness of combining different influence depends on what types of influence tactics are combined and effectiveness of influence tactics differ from each other (Falbe and Yukl 1992). Falbe and Yukl (1992) conclude that combining a soft influence tactic with another soft influence tactic or with rational influence tactic is more effective than using a single soft influence tactic or a combination of hard influence tactics. They also conclude that using a single soft influence tactic that depends on personal power and power sharing is more effective than using a single hard tactic that depends on authority and positional power.

Table 2. 1. Influence Tactics
 (Source: Kipnis et al., 1980, Yukl and Fable, 1990)

Tactics	Definition
Rational persuasion	Using logical arguments and facts to persuade another that a desired result will occur
Inspirational appeals	Arousing enthusiasm by appealing to another's values, ideals, and aspirations, or by increasing the other's self-confidence
Consultation	Asking for participation in decision making or planning a change when the other's concerns and suggestions
Ingratiation	Using praise, flattery, and friendly or helpful behavior to get the other in a good mood or to think favorable of you; acting humbly and making the other person feel important
Personal appeals	Appealing to the other's feelings of loyalty and friendship toward you when asking for something
Exchange	Offering an exchange of positive benefits or offering to make a personal sacrifice, indicating willingness to reciprocate at a later time, or promising a share of the benefits if the other helps accomplish a task
Coalition	Using the assistance of others or nothing their support to persuade the other to comply with desired goal
Legitimizing	Pointing out one's authority to make a request, or reiterating that it is consistent with organizational policies, rules, practices, or traditions

(Cont. on next page)

Table 2. 2. (cont.) Influence Tactics
 (Source: Kipnis et al., 1980, Yukl and Fable, 1990)

Assertiveness	Demanding ordering and setting deadlines
Pressure	Seeking compliance by using demands, threats, frequent checking, or persistent reminders
Sanctions	Preventing or threatening to prevent benefits such as salary increases or job security
Upward-appeal	Causing additional pressure to conform by invoking the influence of higher levels in the organization such as making a formal appeal to higher levels or obtaining their informal support
Blocking	Attempting to stop the other from carrying out an action by activities such as engaging in a work slowdown or threatening to stop working with someone

Table 2. 3. Original Sets of Influence Tactics

Influence Tactics	Kipnis, Schmidt and Wilkinson (1980)	Falbe and Yukl, 1992
	1.Assertiveness	1.Rational Persuasion
	2.Ingratiation	2.Inspirational Appeals
	3.Rationality	3.Consultation
	4.Sanctions	4.Ingratiation
	5.Exchange	5.Exchange
	6.Upward appeal	6.Coalition Tactics
	7.Blocking	7.Pressure
	8.Coalition	8.Legitimizing Tactics
		9.Upward Appeal

2.3.2.1.2. Political Tactics

The political tactics are also subset of political behavior that are used by a social actor for influencing other social actor(s) to achieve self interest(s). Political tactics used in organizations differ from influence tactics but they have close similarities. The research studies (Allen et al., 1979, Sussman et al., 2002) on political tactics follow an independent development path from research studies on influence tactics. Allen et al. (1979) argue that previous research studies concerned with behavior in organizations focus on a social actor's reaction to other or events but proactive and initiating behavior is ignored. They also add that reactive behavior is intended to protect a social self interest while proactive behavior promotes self-interests. Therefore political tactic involves reactive and proactive behavior (Allen et al., 1979).

The pioneering research study of Allen et al. (1979) marks a turning point on research studies on political tactics in organizations. It is an exploratory research study that aims theory developing rather than theory testing. The primary of focus Allen et al.'s (1979) study is identify political tactics used by social actors to "get what [they] need?" Allen et al. (1979) propose that political tactics used by social actors can be categorized into eight groups: (1) attacking or blaming others, (2) using information as a tool, (3) creating a favorable image, (4) developing a base of support, (5) ingratiation, (6) forming power coalitions with allies, (7) associating with influential people and, (8) creating obligations.

Attacking or Blaming Others. This behavior is often associated with blaming others for a problem or failure. It may also include trying to make a rival look bad by minimizing his or her accomplishments.

Using Information as a Political Tool. This behavior may include withholding important information when doing so might further an employee's political interests. This type of behavior can also include information overload. For example to bury or obscure important (but potentially damaging) details that the employee hopes go unnoticed.

Creating and Maintaining a Favorable Image. This behavior includes drawing attention to one's successes and successes of others, creating the appearance of being a player in the organization, and developing a reputation of possessing qualities considered important to

the organization. The behavior also includes taking credit for the ideas and accomplishments of others.

Developing a Base of Support. Examples of this behavior include getting prior support for a decision before a meeting is called and getting others to contribute to an idea to secure their commitment.

Ingratiation/Praising Others. This behavior includes praising others and establishing good rapport for self-serving purposes. Organizational jargon for this behavior includes “buttering up the boss,” and “apple polishing.”

Associating with the influential persons. This behavior involves developing good quality of relationships with influential persons in organization and social situations

Developing Power Coalitions/Strong Allies. This behavior includes developing networks of coworkers, colleagues, and /or friends within and outside the organization for purposes of supporting or advocating a specific course of action.

Creating Obligations and Reciprocity. This behavior includes performing favors to create obligations from others, commonly known as, ‘You scratch my back and I’ll scratch yours.’

Allen et al. (1979) report that the first and second most commonly used political tactics are attacking or blaming other and use of information respectively. Furthermore, the research findings of Allen et al.’s (1979) study suggest that the seven and eight most commonly used political tactics are associating with influential persons and creating reciprocity and obligations respectively. They conclude that proactive political tactics include attacking others, creating a favorable image, developing a base of a support, ingratiation, and developing power coalitions and reactive tactics include using information as political tool, blaming others, and developing support. Furthermore, they also conclude that higher-level managers tends to use more reactive political tactics than proactive ones such as attacking and blaming, coalition while lower-level managers tends to use often proactive political behaviors such as praising others and favor reciprocity. The research findings of Allen et al. (1979) suggest that (1) the choice of political tactics tends to change with respect to social actor’s hierarchy (2) a social actor’s choice of political tactics depends on various individual characteristics of the

participant, and (3) the mostly used political tactics are proactive ones, and third reactive political actions are more popular at lower levels of organization. It appears that vertical fragmentation influences social actor's choice of political tactics.

Du Brin (1988) explored the relationship between age and the choice of political tactics and hierarchy level of social actor and his/her choice for political tactics. He reports that younger and lower-ranking social actors have stronger prepotency to use political tactics.

Appelbaum and Hughes (1998) propose a conceptual framework for studying political tactics. They argue that political tactics used by the social actors in organizations include (1) forming coalitions, (2) impression management, (3) information management, (4) promote the opposition, (5) pursue line responsibility, (6) ingratiation and (7) devious political tactics. First six political tactics are similar to those proposed by Allen et al. (1979). The seventh one represents a number of devious political tactics such as 'take no prisoners tactic', 'divide and conquer tactic' and 'exclude the opposition' (Appelbaum and Hughes, 1998). The conceptual framework proposed in Appelbaum and Hughes' (1998) study has not been empirically tested.

Zanzi and O'Neil (2001) argue that there are two distinct categories of political tactics: sanctioned political tactics and non-sanctioned political tactics. Sanctioned political tactics refers political tactics that social actors consider acceptable because they are part of organization's norms (Zanzi and O'Neil, 2001). On the other hand non-sanctioned political tactics are the ones that social actors consider unacceptable and undesirable (Zanzi and O'Neil, 2001). Social actors secretly perform non-sanctioned political tactics. Zanzi and O'Neil (2001) propose that social actor use 24 political tactics. Subsequently they conducted factor analysis to classify the proposed political tactics. The results of the factor analysis suggest that a two-factor solution is most appropriate for classifying the proposed political tactics. The first factor includes six political tactics: use of expertise, super-ordinate goals, image building, networking, persuasion, and coalition building. The second factor includes seven political tactics: intimidation and innuendoes, using surrogates, blaming or attacking, manipulation, organizational placement, co-optation, and control of information. Zanzi et al. (2001) label the first factor and second factor as non-sanctioned political tactics and sanctioned political tactics, respectively.

