

The Role of Job Characteristics, Organizational Citizenship Behavior, Self-Efficacy in the Relationship to Employee Performance

Juliana^{1*}, Amelda Pramezwar², Diena M. Lemy³, Arifin Djakasaputra⁴, Jimmy Muller Hasoloan Situmorang⁵, Sandra Maleachi⁶ 

^{1,2,3,5,6} Universitas Pelita Harapan, Jakarta, Indonesia

⁴ Management Study program, Faculty of Economics and Business Universitas Tarumanagara, Jakarta, Indonesia

ARTICLE INFO

Article history:

Received February 07, 2022

Revised February 13, 2022

Accepted August 11, 2022

Available online November 25, 2022

Kata Kunci:

Kinerja Karyawan, Karakteristik Pekerjaan, Perilaku Kewarganegaraan Organisasi, Efikasi Diri

Keywords:

Employee Performance, Job Characteristics, Organizational Citizenship Behavior, Self-Efficacy



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2022 by Author. Published by Universitas Pendidikan Ganesha.

ABSTRAK

Produktivitas karyawan sangat penting karena membentuk dasar dan panduan untuk setiap perusahaan. Namun, sifat dan formalitas organisasi kerja memainkan peran penting dalam menentukan karakteristik pekerjaan, dan meskipun mereka berdampak pada keadaan tempat kerja lainnya, mengubah karakteristik pekerjaan memiliki batasan yang melekat. Tujuan dari penelitian ini adalah untuk menguji hubungan struktural antara karakteristik pekerjaan, perilaku kewarganegaraan organisasi, kinerja karyawan terkait self-efficacy. Sampel adalah penelitian ini terdiri dari 351 perwakilan yang menggunakan prosedur inspeksi dan informasi yang tidak teratur dari responden yang menggunakan instrumen penelitian yang menggunakan survei web. Teknik eksplorasi yang digunakan dalam penelitian ini adalah pemeriksaan pemodelan persamaan struktural dan instrumen investigasi informasi yang menggunakan SmartPL 3.3.3. Analisis dan interpretasi data menunjukkan bahwa; Self-efficacy memiliki hubungan dengan kinerja karyawan, karakteristik pekerjaan memiliki hubungan dengan kinerja karyawan, perilaku kewarganegaraan organisasi memiliki hubungan dengan kinerja karyawan. Implementasi karakteristik pekerjaan, perilaku kewarganegaraan organisasi, dan self-efficacy akan sangat berdampak dan memberikan kontribusi positif terhadap kegiatan hotel dalam meningkatkan kinerja karyawannya.

ABSTRACT

Employee productivity is crucial since it forms the basis and guide for every firm. However, the nature and formality of the work organization play a significant role in determining job characteristics, and although they have an impact on other workplace circumstances, changing job characteristics has inherent restrictions. The purpose of this study is to examine the structural relations among job characteristics, organizational citizenship behavior, self-efficacy related employee performance. The samples of this study consist of 351 representatives utilizing a straightforward irregular inspecting procedure and information from respondents utilizing research instruments utilizing on the web surveys. The exploration technique utilized in this study is Structural Equation Modelling examination and information investigation instruments utilizing SmartPLS 3.3.3. Analysis and interpretation of the data indicate that; self-efficacy have a relationship with employee performance, job characteristics have a relationship with employee performance, organizational citizenship behavior have a relationship with employee performance. The implementation of job characteristics, organizational citizenship behavior, and self-efficacy will greatly impact and make a positive contribution to the hotel activities in improving the performance of its employees.

*Corresponding author.

E-mail: juli84.jw@gmail.com (Juliana)

1. INTRODUCTION

The development of the business world is now increasingly rapid, which brings the entry into the era of the industrial revolution 4.0, which makes business competition also increasing, one of which is in the service industry (Asbari et al., 2021; Hendarsyah, 2019). In today's fiercely competitive market, effective, efficient, and optimal management of human resources is crucial for success. Not only is HR a component of production, but it also plays a role in deciding how well management of the business is conducted. Companies may successfully carry out organizational functions and accomplish company goals when they have superior human resources. This is demonstrated by how well its personnel perform (Burhan, 2019; Nurcahyo et al., 2017; Singh et al., 2019). The hotel industry proliferates in the service industry. They are judging from the number of hotels built and the number of tourists from various countries utilizing hotel services. Employees with good performance and maximum productivity can increase the targets expected by the company so that the company can compete and even last a long time.

Performance results from an activity, activities are carried out by working as efficiently and effectively as possible to produce performance from these activities. The Human Resource Department Hotel in Tangerang stated that several reasons become problems at work, including there are still employees who feel less confident in completing their work, there are still employees who are negligent in carrying out their responsibilities to complete their work, and there are still employees who have deadlines (Casidy et al., 2018; Desky et al., 2020; Hussain et al., 2016). From the statement above, it is necessary to observe and analyse what factors affect employee performance. The principal factor that can influence representative execution is the self-adequacy of individual workers and what is seen as self-viability alludes to confidence in one's capacity to coordinate and complete the activities expected to deliver explicit accomplishments (Barbu et al., 2021; Chang, Y.-W., & Chen, 2021; Daragmeh et al., 2021). Given past exploration, many have made sense that self-adequacy affects representative execution. In any case, a few past investigations make sense that self-viability significantly affects worker execution (Asbari et al., 2021; Desky et al., 2020).

