

Impact of Managerial Effect Tactics on Job Creativity and Performance: Targeting on Airline Service Employees

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Abstract:

Limited research has been conducted on the influence of managerial tactics on job creativity and performance in the airline industry. This study thus empirically explored causality between influence tactics, job creativity, and job performance. All research was conducted under the assumption that job creativity would mediate both influence tactics and job performance to enable the discovery of how individual influence tactics resulted in better job performance. This study implemented a quantitative method using a combined approach (i.e., a three-step multiple regression analysis and Sobel test). Five total influence tactics were examined on the basis of previous research. Among these, results indicated that inspirational appeals, ingratiation, exchange, and pressure acted as significant drivers of job creativity, which had the greatest influence on job performance. Job creativity also had a mediating effect. On the other hand, the tactic of legitimating also positively influenced job creativity. These findings can be used to help manage employees in a way that promotes both job creativity and performance.

Keywords: Influence tactics, job creativity, job performance, airline