Sussman et al. (2002) review classification scheme proposed by Allen et al. (1979) and argue that one of the original eight political tactics considerably overlaps

with another political tactic proposed in the classification scheme. Therefore they propose reducing the number of political tactics used by social actors from eight to seven. These seven political tactics proposed by Sussman et al. (2002) include (1) attacking or blaming others, (2) using information as a political tool, (3) creating and maintaining a favorable image, (4) developing a base of support, (5) ingratiation, (6) developing allies and forming power coalitions, and (7) creating obligations and reciprocity. Sussman et al. (2002) report that first and second the most frequently used political tactics include ingratiation and developing power allies/forming power coalitions respectively. The least commonly used political tactic is using information as a tool. Sussman et al. (2002) conducted a factor analysis to classify political tactics. The results of the factor analysis suggest that seven political tactics can be classified into two categories: self focused tactics and relationship focused tactics. First one includes attacking or blaming others, using information as a political tool, creating a favorable image. Second one includes developing a base of support, developing coalitions, creating obligations. The results of the factor analysis also suggest that ingratiation political tactic is a moderator for both political tactic categories and the most frequent of this political tactic can also be attributed to its moderator role.

Sussman et al.'s (2002) study also provides two important additional insights on political tactics in organizations. First one is extension of Allen et al. (1979) findings that vertical fragmentation in an organization influences the choice of political tactics. Sussman et al. (2002) propose that not vertical fragmentation but also horizontal fragmentation influence the choice of political tactics. The research findings provide strong empirical support their proposition. Second one is the introduction of communication channels to research agenda of the political tactics. Sussman et al.'s (2002) political tactics are commonly carried out by using communication channels. Sussman et al. (2002) suggest that the communication channels used to send politically related messages can be classified into four major categories: (1) face to face, (2) telephone, (3) e- mail, (4) written. The research findings also provide empirical support to their proposition that communication channels influence the choice communication used in sending politically related messages.

Table 2. 4. Political Tactics According to Order of Occurrence

Allen et al (1979)	Zanzi et al. (2001)	Sussman et al. (2002)
1. Attacking or Blaming Others	1. Use of Expertise	1. Ingratiation
2. Use of Information	2. Persuasion	2. Developing Allies/ Forming Power Coalitions
3. Image Building	3. Image Building	3. Developing a Base of Support
4. Supporting Building for Ideas	4. Networking	4. Creating a Favorable Image
5. Praising Others, Ingratiation	5. Super-Ordinate Goals	5. Creating Obligations/ Reciprocity
6. Power Coalitions, Strong Allies	6. Coalition Building	6. Attacking or Blaming Others
7. Associating with the Influential Persons	7. Control of Information	7. Using Information as a Tool
8. Creating Obligations/ Reciprocity	8. Organizational Placement	
	9. Co-optation	
	10. Blaming or Attacking Others	
	11. Manipulation	
	12. Intimidation and Innuendoes	
	13. Using Surrogates	

2.3.2.2. Political Strategies

A political strategy refers a careful plan employing the political force to afford the maximum support toward a goal in an organization. “The strategy is characterized by the use of information and knowledge and is based on the influencer’s possession of expert and referent power. The strategy is based on increasing one’s influence with another through a hidden agenda of deliberate image and impression manipulation” (Overton and Frolick, 1996).

Allen et al. (1979) propose that two major political strategies: proactive strategy and reactive strategy. The distinction between proactive and reactive strategies is a division between self-promotion and self-defense tendencies.

Sussman et al. (2002) suggest that political strategies can be grouped as soft political strategy and hard political strategy. *Soft political strategy* involves use of flattery and ingratiation tactics. On the other hand hard political strategy involves use of forcing, sabotage.

Jackson et al. (1994) argue that political strategies can be classified as (1) alliance building strategy and (2) aggressing strategy. First one includes relationship oriented political tactics such as ingratiation, developing coalitions, and associating with the influential. Second one includes power-brokering oriented political tactics such as using information as a political tool or attacking and blaming others.

Fu et al.’s (2004) propose a three-factor model for classifying political strategies used in organizations. The proposed political strategies are persuasive strategy, relationship-based strategy, and assertive strategy. Persuasive strategy includes three influence tactics: rational persuasion, inspiration appeal, and consultation. Assertive strategy is composed of three influence tactics persistence, pressure, and upward appeal. Finally the relationship-based strategy includes five influence tactics gifting, informal engagement, personal appeal, socializing, and exchanging.

2.3.2.3. Political Styles

The use of political tactics and political strategies over time reveals a social actors political style. Political style is different from political strategy. Political strategy is moderate-term or situational. On contrary political style reflect preference of a social actor using a specific favored mix of political tactics and strategies (Overton and

Frolick, 1996). There are several models (e.g., Kipnis and Schmidt, 1988; 1996, Pinto, 2000) for classifying political styles used by individual in organizations.

Kipnis and Schmidt (1988) propose four major political styles: (1) shotgun, (2) ingratiation, (3) tactician, and (4) bystander. *Shotgun political style* includes individuals that are extremely political and primarily use threatening and bargaining tactics. *Ingratiation political style* involves individuals that are highly political and use ingratiation and creating favorable image tactics. *Tactician political style* includes individuals that are moderately political and rely on competence, logic, reason, and use information as a political tool. Bystander political style include individual that are minimally political and use a few political tactics. Kipnis and Schmidt (1988) explore effectiveness of each political style and conclude that tactician political style outperforms other political styles.

Pinto (2000) classifies political styles of social actors in to three main groups: (1) sharks, (2) naive, and (3) sensible.

Sharks

Pinto (2000) argues that shark individual eagerly adopt political tactics and consider them as an opportunity to maximize their self-interest. The favorite political tactics used by shark individuals include using information as tool, developing allies/ forming power coalitions, attacking and blaming others.

Naive

Naive individuals view political tactics unpleasant and unnecessary. They consider that political tactics in organizations should be eliminated or avoided at all costs. The favorite political tactics of naive persons is “tell it like it” - do nothing.

Sensible

Sensible individuals believe that political tactics are inevitable part of organizational life. They consider political tactics as necessary for achieving organizational interest. The favorite political tactics of sensible individuals are networking, developing a base of support, and creating obligations and reciprocity.

Pinto (2000) argues that shark and naive individuals represents polar points of a continuum and neither of shark or naive individual meet today’s realities of project organizations. He argues that sensible individuals represent the middle point of this

continuum and sensible individuals are the most suitable political style for meeting the challenges of business world.

2.3.3. Consequences of Political Behavior

The research studies on consequences of political behavior provide inconsistent results. Some research studies report that political behavior has dysfunctional consequences such as conflict, employee turnover, stress, job anxiety, job dissatisfaction, employee turnover, lower productivity, cost overruns, low quality, unmet objectives, hostility, and reduced morale (Kreitner and Kinicki, 1995, Sussman et al., 2002). Some other research studies report that political behavior can have functional consequences (Tjosvold, 1984, Ferris et al., 2000). It should be noted that political behavior becomes dysfunctional, unethical, and unacceptable when employees' self-interests erode or defeat organizational interests. Therefore achieving a balance between employees' self-interests and organizational interests is a key issue facing managers of today's construction project organizations.

The research presented in this thesis builds on premise that managing dysfunctional consequences of political behavior starts with understanding it. The preceding sections laid down the conceptual foundations for developing a research model that can guide us to better understand political behavior in construction project organization. The research model proposed in this thesis for exploring political behavior in construction project organizations is presented in Figure 2.7. It conceptualizes political behavior in construction project organizations as "a tug of wars" between "self interest" and "project interest." Social actors (i.e., clients, architects, subcontractors, and main contractors) commonly use political tactics to maximize their self-interest. Dysfunctional consequences of political tactics can be balanced by using influence tactics. "Tug of wars" in construction project organization is a dynamic process. It changes throughout the life-cycle of the project. Furthermore, social actors use different communication channels for sending politically motivated messages.

Thus far, political behavior in organizations are discussed and categorized and consequences of political behavior are reported. The following section presents research methodology of the thesis.

