

Organisational and Individual Linkages on Employee Performance: A Case Study on State-Owned Enterprises in Indonesia

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This study aims to examine the relationship between organisations and individuals in the form of organisational climate, organisational support, and self-efficacy on employee performance. This study is a confirmatory study. The population and sample used in this study was 84 employees. Data collection methods were done by interviews, questionnaires and literature studies. The data obtained were then analysed using multiple regression. The results of the research shows that employee performance will get better if the organisation has a good organisational climate, has organisational support for employees and the organisation is able to maintain employee self-efficacy well. This should be a concern for the organisation to be able to improve the performance of it's employees.

Key words: *Organisation Climate, Organisational Support, Self-Efficacy, Performance.*

Introduction

Organisations must have the ability to mobilise and direct their human resources to create maximum employee performance and also, to have an impact on increasing organisational effectiveness. This maximum employee performance will contribute positively to the achievement of organisational goals. According to Rivai & Basri, (2005) performance is the result or overall level of success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or predetermined criteria that have been agreed upon. While according Armstrong & Baron, (2000), it is the impact of the results of the work because the impact shows a strong link with the company's strategic objectives, customer satisfaction, and economic contribution.

The importance of employee performance in achieving company goals requires the company to find out more about any factors that can affect the performance of its employees. Timpe, (1992) states that one of the external factors that influences employee performance is the organisational climate. According to Susanto, (2016), organisational climate is the human environment in which the organisation's employees do their work. Organisational climate cannot be seen or touched but the climate is like air in a room surrounding and influencing everything that happens in an organisation.

Organisational climate can be explained through a combination of values and top management objectives, certain fundamental policies and also the implementation of these policies (Ngadiman & Ratmawati, 2013). Meanwhile, according to Litwin and Stringer's (Al-Shammari, 1992), they define the organisational climate as a set of measurable features about the work environment, which depends on the perception of people working within the organisation, both directly and indirectly, and is considered to be able to influence their motivation and behaviour.

Litwin and Stringer (Muchinsky, 1976) measure organisational climate as:

(1) Responsibility: Responsibility is the feeling of being a leader for yourself, and you do not have to always re-check all the decisions taken. When an employee gets a job, the employee concerned knows that it is their job. Responsibility is the obligation of a person to carry out the assigned functions as well as possible in accordance with the direction received or the extent to which members of the organisation are responsible for the work assigned.

(2). Identity: identity is a feeling of belonging (sense of belonging) to the company and being accepted in the group.

(3) Warmth: warmth is a feeling of a friendly work atmosphere and is more emphasised on the condition of friendliness or friendship in an informal group.

(4) Support: support is matters related to support and relationships between colleagues that are mutual help between managers and employees.

(5) Conflict: conflict is a situation of conflict or dissent between subordinates and leaders and subordinates with subordinates.

In addition to Organisational Climate, perceived organisational support can also affect employee performance. Rhoades & Eisenberger, (2002) state that the perception of organisational support refers to employees' perceptions of the extent to which organisations value their contributions and care about their well-being. They also stated that the perception of organisational support can improve the performance of work standards that are usually done by employees and encourage employees to do the tasks that are their responsibilities, better.

Perception of organisational support refers to employees' perceptions of the extent to which organisations value contributions, provide support, and care for their well-being (Shanock & Eisenberger, 2006). In their journal, Rhoades & Eisenberger, (2002) stated that perceived organisational support is also regarded as a global belief formed by each employee regarding their assessment of organisational policies and procedures that are formed based on their experience of organisational policies and procedures, acceptance of resources, interaction with their organisational agents (e.g. supervisors) and their perceptions of the organisation's concern for their well-being. This is supported by Bakiev (2013) who argued that the perception of organisational support is the level where employees feel the company pay attention to their well-being and assess the contribution they have made to the company.

Organisational support can be used to increase employee motivation related to customers, so it can be said that organisational support variables can affect employee performance. Rhoades & Eisenberger (2002) stated that the perception of organisational support has an impact on reciprocal norms or reciprocal relationships between employees. They also added that one of the effects of perceived organisational support could be to improve the performance of the work standards that are usually done by employees and encourage employees to do their assigned tasks better.

Self-efficacy according to Bandura, (2010) is defined as a person's belief in his ability to perform specific tasks. Self-efficacy emerges gradually through the experience of complex cognitive, social, language and/or physical skills. Bandura, (2010) states that self-efficacy affects the motivation process, where trust in self-efficacy is the key to self-regulation of employee motivation. The motivation will make a positive contribution to the performance of employees in a company.