Work aspects as a trigger for three mental conditions is essential, work qualities affect worker execution in light of exploration (Domi et al., 2019; María del Rosario et al., 2017). All possible human resources have an impact on the organization's attempts to accomplish its objectives. No matter how cutting-edge the technology, information development, capital, and material are, a company cannot succeed without human resources. Due to its potential to impact organizational performance, OCB is currently a particularly attractive topic in management literature. Employee turnover and absenteeism will be decreased by a high degree of employee OCB at the workplace, which can also boost output, organizational effectiveness, and customer happiness. Additionally, OCB influences manufacturing cost reduction through improved organizational performance (Akinbode, 2011; Almaududi, 2018; Crawley et al., 2015).

Work attributes adversely influence worker execution. The third element that influences representative execution is workers who have hierarchical citizenship conduct. Hierarchical citizenship conduct is a commitment that could be compensated. Because of past examination, it is expressed that authoritative citizenship conduct affects worker execution is the consequence of a movement (Keskin, 2020; Kim, 2019; Koswara et al., 2021). Additionally, prior studies have revealed that women are 1.24 times more likely than men to exhibit OCBs. Organizational citizenship behavior positively influences employee performance (Indarti et al., 2017; Jawahar & Liu, 2016; Shahin et al., 2014). Exercises are completed by functioning as proficiently and actually as conceivable to deliver execution from these exercises. One more meaning of execution or work execution is an outcome accomplished by an individual in doing the errands relegated to him (Justus et al., 2022; Kaakeh et al., 2020; Tang & Wei, 2022).

Execution is the inspiration and capacity to follow through with tasks' responsibilities. Worker execution results from work are far as quality and amount accomplished by representatives completing their obligation. In the meantime, the accomplishment of assignments, where workers at work should follow the association's work program to show the degree of authoritative execution in accomplishing the association's vision, mission, and objectives (Nasiatin et al., 2020; Novitasari et al., 2020). Organizations can create occupations that are ideal depending on their requirements, and it's crucial to support staff in maintaining a psychological state of purpose and accountability. Job features have an impact on how well a job is done (Adil et al., 2020; Han et al., 2020). Employees who voluntarily behave as responsible members of the organization are said to be engaging in organizational citizenship behaviour (Eren, 2021; Shiau et al., 2020; Zhang et al., 2020).

Elements of self-adequacy, including level This aspect is connected with the degree of undertaking trouble. On straightforward errands, an individual's self-adequacy will be high, while on complex undertakings that require high ability, self-viability will be below. In general, an individual with high self-viability will pick an assignment whose degree of trouble is as per his capacity Consensus, this aspect connects with an individual's authority of the field or occupation obligations (Nasiatin et al., 2020;

Novitasari et al., 2020; Pham, N. et al., 2019). An individual can express that he has self-adequacy in comprehensive exercises or is restricted to specific exercises. Some people with high self-adequacy will want to dominate a few fields without a moment's delay in finishing a responsibility. In contrast, somebody with low self-adequacy will dominate a couple of fields expected to finish a job; Strength, this aspect accentuates an individual's degree of solidarity or dependability against conviction (Çetin & Aşkun, 2018; Mohd Sanusi et al., 2018; Tims et al., 2014). Self-adequacy shows that the activities taken will give results accurate to form somebody. Individuals who have areas of strength in their capacities will continue in their undertakings, not with standing multitudinous hardships and deterrents (Alhadabi, A., & Karpinski, 2020; Shiau et al., 2020). They are not effortlessly overpowered by affliction.

Profoundly work aspects as a trigger for three mental states. The Diagnostic Job Survey instrument depends on a particular hypothesis about what occupation configuration means for work inspiration and gives a goal proportion of occupation aspects individual mental states coming about because of these aspects, representatives' emotional responses to work and settings. Work and individual development require strength (characterized as the singular's status to answer an enhanced work) (Cai et al., 2019; Lesener et al., 2019). The components of occupation qualities are essential. The Characteristic Job Model depends on 5 (five) center work aspects, to be specific; Expertise assortment the degree to which a task requires an assortment of exercises and various approaches to finishing the work, which includes utilizing various abilities and gifts of the individual (Keskin, 2020; Kim, J., 2019). Task Identity how much the occupation requires fruition of an "entirety" and recognizable work, the importance of finishing the work beginning to end with noticeable outcomes. Task Significance is how much work considerably affects the lives or work of others, either in the quick association or in the extreme climate. Independence The degree to which work gives significant opportunity, freedom, and tact to people in booking work and deciding the systems to be utilized. The degree to which completing work exercises expected by the work brings about people are acquiring immediate and precise data about the adequacy of their presentation (Harris et al., 2019; Venkateswaran et al., 2019; Wolter et al., 2019).

Self Efficacy is the outcome of an action. Exercises are done by filling in as productively and successfully as could be expected to deliver Execution from these exercises. Previous studies states that self-efficacy is the inspiration and capacity to finish responsibilities in a task. Representative Self Efficacy is the aftereffect of work as far as quality and amount accomplished by workers in doing their obligations (Baird, L., & Yamamoto, 2020; Ghislieri et al., 2019). Other study said self-efficacy is the accomplishment of undertakings, where representatives at work should be as per the association's work program to show the degree of hierarchical self-efficacy in accomplishing the association's vision, mission, and objectives (Piscoya et al., 2020). Self-adequacy alludes to confidence in one's capacity to sort out and complete the activities expected to deliver specific accomplishments. A singular's conviction that he can complete the errand self-adequacy is a self-appraisal of the capacity to follow through with something. self-adequacy is an individual's capacity to coordinate and complete the activities expected to oversee planned circumstances (Stajkovic et al., 2018; Ursic-Bedoya et al., 2014). Self-efficacy demonstrated a positive association employee performance (De Clercq et al., 2018; Kusumah et al., 2021; Thundiyil et al., 2016). Base on those description and result from previous study, this study conducted in order to examine the structural relations among job characteristics, organizational citizenship behavior, self-efficacy related employee performance.