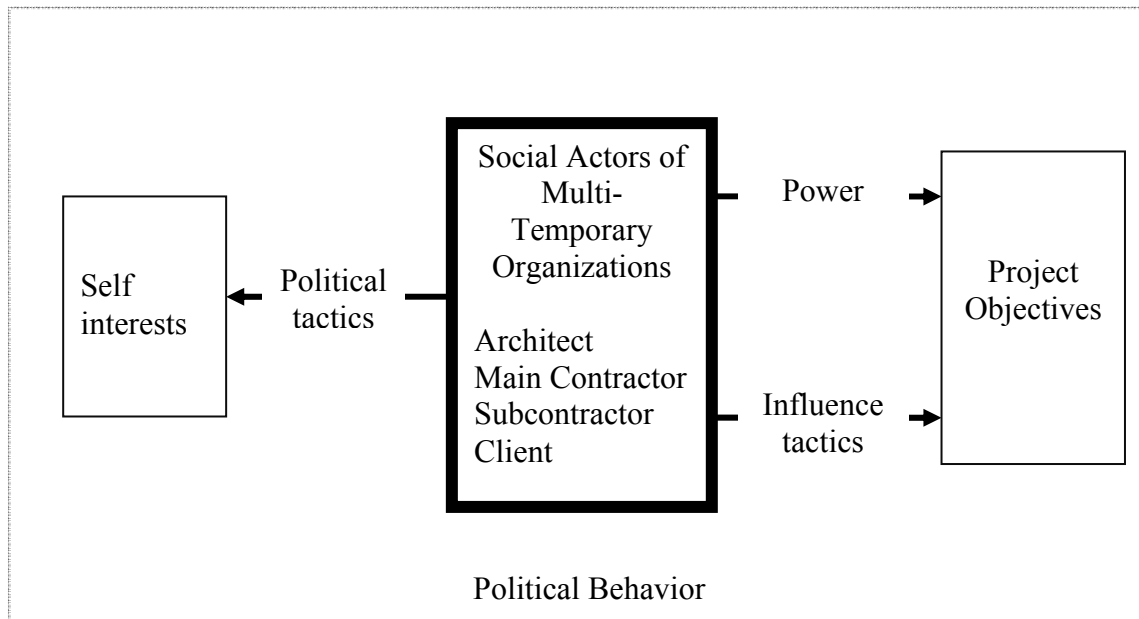


Figure 2. 7. Tug of War Between Self Interest and Project Objectives
(Adapted from: Kreitner and Kinicki, 1995)

Table 2. 5. Styles of Political Behavior
(Source: Pinto, 2000)

<i>Characteristics</i>	<i>Naive</i>	<i>Sensible</i>	<i>Sharks</i>
Underlying Attitude “Politics is...”	Unpleasant	Necessary	An opportunity
Intent	Avoid at all costs	Used to further project’s goals	Self-serving and predatory
Techniques	Tell it like it is	Network, expand connections, use system to give and receive favors	Manipulation, use of fraud and deceit when necessary
Favorite Tactics	None, the truth will win out	Negotiation, bargaining	Bullying, misuse of information, cultivate and use ‘friends’ and other contacts

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

The preceding chapters presents conceptual domain of the research. This chapter presents research methodology used to explore use of political tactics in architectural design practice. It is organized into three sections: (1) data collection (2) sample and (3) data analysis - overview of the statistical methods used in the thesis.

3.2. Data Collection

Data collection method used in the thesis questionnaire survey. The rationale behind this choice is two-fold. First, previous research studies (Allen et al., 1979, Sussman et al., 2002) in literature commonly use questionnaire survey to explore political tactics used by social actors. Second, research on political behavior in organizations is in its maturity stage of development. Therefore, exploring use of political behavior in architectural design practice is theory testing rather than theory building research. It is well documented in the literature that questionnaire survey should be the first choice for theory testing research studies.

Questionnaire survey method, like any other research methods, has strengths and weaknesses. The major strength of questionnaire survey is generalizability of the research findings. Using questionnaire survey as a research method ensured the generalizability of the research findings presented in this thesis. The major weakness of the questionnaire survey method is reliability in data collection. Reliability in data collection stage of the research presented in thesis was ensured and improved by following the recommendations and guidelines suggested by previous research studies (Sussman et al., 2002, Zanzi and O'Neill, 2001) to design the survey instrument and conducting a pilot study. A pilot study is a preliminary and a small scale study that is conducted to identify potential deficiencies of the survey instrument and to address these potential deficiencies before time and resources are spelling on a large scale study.

The pilot study was conducted to control readability and clarity of the survey instrument. 25 graduate students registered to Engineering Management program at İzmir Institute of Technology participated the pilot study. Survey instrument was revised in the light of the feed back received from participants. The data collected in pilot study was not used for any further analysis.

The questionnaire used to collect data for exploring use of political tactics in architectural design practice consists of four parts. The first part of the questionnaire solicits information on demographics of participants (i.e., gender, age, position, establishment year of the firm, and number of employees). It includes open-ended, Likert type-scale, and ranking questions.

The second part of the questionnaire includes a series of questions regarding political behavior in architectural design practice. In this part of the questionnaire, the participants are asked to respond to politically-related messages that they *received* rather than they *send*. The rationale behind using such wording is the fact that the questionnaire aims soliciting sensitive information regarding usage of political behaviors and participants may avoid that may be perceived as socially undesirable (Sussman et al., 2002).

In the third part of questionnaire, the participants are asked to rank (1) communication channels used by the social actor for politically motivated messages, (2) the political behavior that they receive in their day to day activities, (3) frequency of political behavior that they experience through out the project life cycle.

In the last part of the questionnaire, the participants are asked to define the age of the social actors that they often receive politically-related messages.

3.3. Sample

The sample used to collect data on use of political tactics in architectural design practice is composed of architects those participated “Consultation Council of Independent Architects” seminar organized by İzmir branch of Chamber of Turkish Architects. The major themes of the seminar were to (1) discuss the problems that plague architectural design practice and (2) present to participants alternative ways to overcome these problems. The architects those attended to the seminar were kindly requested to participate the survey.

3.4. Data Analysis

Data analysis techniques used in this thesis include (1) Factor Analysis, (2) Chi-Square Test, and (3) Friedman Test. A commercial statistical analysis package SPSS 13 (Statistical Package for the Social Sciences) by SPSS Corporation was used to conduct the statistical tests.

3.4.1. Factor Analysis

Factor analysis is an analysis model that can be used to examine a wide range of variables. It is a statistical tool which is used to evaluate the patterns of relationship between a large number of variables. Factor analysis assumes that all the variables on different attributes could be reduced down to a few important dimensions which are called factors. This reduction is possible even if those independent data sets were not measured directly. The primary aim of the factor analysis is discovering tendencies about the nature of the independent variables that affect them (Gorsuch, 1983).

3.4.2. Chi-square test

It is an evaluation model based on a frequency distribution of certain events occurred in a sample. The events considered must be an outcome of a categorical variable which are independent for each other and they must be mutually exclusive. Events total probability has to be 1. It is a test of independence estimations which are expressed in a contingency table. It is the measurement of how far the observed counts in these two variables are different from the expected counts (Plackett, 1983).

3.4.3. Friedman Test

The Friedman test is a non-parametric test used to compare observations repeated on the same subjects that tests the difference between several related samples. It examines randomized block analysis of variance. It is also a comparison of column effects in a two-way layout. The examination procedure includes ranking each row together, then counting the values according to ranks by columns (Sidney and Castellan, 1988).

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction

This chapter presents the research findings of the thesis. It starts with presenting demographic information of participants. Subsequent sections present use of political tactics, communication channels, social actors' most and likely political tactics, use of political tactics in different stages of construction projects, Chi-Square test results, Factor Analysis results and Friedman Ranking test results.

A total of 180 architects participated, 57 questionnaire forms were discarded for leaving blank sections or otherwise not following instructions, and 22 forms were not turned back. The results reported in this thesis are based on the responses of 101 architects. In terms of gender, the sample is 33% female and 67% male. The age profile of the participants is presented in Figure 4. 1 Majority of participants (75%) are at age range of 31-50 years old. Figure 4. 2 presents age profile of architectural design offices/firms. The average age of architectural design firms/offices is reported in. Figure 4. 2 suggest that age of survey architectural design firms/offices ranges from 1971 to 2008. Most of the design firms/offices were established in the years between 1990–2000 (41%) and 37% of the design firms/offices were established between the years 2000-2008. The size of architectural designs/offices was measured by number of full-time employees. Figure 4. 3 presents age profile of surveyed architectural design offices/firms. 19% of architectural design offices/firms have no employee other than architect, 25% of the design offices have only one employee working with architect and 23% has 2 employees, 19% has 3 employees, and only 1% of the architectural design firm/offices have 10 or more employees (Figure 4. 3).

4.2. Frequency of Political Tactics

Table 4. 1 presents means and standard deviations of political tactics used by the participants in architectural design practice. Standard deviation values show the

variation in data (i.e., degree of agreement/disagreement between the social actors). For example creating a favorable image tactic is ranked 1st by a general consensus among social actors (i.e., with standard deviation of 1.48). On the other hand creating obligations/reciprocity is ranked on 4th order with less agreement (i.e., with standard deviation of 1.68).

It is clear from Table 4. 1 that the most commonly used political tactic in architectural design practice is *creating a favorable image*. The second and third most frequently used political tactics are *ingratiation*, and *attacking or blaming others*, respectively. Table 4.1 also suggests that the least commonly used political tactic in architectural design practice is *developing allies/power coalitions*. The main factor underlies the least frequent use of *developing allies/power coalitions* might be the fact that developing allies/ power coalition requires a complex set of relations and organization along with a strong teamwork. Yet participating architects may lack these qualities, they may not be able to develop allies and coalitions as political behaviors. On the other hand, *creating a favorable image* and *ingratiation* do not require complex organization and teamwork, therefore participating architects might frequently use them easily by their very own effort.

