

# INFLUENCE TACTICS AND EMPLOYEE JOB PERFORMANCE: THE MODERATING IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT (POS)

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## Abstract

This study aims to analyze the interrelationships between influence tactics, perceived organizational support (POS) and employee job performance in Malaysia. The current research varies from prior studies in that it connects two types of influence tactics, soft and hard, with two types of job performance, task performance and contextual performance, as well as the moderator POS. The data for the study was collected using a self-administered questionnaire. Seven hypothesized relationships were tested in this research with a sample of 200 employees who work in the banking industry in Malaysia. Smart PLS (version 3.2.8) was applied to assess the developed model based on path modelling followed by bootstrapping. The results revealed that (POS) significantly moderated influence tactics on employee job performance. The implications, limitations, and directions for future research are further discussed.

**Keywords:** Soft Influence Tactics, Hard Influence Tactics, Perceived Organizational Support (POS), Task Performance, Contextual Performance.

## 1. INTRODUCTION

An individual who employs influence tactics is characterized as someone who is focused on achieving a specific goal. Understanding the impact of influence tactics on subordinates or organizational outcomes is critical for organizations and managers. Influence tactics are described as the ability to influence the behaviour of others in a specific way to attain a specific goal or target.

A leader utilises influence tactics, which may be a single approach or a combination of methods, as a way to affect the beliefs or behaviours of a target employee. Managers now utilise soft influence tactics more commonly than hard influence tactics. By eliminating or doing away with penalty associated with certain influence tactics, managers demonstrate their commitment to giving their employee more authority, recognition, and responsibility. By exerting the appropriate influence on employees, managers can still ensure that employees behave in a way that advances both their own personal goals and the organizational business goals. Depending on the demands of the context, the concept of influence may appear in organizations in a variety of forms and to varying degrees (Eğitim ve Bilim, 2020). Task performance and contextual performance are the two categories into which employee work performance may be divided.

Recent problems with employee work performance exist. Through its influence on their group leader's bad supervision, a department leader's poor supervision indirectly affects the workers who work under them (Liu, Yu, Chen, & He, 2020). One of the most important factors used for evaluating an organization's effectiveness is employee job performance.

An individual's employment performance depends on their personality as much as their role. His commitment to carrying out the tasks that have been delegated to him determines the efficiency and efficacy of the extension services. As the productivity of any organization has increased, employee job performance has become a crucial factor. Job satisfaction is influenced by organizational commitment, which in turn affects job performance. Employee performance at work is significantly impacted by organizational commitment. Employees' willingness to do their duties may be influenced by their level of commitment, which has an impact on the effectiveness and calibre of their work. However, the connection between organizational commitment and work performance is more complex than a direct relation since job happiness also plays a role. Organizations must increase employee commitment in order to improve job satisfaction and output (Loan, 2020).

An organization's success and failure can be identified by employee job performance, poor performance will be detrimental to the organization's success, whereas excellent performance will help the organization accomplish its objectives. The ongoing issues that most business organization has faced are task performance and contextual performance of the employee. Task performance and contextual performance of the employee will become poor without soft and hard influence tactics. The competitive business makes the influence tactics that are used by managers aim to obtain a commitment from employees becomes a critical issue.

Firstly, the fundamental restriction to achieving potential success by a business is poor supervision in the workplace. Supervision is an important item in continuing skill and knowledge development among employees. Supervision is a social interaction between two individuals who might have diverging views but the same objectives (Zaheer, Muhammad; Munir, Saba, 2020). It is consequently that many businesses nowadays refer to their manager as a tutor. There isn't sufficient commitment to taking action for the counteractive action to issues, mistakes, accidents, and injuries when an organization has poor supervision. Poor supervision expels a very significant element of the employee support process, eradicating the chance for allusion, wisdom, and security. Poor supervision likewise causes many unethical behaviours within an organization. In general, employees believe that their organization doesn't value their effort, making it challenging to develop loyalty under ineffective management. Without loyalty, employees are more likely to depart from legal the business practices. There have some undesired activities that may occur, such as appear theft, diminished employee skill, utilizing facilities without endorsement, and counterfeit documents, among other things.

The level of structural job autonomy seems hypothetically relevant as a contingency factor that moderates the influence of humble leadership on followers (Cho, Jeewon; Schilpzand, Pauline; Huang, Lei; Paterson, Ted, 2020). Poor job autonomy of employees makes the job performance of employees also become poor. No activity self-sufficiency mirrors the level of opportunity and autonomy that representatives have in basic leadership concerning how the employee