2. METHODS

The type of research used in this research is quantitative research. Surveys and experiments are frequently needed for quantitative research. The data in this study were obtained by distributing questionnaires using a Likert scale (Bryman, 2012; Sekaran & Bougie, 2016). This study focuses on primary data collected through a structured questionnaire developed and adapted from existing literature. For self-efficacy, we use five indicator items (SE1-SE5) (Cassidy, 2015; Lunenburg, 2011). Five items to measure self-efficacy are past performance, vicarious experience, verbal persuasion and emotional cues. For employee performance, we use five indicator items (EP1- EP5) (Beltran-Martín and Bou-Llusar, 2018; Chen et al., 2014). Five items to measure employee performance are work quality, work quantity, work time schedule and responsibility. For Organizational Citizenship Behavior (OCB1-OCB5), we use five indicator (Dekas et al., 2013; Harvey et al., 2018; Shahin et al., 2014). Five items to measure organizational citizenship behavior are helping coworkers, social participation, being involved, discipline, employee sustainability. The Job Diagnostic Survey was the first to introduce job characteristics (JC1-JC5) (Hackman, J.R. and Oldham, 1976; Han et al., 2020). Variety, identity, work significance, autonomy, and feedback are included in this.

Online questionnaires were distributed directly to hotel employees in Tangerang. The sample of this study is all hotel employees in Tangerang, totaling 351 people. The sampling method used a simple random sampling technique. Data were obtained from respondents using online questionnaires. The research method used in this study is Structural Equation Modeling analysis and data analysis tools using SmartPLS 3.3.3 (Purwanto & Juliana, 2022). The research model that used in this study is show in Figure 1.

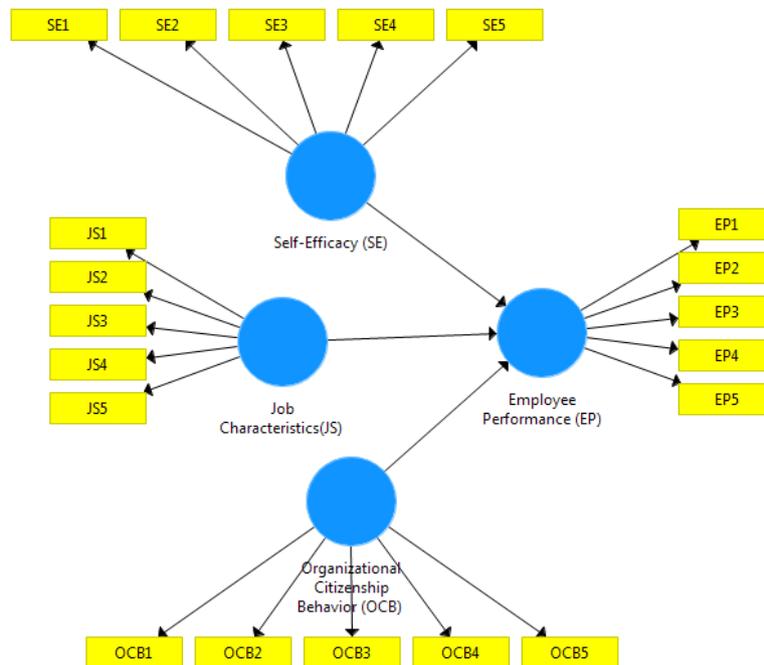


Figure 1. Research Model

3. RESULTS AND DISCUSSIONS

Results

Validity Test

SmartPLS 3.0 software can be used to test the validity. The validity test results are valid if there is an outer loading value of the indicator for each variable more than 0.70. The result of validity test is show in Figure 2.

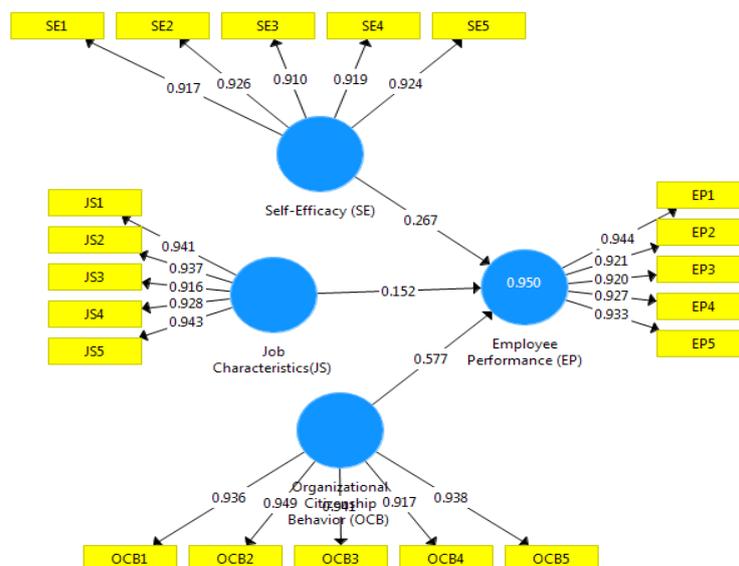


Figure 2. Validity Testing

Base on Figure 2, at the beginning of the research, the loading value between 0.50 and 0.60 is said to be sufficient. It proves that all variables have outer loadings above 0.05, so all variables have good convergent validity.

