



Demographic Physiognomy as Determinant of Choice of Upward Influence Strategy among Public Sector Employees

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Abstract

The study examined demographic physiognomy as determinant of the choice of upward influence strategy among public sector employee in Delta State. Three questions were raised for the study which led to the formulation of three hypotheses. The study employed quantitative and descriptive survey design. The population for the study is 10,934 in the 25 local government authorizes in Delta state. The sample size was determined using the Lesley Kish's formula where it obtained 168 sample size. The instrument for the study was the use of structured questionnaires validated and tested for reliability test at 0.72 which was adjudged reliable for the study. The instrument was then administered to the sampled employee of the public sector employee. Out of the 168 administered questionnaires only 163 were useful for the analyses. Data collected from the questionnaire were then subjected to statistical analysis. The result revealed that there is no significant difference in the choice of upward influence strategies between younger and older public sector employees; There is significant difference in the choice of upward influence strategies between public sector employees from different religious backgrounds and there is no significant difference in the choice of upward influence strategies between public sector employees from different cultural backgrounds in Delta State, Nigeria. Based on the finding the following recommendation among other were made that Promoting diversity and inclusion initiatives is crucial, given the significant impact of religious background on influence strategies, to create a more respectful and inclusive work environment.

Keywords: *Demographic physiognomy; Upward influence strategy; Religious background; Public sector*

Introduction

In the contemporary workplace, understanding the dynamics of upward influence strategies among public sector employees is paramount for organizational effectiveness and employee advancement. Upward influence, defined as the ability of employees to influence their superiors, plays a crucial role in decision-making processes, career progression, and organizational performance (Nguyen & Le, 2022; Ng, Sears & Bakkaloglu, 2021). However, the

factors that influence the choice of upward influence strategies remain underexplored, particularly within the context of demographic physiognomy. Demographic physiognomy, which includes age, gender, and culture, has been identified as a potential determinant of influence strategies in organizational settings (Smith, Thompson & Yeo, 2018).

In Nigeria, specifically in Delta State, the public sector is a significant employer, and understanding how demographic factors

influence the choice of upward influence strategies is crucial for effective management and policy-making. Despite the importance of this topic, there is a notable gap in the literature regarding the relationship between demographic physiognomy and the choice of upward influence strategies among public sector employees. The Nigerian public sector, particularly in Delta State, plays a critical role in the country's socio-economic development. As a significant employer, the public sector in Delta State comprises a diverse workforce representing various demographic groups (Ojo & Akande, 2023). Understanding the factors that influence the behaviour and decision-making of public sector employees is essential for enhancing organizational performance and achieving development goals.

One such factor that has received limited attention in the Nigerian context is demographic physiognomy, which includes age, gender and other demographic attribute. Demography has been found to influence various aspects of organizational behaviour, including leadership styles, communication patterns, and conflict management strategies (Smith et al., 2018). In the context of upward influence, employees may use different strategies to influence their superiors based on their demographic characteristics. For example, younger employees may prefer more assertive strategies, while older employees may rely on experience and seniority.

Similarly, male and female employees may adopt different influence tactics due to societal expectations and gender norms. Despite the potential impact of demographic factors on upward influence strategies, there is a paucity of research examining this relationship, particularly in the Nigerian public sector (Jones, Smith & Williams, 2020). Understanding how demographic physiognomy influences the choice of influence tactics among public sector employees in Delta State is crucial for effective management and policy-making. By exploring this relationship, this study seeks to contribute to the existing body of knowledge on organizational behaviour and provide practical insights for enhancing

leadership effectiveness and employee engagement in the public sector.

The choice of upward influence strategies among public sector employees in Delta State, Nigeria, is influenced by various factors. Age, religion, and culture play a crucial role in shaping these strategies. Younger employees may prefer technology-driven communication, while older employees may prefer traditional methods. Understanding these factors can help organizations foster intergenerational collaboration and maximize employee contributions. Religion, with Christianity and Islam being dominant religions, can influence how individuals perceive authority and communicate. The intersection of age, religion, and culture can create complex dynamics, highlighting the need for a nuanced understanding of these factors. Cultural factors, such as collectivism and respect for authority, can also shape these strategies, enhancing organizational effectiveness and employee satisfaction.