Self-efficacy as an individual's self-confidence in his ability to carry out tasks effectively, so as to achieve the expected results in various situations, (Cherian & Jacob, 2013). Strengthened by Bandura, (2010) that one of the results of self-efficacy is motivational processes, the belief in self-efficacy is the key to self-regulation of motivation. Furthermore, Luthans, (2002) said that self-efficacy has an important role in determining human performance because high self-efficacy will affect one's perception so as to give confidence to individuals to use their abilities to complete the tasks given.

This research will present empirical evidence on how the interrelationship between the role of organisations and individuals will improve employee performance, especially in state-owned enterprises in Indonesia, which has a variety of colleague culture. Specifically, the study aims to study the relationship between organisations and individuals in the form of organisational climate, organisational support, and self-efficacy on employee performance.

Literature Review

Organisational Climate

There are several definitions of organisational climate put forward by experts. When discussing the concept of organisational climate, we are actually talking about the traits or characteristics that are felt to be present in the work environment and arise mainly because of organisational activities, which are carried out consciously or not, and are considered to influence the later behaviour (Susanto, 2016). Furthermore Morris & Steers, (1980) state that the climate that arises in organisations is a major factor that determines the behaviour of workers. Payne & Pugh, (1971) argued that organisational climate is the attitudes, values, norms and feelings that are commonly owned by workers in relation to their organisation.

Organisational climate can be explained through a combination of values and top management objectives, certain fundamental policies and also the implementation of these policies (R. Rivai, Gani, & Murfat, 2019) Meanwhile, Litwin and Stringer (Muchinsky, 1976), define the organisational climate as a set of measurable features about the work environment, which depends on the perception of people working within the organisation, both directly and indirectly, and is considered to be able to influence their motivation and behaviour.

Organisational Support

Perception of organisational support refers to employees' perceptions of the extent to which organisations value contributions, provide support, and care for their well-being (Rhoades & Eisenberger, 2002) In their journal, Shanock & Eisenberger, (2006) stated that perceived organisational support is also regarded as a global belief formed by each employee regarding their assessment of organisational policies and procedures that are formed based on their experience of organisational policies and procedures, acceptance of resources, interaction with their organisational agents (e.g. supervisors) and their perceptions of the organisation's concern for their well-being. This is supported by Bakiev, (2013) who argued that the perception of organisational support is the level where employees feel the company pay attention to their well-being and assess the contribution they have made to the company.

Self Efficacy

Self-efficacy according to Bandura (1998) is defined as a belief held by someone about their abilities and also the results that he will get from his hard work which affect the way they behave. He also said that in social cognitive theory, this self-efficacy helps someone in making choices, their efforts to progress, the persistence and perseverance that they show in

facing difficulties, and the degree of anxiety or calm they experience when they maintain tasks that include their life.

Niederhauser & Perkmen, (2010) defined self-efficacy as our feelings of adequacy, efficiency, and our ability to cope with life. In addition, self-efficacy is an individual's belief that they have the ability to exercise control over their work on their own environmental events, which was stated by Feist & Feist, (2009).

Performance

There are several opinions regarding the definition of performance expressed by experts. According to Gomes (Susanto, Suyatno, & Susetyarsi, 2017) performance is an expression such as output, efficiency and effectiveness often associated with productivity. Performance can also be explained as the degree of achievement of tasks completed by employees in their work. This was stated by Titisari, Susanto, & Prajitiasari, (2018)