Reliability Test

The dependability test assumes it has a composite unwavering quality worth of more than 0.70 and shows great dependability. The result of reliability test is show in Table 1.

Table 1. Average Variance Extracted (AVE)

Variables	Cronbach's Alpha	Composite Reliability	(AVE)
Self-Efficacy (SE)	0.734	0.821	0.632
Job Characteristics(JS)	0.777	0.821	0.621
Organizational Citizenship Behavior (OCB)	0.739	0.869	0.645
Employee Performance (EP)	0.777	0.821	0.621

Table 1 shows that every variable has composite dependability esteem higher than 0.70. Hence, the above factors incorporate excellent composite dependability. Cronbach's alpha's worth can be utilized if the worth is above 0.60. Base on result above makes sense that every variable has a worth higher than 0.60. So it very well may be reasoned that it is a decent Cronbach's alpha. The result of R square analysis is show in Table 2.

Table 2. R Square

Dependent variables	R Square	R Square Adjusted
Employee Performance	0.950	0.923

In Table 2, the model of the impact of Self-Efficacy (SE), Job Characteristics (JS), and Organizational Citizenship Behavior (OCB) on Employee Performance (EP) gets an R-square with a worth of 0.950. It can likewise be deciphered that the Self-Efficacy (SE) variable, Job Characteristics (JS), and Organizational Citizenship Behavior (OCB) can make sense of 95% of Employee Performance (EP) and 5% of different factors not found in this review. Causality Test result is show in Figure 3.

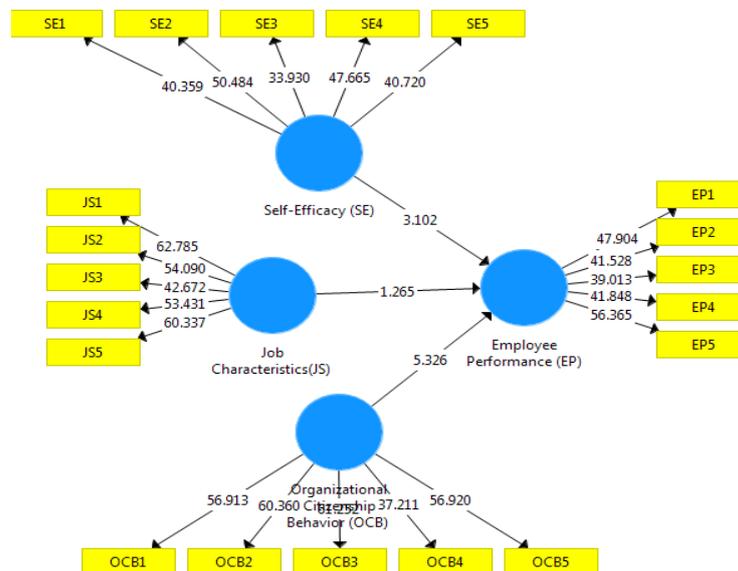


Figure 3. Hypothesis Testing

In Figure 3, it is explained that the t-statistics value of the influence between variables with a value > 1.96 and p-value < 0.050. Thus, it can be explained that the independent variable can significantly influence the dependent variable. Hypothesis testing result is show in Table 3.

Table 3. Hypothesis Testing

Correlation	Original Sample (O)	T Statistics	P Values	Decision
Self-Efficacy (SE)- employee Performance	0.267	3.102	0.001	Supported
Job Characteristics (JS) ->employee Performance	0.577	2.265	0.000	Supported
Organizational Citizenship Behavior (OCB) -> employee Performance	0.152	5.326	0.001	Supported

Discussion

The purpose of this paper is to examine the structural relations among job characteristics, organizational citizenship behavior, self-efficacy related employee performance. According to each variable, the findings of the investigation of the link between variables are explained.

Self-Efficacy on Employee Performance

These results indicate that representatives believe in their capacity to perform their functions admirably to develop workers' performance further. Representatives also felt they could have done better with earlier meetings that helped gain or increase certainty in managing their responsibilities. In the same way, sharing information affects the development of representatives . Thus, the consequences of exploration show that information sharing affects the relationship between self-authority and worker progress. The results of this study are in line with the result (Justus et al., 2022; Tang & Wei, 2022; Thundiyl et al., 2016) stated that Self efficacy demonstrated a positive association employee performance, the hypothesis is supported, meaning that it can be generalized at the population level.

Job Characteristics on Employee Performance

These outcomes demonstrate believe in their capacities to have the option to do and finish their function admirably so they can further develop worker execution to the greatest. The results of this study are in line with the results of research stated that job characteristics effect on employee performance (Wood et al., 2012; Zhao & Ghiselli, 2016). The viewpoint hypothesis, self-adequacy alludes to confidence in an individual's capacity to arrange and do the activities expected to create specific accomplishments. The Effect of Job Characteristics on Employee Performance the hypothesis is supported, meaning that it can be generalized at the population level. This shows that hotel employee representatives are offered the chance to show their abilities to do different existing positions (Basu et al., 2017; Jawahar & Liu, 2016). Hotel employee are also allowed to finish their work so workers can work ideally can further develop representative execution. The five center work aspects incorporate ability assortment, task personality, task importance, independence, and criticism. Lodging professionals need to respect the innovative work of their workers and build a hierarchical culture to assist creative practice to increase representative inventiveness (Johari et al., 2019; Ling & Toh, 2014). Human capital and authorized capital are promoted by establishing and following long-term associations with essential partners. The importance of intellectual capital in the financial execution of small and medium-sized lodging (Caya & Mosconi, 2022; Shahin et al., 2014). HR administration navigation is regarding the implementation and execution of training in MSME associations. HR innkeepers survey strategies for increasing HR growth in training and directing the preparation of vital HR in their MSMEs.

Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior on Employee Performance Based on the consequences of joint or synchronous testing, there is a match between the information and the examination model. The results of this study are in line with the results of research stated that Organizational citizenship behavior positively influences employee performance the hypothesis is supported, meaning that it can be generalized at the population level (Azila-Gbettor et al., 2020; Indarti et al., 2017).

Improvements in hotel management, employee development, and self-confidence must continue to be improved so that employees can better adapt and complete work well. The hotel management is expected to improve the understanding of the system for employees about each task performed by providing work instructions by explaining tasks in sentences that are easy to understand and clear. From the research results, it is hoped that the hotel management can improve routine activities that aim to advance the hotel even better. Hotel management is also expected to improve the monitoring system to act appropriately and

complete work on time. Further research can add other variables that affect the performance of other employees, such as work environment, organizational commitment, and work discipline.

4. CONCLUSION

Based on the results and discussions that have been carried out, it can be concluded that job characteristics, organizational citizenship behavior, self-efficacy positively influences employee performance the hypothesis is supported, meaning that it can be generalized at the population level. This means that when the variables of job characteristics, organizational citizenship behavior, self-efficacy the performance variable will also increase, as well as better. The implementation of job characteristics, organizational citizenship behavior, self-efficacy will greatly impact and make a positive contribution to the hotel activities in improving the performance of its employees.

5. REFERENCES

- Adil, M., Haroon, M., Zakar, M., Shah, M. J., & Tahir, M. (2020). the Effects of Job Characteristics on Employee'S Organizational Citizenship Behavior Among Banking Sector Employees in Peshawar City. *International Journal of Management & Entrepreneurship Research*, 1(3), 132–139. <https://doi.org/10.51594/ijmer.v1i3.18>.
- Akinbode, G. A. (2011). Demographic and dispositional characteristics as predictors of organizational citizenship behavior. *Life Psychology*, 19(1), 375–403. <https://hdl.handle.net/10520/EJC38841>.
- Alhadabi, A., & Karpinski, A. C. (2020). Grit, self-efficacy, achievement orientation goals, and academic performance in University students. *International Journal of Adolescence and Youth*, 25(1), 519–535. <https://doi.org/10.1080/02673843.2019.1679202>.
- Almaududi, S. (2018). Employee Performance: a Perspective of Organizational Citizenship Behavior (Ocb). *Journal of Business Studies and Management Review (JBSMR)*, 2(1), 35–38. <https://doi.org/10.22437/jbsmr.v2i1.6459>.
- Asbari, M., Novitasari, D., Purwanto, A., Fahmi, K., & Setiawan, T. (2021). Self-leadership to Innovation: The Role of Knowledge Sharing. *International Journal of Social and Management Studies (IJOSMAS)*, 2(5), 21–36. <https://doi.org/10.5555/ijosmas.v2i5.68>.
- Azila-Gbettor, E. M., Blomme, R. J., Kil, A., & Honyenuga, B. Q. (2020). Work Values and Organizational Performance: The Mediation Effect of Organization Citizenship Behavior in Family Hotels in Emerging Markets. In J. S. Chen (Ed.), *Advances in Hospitality and Leisure* (Vol. 16, pp. 37–63). Emerald Publishing Limited. <https://doi.org/10.1108/S1745-354220200000016005>.
- Baird, L., & Yamamoto, M. (2020). *The Molecular Mechanisms Regulating the KEAP1-NRF2 Pathway*. *Molecular and Cellular Biology*, 40(13), e00099–20. <https://doi.org/10.1128/MCB.00099-20>.
- Barbu, C. M., Florea, D. L., Dabija, D.-C., & Barbu, M. C. R. (2021). Customer Experience in Fintech. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(5), 1415–1433. <https://doi.org/10.3390/jtaer16050080>.
- Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital. *International Journal of Productivity and Performance Management*, 66(6), 780–796. <https://doi.org/10.1108/IJPPM-02-2016-0048>.
- Beltran-Martín, I., & Bou-Llusar, J. C. (2018). Examining the intermediate role of employee abilities, motivation and opportunities to participate in the relationship between HR bundles and employee performance. *BRQ Business Research Quarterly*, 21(2), 99–110. <https://doi.org/10.1016/j.brq.2018.02.001>.
- Bryman, A. (2012). *Social research methods Bryman*. In OXFORD University Press. <https://doi.org/10.1017/CBO9781107415324.004>.
- Burhan, U. (2019). Self Efficacy, Self Actualization, Job Satisfaction, Organization Citizenship Behavior (Ocb), Effect on Employee Performance. *Ekulilibrium: Jurnal Ilmiah Bidang Ilmu Ekonomi*, 14(1), 44. <https://doi.org/10.24269/ekulilibrium.v14i1.1555>.
- Cai, J., Morris, A., Hohensee, C., Hwang, S., Robison, V., Cirillo, M., Kramer, S. L., & Hiebert, J. (2019). Theoretical Framing as Justifying. *Journal for Research in Mathematics Education*, 50(3), 218–224. <https://doi.org/10.5951/jresmetheduc.50.3.0218>.
- Casidy, R., Wymer, W., & Cass, A., O. (2018). Enhancing hotel brand performance through fostering brand relationship orientation in the minds of consumers. *Tourism Management*, 66(6), 72–84. <https://doi.org/10.1016/j.tourman.2017.11.008>.
- Cassidy, S. (2015). Resilience building in students: the role of academic self-efficacy. *Frontiers in Psychology*,