Conversely, the study seeks to address demographic physiognomy influences the choice of upward influence strategies among public sector employees in, Nigeria. By identifying the demography that shape employees' choice of influence tactics, this research aims to provide valuable insights for organizational leaders, human resource practitioners, and policymakers. Understanding these dynamics can contribute to the development of more effective strategies for managing and leading public sector organizations in Delta State and beyond.

Objective of the study

The focus of the study is demographic physiognomy as determinant of the choice of upward influence strategy among public sector employee. The specific objectives were to:

- i) examine the influence of age on the choice of upward influence strategies among public sector employees in Delta State,
- ii) investigate the impact of religion on the selection of upward influence strategies among public sector employees in Delta State.

- iii) explore the role of culture in shaping the choice of upward influence strategies among public sector employees in Delta State.

REVIEW OF RELATED LITERATURE

Upward Influence Strategy

The choice of upward influence strategy among public sector employees in Delta State, Nigeria, is influenced by various factors, including organizational culture, power dynamics, and individual characteristics. Research suggests that employees in the public sector may use different influence tactics depending on their perceived power distance and the organizational hierarchy (Adeniji et al., 2020). For example, employees may use tactics such as ingratiation, coalition building, and consultation to influence their superiors, based on their assessment of the power dynamics within the organization. Conversely, the organizational culture can play a significant role in shaping the choice of influence strategies among public sector employees.

A study by Ojo et al. (2019) found that employees in Nigerian public sector organizations often rely on informal networks and personal relationships to gain influence, reflecting the collectivist nature of Nigerian culture. Understanding these cultural dynamics is crucial for organizational leaders seeking to create a supportive and inclusive work environment that fosters effective communication and collaboration. In addition to organizational culture, individual characteristics such as personality traits and communication styles can also influence the choice of upward influence strategies. For example, employees who are extraverted and assertive may be more inclined to use direct influence tactics, such as persuasion and assertiveness, while introverted employees may prefer more indirect tactics, such as rational persuasion and ingratiation (Bolade & Ogunlusi, 2021).

By considering these individual differences, organizations can tailor their leadership development programs and communication strategies to enhance employee engagement

and performance. In the whole, the choice of upward influence strategy among public sector employees in Delta State, Nigeria, is a complex and multifaceted process that is influenced by various factors. By understanding these factors and their impact on influence tactics, organizations can develop more effective leadership strategies and communication practices that promote employee engagement, collaboration, and organizational success.

Age as a Factor

Age is a fundamental aspect of social identity that can influence the choice of influence strategies among public sector employees. Social identity theory suggests that younger employees may identify more strongly with their age group and may be more inclined to use influence tactics that are common among their peers, such as social media engagement and networking. In contrast, older employees may identify more with their generational cohort and may use influence tactics that are consistent with their life experiences and values, such as traditional communication methods and seniority-based influence.

Age is a significant factor influencing the choice of upward influence strategies among public sector employees in Delta State, Nigeria. Younger employees may be more inclined to use assertive tactics, such as persuasion and coalition building, to influence their superiors, as they may be more familiar with and adept at using modern communication channels and technology-driven approaches (Ojeleye & Aregbesola, 2021). In contrast, older employees may rely more on traditional methods and face-to-face interactions, leveraging their experience and seniority to gain influence within the organization (Obalola & Olaniyi, 2020). Understanding these age-related differences in influence tactics is crucial for organizational leaders seeking to foster intergenerational collaboration and maximize employee contributions across different age groups.

Recent research has also highlighted the role of age in shaping the choice of upward influence strategies in organizational settings. A study by Adelabu et al. (2020)

found that age significantly influenced the use of influence tactics among employees in Nigerian public sector organizations. The study revealed that younger employees were more likely to use assertive tactics, such as rational persuasion and inspirational appeals, while older employees were more inclined to use softer tactics, such as ingratiation and consultation. These findings underscore the importance of considering age as a key factor in understanding the dynamics of upward influence in the workplace.

Religion as a Factor

Religion is another important dimension of social identity that can shape the choice of upward influence strategies. Religious beliefs and practices can influence individuals' values, norms, and behaviours in the workplace. For example, employees who adhere to certain religious beliefs may prioritize humility, respect, and ethical behaviour in their interactions with superiors, influencing tactics they use to gain influence. Understanding how religious identity intersects with other aspects of social identity, such as age and culture, can provide a more comprehensive understanding of the factors that influence upward influence strategies.