The research findings on use political tactics in Turkish architectural design practice differ from previous research studies on use of political tactics (e.g., Allen et al., 1979, Sussman et al., 2002). Allen et al.,'s (1979) study report that the most commonly used political tactic in the U.S. organizations is *attacking or blaming others* and the least commonly used political tactic is *creating obligations and reciprocity*. Furthermore, the research findings of Sussman et al.,'s (2002) study reveal that the most frequently used political tactic in the U.S. organizations is *ingratiation* and the least commonly used political tactic is *using information as a political tool*. These inconsistent research findings can be explained by a number of factors. First, these research studies (e.g., Allen et al., 1979, Sussman et al., 2002) were carried out in different times. Contextual factors (i.e., environmental complexity, environmental uncertainty and environmental munificence) tend to change over the years. It should be noted contextual factors since both research studies conducted have significantly changed. Second, previous research studies (e.g., Allen et al., 1979, Sussman et al., 2002) were conducted in the U.S. Yukl et al. (2003) argue that cross-cultural differences could influence frequency of use of political tactics. Political behaviors of the social actors mainly depends on their cultural circumstance and each social actor reflects

cultural values and traditions while interact with other social actors. If culture is a moderator for the relationship between political tactics and its social actors then it is possible that the emergence of different tactics in different cultures might be considered natural (Yukl et al., 2003). Third, unit level of analysis of previous research studies is political tactics within boundaries of organizations. Yet, the research findings reflect perceived use of political behavior across organizational boundaries (i.e., architectural design office and construction firms including main contractor and sub-subcontractor). These three factors might have jointly influenced the research findings of the research presented in this thesis.

The research findings highlight that frequency in use of political tactics is not significantly related individual factors (i.e., gender and age) and organizational factors such as (i.e., size of architectural design office measured by number of employees and age of architectural design firm measured by the number of years passed since its establishment). On contrary, the research findings reveal significant differences in use of political tactics behavior of different primary social actors of architectural design practice.

4.3. Direction of Political Tactics According to Social actors

Table 4. 2 presents the use of political behavior in architectural design practice by subcontractors, contractors and clients. Table 4. 2 clearly shows that ingratiation is less frequently used by main contractors. Furthermore, clients commonly prefer using political tactic of attacking or blaming others in the architectural design practice. The most frequent use of this political behavior can be explained by their bargaining power in the architectural design practice.

Table 4. 3 presents the most and least likely political behaviors used by subcontractors, main-contractors, and clients. The most common political behavior used by subcontractors is *ingratiation*. On the other hand the most common political behavior used by main contractor is *creating a favorable image*.

It is interesting to note that clients' and subcontractors' preferences for using political tactics are almost virtual mirror images of each other (See Table 4. 3). Most likely political tactics used by clients are the least likely political tactics used by subcontractors.

Furthermore, *ingratiation* is one of the most likely used political tactics of subcontractors but it is least likely used political tactic used of main contractors. The likely/unlikely political tactics of main contractors is not same as either clients' or subcontractors' behaviors. Each social actor has its own unique set of likely/unlikely political tactics (Table 4. 4).

Table 4. 4 presents the total usage frequency of political behavior by subcontractors, main-contractors and clients. It summarizes the counts for 101 subjects across the political tactics. Contractors have the highest usage frequency of political behavior followed by subcontractors and clients. This finding can be explained by a closer look to the conventional construction delivery method (Figure 2. 6). The conventional delivery is the most commonly used delivery method by Turkish clients to construct buildings. The conventional delivery method creates two types of relationships: contractual relationships and functional relationship. Architects and main contractor have both contractual relationships with client. Yet architects and main contractor have only functional relationship but not contractual relationship. This functional relationship fuels use of political tactics by main contractor against to architects because neither of the social actors have power or authority over each other. The main contractors have the highest frequency (46%) in using political tactics.

The clients have the lowest frequency (19%) in using political tactics. This can be attributed to fact that in conventional delivery method client have contractual relationship that with architects that enable him/her to exercise power and authority to manage relationships with architects.

These findings are consistent with previous research studies (Sussman et al., 2002, Falbe and Yukl, 1992) that conclude power and authority of the social actors are negatively related with their use of political tactics. The research findings also provide empirical support to Allen et al.'s (1979) argument that the choice of political tactics usually depends on social actor's hierarchical position in the organization.

A chi-square test is conducted for independence between social actors and political tactics. The rationale behind this test is to explore empirically the relationship between social actor and social actor's choice of using political tactics. A chi-square test statistics of 38.06 is obtained based on 12 degrees of freedom with a p-value of 0.001. Table 4. 5 presents the results of chi-square test results. It becomes evident from Table 4. 5 that there is a strong relation between political tactics and the choice of political tactics by social actors.

4.4. Direction of Political Tactics According to Communication

Channels

Table 4. 6 presents communication channels used by social actors for sending politically motivated messages. It becomes clear from Table 4. 6 that the most common communication channel used in sending politically related behavior is face to face (73%), followed by telephone (24%). Social actors infrequently use memo/letter (2%) and e-mail (1%) for sending politically motivated messages. It also becomes evident that the social actors use oral communication channels rather than written communication channels in sending politically motivated messages. This might be explained by the culture, since the culture itself does not promote written exchange of ideas at all. On the other hand, a written document can be used against a social actor in a court. Therefore social actor intentionally might prefer verbal communication over written one in sending politically motivated messages.

Table 4. 7 presents a cross tabulation of communication channels versus political tactics. The research findings reveal that face to face communication channel is most likely used for ingratiation and creating obligations/reciprocity tactics. The research findings also suggest that face to face communication channel is most unlikely used for developing a base of support and attacking or blaming others. Furthermore, it appears that telephone is most unlikely used for developing a base of support and attacking or blaming others.

A chi-square test was conducted to explore the relationship between political tactic and type of communication channel used in sending politically related messages. The results of chi-square test are presented in Table 4. 9. The chi-square test for 18 degrees of freedom results a test statistic of 39.39 with a p-value of 0.003. This result indicates that there is a reasonable relation between tactics used by social actors and communication channels.

Table 4. 8 presents the usage frequency and percentage of political tactics and by communication channel. It is clear from the Table 4. 8 that social actors predominantly use face to face communication for sending politically motivated messages. Its usage percentage is nearly three times more than telephone communication. Therefore, the oral communication channels in particular face to face are the most commonly used for sending politically related messages. This ordering for direction of the political tactics

according to communication channels is in-line with the findings of Sussman et al.,'s (2002) research study.

4.5. Direction of Political Tactics According to Project Life Cycle

Table 4. 10 provides frequency of political tactics experienced throughout project life cycle. It is evident from Table 4. 10 that political tactics are most commonly used in the construction process, followed by the design process. Table 4. 10 presents a cross tabulation of project life-cycles versus political tactics.

Table 4. 11 presents the most likely and the least likely political behavior for each sub-process. The most commonly used political behavior in the construction phases are attacking or blaming others and using information as a tool. Another prominent feature of Table 4. 11 is that the political tactics used in conceptual phase and construction phase are virtual mirror images of each other with respect to likely /unlikely behaviors used in processes. These two most likely political tactics used in construction phase are two unlikely behaviors used in conceptual phase and one of the most likely political tactics used in conceptual phase is one of the unlikely political tactics used in construction phase.

Table 4. 12 presents overall usages of political tactics in each sub-process. There is overwhelming evidence that political tactics are very common in the construction process. The political tactics experienced in this process is significantly higher than those (experienced) in the conception and design processes. It might be explained as in these two phases (i.e., conception and design) the dominant social actor is architect who can make decisions alone. On the other hand, the contractual relationships may be one of the important factors in construction organizations that triggers use of political tactics in the construction process. Increasing number of social actors in the construction stage also fuel use of political tactics. Each of the social actor has no positional power to involve in decision making process because of the hierarchy in conventional construction system organization (Figure 2. 6).

A chi square test was conducted in order to understand whether project life cycles and political tactics are dependent or independent. The chi-square test for 12 degrees of freedom produced a test statistics of 45.35 with a p-value less than 0.001. This test result suggests that there is statistical relationship between project life-cycles and political tactics.

4.6. Factor Analysis

A factor analysis was conducted on the frequency of the use of the seven different political tactics according to occurrence of these tactics in architectural design and construction practices. In this analysis principal component analysis is used with varimax rotation. The rationale behind using factor analysis is reducing seven political tactics down to a few important dimensions which are called factors.

