

The Effect of Management Support, Job Autonomy and Adaptability on Employee Performance

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ABSTRACT

The Covid 19 pandemic has caused the business environment to become more uncertain and more complex. Therefore, companies must be able to take the right steps to be able to maintain and improve the performance of their employees. Companies must pay attention to various factors that can affect employee performance, which are related to environmental factors, job related factors and employee related factor.

This study aims to examine the effect of management support, job autonomy, and adaptability on employee performance. The population in this study were 400 employees of Bank Mandiri Purwokerto Area. The study sample size was 106 employees. The sampling method used was simple random sampling. The analysis tool used was multiple regression analysis methods.

The analysis result showed that management support, job autonomy, and adaptability had a positive effect on employee performance. This means that the better the support provided by management to their employees in facing this crisis, the wider the job autonomy provided by management to their employees, and the higher the level of adaptation of employees in facing a crisis, the better the performance that can be achieved by employees.

Keywords : pandemic, management support, job autonomy, adaptability, employee performance.

1. Introduction

The pandemic is causing the business environment to be uncertain, complex and ambiguous. Employees must be able to adapt quickly to these conditions, to maintain and improve their performance. Bank Mandiri implemented the "Mandiri Only 1" program to improve the quality of employee performance during the transition to the new normal. "Mandiri Only 1" means washing hands, wearing a mask and a distance of one meter, this aims to help Bank Mandiri employees in increasing work productivity in the new normal era.

Deputy President Director of Bank Mandiri Hery Gunardi in a webinar entitled #covidsafe. Among them are the many problems faced by Bank Mandiri employees, so the new normal Bank Mandiri protocol in order to maintain workforce productivity includes three main aspects and three supporting aspects. The main aspects include human resources (HR), branch operations, and electronic channels (e-channels). Meanwhile, the regulation on three supporting aspects includes facility management for public places. such as elevators, toilets, food courts, and so on. The company will also arrange meetings with work partners and deposit and withdraw cash activities (CNN, 2020).

Mandiri Only 1 was designed as a form of active support for the Mandiri Covid Rangers movement, which is a symbol of Bank Mandiri's support in maintaining employee productivity and the Government of the Republic of Indonesia. With this movement, it is hoped that our beloved employees and customers will be able to comply with the established

protocols, so that it is hoped that employee and customer management will avoid exposure to the corona virus when making transactions at Bank Mandiri.

Facing the current state of the pandemic situation, not a few of us have psychological conditions that are uncertain and are more likely to decline. This situation can directly or indirectly affect employee productivity in carrying out their work activities. Mandiri Only 1 reminds all independents to do different behaviors in the new normal era and is expected to reduce negative psychology at work. The task of the covid rangers who are encouraged from the center is to ensure that all health protocols can apply throughout Bank Mandiri internally. Since the implementation of the PSBB (Large-Scale Social Restrictions), only 60 percent of Bank Mandiri branch offices have continued to operate. This was decided because of the priority of employee and customer safety. As in the Bank Mandiri Purwokerto Area, there are 5 branch offices that do not operate directly (temporarily closed). One of the closed units was KCP MMU Pasar Majenang, where there was no activity when customers came to the office to make transactions at tellers and CS. The absence of direct transactions makes the office less productive, reduces branch funds, reduces savings transactions, reduces branch revenue and directly affects employee productivity.

Overcoming the priority strategy, Bank Mandiri is currently taking expansionary measures by placing acrylic glass to maintain distance. In addition, Bank Mandiri also restructured customers affected by Covid-19. In carrying out the restructuring or suspension of covid-19, Bank Mandiri has shifted its business to be able to maintain the quality of customer credit so that it remains in good condition. This restructuring policy is carried out quickly, either by system, employees or debtors. Bank Mandiri categorized three levels of banking conditions due to the impact of the Covid-19 pandemic. First, level 1 or the base line with the assumption that the corona outbreak only occurs for 6 months from the calculation of March 2020. Second, outbreaks last up to 12 months. Third,

The number of system improvements made it difficult for all unit employees to adapt, so that each unit office conducted experiments on the Task Structure related to how group work was designed. Coordination between members and regulations regarding task behavior is carried out carefully so that all existing work can be done according to its purpose. A well-executed task structure will lead to an effective and efficient job. Fulfillment of a good task structure cannot be separated from the role of Group Composition which concerns group membership. Different members in a number of dimensions will have the relevance of group behavior so that demographic variables such as age, education.