Religion can significantly influence the choice of upward influence strategies among public sector employees in Delta State, Nigeria. Religious beliefs and practices can shape individuals' values, norms, and behaviours, influencing how they approach influence tactics in the workplace (Adewoyin & Ajagbe, 2021). For example, employees who adhere to certain religious beliefs may prioritize humility, respect, and ethical behaviour in their interactions with superiors, leading them to use influence tactics that align with these values. Understanding how religious identity intersects with other aspects of social identity, such as age and culture, can provide a more comprehensive understanding of the factors that influence upward influence strategies.

Recent research has highlighted the role of religion in shaping the choice of upward influence strategies in organizational settings. A study by Afolabi et al. (2020)

found that religious beliefs significantly influenced the use of influence tactics among employees in Nigerian public sector organizations. The study revealed that employees who identified strongly with their religious beliefs were more likely to use influence tactics that reflected their religious values. These findings underscore the importance of considering religion as a key factor in understanding the dynamics of upward influence in the workplace.

Culture as a Factor

Culture, as defined by Hofstede (2001), refers to the collective programming of the mind that distinguishes one group or category of people from another. Cultural dimensions theory suggests that culture influences individuals' values, beliefs, and behaviors, including their approach to communication and influence. In the Nigerian context, which is characterized by cultural diversity, employees from different cultural backgrounds may use different influence tactics based on their cultural values and norms. By exploring how culture interacts with age and religion to shape upward influence strategies, this study aims to provide a more nuanced understanding of the complexities of influence in the public sector.

Culture plays a significant role in shaping the choice of upward influence strategies among public sector employees in Delta State, Nigeria. Nigerian culture is characterized by values such as respect for authority, collectivism, and emphasis on interpersonal relationships (Ogunnaike & Adeyeye, 2021). These cultural values can influence how employees approach influence tactics in the workplace. For example, employees may use tactics such as ingratiation and coalition building to gain influence, drawing on their interpersonal relationships and respect for authority figures.

Recent research has highlighted the importance of considering culture in understanding the dynamics of upward influence strategies in organizational settings. A study by Akintayo et al. (2020) found that cultural dimensions significantly influenced the choice of influence tactics

among employees in Nigerian public sector organizations. The study revealed that employees who identified strongly with collectivist values were more likely to use influence tactics that emphasized group harmony and consensus-building, such as consultation and collaboration. These findings underscore the importance of considering culture as a key factor in understanding the complexities of upward influence in the workplace.

Overall, this conceptual framework integrates social identity theory and cultural dimensions theory to examine how age, religion, and culture influence the choice of upward influence strategies among public sector employees in Delta State, Nigeria. By exploring these dynamics, the study seeks to contribute to the existing body of knowledge on organizational behaviour and provide practical insights for enhancing leadership effectiveness and employee engagement in multicultural environments.

Theoretical Underpinning

The study is hinged on the following theory: French and Raven's Five Bases of Power (French & Raven, 1959). One theory that can be applied to the study of upward influence strategy among public sector employees in Delta State, Nigeria, is French and Raven's Five Bases of Power. This theory identifies five primary sources of power that individuals can use to influence others: coercive power, reward power, legitimate power, referent power, and expert power (French & Raven, 1959). In the context of upward influence, public sector employees may utilize these sources of power to influence their superiors. For example, an employee may use coercive power by threatening negative consequences if their request is not met, or reward power by offering incentives for compliance.

Legitimate power stems from the formal authority granted to an individual, while referent power is based on the admiration and respect others have for the individual. Finally, expert power is derived from one's knowledge and expertise in a particular area. Applying French and Raven's Five Bases of Power to the study, researchers can examine

how public sector employees in Delta State utilize these different sources of power in their upward influence attempts. This can provide insights into the effectiveness of different influence tactics and the underlying mechanisms that drive upward influence behaviour in the public sector context.

Empirical Studies

The field of upward impact strategy study is still in its infancy, there aren't many empirical studies to guide us (Smith, Watkins, Burke, Christian, Smith, Hall, and Simms, 2013). Few works on upward influence were discovered by Lee, Han, Cheong, Kim, and Yun (2017) during their meta-analytic assessment of publications on influence strategy published between 2003 and 2017. Studies in Africa, particularly in Nigeria, have been comparatively few, despite the fact that the majority come from North America and Asian nations. This suggests that upward influence technique should be studied extensively. In order to ascertain if demographic factors influence the adoption of such methods, this study looked at the least and most often used tactics used by employees to influence their superiors.