The results of the factor analysis are shown in Table 4. 14. Table 4.14 suggests that seven political tactics could be represented by two factors. The first factor includes three political tactics. These political tactics are *attacking or blaming others*, *ingratiation*, and *creating obligations/ reciprocity*. Attacking or blaming has a very high loading (0.87). Ingratiation and creating obligations have factor loadings of 0.636 and 0.561, respectively. The high factor loading of *attacking or blaming others* suggests that it is the pure construct for the first extracted factor. Therefore the first extracted factor is labeled as '*focus on one to one relationship*'.

The second factor includes four tactics. These four political tactics are *developing allies/ coalition*, *creating a favorable image*, *developing a base of a support*, and *using information as a political tool*. *Developing allies/ coalition* has highest loading in this factor. It dominates other political tactics of this factor. Therefore the second factor can be labeled as '*focus on multiple relationship*'.

Ingratiation and creating obligations/reciprocity have factor loadings of 0.406 and 0.424, respectively. These factor loadings are slightly below commonly accepted threshold level of 0.50. These results suggest that ingratiation and creating obligations/reciprocity have also moderate loadings in the second factor. It appears that ingratiation and creating obligations/reciprocity have dual role in architectural design practice.

First factor appears to speculate the darker and negative side of the political tactics. Ingratiation and creating reciprocity tactic can serve not only for '*focus on one to one relationship*' behavior but also for or '*focus on multiple relationship*'.

4.7. Friedman Test Results for Frequency Ranking

Table 4. 15 presents mean and median values and Friedman Test results for frequency ranking of political tactics used in architectural design practice. Developing

allies/coalitions has the highest frequency ranking value. Yet the results of the Friedman ranking test suggest that the frequency ranking of political tactics used in architectural design practice is not consistent among surveyed architects.

Table 4. 16 presents mean and median values, and Friedman Test results for frequency ranking of communication channels used in sending politically related messages. Face to face has the highest frequency ranking. Its mean and median values are smaller than those of other communication channels. Yet the results of the Friedman ranking test suggest that frequency ranking of communication channels used in sending politically related messages is not consistent among participants.

Table 4. 17 presents the mean and median values and Friedman test results for frequency ranking of political tactics in different stages of a construction project. Construction stage has the highest frequency ranking. Its mean and median values are smaller than those of other stages of construction projects. The results of Friedman test again is not statistically significant suggesting that there is no consensus among surveyed architects on ranking of which project stage social actors use political tactics.

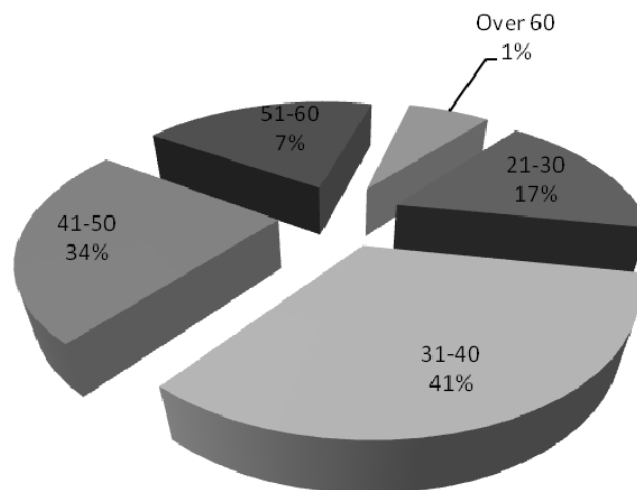


Figure 4. 1. Age Profile of Architects Surveyed

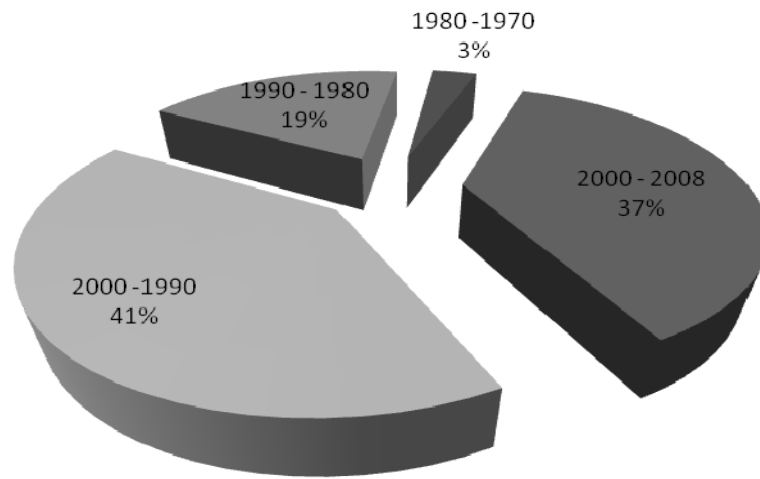


Figure 4. 2. Establishment Years of the Firms

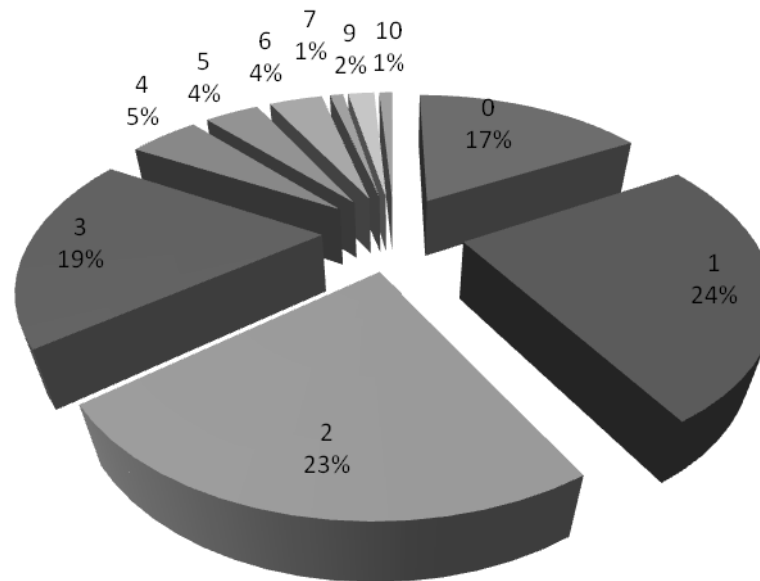


Figure 4. 3. Number of the Employees

Table 4. 1. Statistics of Political Tactics

Political Tactic	mean*	s.d.
Creating a favorable image	4.21	1.48
Ingratiation	3.91	1.73
Attacking or blaming others	3.72	1.59
Creating obligations/ reciprocity	3.57	1.68
Using information as a tool	3.37	1.51
Developing a base of support	3.29	1.64
Developing allies/ coalitions	2.96	1.56

*1 = infrequently; 7 = frequently (s.d.: standard deviation)

Table 4. 2. Political Tactic vs. Social Actors

Political Tactic	Social Actors		
	Subcontractor	Main Contractor	Client
Creating a favorable image	31	54	16
Ingratiation	52	33	16
Attacking or blaming others	30	40	31
Creating obligations/ reciprocity	35	52	14
Using information as a tool	34	52	15
Developing a base of support	23	52	26
Developing allies/ coalitions	42	46	13

Table 4. 3. Social Actors and Likely/Unlikely Political Tactics

Social actors	Political Tactics	
	Most likely Political Tactics	Least likely Political Tactics
Subcontractor	Ingratiation Developing allies/ coalitions	Developing a base of support Attacking or blaming others
Client	Attacking or blaming others Developing a base of support	Developing allies/ coalitions Creating obligations/ reciprocity
Main contractor	Creating a favorable image Creating obligations/ reciprocity	Ingratiation Attacking or blaming others

Table 4. 4. The Usage of Political Tactics by Social Actors

Social actors	Frequency	Percent
Subcontractor	247	35%
Client	131	19%
Main contractor	329	46%

Table 4. 5. Chi-Square Test for Social Actors

	Value (X)	Degrees of freedom (df)	Asymp. Significance Level (2-sided)
Pearson Chi-Square	38.06	12	0.001
Likelihood Ratio	36.85	12	0.000
Linear-by-Linear Association	7.96	1	0.005
N of Valid Cases	707		

Table 4. 6. Political Tactics vs. Channel

Political Tactic	Channel			
	Face to Face	Memo/Letter	Telephone	E-mail
Creating a favorable image	80	3	16	2
Ingratiation	84	1	16	0
Attacking or blaming others	65	0	35	1
Creating obligations/ reciprocity	81	1	19	0
Using information as a tool	71	3	24	3
Developing a base of support	60	1	36	4
Developing allies/ coalitions	73	4	23	1

Table 4. 7. Channel and Likely/Unlikely Political Tactics

Channel	Political Tactics	
	Most likely behaviors	Least likely behaviors
Face to Face	Ingratiation Creating obligations/ reciprocity	Developing a base of support Attacking or blaming others
Memo/Letter	Creating a favorable image Developing allies/ coalitions	Attacking or blaming others
Telephone	Developing a base of support Attacking or blaming others	Ingratiation Creating a favorable image
E-mail	Developing a base of support Using information as a tool	Creating obligations/ reciprocity Ingratiation