- Vol., 6(1781), 1–14. <https://doi.org/10.3389/fpsyg.2015.01781>.
- Caya, O., & Mosconi, E. (2022). Citizen behaviors, enterprise social media and firm performance. *Information Technology and People*, 1. <https://doi.org/10.1108/ITP-07-2020-0514>.
- Çetin, F., & Aşkun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Management Research Review*, 41(2), 186–201. <https://doi.org/10.1108/MRR-03-2017-0062>.
- Chang, Y.-W., & Chen, J. (2021). What motivates customers to shop in smart shops? The impacts of smart technology and technology readiness. *Journal of Retailing and Consumer Services*, 58, 102325. <https://doi.org/10.1016/j.jretconser.2020.102325>.
- Chen, X. P., Eberly, M. B., Chiang, T. J., Farh, J. L., & Cheng, B. S. (2014). Affective trust in Chinese leaders: linking paternalistic leadership to employee performance. *Journal of Management*, 40(3), 796–819. <https://doi.org/10.1177/014920631141060>.
- Crawley, D. C., Maher, J. K., & Blake-Beard, S. (2015). She's already busy: An exploratory study of women's workplace attitudes as predictors of organizational citizenship behavior. *Gender in Management*, 30(4), 286–311. <https://doi.org/10.1108/GM-04-2014-0033>.
- Daragmeh, A., Sági, J., & Zéman, Z. (2021). Continuous Intention to Use E-Wallet in the Context of the COVID-19 Pandemic: Integrating the Health Belief Model (HBM) and Technology Continuous Theory (TCT). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(2), 132. <https://doi.org/10.3390/joitmc7020132>.
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2018). Self-efficacy to spur job performance: Roles of job-related anxiety and perceived workplace incivility. *Management Decision*, 56(4), 891–907. <https://doi.org/10.1108/MD-03-2017-0187>.
- Dekas, K. H., Bauer, T. N., Welle, B., Kurkoski, J., & Sullivan, S. (2013). Organizational citizenship behavior, version 2.0: a review and qualitative investigation of OCBs for knowledge workers at google and beyond. *The Academy of Management Perspectives*, 27, 219–237. <https://doi.org/10.5465/amp.2011.0097>.
- Desky, H., Mukhtasar, Istan, M., Ariessa, Y., Dewi, I. B., M., Fahlevi, M., Abdi, M., N., Noviantoro, R., & Purwanto, A. (2020). Did Trilogy Leadership Style, Organizational Citizenship Behaviour (OCB) and Organizational Commitment (OCO) Influence Financial Performance? Evidence from Pharmacy Industries. *Sys Rev Pharm: A Multifaceted Review Journal in The Field of Pharmacy*, 11(10). <https://www.academia.edu/download/81140019>.
- Domi, S., Keco, R., Capelleras, J.-L., & Mehmeti, G. (2019). Effects Of Innovativeness And Innovation Behavior On Tourism Smes Performance: The Case Of Albania. *Recent Issues In Economic Developmen*, 12(3), 67–85. <https://doi.org/10.14254/2071-789X.2019/12-3/5>.
- Eren, B. A. (2021). Determinants of customer satisfaction in chatbot use: Evidence from a banking application in Turkey. *International Journal of Bank Marketing*, 39(2), 294–311. <https://doi.org/10.1108/IJBM-02-2020-0056>.
- Ghislieri, M., Gastaldi, L., Pastorelli, S., Tadano, S., & Agostini, V. (2019). Wearable Inertial Sensors to Assess Standing Balance: A Systematic Review. *Sensors*, 19(19), 4075. <https://doi.org/10.3390/s19194075>.
- Hackman, J.R. and Oldham, G. R. (1976). Motivation through the design of work: test of a theory". *Organizational Behavior and Human Performance*, 16, 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7).
- Han, S. H., Oh, E. G., & Kang, S. "Pil." (2020). The link between transformational leadership and work-related performance: moderated-mediating roles of meaningfulness and job characteristics. *Leadership and Organization Development Journal*, 41(4), 519–533. <https://doi.org/10.1108/LODJ-04-2019-0181>.
- Harris, J. A., Mihalas, S., Hirokawa, K. E., Whitesell, J. D., Choi, H., Bernard, A., Bohn, P., Caldejon, S., Casal, L., Cho, A., Feiner, A., Feng, D., Gaudreault, N., Gerfen, C. R., Graddis, N., Groblewski, P. A., Henry, A. M., Ho, A., Howard, R., & Zeng, H. (2019). Hierarchical organization of cortical and thalamic connectivity. *Nature*, 575(7781), 195–202. <https://doi.org/10.1038/s41586-019-1716-z>.
- Harvey, J., Bolino, M. C., & Kelemen, T. K. (2018). Organizational citizenship behavior in the 21st century: How might going the extra mile look different at the start of the new millennium? *Research in Personnel and Human Resources Management*, 36, 51–110. <https://doi.org/10.1108/S0742-730120180000036002>.
- Hendarsyah, D. (2019). E-Commerce Di Era Industri 4.0 Dan Society 5.0. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 8(2), 171–184. <https://doi.org/10.46367/iqtishaduna.v8i2.170>.
- Hussain, K., Konar, R., & Ali, F. (2016). Measuring Service Innovation Performance through Team Culture and Knowledge Sharing Behaviour in Hotel Services: A PLS Approach. *Procedia - Social and Behavioral Sciences*, 224, 35–43. <https://doi.org/10.1016/j.sbspro.2016.05.397>.