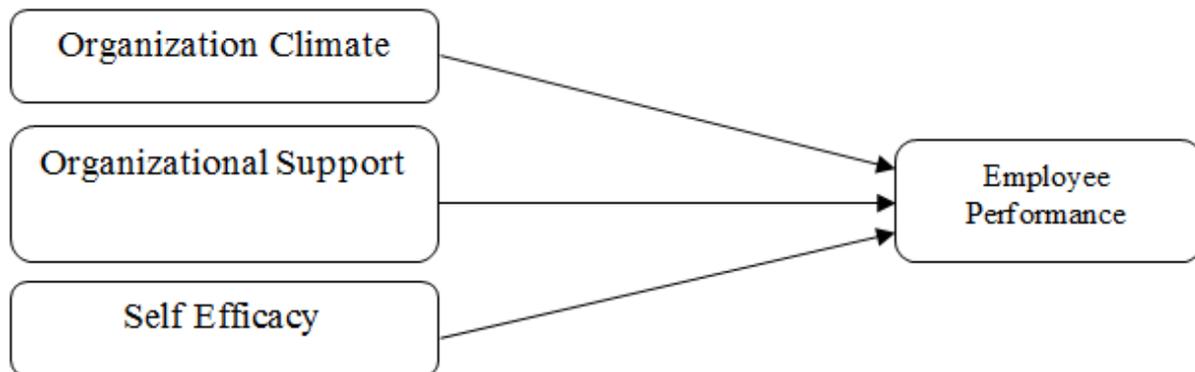
Meanwhile, according to Robbins, (1998), performance is an optimal achievement in accordance with the potential possessed by an employee who is always a concern of organisational leaders. Deeper by Moehariono (Titisari et al., 2018) defined performance as the work that can be achieved by a person or group of people in an organisation both quantitatively and qualitatively in accordance with the authorities and duties of each responsibility, in an effort to achieve the objectives of the organisation concerning legality, and does not violate the law and in accordance with morals and ethics.

Conceptual Framework

Conceptual framework is a picture of the relationship between variables in research. The conceptual framework aims to help explain the problems in research that are based on theoretical studies. This conceptual framework will then be used as a basis in formulating research hypotheses.

The conceptual framework will show the relationship of influences between organisational climate variables, perceived organisational support, and self-efficacy on employee performance. This conceptual framework explains the relationship of independent/independent variables to the dependent/dependent variable. The following is illustrated in the conceptual framework of research:

Figure 1. Conceptual Framework



Framework of Study and Hypothesis

Relation between Organisational Climate and Employee Performance

The influence of the organisational climate on employee performance is based on the opinions of experts and is supported by previous research. Mowday, Porter, & Steers, (2013) concluded that one way for managers to streamline organisational effectiveness is to create a climate that emphasises the importance of achieving goals and while also giving wind to joint support, cooperation and participation in activities that help achieve goals Kristianto, Rivai, & SE, (2018) explained that creating a climate of employee relations in terms of belief, trust, and openness is a fundamental consideration and produces results. Simamora continued that such an organisational climate is considered to be in line with high productivity and effective implementation of strategies. In addition Susanto, (2016) also stated that a good organisational climate can improve employee performance.

Based on this explanation, the following research hypothesis can be formulated

H1: Organisational climate has a significant effect on employee performance

Relation between Organisational Support and Employee Performance

Colakoglu, Culha, & Atay, (2010) et al. argued that organisational support can be used to increase employee motivation related to customers, so it can be said that organisational support variables can affect employee performance. Rhoades & Eisenberger, (2002), stated that the perception of organisational support has an impact on reciprocal norms or reciprocal relationships between employees. They also added that one of the effects of perceived organisational support could be to improve the performance of work standards that are usually done by employees and encourage employees to do tasks that are their responsibilities, better.

Based on this explanation, the following research hypothesis can be formulated:

H2: Organisational Support has a significant effect on employee performance

Relation between Self-Efficacy and Employee Performance

Self-efficacy is an individual's self-confidence in his ability to carry out tasks effectively, so as to achieve the expected results in various situations, (Walumbwa et al., 2011). Strengthened by Bandura (1998) that one of the results of self-efficacy is motivational processes, the belief in self-efficacy is the key to self-regulation of motivation. Furthermore, Cherian & Jacob, (2013) said that self-efficacy has an important role in determining human performance because high self-efficacy will affect one's perception so as to give confidence to individuals to use their abilities to complete the tasks given

Based on this explanation, the following research hypothesis can be formulated:

H3: Organisational Support has a significant effect on employee performance

Methodology

Data collection

The analysis unit in this research was permanent employees working at state-owned enterprises in Jember, East Java, from February to May 2018; the research population was 209 employees. The questionnaires were administered to previously randomly selected respondents.

Survey Instrument

Closed-ended questionnaires were employed as research instruments. They contained questions about respondent characteristics and items relating to research variables. Organisational climate is a trait or characteristic that is felt in the work environment, both directly and indirectly and influences employee motivation and behaviour. Indicators of organisational climate (Muchinsky, 1976) were namely:

(1) Responsibility, which is one's obligation to carry out the assigned functions as well as possible in accordance with the direction received, or the extent to which organisational members are responsible for the work assigned.