Table 4. 8. The Usage of Political Tactics by Channels

Channel	Frequency	Percent
Face to Face	514	73%
Memo/Letter	13	2%
Telephone	169	24%
E-mail	11	1%

Table 4. 9. Chi-Square Test for Communication Channels

	Value (X)	Degrees of freedom (df)	Asymp. Significance Level (2-sided)
Pearson Chi-Square	39.39	18	0.003
Likelihood Ratio	41.99	18	0.001
Linear-by-Linear Association	6.62	1	0.010
N of Valid Cases	707		

Table 4. 10. Political tactics vs. Project Life Cycle

Political Tactic	Project life cycle		
	Conceptual Phase	Design Phase	Construction Phase
Creating a favorable image	31	24	46
Ingratiation	19	30	52
Attacking or blaming others	7	16	78
Creating obligations/ reciprocity	26	24	51
Using information as a tool	19	27	55
Developing a base of support	25	37	39
Developing allies/ coalitions	30	23	48

Table 4. 11. Project Life Cycle and Likely/Unlikely Political Tactics

Project life cycle	Politic Tactics	
	Most likely behaviors	Least likely behaviors
Conceptual phase	Creating a favorable image Developing allies/ coalitions	Attacking or blaming others Using information as a tool
Design phase	Developing a base of support Ingratiation	Attacking or blaming others Developing allies/ coalitions
Construction phase	Attacking or blaming others Using information as a tool	Developing a base of support Creating a favorable image

Table 4. 12. The Usage of Political Tactics in Project Life Cycle

Project life cycle	Frequency	Percent
Conceptual phase	157	22%
Design phase	181	26%
Construction phase	369	52%

Table 4. 13. Chi-Square Test for Project Life Cycle

	Value (X)	Degrees of freedom (df)	Asymp. Significance Level (2-sided)
Pearson Chi-Square	45.35	12	0.001
Likelihood Ratio	47.55	12	0.000
Linear-by-Linear Association	13.13	1	0.000
N of Valid Cases	707		

Table 4. 14. Rotated Component Matrix

	Component	Component
	<u>1</u>	<u>2</u>
Attacking or blaming others	0.871	0.011
Ingratiation	0.636	0.406
Creating obligations/ reciprocity	0.561	0.424
Developing allies/ coalitions	-0.056	0.827
Creating a favorable image	0.383	0.684
Developing a base of support	0.385	0.656
Using information as a political tool	0.357	0.624

(Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.)

Table 4. 15. Mean and Median Values and Friedman Test Results for Political Tactics

	Attacking or Blaming Others	Using Information as a Political Tool	Creating a Favorable Image	Developing a Base of Support	Ingratiation	Developing Allies/ Coalitions	Creating Obligations/ Reciprocity
Mean	3,63	4,10	2,67	4,32	3,87	5,14	4,27
Median	3,00	4,00	2,00	4,00	4,00	5,00	4,00

N= 101; Chi-Square= 66,650; Df=6; Asymp. Sig.=0,000

Table 4. 16. Mean and Median Values and Friedman Test Results for Communication Channels

	Face to Face	Memo/Letter	Telephone	E-mail
Mean	1,16	3,20	1,99	3,65
Median	1,00	3,00	2,00	4,00

N=101; Chi-Square= 210,178; Df=3; Asymp. Sig.=0,000

Table 4. 17. Mean and Median Values and Friedman Test Results for Project Life Cycle

	Conceptual Phase	Design Phase	Construction Phase
Mean	2,24	2,07	1,69
Median	3,00	2,00	1,00

N=101; Chi-Square= 14,330; Df=2; Asymp. Sig.=0,001

CHAPTER 5

CONCLUSION

The research presented in this paper explores political behaviors in the context of Turkish architectural design practice. Architectural design practice is a human based activity. It is well known that political behaviors in human based activities can not be eliminated. Yet their dysfunctional affects can be minimized by managing political behaviors. Managing political behaviors starts by identifying, understanding, and developing strategies for dealing them. Therefore, research presented in this paper is a preliminary step that can guide architects for managing political behaviors.

Overall research findings suggest that political behavior is very common in architectural design practice and most of the political behavior occurs in the construction process. Furthermore they also point out that oral communication channels rather than written communication channels are used for sending politically motivated messages, and main-contractors heavily use political behavior in the architectural design practice. In the continuation of this study, additional literature survey may lead to a better understanding of the negative effects of these tactics, and for their elimination by consciously applied counter-tactics such as an insistence on written communication in business transactions.

5.1. Limitations and Directions for Future Research

The primary objective of this research is to investigate political behavior that commonly occurs in architectural design and construction practice. It explores political behavior in multi-temporary organizations from architects' point of view. Therefore research findings represent architects' perceptions regarding the use of political tactics by primary social actors of any construction project (i.e., clients, main-contractors, and subcontractors) (2) communication channel used in send politically motivated messages by the social actors, and (3) frequency of political tactics used throughout different stages of a construction project. Yet architects are not the only social actor of the multi-

temporary organizations. Therefore future research studies should explore political behavior from other social actors' (i.e., clients, main-contractors and sub-contractors) point of view. Such a research study can not only ensure generalizability of the research findings but also bring important insights on how to manage dysfunctional consequences of political behavior in multi-temporary organizations. Furthermore, future research should explore use of influence tactics used in multi-temporary organizations because social actor authority and power are not clearly defined in such organizations.

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APPENDIX A

THE ORIGINAL QUESTIONNAIRE IN TURKISH

mühendislik ve fen bilimleri enstitüsü
mimarlık ana bilim dalı



MİMARLIK PRATİĞİNDE

POLİTİK TAKTİKLERİN KULLANIMI ANKET ÇALIŞMASI

A. BİREYSEL ÖZELLİKLER

Cinsiyetiniz: Kadın Erkek

İş yerinizdeki ünvanınız:

Firmanızın kuruluş yılı:

Büronuzda sürekli çalışan sayınız:

Yaşınız: 21 – 25 26-30 31-40 41-45 46-50 51-55 56-60 60 Üzeri

B. SIKÇA RASTLANILAN POLİTİK TAKTİKLER

1. **Saldırı ve suçlama:** Bu davranış; bir problem ya da başarısızlık durumunda karşıdakini suçlama ve günah keçisi ilan etme eğilimidir. Ayrıca karşıdakinin başarılarını küçümseyerek çevreye kötü bir izlenim bırakmasını çabalamayı içerir. Çalışma hayatınızda böyle bir politik davranışla **ne kadar sıklıkla** karşılaşıyorsunuz?

Hiç yok Nadir Çok az Biraz Sıkça Oldukça sık Her zaman

İş tecrübelerinize dayanarak; genellikle **hangi proje katılımcılarından** bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)

Alt yüklenicilerden (taahhütçülerden) Müteahhitlerden (yüklenicilerden) Mal sahiplerinden

Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için **genellikle hangi iletişim aracını** kullanmayı tercih ediyorlar? (sadece birini işaretleyiniz)

Yüz yüze Yazı ya da kısa not ile Telefonla Elektronik posta yoluyla

Bu politik davranışa mimarlık meslek çalışmalarınızın **hangi aşamasında** daha sık rastlıyorsunuz? (sadece birini işaretleyiniz)

Projenin fikir aşamasında Projenin tasarım aşamasında Yapım ve uygulama aşamasında

2. **Bilgiyi politik bir araç haline dönüştürme:** Bu davranış; önemli bilgiyi kendi politik çıkarları doğrultusunda elinde tutma ve kullanma eğilimidir. Ayrıca diğer çalışanlar fark etmeden bilginin önemli detaylarını alkoyma saklama hatta yok etmeyi de içerir.

Çalışma hayatınızda böyle bir politik davranışla **ne kadar sıklıkla** karşılaşıyorsunuz?

Hiç yok Nadir Çok az Biraz Sıkça Oldukça sık Her zaman

İş tecrübelerinize dayanarak; genellikle **hangi proje katılımcılarından** bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)

Alt yüklenicilerden (taahhütçülerden) Müteahhitlerden (yüklenicilerden) Mal sahiplerinden

Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için **genellikle hangi iletişim aracını** kullanmayı tercih ediyorlar? (sadece birini işaretleyiniz)

Yüz yüze Yazı ya da kısa not ile Telefonla Elektronik posta yoluyla

Bu politik davranışa mimarlık meslek çalışmalarınızın **hangi aşamasında** daha sık rastlıyorsunuz? (sadece birini işaretleyiniz)

Projenin fikir aşamasında Projenin tasarım aşamasında Yapım ve uygulama aşamasında

3. **'İyi niyetli' Görüntüsü çizme:** Bu davranış; proje organizasyonlarında, birinin ya da başkalarının başarılarını içerisinde karşıdakine önemli bir rolü olduğu imajı çizerek ilgi çekme eğilimidir. Ayrıca proje için önemli olduğu düşünülen niteliklere sahip olduğu kanısı yaratarak kendisine itibar ve şöhret oluşturmayı ve bu yolla başkalarının fikir ve başarılarından saygınlık kazanmayı içerir.