Van Tran, Nguyen and Nguyen (2023), studied the prevalence of social commerce platforms that share images has sparked a fresh interest in the subject of online impulsive purchase. These platforms have special qualities that encourage social comparison and impulsive purchasing. Nevertheless, in the context of image-oriented social commerce, not much study has been done on the connection between upward social comparison and impulsive purchase. 318 Vietnamese university students provided the data, which was then evaluated using structural equation modeling. The findings show that benign envy acts as a mediator between teenagers' impulsive purchasing behaviour and upward social comparison. It's interesting to note that benign jealousy and upward social comparison have opposite impacts on impulsive purchase when self-esteem is high. Kennedy et al (2004), carried out a research aimed to explore the relationships between

cultural values, social beliefs, and influence strategies across 12 countries¹. The theoretical framework employed is the theory of planned behaviour, which posits that individuals consider the implications of their actions before deciding to engage or not engage in a particular behaviour. The study focuses on three main constructs: influence strategies (including persuasive, assertive, and relationship-based approaches), social beliefs (such as cynicism, reward for application, religiosity, fate control, and social complexity), and cultural values (specifically uncertainty avoidance, in-group collectivism, and future orientation).

Smith, Brown and Johnson (2021) carried out a study on the Influence of Demographic Factors on Upward Influence Strategies: A Meta-Analytic Review, applying meta-analytic review, examines the influence of demographic factors, including age, gender, and cultural background, on the choice of upward influence strategies. The study finds that while age and cultural background have a moderate effect on influence strategies, gender has a minimal effect. These findings highlight the importance of considering demographic factors when designing organizational interventions to enhance upward influence strategies.

In a study of Wang, Zhang, and Liu (2020) Exploring the Role of Age in Upward Influence Strategies: A Cross-Cultural Study, they apply cross-cultural study investigates the role of age in the choice of upward influence strategies among employees in China and the United States. The findings reveal that age significantly influences the choice of influence strategies, with younger employees more likely to use assertive communication and older employees more likely to use relationship-building strategies.

In another research on Gender Differences in Upward Influence Strategies: An Experimental Study, Chen and Lee (2017), in an ex experimental study investigates gender differences in the choice of upward influence strategies among employees in Taiwan. The findings reveal that gender has a significant impact on influence strategies, with male and female employees using

different approaches to influence their superiors.

Zhang, Wang and Liu (2020) carried out a research on Demographic Differences in Upward Influence Strategies: A Cross-Sectional Study where in a cross-sectional study they examines the demographic differences, including age, gender, and cultural background, in the choice of upward influence strategies among employees in China. The findings suggest that age and cultural background significantly influence the choice of influence strategies, with younger employees and those from collectivist cultures more likely to use collaborative approaches.

Patel and Shah (2019) carried out study on the Role of Age and Religious Background in Upward Influence Strategies: A Qualitative Study in a qualitative study explores the role of age and religious background in the choice of upward influence strategies among public sector employees in India. The findings reveal that age and religious background play a significant role in shaping influence strategies, with older employees and those from different religious backgrounds using distinct approaches to influence their superiors.

Wong and Chan(2018) study a work on a title Cultural Values and Upward Influence Strategies: A Cross-Cultural Comparison with a cross-cultural comparison study investigates the relationship between cultural values and the choice of upward influence strategies among employees in Hong Kong and Singapore. The findings suggest that employees' cultural values significantly influence their choice of influence strategies, with employees from different cultural backgrounds using distinct approaches to influence their superiors.

Methodology

The study employed descriptive survey design. The study was carried out in the three Senatorial Districts that make up Delta State, whereas Delta State is one of the states amongst the six states in the south-south Nigeria. For public sector ease of governmental administration, Delta is

divided into three political zones also known as senatorial districts: Northern, Central and Southern political zones. The population for the study is centered on local government workers. Delta State has just 25 local government areas. The population size is 10,934. Since the entire population of local government workers is above 10,000, Lesley Kish's formula (1965) was used to determine the sample size of the study, resulting to 168 being the sample size.

To further determine which area to administer the research instrument, the researcher made use of multistage cluster sampling being appropriate, progressively smaller groups were being used at each stage to take a sample from the population. This approach is frequently used, where there is wider surveys cannot be reached within a given possible time to gather data from a sizable, geopolitical dispersed zones (Obilor, 2023). Thus, the researcher made use of 3 clusters or block representing, three (3) political zones. Each zones is made up of 56 employees bringing the total sample size into 168 participants.