Actions taken by the unit office are a condition for carrying out work autonomy, namely the level of freedom, independence, and wisdom that a person has in planning a job and determining what methods are used to carry out the work (Astriana, 2010). Autonomy involves being responsible for work results that produce results such as high work efficiency and a higher level of intrinsic motivation (Hackman & Oldham 1976; Langfred & Moye, 2004).

A pandemic situation that has never happened before, certainly makes all the elements that play a role in banking will race against how to overcome this disaster. Various policies were implemented, including operating hours, division of Work From Home (WFH) employees, Work From Office (WFO) and merging of sub-branch offices. The need for time and cost efficiency will cause company management to feel the need to include technology as a supporting strategy to increase employee productivity. Information and communication

technology owned by Bank Mandiri is expected to be a strength and a tool in the effort to win competition and increase employee productivity. Banking technology in the millennial era is increasingly varied, makes it easier, there is no limit to time and place. Sophisticated banking technology such as; automatic teller machine or (ATM).

Bank Mandiri is committed to meeting customer needs, either through conventional or modern services. Steps to meet customer needs have always been the main topic in various discussions. The decision from the discussion asked independent bank employees to conduct outreach to customers and the public who wanted to carry out activities at Bank Mandiri branch offices, this socialization provided a practical way to conduct transactions without leaving the house and coming to the branch office in person. Changes will bring new developments that will formulate the behavior of banking organizations and society into a new culture. The phenomena that occur must be addressed thoroughly so that culture that is seen as an important element in the success of the program is able to improve quality throughout the organization (Sinha et al.,

2. Literature Review

2.1 Management Support

Anastasios D. Diamantidis and Prodromos Chatzoglou (2018) Regarding management support, employees agree that they can trust and rely on their unit supervisors to support their choices and actions in the workplace. In other words, companies do not consider their employees as "robots" who only produce products and services, but as individuals who need guidance and assistance to carry out their work activities efficiently and effectively. Furthermore, managers stated that their company operates in an unstable and dynamic changing business environment. Therefore, banking companies always improve their information and communication technology equipment, so that they are able to provide service policies to strengthen their competitive position in the market.

Various kinds of factors affect employee performance, and it is important to know the method of improving employee performance, so that factors that have a relationship with the company / environment, factors related to work and factors related to employees, can be managed properly and correctly. (Armstrong, 2014) said there are two factors related to the company, namely internal and external environmental factors, such as management support, training culture, organizational climate, and environmental dynamics related to: work-related factors, such as communication, autonomy and the environment; employee-related factors, such as intrinsic motivation, proactivity, adaptability, skill flexibility, commitment, skill level and employee performance.

Bapna et al., (2013), this study focuses its attention on management support, training culture, organizational climate and environmental dynamics. Pulakos, (2004) and Armstrong, (2012) believe that management support is a condition that is believed to be important for improving employee performance. The opinion of Morrison and Phelps (1999) also shows that when employees feel that management supports their work-related efforts, there is a possibility that

performance improvements will be noticed. Furthermore, Parker et al. (2006) found that management support was positively related to commitment and proactivity (employee-related factors).

Various studies have shown that these common HR practices, such as training and performance appraisals, have a positive influence on employee well-being (in terms of happiness and relationship to performance) (Van de Voorde). et al., 2011). In addition, managers must emphasize and should not ignore the role of training culture in employee performance. In this model, the training culture may not directly affect employee performance, but has a strong impact on employees such as; Skills flexibility, proactivity and adaptability, which, in turn, are factors that directly and / or indirectly affect employee performance (Kozlowski, et al., 2001).

In particular, lack of management support to employees will result in actions that have a direct negative impact on employee performance (EP), organizational climate and work environment. These negative impacts on organizational climate and work environment lead to a series of negative impacts on other factors that are included in the proposed model. In turn, it is possible that these negative impacts on organizational climate directly (and negatively) affect the work environment and employee training. The negative impact on the training culture (eg frequent absences, low motivation) results in a decrease in employees' levels of flexibility and adaptability of skills. As the opinion of Koys and De Cotiis (1991) who have found that the level of managerial support for employees, namely action affects the formation of organizational climate and implies a work environment that is influenced by the level of managerial support. Crant (2000) and Parker et al. (2006), also argue that management support influences employee proactive behavior.