- Indarti, S., Solimun, Fernandes, A. A. R., & Hakim, W. (2017). The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management Development*, 36(10), 1283–1293. <https://doi.org/10.1108/JMD-11-2016-0250>.
- Jawahar, I. M., & Liu, Y. (2016). Proactive personality and citizenship performance: The mediating role of career satisfaction and the moderating role of political skill. *Career Development International*, 21(4), 378–401. <https://doi.org/10.1108/CDI-02-2015-0022>.
- Johari, J., Mohd Shamsudin, F., Fee Yean, T., Yahya, K. K., & Adnan, Z. (2019). Job characteristics, employee well-being, and job performance of public sector employees in Malaysia. *International Journal of Public Sector Management*, 32(1), 102–119. <https://doi.org/10.1108/IJPSM-09-2017-0257>.
- Justus, K., Arghode, V., & Barker, D. (2022). Principal self-efficacy, mindset and performance outcomes: exploring the connection. *European Journal of Training and Development*. <https://doi.org/10.1108/EJTD-07-2021-0092>.
- Kaakeh, A. K., Hassan, M. K., Van-Hemmen, S., & Hossain, I. (2020). Understanding self-efficacy and performance of salespersons in Islamic banking. *Journal of Islamic Accounting and Business Research*, 11(5), 973–988. <https://doi.org/10.1108/JIABR-10-2018-0160>.
- Keskin, E. (2020). Relationships among Self-efficacy, Job Resourcefulness and Job Performance of Hotel Cooks in Cappadocia. *Journal of Multidisciplinary Academic Tourism*, 5(1), 17–27. <https://doi.org/10.31822/jomat.691475>.
- Kim, J., E. (2019). *The Impact of Creative Role Identity and Creative Self-Efficacy on Employee Creativity in the Hotel Business*. *Journal of Asian Finance, Economics, and Business*, 6(2), 123–133. <https://doi.org/10.13106/jafeb.2019.vol6.no2.123>.
- Koswara, D., Hardhienata, S., & Retnowati, R. (2021). Increasing Teacher's Organizational Commitment Through Strengthening Teamwork, Situational Leadership and Self-Efficacy. *Journal of Industrial Engineering & Management Research*, 2(4), 228–238. <https://doi.org/10.7777/jiemar.v4i2>.
- Kusumah, A. I., Haryadi, A. I., Indrayanto, A., & Setiawan, I. (2021). A mediating and moderating role on employee performance appraisal. *Management Research Review*, 44(12), 1639–1659. <https://doi.org/10.1108/MRR-11-2020-0701>.
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands-resources model: A meta-analytic review of longitudinal studies. *Work & Stress*, 33(1), 76–103. <https://doi.org/10.1080/02678373.2018.1529065>.
- Ling, Y. Y., & Toh, W. (2014). Boosting facility managers' personal and work outcomes through job design. *Facilities*, 32(13), 825–844. <https://doi.org/10.1108/F-04-2013-0031>.
- Lunenburg, F. C. (2011). Self-Efficacy, adaptation, and adjustment. *Journal of Management*, Vol., 14(1), 1–6. <http://nationalforum.com/Electronic Journal Volumes/Lunenburg>.
- María del Rosario, R. S., Patricia S., S. M., & René, D. P. (2017). Eco-innovation and organizational culture in the hotel industry. *International Journal of Hospitality Management*, 65, 71–80. <https://doi.org/10.1016/j.ijhm.2017.06.001>.
- Mohd Sanusi, Z., Iskandar, T. M., Monroe, G. S., & Saleh, N. M. (2018). Effects of goal orientation, self-efficacy and task complexity on the audit judgement performance of Malaysian auditors. *Accounting, Auditing and Accountability Journal*, 31(1), 75–95. <https://doi.org/10.1108/AAAJ-12-2015-2362>.
- Nasiatin, T., Suherna, Sumartini, R., & Purwanto, A. (2020). Effect Of Knowlegde Sharing, Leader Member Change, Organizational Citizenship Behaviour To Hospitals Performance. *European Journal of Molecular & Clinical Medicine*, 7(7), 6576–6590. https://ejmcm.com/article_6113_c1b62b3c7a3ad2d7461fa35f211e7a26.pdf.
- Novitasari, D., Asbari, M., & Purwanto, A. (2020). Maximizing Employee Performance: An Analysis of Organizational and Individual Factors. *International Journal of Social and Management Studies (IJOSMAS)*, 1(1), 95–104. <https://doi.org/10.5555/ijosmas.v1i1.11>.
- Nurchahyo, R., Fitriyani, A., & Hudda, I. N. (2017). The Influence of Facility and Service Quality towards Customer Satisfaction and Its Impact on Customer Loyalty in Borobudur Hotel in Jakarta. *Binus Business Review*, 8(1), 23–29. <https://doi.org/10.21512/bbr.v8i1.1790>.
- Pham, N., T., Tuckova, Z., & Phan, Q., P., T. (2019). Greening Human Resource Management and Employee Commitment Towards The Environment: An Interaction Model. *Journal of Business Economics and Management*, 20(3), 446–465. <https://doi.org/10.3846/jbem.2019.9659>.
- Piscocya, A., Ng-Sueng, L. F., Riego, A. P. del, Cerna-Viacava, R., Pasupuleti, V., Roman, Y. M., Thota, P., White, C. M., & Hernandez, A. V. (2020). *Efficacy and harms of remdesivir for the treatment of COVID-19: A systematic review and meta-analysis*. *PLOS ONE*, 15(12), e0243705. <https://doi.org/10.1371/journal.pone.0243705>.
- Purwanto, A., & Juliana. (2022). The effect of supplier performance and transformational supply chain leadership style on supply chain performance in manufacturing companies. *Uncertain Supply Chain*