Çalışma hayatınızda böyle bir politik davranışla **ne kadar sıklıkla** karşılaşıyorsunuz?

Hiç yok Nadir Çok az Biraz Sıkça Oldukça sık Her zaman

İş tecrübelerinize dayanarak; genellikle **hangi proje katılımcılarından** bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)

Alt yüklenicilerden (taahhütçülerden) Müteahhitlerden (yüklenicilerden) Mal sahiplerinden

Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için **genellikle hangi iletişim aracını** kullanmayı tercih ediyorlar? (sadece birini işaretleyiniz)

Yüz yüze Yazı ya da kısa not ile Telefonla Elektronik posta yoluyla

Bu politik davranışa mimarlık meslek çalışmalarınızın **hangi aşamasında** daha sık rastlıyorsunuz? (sadece birini işaretleyiniz)

Projenin fikir aşamasında Projenin tasarım aşamasında Yapım ve uygulama aşamasında

Figure A. 1. The Original Questionnaire in Turkish

(Cont. on next page)

4. Destek ortamı oluşturma: Bu davranış; projeye ilgili herhangi bir karar alınma ilişkin toplantıdan önce katılımcıları arayarak veya yüz yüze görüşüp ortak bir kararda gizlice birleşip diğerlerinin desteğini el altından öncelikli olarak alma eğilimidir.						
Çalışma hayatınızda böyle bir politik davranışla ne kadar sıklıkla karşılaşıyorsunuz?						
Hiç yok <input type="checkbox"/>	Nadir <input type="checkbox"/>	Çok az <input type="checkbox"/>	Biraz <input type="checkbox"/>	Sıkça <input type="checkbox"/>	Oldukça sık <input type="checkbox"/>	Her zaman <input type="checkbox"/>
İş tecrübelerinize dayanarak; genellikle hangi proje katılımcılarından bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)						
Alt yüklenicilerden (taşeronlardan) <input type="checkbox"/>		Müteahhitlerden (yüklenicilerden) <input type="checkbox"/>			Mal sahiplerinden <input type="checkbox"/>	
Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için genellikle hangi iletişim aracını kullanmayı tercih ediyorlar? (sadece birini işaretleyiniz)						
Yüz yüze <input type="checkbox"/>		Yazı ya da kısa not ile <input type="checkbox"/>		Telefonla <input type="checkbox"/>	Elektronik posta yoluyla <input type="checkbox"/>	
Bu politik davranışa mimarlık meslek çalışmalarınızın hangi aşamasında daha sık rastlıyorsunuz? (sadece birini işaretleyiniz)						
Projenin fikir aşamasında <input type="checkbox"/>		Projenin tasarım aşamasında <input type="checkbox"/>		Yapım ve uygulama aşamasında <input type="checkbox"/>		
5. Başkalarını Övme: Bu davranış; kendi çıkarları için başkalarını övme 'yağcılık etme' eğilimidir. Diğer bir deyişle dalkavukluk etmeyi proje organizasyonda çalışan bireylere 'yağ çekerek' kendi çıkarlarını gözetmeyi içerir.						
Çalışma hayatınızda böyle bir politik davranışla ne kadar sıklıkla karşılaşıyorsunuz?						
Hiç yok <input type="checkbox"/>	Nadir <input type="checkbox"/>	Çok az <input type="checkbox"/>	Biraz <input type="checkbox"/>	Sıkça <input type="checkbox"/>	Oldukça sık <input type="checkbox"/>	Her zaman <input type="checkbox"/>
İş tecrübelerinize dayanarak; genellikle hangi proje katılımcılarından bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)						
Alt yüklenicilerden (taşeronlardan) <input type="checkbox"/>		Müteahhitlerden (yüklenicilerden) <input type="checkbox"/>			Mal sahiplerinden <input type="checkbox"/>	
Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için genellikle hangi iletişim aracını kullanmayı tercih ediyorlar? (sadece birini işaretleyiniz)						
Yüz yüze <input type="checkbox"/>		Yazı ya da kısa not ile <input type="checkbox"/>		Telefonla <input type="checkbox"/>	Elektronik posta yoluyla <input type="checkbox"/>	
Bu politik davranışa mimarlık meslek çalışmalarınızın hangi aşamasında daha sık rastlıyorsunuz? (sadece birini işaretleyiniz)						
Projenin fikir aşamasında <input type="checkbox"/>		Projenin tasarım aşamasında <input type="checkbox"/>		Yapım ve uygulama aşamasında <input type="checkbox"/>		
6. Mütteliker kurup güç koalisyonları oluşturma: Bu davranış; işçiler, meslektaşlar, arkadaşlar veya proje organizasyonu dışındaki bireyler arasında bir iletişim ağı oluşturup özel bir amaç için belirli bir eylem doğrultusunda destekleme ve savunma eğilimidir.						
Çalışma hayatınızda böyle bir politik davranışla ne kadar sıklıkla karşılaşıyorsunuz?						
Hiç yok <input type="checkbox"/>	Nadir <input type="checkbox"/>	Çok az <input type="checkbox"/>	Biraz <input type="checkbox"/>	Sıkça <input type="checkbox"/>	Oldukça sık <input type="checkbox"/>	Her zaman <input type="checkbox"/>
İş tecrübelerinize dayanarak; genellikle hangi proje katılımcılarından bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)						
Alt yüklenicilerden (taşeronlardan) <input type="checkbox"/>		Müteahhitlerden (yüklenicilerden) <input type="checkbox"/>			Mal sahiplerinden <input type="checkbox"/>	
Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için genellikle hangi iletişim aracını kullanmayı tercih ediyorlar? (sadece birini işaretleyiniz)						
Yüz yüze <input type="checkbox"/>		Yazı ya da kısa not ile <input type="checkbox"/>		Telefonla <input type="checkbox"/>	Elektronik posta yoluyla <input type="checkbox"/>	
Bu politik davranışa mimarlık meslek çalışmalarınızın hangi aşamasında daha sık rastlıyorsunuz? (sadece birini işaretleyiniz)						
Projenin fikir aşamasında <input type="checkbox"/>		Projenin tasarım aşamasında <input type="checkbox"/>		Yapım ve uygulama aşamasında <input type="checkbox"/>		
7. Karşılıklı minnet borcu yaratma: Bu davranış; iyilikler yapıp karşıdaki bireyde minnet borcu yaratma, sonrasında elde edilen yükümlülüğü kendi çıkarları doğrultusunda kullanma eğilimidir. Halk arasında 'sen benim sırtımı kaşı ben de seninkini' olarak bilinen durumu içerir.						
Çalışma hayatınızda böyle bir politik davranışla ne kadar sıklıkla karşılaşıyorsunuz?						
Hiç yok <input type="checkbox"/>	Nadir <input type="checkbox"/>	Çok az <input type="checkbox"/>	Biraz <input type="checkbox"/>	Sıkça <input type="checkbox"/>	Oldukça sık <input type="checkbox"/>	Her zaman <input type="checkbox"/>
İş tecrübelerinize dayanarak; genellikle hangi proje katılımcılarından bu tarz politik motivasyon içeren bir mesaj alıyorsunuz? (sadece birini işaretleyiniz)						

Figure A. 1. (Cont.) The Original Questionnaire in Turkish

(Cont. on next page)