2.2 Work Autonomy

Noe et al. (2006, p. 162) define job autonomy as the degree to which “the job allows employees to make decisions about how to do their jobs. "They also stated that work autonomy is positively related to employee performance (EP). In particular, Noe et al. (2006) reported that work autonomy reflects the degree of freedom and independence employees have in making decisions about how they do their jobs. Thus, employees with higher job autonomy have more flexibility in their work because they choose how to carry out their jobs more efficiently and thus their performance increases (Morgenson et al., 2005). Furthermore, Parker et al. (2006) found that work autonomy was also positively related to commitment and proactivity. In addition, Dysvik and Kuvaas (2011) reported that there is a relationship between work autonomy and EP, which is moderated by intrinsic motivation (factors related to employees). Song et al. (2011) found that training culture is related to job autonomy and Winterton (2008) reported that companies have training policies with increased skills and flexibility related to work (employee-related factors).

Employees feel that they have a satisfactory level of job autonomy, which states that their company provides them with the opportunity to manage various job characteristics (such as daily workload and work activities) in such a way that their job performance is not negatively affected. The positive relationship between work autonomy and proactivity suggests that employees must have “their own space” to anticipate problematic work situations and propose innovative ideas and solutions (Parker et al., 2006; Grant and Ashford, 2008). Parker (1998; Parker, Wall, & Jackson, 1997) provides insights into why autonomy will increase the breadth of roles.

Increased autonomy will allow individuals to be more flexible in how they define their roles as they will have greater discretion in deciding how to do work (Fried, Hollenbeck, Slowik, Tieg, & Ben-David, 1999; Troyer, Mueller, & Osinsky, 2000.). As a characteristic of employment, autonomy tends to be a unique predictor of role breadth compared to cognitive abilities and job-related skills, which are characteristics of incumbents. Moreover, although they may be related, cognitive abilities are unlikely to be redundant with work-related skills, and both of these abilities will be unique predictors of the breadth of roles.

Several studies have measured the positive impact of the cultural aspects of supporting organizational learning on group member work autonomy and autonomy-related outcomes (Breugh, 1985; Hackman & Oldham, 1975, 1980). Researchers have identified job autonomy as a factor in promoting and driving various types of organizational outcomes including commitment, interpersonal trust, creation of new knowledge, and organizational innovative change (Kim, Cable, Kim, & Wang, 2009; Wang & Cheng, 2010).

Although previous research has shown that autonomy has little direct relationship with performance (Fried & Ferris, 1987; Liden, Wayne, & Sparrowe, 2000) and cognitive abilities and work-related skills have a stronger direct relationship with performance (Schmidt & Hunter, 1998), the hypothesis put forward previously suggests that role area will mediate the relationship between autonomy, cognitive abilities, work-related skills, and job performance in two ways. First, autonomy provides an opportunity for incumbents to do more tasks. Those who performed more tasks and had a broader role were recognized in the performance appraisal of their supervisors. Second,

2.3 Adaptability

Another important factor affecting EP is adaptability (Pulakos et al., 2002; Grifon et al., 2007). Pulakos et al. (2002) argue that if employees adapt easily to new workplaces (and / or new job requirements and needs), as well as irregular situations, there may be a positive effect on their performance. In other words, employees without particular difficulty coping with different job and environmental requirements may be more efficient than other employees (who find it difficult to apply new knowledge, skills and techniques to their jobs and, generally, do not effectively manage any changes. in their work).

Training culture may not directly affect performance, but has a strong impact on employees' skills flexibility, proactivity and adaptability, which, in turn, are factors that directly and / or indirectly affect EP (Kozlowski et al., 2001) when a culture is characterized by norms such as risk taking, willingness to experiment, taking initiative, and moving quickly, strong normative structures can promote what appears to be non-uniform behavior. - but what actually arises from adherence to norms that promote adaptability and learning (Baer & Frese, 2003; Caldwell & O'Reilly, 2003). Adaptability norms include innovation but are not clearly defined more broadly. "Innovation," as it is usually used, often refers to technical advances in a product or process. Conventionally, innovation has been defined as an introduction into the applied setting of something new (Caldwell & O'Reilly, 2003). Thus, innovation is a narrower construct because it does not cover the broader set of actions required for organizations to adapt to environmental changes. For example, an organization may be formed "innovative" in terms of products or processes but also fail to adapt to changing circumstances (Benner & Tushman, 2002). Thus, innovation is more driven internally and is related to value creation, whereas adaptation focuses on the viability of a company and its reactions to external market conditions and exogenous changes (Moon, Quigley, & Marr, 2012).