(2) Identity, which is sense of belonging to the company and being accepted in the group.

(3) Warmth, with feelings towards a friendly working atmosphere and more emphasis on conditions of friendliness or friendship in informal groups.

(4) Support, with matters related to support and relationships between colleagues is the feeling of mutual help between managers and employees.

(5) Conflict, in which there is a situation where is a conflict or difference of opinion between subordinates and leaders and subordinates with subordinates.

Organisational support is the level at which employees feel the organisation values and appreciates their contribution, and how far the organisation cares about their well-being. Organisational support indicators used in this study according to Rhoades & Eisenberger, (2002) are:

(1) Fairness which procedural justice involves the way to determine distribution among employees. Matters of fairness regarding the distribution of resources, can strongly influence the perception of organisational support by showing attention to employee welfare.

(2) Supervisor support which employees form a global perception of their assessment of the organisation, by developing a general view of the extent to which superiors care about their well-being.

(3) Recognition of which superiors recognise the contributions that have been given by employees to the organisation.

(4) Salary, which salary indicator refers to the compatibility of salary with the workload carried out by employees.

(5) Promotion, there are promotional opportunities provided by superiors to employees.

(6) Job security which guarantees that the organisation will retain employees in the future is a strong indication of perceived organisational support.

(7) The right of autonomy, in which the organisation must show a sense of trust in the autonomy of employees in carrying out their work, including job scheduling, and various tasks which will increase the perception of the support organisation.

(8) The role of stressor, in which stress refers to the inability of individuals to deal with their environment. Stress is related to three aspects of the role of employees in the organisation, namely overwork, lack of clear information about work responsibilities and work responsibilities that conflict with each other.

(9) Training, in which job training is an employee investment which will ultimately increase the perception of organisational support.

Self-efficacy is the belief and trust held by employees that they have the ability to control and overcome difficulties in their work. Self-efficacy indicators according to Bandura, (2010) are namely:

(1) Level of Difficulty which refers to the level of difficulty of tasks that are believed by individuals to be resolved.

(2) Strength of confidence which refers to the strength or weakness of individual confidence in the level of difficulty of work that can be done.

(3) Broad capabilities which designate whether self-efficacy beliefs only take place in certain domains or apply in a variety of activities and behaviours.

(4) Expectations of results which are expectations about the possible outcomes of behaviour, where if an individual exhibits that behaviour, it contains the expectation of obtaining results from his behaviour.

(5) Self-confidence which is one's belief that he/she can produce the behaviour needed to achieve results. This means that someone can justify that an action can produce performance and feels him/herself capable of doing the action.

Performance is the result of work achieved by employees in quality and quantity in carrying out their duties according to the responsibility in achieving goals. Performance indicators in this study according to Robbins, (1998) are as follows:

(1) The quality of work which is measured from the employee's perception of the quality of work produced and the perfection of the task of the skills and abilities of employees.

(2) Quantity, in which the amount generated is expressed in terms such as the number, units, and number of activity cycles that were completed. This indicator refers to the work results of employees who are always increasing from time to time.

(3) Timeliness which is the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the output results and maximising the time available for other activities. This indicator shows the level of work completed in a timely manner.

(4) The effectiveness of which level of use of organisational resources such as energy, money, technology and raw materials is maximised, with the intention of increasing the yield of each unit in the use of resources. In other words, how much is the maximum number of employees utilising the facilities provided by the company in their work.

(5) Independence in which level of an employee will later be able to carry out his work function without having to always be supervised by superiors.

Results and Discussion

Results

The results of the data analysis show that the calculation of data analysis has been done through several tests that will be used to draw conclusions at the end of the study.