- Management*, 10(2), 511–516. <https://doi.org/10.5267/j.uscm.2021.12.001>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business : a skill-building approach*. John Wiley & Sons.
- Shahin, A., Naftchali, J. S., & Pool, J. K. (2014). Developing a model for the influence of perceived organizational climate on organizational citizenship behaviour and organizational performance based on balanced score card. *International Journal of Productivity and Performance Management*, 63(3), 290–307. <https://doi.org/10.1108/IJPPM-03-2013-0044>.
- Shiau, W.-L., Yuan, Y., Pu, X., Ray, S., & Chen, C. C. (2020). Understanding fintech continuance: Perspectives from self-efficacy and ECT-IS theories. *Industrial Management & Data Systems*, 120(9), 1659–1689. <https://doi.org/10.1108/IMDS-02-2020-0069>.
- Singh, G., Kumar, S., & Ahlawat, P. (2019). Job characteristics and organizational citizenship behavior: A study of private banks employees. *International Journal of Computer Science & Management Studies*, 40(1), 18–25. <https://www.researchgate.net/profile/Garima-Singh-98/publication/354601286>.
- Stajkovic, A. D., Bandura, A., Locke, E. A., Lee, D., & Sergent, K. (2018). *Test of three conceptual models of influence of the big five personality traits and self-efficacy on academic performance: A meta-analytic path-analysis*. *Personality and Individual Differences*, 120, 238–245. <https://doi.org/10.1016/j.paid.2017.08>.
- Tang, X., & Wei, S. (2022). How do ambidextrous leadership and self-efficacy influence employees' enterprise system use: an empirical study of customer relationship management system context. *Information Technology and People*, 35(4), 1443–1465. <https://doi.org/10.1108/ITP-07-2020-0479>.
- Thundiyil, T. G., Chiaburu, D. S., Li, N., & Wagner, D. T. (2016). Joint effects of creative self-efficacy, positive and negative affect on creative performance. *Chinese Management Studies*, 10(4), 726–745. <https://doi.org/10.1108/CMS-06-2016-0126>.
- Tims, M., Bakker, A. B., & Derks, D. (2014). Daily job crafting and the self-efficacy – Performance relationship. *Journal of Managerial Psychology*, 29(5), 490–507. <https://doi.org/10.1108/JMP-05-2012-0148>.
- Ursic-Bedoya, R., Mire, C. E., Robbins, M., Geisbert, J. B., Judge, A., MacLachlan, I., & Geisbert, T. W. (2014). *Protection Against Lethal Marburg Virus Infection Mediated by Lipid Encapsulated Small Interfering RNA*. *The Journal of Infectious Diseases*, 209(4), 562–570. <https://doi.org/10.1093/infdis/jit465>.
- Venkateswaran, N., Lafita-Navarro, M. C., Hao, Y.-H., Kilgore, J. A., Perez-Castro, L., Braverman, J., Borenstein-Auerbach, N., Kim, M., Lesner, N. P., Mishra, P., Brabletz, T., SVenkateswaran, N., Lafita-Navarro, M. C., Hao, Y.-H., Kilgore, J. A., Perez-, M. (2019). *MYC promotes tryptophan uptake and metabolism by the kynurenine pathway in colon cancer*. *Genes & Development*, 33(17–18), 1236–1251. <https://doi.org/10.1101/gad.327056.119>.
- Wolter, C., Santa Maria, A., Wörfel, F., Gusy, B., Lesener, T., Kleiber, D., & Renneberg, B. (2019). *Job Demands, Job Resources, and Well-being in Police Officers—A Resource-Oriented Approach*. *Journal of Police and Criminal Psychology*, 34(1), 45–54. <https://doi.org/10.1007/s11896-018-9265-1>.
- Wood, S., Veldhoven, M. V., Croon, M., & DeMenezes, L. M. (2012). Enriched job design, high involvement management and organizational performance: the mediating roles of job satisfaction and well-being. *Human Relations*, 65(4), 1–27. <https://doi.org/10.1177/00187267114324>.
- Zhang, X., Ardasheva, Y., & Austin, B. W. (2020). Self-efficacy and english public speaking performance: A mixed method approach. *English for Specific Purposes*, 59, 1–16. <https://doi.org/10.1016/j.esp.2020.02.001>.
- Zhao, X., & Ghiselli, R. (2016). Why do you feel stressed in a 'smile factory'? Hospitality job characteristics influence work-family conflict and job stress. *International Journal of Contemporary Hospitality Management*, 28(2), 305–326. <https://www.emerald.com/insight/content/doi/10.1108/IJCHM-08-2014-0385/full/html>.