In order to obtain data regarding the choice of upward influences strategy among local government employees, who make up the majority of the public sector, a structured

questionnaire was used in this study. The respondents were asked to rate and rank the question statement on a scale of 1 to 5, where 1 represents a low ranking rate and 5 represents a high ranking rate. Reliability instrument was put to the test using the test-retest approach. In wine stores in Edo State, Nigeria, the 25-item reliability test questionnaire was used. Next, it was tested with Cronbach's alpha (α). The results of the Cronbach Alpha reliability test indicated an overall score of 0.72, which was considered dependable.

The primary instrument for collecting data was a questionnaire that was distributed to a sample of local government workers. To aid with the supervised and guided administration of the questionnaire in the study region, the researcher hired a research assistant. The research assistant obtained the required instruction and background information. The staff members who participated in the survey were given a brief explanation of the study's objectives and findings and they were requested to provide adequate information based on the questionnaire. Data obtained were analyzed using analysis of variance (ANOVA) and Post Hoc Test).

Results

Table 1: T-test Analysis for the for the Demographic Physiognomy Mean differences

Variables	t	df	p-value	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
AGE	37.889	162	.000	*3.53988	3.3554	3.7244
CULTURE	28.966	162	.000	*1.82822	1.7036	1.9529
RELIGION	25.650	162	.000	*1.68098	1.5516	1.8104
GROUP (<i>Collaborative Approach, Adaptability, Expertise Emphasis, Relationship Building</i>)	37.309	162	.000	*3.87117	3.6663	4.0761

Source: Compiled by the Researcher (2026); *significance @ $p < 0.05$, * mean deference*

The t-test analysis table above shows the independent samples t-tests comparing the mean scores of different groups on various

variables (Age, Culture, Religion) and the choice of upward influence strategy (Group) where to a hypothetical test value held

constant = 0. The following were the outcome: On account of Age, the t-test for age indicates the comparison is against a mean difference of 0., the p-value is less than $p < 0.001$ at 0.05 level of significance, suggesting that the mean difference in age between the groups is statistically significant. The mean difference in age between the groups is 3.54 years, with a 95% confidence interval ranging from 3.36 to 3.72 years. This means that, on average, there is a 3.54-year difference in age between the groups, and we are 95% confident that the true difference falls between 3.36 and 3.72 years.

For Culture, the t-test shows that where other things held constant at test value of 0., the p-value is less than .001, indicating that the mean difference in culture between the groups is statistically significant. The mean difference in culture between the groups as shown in the above table is 1.83, with a 95% confidence interval ranging from 1.70 to 1.95. This means that, on average, there is a 1.83 difference in culture between the groups, and we are 95% confident that the true difference falls between 1.70 and 1.95.

Relating to Religion, similar to the previous variables, the t-test for religion compares the mean difference against where other thing held at 0 and has a p-value of less than .001, indicating statistical significance. the mean difference in religion between the groups is 1.68, with a 95% confidence interval ranging from 1.55 to 1.81. This means that, on average, there is a 1.68 difference in religion between the groups, and we are 95% confident that the true difference falls between 1.55 and 1.81.

On accounting of the upward group (choice of upward influence strategy), the t-test also compares the mean difference against 0 and has a p-value of less than .001, indicating statistical significance. The mean difference between the groups is 3.87, with a 95% confidence interval ranging from 3.67 to 4.08. This means that, on average, there is a 3.87 difference between the groups, and we are 95% confident that the true difference falls between 3.67 and 4.08. In a nutshell, these results suggest that there are statistically significant differences in age, culture, religion, and group (upward influence strategy) being compared.

Table 2: Summary of ANOVA Statistics

ANOVA						
Group		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	6.423	4	1.606	1.132	.343
	Within Groups	224.068	158	1.418		
	Total	230.491	162			
Culture	Between Groups	.695	4	.174	.263	.901
	Within Groups	104.495	158	.661		
	Total	105.190	162			
Religion	Between Groups	7.886	4	1.972	2.952	.022
	Within Groups	105.525	158	.668		
	Total	113.411	162			

Source: Compiled by the Researcher (2026)

The table of ANOVA results above, provide insights into the differences in the choice of upward influence strategies based on age, religion, and culture among public sector employees. First, the F-test for age groups shows an F-value of 1.132 with a p-value

of .343, which is not significant ($p > .05$). Therefore, there is no significant difference in the choice of upward influence strategies between younger and older public sector employees.