Test validity and reliability

Table 1: Validity Testing Result

Variable	Indicator	R _{table}	R _{test}	Sig	Information
Organisational climate (X ₁)	X _{1.1}	0.214	0.658	0.000	Valid
	X _{1.2}	0.214	0.372	0.000	Valid
	X _{1.3}	0.214	0.619	0.000	Valid
	X _{1.4}	0.214	0.493	0.000	Valid
	X _{1.5}	0.214	0.734	0.000	Valid
Organisational support (X ₂)	X _{2.1}	0.214	0.765	0.000	Valid
	X _{2.2}	0.214	0.565	0.000	Valid
	X _{2.3}	0.214	0.402	0.000	Valid
	X _{2.4}	0.214	0.755	0.000	Valid
	X _{2.5}	0.214	0.508	0.000	Valid
	X _{2.6}	0.214	0.700	0.000	Valid
	X _{2.7}	0.214	0.502	0.000	Valid
	X _{2.8}	0.214	0.649	0.000	Valid
	X _{2.9}	0.214	0.534	0.000	Valid
Self-Efficacy (X ₃)	X _{3.1}	0.214	0.518	0.000	Valid
	X _{3.2}	0.214	0.590	0.000	Valid
	X _{3.3}	0.214	0.765	0.000	Valid
	X _{3.4}	0.214	0.719	0.000	Valid
	X _{3.5}	0.214	0.600	0.000	Valid
Performance (Y)	Y _{1.1}	0.214	0.744	0.000	Valid
	Y _{1.2}	0.214	0.576	0.000	Valid
	Y _{1.3}	0.214	0.774	0.000	Valid
	Y _{1.4}	0.214	0.588	0.000	Valid
	Y _{1.5}	0.214	0.731	0.000	Valid

source: data processed

Based on table 1, it can be seen that the results of Pearson's product moment calculations indicate that each statement of each indicator on the variable used has a r count value > r table with a significance of less than 5% or 0.05 which is equal to 0.000. The r table value of 209 respondents is known to be 0.214 while the calculated r value for each indicator is greater than 0.214.

Reliability Testing

Table 2: Reliability testing result

Variable	Cronbach's Alpha	Cut Off	Information
Organisational Climate	0.725	> 0.600	Reliable
Organisational Support	0.749	> 0.600	Reliable
Self-Efficacy	0.751	> 0.600	Reliable
Performance	0.772	> 0.600	Reliable

Source: Data Processed

Based on table 2, the reliability test results above show that each variable has a Cronbach's Alpha value of 0.725 0.749 0.751 and 0.772. The Cronbach's Alpha value is greater than 0.60 so it can be concluded that this study has met the reliability criteria.

Multiple Regression

Table 3: Multiple Regression Result

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.370	1.969		-.188	.852
	X1	.498	.082	.475	6.061	.000
	X2	.081	.031	.184	2.568	.012
	X3	.359	.075	.375	4.783	.000

Source: Data Processed

Based on table 3, the regression equation model is as follows:

$$Y = -0.370 + 0.475X1 + 0.184X2 + 0.375X3 + e$$

- A constant value of -0.370 indicates the magnitude of the performance variable (Y) when the organisational climate variable (X1), perceived organisational support (X2), and self-efficacy (X3) are zero.
- Regression coefficient of 0.475 on the organisational climate variable (X1), shows that organisational climate (X1) has a positive effect on employee performance (Y). This means that the better the organisational climate (X1), the better the level of employee performance (X2).
- Regression coefficient of 0.184 on the variable perception of organisational support (X2), shows that the perception of organisational support (X2) has a positive effect on

employee performance (Y). This means that the better the perception of organisational support (X2), the better the level of employee performance (Y).

- d. Regression coefficient of 0.375 on the variable self-efficacy (X3), shows that self-efficacy (X3) has a positive effect on employee performance (Y). This means that the better the self-efficacy (X3), the better the level of employee performance (Y).

Discussion

This section will review the effect of each organisational climate variable, and the perception of organisational support and self-efficacy on employee performance based on the results of data analysis that has been obtained.

The Effect of Organisational Climate on Employee Performance

Based on the coefficient value from the results of multiple linear regression analysis and the significance value of the partial test results, organisational climate has a positive and significant effect on employee performance. This means that the better the organisational climate the more it will have an impact on improving employee performance.

The way for managers to smooth the effectiveness of the organisation is to create a climate that emphasises the importance of achieving goals, and besides it also provides wind for mutual support, cooperation and participation in activities that help achieve goals (Morris & Steers, 1980) (Mowday et al., 2013). Timpe, (1992) states that one of the external factors that influence employee performance is the organisational climate. The results of this study are consistent with the opinions of experts and are in line with research conducted by (Titisari et al., 2018) with the results of the study showing that organisational climate significantly influences employee performance.

In order to provide the best service, the company strives to create a positive organisational climate. The effort to create a positive organisational climate is manifested by various activities outside working hours such as, recreation and joint recitation. The results of recapitulation of answers show results that are not in accordance with the phenomena found from interviews with several employees. The interview results show that the organisational climate can be said to be unfavorable, while the recapitulation results of respondents' answers to the organisational climate show good numbers.