Alt yüklenicilerden (taşeronlardan) <input type="checkbox"/>	Müteahhitlerden (yüklenicilerden) <input type="checkbox"/>	Mal sahiplerinden <input type="checkbox"/>
Yukarıda belirttiğiniz proje katılımcıları, bu tip politik motivasyon içeren bir mesajı iletmek için genellikle hangi iletişim aracını kullanmayı tercih ediyorlar? (sadece biri işaretleyiniz)		
Yüz yüze <input type="checkbox"/>	Yazı ya da kısa not ile <input type="checkbox"/>	Telefonla <input type="checkbox"/>
Elektronik posta yoluyla <input type="checkbox"/>		
Bu politik davranışa mimarlık meslek çalışmalarınızın hangi aşamasında daha sık rastlıyorsunuz? (sadece biri işaretleyiniz)		
Projenin fikir aşamasında <input type="checkbox"/>	Projenin tasarım aşamasında <input type="checkbox"/>	Yapım ve uygulama aşamasında <input type="checkbox"/>
SIKÇA RASTLANILAN POLİTİK TAKTİKLERİN KULLANIM YOĞUNLUKLARI		
Diğer sayfalarda belirtilen yedi tane politik taktik içerikli davranışla, iletişim kanalları yoluyla karşılaşma sıklığınıza göre 1'den 4'e numaralandırarak sıralayınız		
Yüz yüze (bireysel ya da grup içerisinde)		
Yazı ya da kısa not ile (yazılı doküman - el yazısı ile)		
Telefonla (ya da sesli mesajla)		
E-mail yoluyla (şirketin mail sistemi ya da kişisel e-mail yoluyla)		
Belirtilen bu yedi tane politik taktiğin en çok hangisini çevrenizde gözlemlediğinizi karşılaşma sıklığınıza göre 1'den 7'ye numaralandırarak sıralayınız		
Saldırı ve suçlama		
Bilgiyi politik bir araç haline dönüştürme		
'iyi niyetli' Görüntüsü çizme		
Destek ortamı oluşturma		
Başkalarını Övme		
Müttefikler kurup güç koalisyonları oluşturma		
Karşılıklı minnet borcu yaratma		
Belirtilen politik davranışlara mimarlık meslek çalışmalarınızın hangi süreçlerinde ne sıklıkla rastladığınızı 1'den 3'e numaralandırarak sıralayınız		
Projenin fikir aşamasında		
Projenin tasarım aşamasında		
Yapım ve uygulama aşamasında		
İş tecrübenize dayanarak, tanımlanan politik davranışları mimarların hangi yaş aralığında daha sık kullandıklarını gözlemlediniz belirtiniz		
21-25 <input type="checkbox"/> 26-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-45 <input type="checkbox"/> 46-50 <input type="checkbox"/> 51-55 <input type="checkbox"/> 56-60 <input type="checkbox"/> 60 Üzeri <input type="checkbox"/>		
Anketimize katıldığınız için teşekkür ederiz.		
Anket sonuçlarıyla ilgili bilgilendirme için e-mail adresinizi yazınız.....		

Figure A. 1. (Cont.) The Original Questionnaire in Turkish

APPENDIX B

ENGLISH TRANSLATION OF THE QUESTIONNAIRE

**The graduate school of engineering and science
Department of architecture**



A SURVEY OF POLITICS AND TACTICS IN ARCHITECTURAL DESIGN AND CONSTRUCTION PRACTICES

A. individual characteristics

gender: female male
 degree.....
 year of firm establishment.....
 number of staff.....
 age: 21-25 26-30 31-35 36-40 41-45 46-50 51-55 56-60 60 -

B. politics and tactics

1. Attacking or Blaming Others. This behavior is often associated with scapegoating - blaming others for a problem or failure. It may also include trying to make a rival look bad by minimizing his or her accomplishments
 How often does this political behavior take place in your organization?

Never Seldom Rarely Sometimes Often Mostly Always

Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)

Subcontractors Main contractors Clients

Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)

Face to face Memo or letter Telephone E-mail

Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)

Conceptual phase Design phase Construction phase

2. Using Information as a Political Tool. This behavior may include withholding important information when doing so might further an employee's political interests. This type of behavior can also include information overload, for example, to bury or obscure important (but potentially damaging) details that the employee hopes goes unnoticed.
 How often does this political behavior take place in your organization?

Never Seldom Rarely Sometimes Often Mostly Always

Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)

Subcontractors Main contractors Clients

Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)

Face to face Memo or letter Telephone E-mail

Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)

Conceptual phase Design phase Construction phase

3. Creating and Maintaining a Favorable Image. This behavior includes drawing attention to one's successes and the successes of others, creating the appearance of being a "player" in the organization, and developing a reputation of possessing qualities considered important to the organization. The behavior also includes taking credit for the ideas and accomplishments of others.
 How often does this political behavior take place in your organization?

Never Seldom Rarely Sometimes Often Mostly Always

Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)

Subcontractors Main contractors Clients

Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)

Face to face Memo or letter Telephone E-mail

Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)

Conceptual phase Design phase Construction phase

4. Developing a Base of Support. Examples of this behavior include getting prior support for a decision before a meeting is called and getting others to contribute to an idea to secure their commitment.
 How often does this political behavior take place in your organization?

Figure A. 2. English Translation of the Questionnaire

(Cont. on next page)

Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Mostly <input type="checkbox"/>	Always <input type="checkbox"/>
Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)						
Subcontractors <input type="checkbox"/>		Main contractors <input type="checkbox"/>			Clients <input type="checkbox"/>	
Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Face to face <input type="checkbox"/>		Memo or letter <input type="checkbox"/>		Telephone <input type="checkbox"/>		E-mail <input type="checkbox"/>
Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Conceptual phase <input type="checkbox"/>		Design phase <input type="checkbox"/>			Construction phase <input type="checkbox"/>	
5. Ingratiation: Praising Others. This behavior includes praising others and establishing good rapport for self-serving purposes. Organizational jargon for this behavior includes "buttering up the boss," "apple polishing," and "brown-nosing."						
How often does this political behavior take place in your organization?						
Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Mostly <input type="checkbox"/>	Always <input type="checkbox"/>
Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)						
Subcontractors <input type="checkbox"/>		Main contractors <input type="checkbox"/>			Clients <input type="checkbox"/>	
Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Face to face <input type="checkbox"/>		Memo or letter <input type="checkbox"/>		Telephone <input type="checkbox"/>		E-mail <input type="checkbox"/>
Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Conceptual phase <input type="checkbox"/>		Design phase <input type="checkbox"/>			Construction phase <input type="checkbox"/>	
6. Developing Allies and Forming Power Coalitions. This behavior includes developing networks of coworkers, colleagues, and/or friends within and outside the organization for purposes of supporting or advocating a specific course of action.						
How often does this political behavior take place in your organization?						
Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Mostly <input type="checkbox"/>	Always <input type="checkbox"/>
Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)						
Subcontractors <input type="checkbox"/>		Main contractors <input type="checkbox"/>			Clients <input type="checkbox"/>	
Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Face to face <input type="checkbox"/>		Memo or letter <input type="checkbox"/>		Telephone <input type="checkbox"/>		E-mail <input type="checkbox"/>
Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Conceptual phase <input type="checkbox"/>		Design phase <input type="checkbox"/>			Construction phase <input type="checkbox"/>	
7. Creating Obligations and Reciprocity. This behavior includes performing favors to create obligations from others, commonly known as, 'You scratch my back and I'll scratch yours.'						
How often does this political behavior take place in your organization?						
Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Mostly <input type="checkbox"/>	Always <input type="checkbox"/>
Based on your experiences with your current employer, from whom you most likely to receive this type of politically motivated message? (Check only one)						
Subcontractors <input type="checkbox"/>		Main contractors <input type="checkbox"/>			Clients <input type="checkbox"/>	
Which communication channel is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Face to face <input type="checkbox"/>		Memo or letter <input type="checkbox"/>		Telephone <input type="checkbox"/>		E-mail <input type="checkbox"/>
Which Project cycle is the organization member you just identified above most likely to use when communicating this type of politically motivated message?(Check only one)						
Conceptual phase <input type="checkbox"/>		Design phase <input type="checkbox"/>			Construction phase <input type="checkbox"/>	
C. frequency of politics and tactics						
Focusing on these politically-related messages as a group (that is, all seven types), approximately how frequently of these messages are conveyed through each of the four communication channels? Please order the 1 to 4 point across the media types						

Figure A. 3. (Cont.) English Translation of the Questionnaire

(Cont. on next page)

Face to face (Including person to person and within groups)	
Memo or letter (or written documents – "hard copies")	
Telephone (Including voice mail)	
E-mail (your company's email or external system)	
Focusing on these politically-related messages, approximately how frequently of these tactics are taken place in your organization? Please order the 1 to 7 point across political tactics	
Attacking or Blaming Others	
Using Information as a Political Tool	
Creating and Maintaining a Favorable Image	
Developing a Base of Support	
Ingratiation: Praising Others	
Developing Allies and Forming Power Coalitions	
Creating Obligations and Reciprocity	
Focusing on these politically-related messages as a group (that is, all seven types), approximately how frequently of these messages are conveyed through each of the three project cycle? Please order the 1 to 3 point across the project cycles	
Conceptual phase	
Design phase	
Construction phase	

Based on your experiences with your current employer, from which age range you most likely to receive this type of politically motivated message?

21-25 26-30 31-35 36-40 41-45 46-50 51-55 56-60 60+

Thanks for your attention.

Please write your e-mail address for information of research findings:.....

Figure A. 4. (Cont.) English Translation of the Questionnaire