3. Research Methods

3.1 Research Design

This research was conducted at PT. Bank Mandiri Tbk Purwokerto Area as a place where problems will be resolved. The object of this research is the criteria which are the indicators of assessment on employee performance. The subjects of this study are some employees who have management support, work autonomy, adaptability in improving employee performance. The data sources in this study were divided into two types, namely:

- a. Primary data, namely data obtained from the answers of respondents using a questionnaire containing statements about management support, work autonomy, adaptability in improving employee performance.
- b. Secondary data, namely data obtained from literature studies and other reading sources related to this research, includes the profile data of PT. Mandiri Bank. Tbk (Persero) and the number of employees of PT. Mandiri Bank. Tbk (Persero) Purwokerto Area.

3.2 Data Collection Methods

The data collection methods used in this study are as follows:

- a. Questionnaire
Data taken by questionnaire includes data on employee perceptions regarding research variables, namely management support, work autonomy, adaptability in improving employee performance.
- b. Documentation

Data taken from the documentation includes data on the number of employees and the profile of PT. Mandiri Bank. Tbk (Persero) Purwokerto Area.

3.3 Population and Sample

This study uses a population of all employees of PT. Mandiri Bank. Tbk (Persero) Purwokerto area, amounting to 400 people. The sample size was determined using the Slovin method (Umar, 2000).

Based on the formula above, the number of samples in this study are:

$$n = \frac{N}{1 + Ne^2} = \frac{400}{1 + 400(0,01)} = \frac{400}{1 + 4} = \frac{400}{5} = 80$$

Based on the above calculations, in this study the minimum sample size was 80 respondents. Simple random sampling technique is used in sampling, which is a random sampling technique so that the entire population has the same opportunity to be sampled.

3.4 Research Model

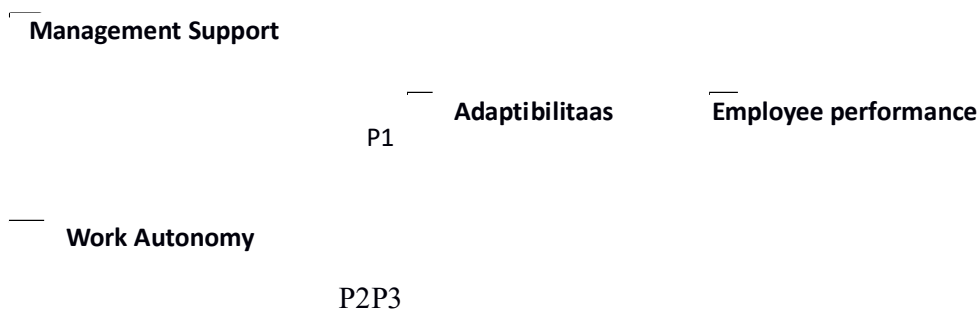
From the processed data, it is obtained 2 levels (hierarchy) in this study with elements for each level as described below.

a. Focus or Main Goal (Goal)

Determination of improving employee performance at PT. Mandiri Bank. Tbk (Persero) Purwokerto Area. (Level 1)

b. Determination criteria improve employee performance

Various criteria from the employee performance sector are offered to be prioritized. At this level there are a number of criteria as follows: management support, work autonomy, adaptability. (Level 2)



4. Data Analysis and Results

4.1 Validity Analysis

Based on the results of the validity test conducted to determine the ability of an instrument to measure what is desired. Testing the validity in this study using the Spearman correlation method of the study variables which as a whole consisted of question items.

Describe the validity of each variable question;

- The value of the spearman correlation > 0.377 (from the Rho Spearman table, $df = (a, n-2)$) means that item X1 can be said to be valid. The significant level ≤ 0.05 means that items X1_1, X1_2, X1_3, X1_4, X1_5, can be said to be valid, with $N = 106$, which indicates the number of experimental samples used.
- The spearman correlation value > 0.377 (from the Rho Spearman table, $df = (a, n-2)$) means that item X2 can be said to be valid. A significant level ≤ 0.05 means that items X2_1, X2_2, X2_3, X2_4, X2_5 can be said to be valid, $N = 106$, which indicates the number of experimental samples used.
- The spearman correlation value > 0.377 (from the Rho Spearman table, $df = (a, n-2)$) means that item X3 can be said to be valid. A significant level ≤ 0.05 means that items X3_1, X3_2, X3_3, X3_4, X3_5, X3_6 can be said to be valid , $N = 106$, which indicates the number of experimental samples used.
- The spearman correlation value > 0.377 (from the Rho Spearman table, $df = (a, n-2)$) means that item Y can be said to be valid. Significant level ≤ 0.05 means items Y_1, Y_2, Y_3, Y_4, Y_5, Y_6, Y_7, Y_8, Y_9, Y_10 can be said to be valid, $N = 106$, which indicates the number of experimental samples used