Based on the recapitulation of respondents' answers and the results of data analysis on the influence of organisational climate on employee performance, explains that all employees have a high sense of responsibility in carrying out the assigned functions in accordance with the directions they receive. The employees feel proud to be part of the company and feel to be

in a friendly work atmosphere and always get support from superiors related to their work. In addition, employees also do not experience disagreements or differences of opinion that cause conflicts within the company. Thus, it can be concluded that the organisational climate has met the required standards in maximising employee performance. Positive organisational climate will provide a sense of security and comfort in work and will have an impact on improving employee performance.

Effect of Perception of Organisational Support on Employee Performance

Based on the coefficient value from the results of multiple linear regression analysis and the significance value of the partial test results, it shows that the perception of organisational support has a positive and significant effect on employee performance. This means, the better the perception of organisational support, the more impact on employee performance.

Organisational support has an impact on reciprocal norms or reciprocal relationships between employees (Shanock & Eisenberger, 2006)(Rhoades & Eisenberger, 2002)(Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). They also added that one of the effects of perceived organisational support could be to improve the performance of the work standards that employees normally carry out, as well as encourage employees to do their assigned tasks better. The results of this study prove the truth of the opinion of Rhoades and Eisenberger. In addition, this study is also in accordance with research conducted by Chen, Eisenberger, Johnson, Sucharski, & Aselage, (2009) with the results of research showing that the perception of organisational support directly has a significant positive effect on performance, and the study of Levin et al., (1987) showing that organisational support affects the performance of employees.

It can be seen in the recapitulation of the questionnaire answers from respondents and the results of data analysis, the effect of the perception of organisational support on performance, and that respondents' perceptions of organisational support show a positive meaning and contribution to employee performance. This means that, organisational support given to it's employees can already be said to be good. Employees have felt they have been treated fairly with fellow employees and always had the support of superiors at work. They assume that companies care about their welfare and value their contribution. Promotional opportunities are always open to employees who excel, have security at work, and are trusted by superiors in carrying out their work. The company also does not provide an excessive workload and always shares information related to employee work. In addition, each employee also receives job training in order to gain competency and skills related to their position in the company. Thus, the perception of organisational support is in accordance with the standards needed to maximise employee performance.

Effect of Self-Efficacy on Employee Performance

Based on the coefficient value from the results of multiple linear regression analysis and the significance value of the partial test results indicate that self-efficacy has a positive and significant effect on employee performance. This means that the better the employee's self-efficacy, it will have an impact on improving employee performance.

Self-efficacy has an important role in determining human performance because high self-efficacy will affect one's perception so as to give confidence to individuals to use their abilities to complete the tasks given (Luthans, 2002). In accordance with the opinion of Luthans, the results of this study indicate that self-efficacy has a significant positive effect on employee performance. The results of this study are also in line with research conducted by Schwarzer, (2014) where the results of the study showed that self-efficacy has a significant effect on performance. Zimmerman, (2000) showed with the results of his research that self-efficacy has a significant positive effect on the performance.

This is a challenge for the company. Therefore, high self-efficacy is needed in dealing with various problems related to customers, given that the company is demanded by the local government to provide the best performance in serving the people of the Jember district. Based on the recapitulation of respondents' answers, it can be said that the employee's self-efficacy meets the standards. This is proven by several indicators. First, the high ability of employees to do the tasks given by the company. Second, the employees always try to overcome all the difficulties in their jobs properly. Third, they can carry out tasks in various activities in life. Fourth, they believe in the results of their efforts. Fifth, they have confidence in their ability to achieve the desired performance in their work. High employee self-efficacy will have an impact on high employee performance.

Conclusion and Suggestions

Based on the results of research, organisations and individuals are important to improve employee performance. Organisational climate, organisational support and self-efficacy are factors that can improve employee performance. One of the reasons that the findings of this study will provide input for organisations to not only pay attention to factors of the organisation's environment, but also individual factors, is to play a role to improve employee performance that has an impact on company performance.

This research has several limitations, so it can provide recommendations for future research. First, this study only examined state-owned enterprise companies that caused generalisations to be high. It is recommended to add studies in other companies. Second, this research was



cross-sectional in nature, thus it is recommended that future research should be longitudinal-natured.

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