Second, the F-test for religious backgrounds shows an F-value of 2.952 with a p-value of .022, which is significant ($p < .05$). Therefore, there is a significant difference in the choice of upward influence strategies between public sector employees from different religious backgrounds. Third, the F-test for cultural backgrounds shows an F-value of 0.263 with a p-value of .901, which is not significant ($p > 0.05$). Therefore, there is no significant difference in the choice of upward influence strategies between public sector employees from different cultural backgrounds.

Conversely, the ANOVA results indicate that while there is no significant difference in the choice of upward influence strategies between younger and older public sector employees or between different cultural backgrounds, there is a significant difference based on religious background. Focusing on each of the hypotheses regarding the choice of upward influence strategies among public sector employees in Delta State, Nigeria the following discussion were made:

Discussion

Age and upward influence strategy: The study examined the influence of age on the choice of upward influence strategies among public sector employees. Contrary to expectations, the results indicated no significant difference in influence strategies between younger and older age employees. This finding aligns with recent research suggesting that age may not be a significant factor in determining influence strategies in organizational settings (Ng et al., 2021). Organizations should recognize that employees of different age groups may utilize similar strategies to influence superiors. This emphasizes the importance of individualized approaches to leadership development and mentoring, rather than relying on age-based assumptions.

Religion and upward influence strategy: In terms of religious background, the study found a significant difference in the choice of influence strategies among public sector employees from different religious backgrounds. This finding is consistent with literature highlighting the impact of

religious beliefs on behavior in organizational contexts (Felps & Mitchell, 2020). Organizations should acknowledge the influence of religion on employee behavior and consider implementing diversity and inclusion programs that accommodate varying religious beliefs. Understanding these differences can enhance communication and collaboration among employees from diverse religious backgrounds.

Culture and upward influence strategy: Regarding cultural background, the study did not find a significant difference in influence strategies based on cultural backgrounds. This result suggests that while cultural differences exist, they may not always translate into differences in behaviour or strategies among public sector employees. However, it is essential for organizations operating in multicultural environments to recognize and respect these differences. Emphasizing common goals and values can foster a unified approach to influence and decision-making, contributing to organizational cohesion (Javidan & House, 2020).

Summarily, while age and cultural background may not significantly influence the choice of upward influence strategies among public sector employees, religious background appears to play a role. Organizations should consider these findings in their diversity and inclusion efforts, ensuring that policies and practices account for the diverse backgrounds and beliefs of their employees. Further research could explore the specific influence strategies employed by employees from different religious backgrounds and their effectiveness in organizational contexts.

Conclusion and Recommendations

The study investigated the impact of age, religion, and cultural background on the choice of upward influence strategies among public sector employees in Delta State, Nigeria. The results indicated that age and cultural background did not significantly influence the choice of influence strategies. However, there was a significant difference based on religious background, suggesting that employees from different religious

backgrounds may employ distinct strategies in influencing their superiors. These findings highlight the complex interplay between demographic factors and influence strategies in organizational settings, emphasizing the importance of considering individual differences in leadership development and diversity initiatives.

In conclusion, this research excavates the understanding of how demographic factors influence the choice of upward influence strategies among public sector employees in Delta State, Nigeria. The findings suggest that while age and cultural background may not significantly impact the choice of influence strategies, religious background plays a role in shaping these strategies. Organizations should take into account the diversity of their workforce, particularly in terms of religious beliefs, when developing leadership development programs and diversity initiatives. By acknowledging and accommodating these differences, organizations can create more inclusive and effective environments for their employees.

Furthermore, the study highlights the importance of considering individual differences and cultural nuances in organizational settings. While age and cultural background may not directly impact influence strategies, they are part of a broader context that influences employee behaviour. Future research could delve deeper into the specific influence strategies employed by employees from different religious backgrounds and how these strategies contribute to organizational outcomes. Overall, understanding the interplay between demographic factors and influence strategies can lead to more effective leadership practices and organizational policies that benefit both employees and organizations. From the finding the following recommendations is being made:

- i) Organizations should tailor leadership development programs to individual needs, avoiding generational or cultural stereotypes, to support employees in effectively influencing others.

- ii) Promoting diversity and inclusion initiatives is crucial, given the significant impact of religious background on influence strategies, to create a more respectful and inclusive work environment.

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