4.2 Descriptive Statistics

The analysis in this section is to determine the proactive level of employee performance which is the main object in developing human resources at PT. Bank Mandii, Tbk Purwokerto Area. The result of this analysis is a combined questionnaire calculation from selected respondents.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,846a	,715	,706	2,64471

a. Predictors: (Constant), X3, X1, X2

1. The first table shows which variables are processed, which are the independent variables and the dependent variable.
2. The second table displays the R value which is a symbol of the correlation coefficient value. In the example above the correlation value is 0.846. This value can be interpreted that the relationship between the three research variables is in the high category. Through this table, it is also obtained the value of R Square or the coefficient of determination (KD) which shows how good the regression model is formed by the interaction of the independent and dependent variables. The KD value obtained is 71.5% which can be interpreted that the

independent variables X1, X2 and X3 have a contribution effect of 71.5% on variable Y and 28.5% are influenced by other factors outside the variables X1, X2 and X3 .

3. The third table is used to determine the level of significance or linearity of the regression. The criteria can be determined based on the F test or the significance value test (Sig.). The easiest way is with the Sig. Test, provided that the Sig. <0.05, then the regression model is linear, and vice versa. Based on the third table, the Sig value is obtained. = 0.016 which means <significant criteria (0.05), thus the regression equation model based on the research data is significant, meaning that the linear regression model meets the linearity criteria.

4. The fourth table informs the regression equation model obtained with the constant coefficients and variable coefficients in the Unstandardized Coefficients B column. Based on this table, the regression equation model is obtained: $Y = 6.739 + 0.264 X1 + 0.594 X2 + 0.710 X3$

4.3 Reliability Structure Model

The case processing summary table shows the total cases tested and the number of valid case values.

- Reliability statistics Cronbach's Alpha shows the analysis results of the reliability test with Cronbach's Alpha = 0.877 from 3 variable items. The reliability value of 0.877 is a moderate value. So that this questionnaire is said to be consistent (reliable).
- Reliability Statistics Guttman Split-Half Coefficient provides output information about the reliability (reliability) in each item (combined) on the competency variable (X). Based on the output table above, it is known that the Guttman Split-Half Coefficient correlation value is $0.872 > 0.80$, thus it can be concluded that the items for the competency variable (X) as a whole (combined) are declared reliable. Knowing each item in the questionnaire the competency variable is reliable or not, the researcher only needs to pay attention to the value contained in the table section "Cronbach's Alpha if Item Deleted". According to Jonathan Sarwono (2015; 262) each question can be said to be reliable if the value of Cronbach's Alpha if Item Deleted for all (3) items > 0 ,
- Reliability with the Guttman scale with the reliability coefficient category (Guilford, 1956: 145) is as follows:
 - 0.80 r_{11} 1.00 very high reliability
 - 0.60 r_{11} 0.80 high reliability
 - 0.40 r_{11} 0.60 moderate reliability
 - 0.20 r_{11} 0.40 low reliability.
 - 1.00 r_{11} 0.20 very low reliability (not reliable).

So in essence, after getting a Kuder Richardson 21 score and the result is at least 0.5 (the best result is > 0.8), it means that the questionnaire used in conducting the research is reliable (reliable) and has a good research role.

5. Conclusion Research Conclusion

There are several conclusions, that management support has a significant effect which is not done so well that among the three factors that affect employee performance, only management support is considered the lowest. Of course, this situation must be addressed

wisely by the management of human resources at Bank Mandiri, so that management directives are able to reach the maximum level of unit workers.

5.1 Managerial Implications

Referring to the conclusion of this research, it means that the influence of the policies carried out by the management is still minimal. So that these findings are expected to be input for the company in choosing policies and directions for all employees. Furthermore, alternatives that can be used if this happens, the existence of an organizational culture is able to provide employee performance with the importance of taking care of yourself, one's own friends and Bank Mandiri.

Organizational culture criteria in maintaining employee performance resilience in carrying out various policies that concern all employees. This will be very important because if the employee culture is well embedded, the management only needs to provide good guidance in all sectors of the Bank Mandiri unit.

5.2 Limitations and Recommendations for Future Research

This research is limited to sub-variable data that researchers have not obtained in exploring factors that have a significant influence on employee performance, so that the hierarchical arrangement obtained includes only 3 factors. Future research that wants to take on similar topics can add sub-variables to this research. So that it can reinforce the results that can be analyzed and of course can strengthen the research results.

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