

Impact of Supervisory Support and Self-Efficacy on Employee's Attitudinal Outcomes in the Nigerian Insurance Sector

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Abstract: This study explores the impact of supervisory support and self-efficacy on employee's attitudinal outcomes using Allianz Nigeria Insurance Plc as study. For the attitudinal outcomes, the study focused on job satisfaction and organization commitment. Four research hypotheses were formulated and tested in the study. Data were collected using a self-developed questionnaire by the researcher from employees of Allianz Nigeria Insurance Plc. Simple random sampling technique was used to select one hundred and nine respondents for the study. The data obtained was analysed using the Statistical Package for Social Sciences (SPSS). Pearson Correlation were used to test the hypotheses. The results indicated that there is positive and non-significant relationship between supervisory support and job satisfaction. There is positive and non-significant relationship between supervisory support and organizational commitment. There is positive and significant relationship between self-efficacy and job satisfaction. Also, there is positive and significant relationship between self-efficacy and organizational commitment. On the basis of this finding, it was suggested that Allianz Nigeria Insurance Plc, either alone or in collaboration with other institutions, can be a leader in building a model for supervisory support and self-efficacy engagement in Nigeria and Africa.

Keywords: supervisory support, self-efficacy, job satisfaction, organization commitment

1. Introduction

Supervisory support and self-efficacy is one of the most important behavioural concepts being studied round the globe. However, in comparison to other regions of the globe, few researches have looked at it in developing countries, particularly Nigeria (Mohamad, 2012; Shahin and Wright, 2004). Supervisor assistance is a valuable work resource that activates employees' own resources (Suan & Nasurdin, 2016). Furthermore, supervisory assistance is a valuable resource that helps workers to resolve work-related concerns and cope with the job's current needs (Ibrahim, Suan & Karatepe, 2019). Supervisors might be considered the organization's "human face" (Rabbani, Akram, Habib & Sohail, 2017). Supervisory behaviors that are helpful include emotional support, instrumental aid, role model behaviors, and creative work-life management (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009).

Employees with high self-efficacy can select how much effort they put into difficult service interactions and how long they can keep going when presented with obstacles (Ibrahim, Suan & Karatepe, 2019). It is a person's belief that she is capable of successfully completing a task that is called self-efficacy (Bandura, 1977, 1997). Self-efficacy can be considered as a task-specific variety of self-esteem (Kanter, 2006) or a sort of self-confidence (Kanter, 2006). (Kanter, 2006). The concept "self-efficacy" refers to a person's belief in his or her own abilities to carry out a certain task. The more confident one is

in their abilities, the greater their sense of self-efficacy. On the other hand, self-efficacy is defined in a variety of ways, including as the belief that one can perform in a specific way to accomplish specific goals, and as a person's belief in their ability to achieve a particular levels of performance that have an impact on events that affect their lives (Mensah & Lebbaeus, 2013).

Supervisory support and self-efficacy are two behavioural concepts that have been investigated across various industries and culture, however, its influence on attitudinal outcomes such as work satisfaction and organizational commitment received less attention (Momeni, Marjani & Saadat, 2012). Despite the fact that the two mindsets are linked for a long time, the direction of causality remains a point of contention (Lumley, Coetzee, Tladinyane & Ferreira, 2011; Lok & Crawford, 2004). Two attitudes that are linked to diverse work outcomes are organizational commitment and job satisfaction (Shore & Martin, 1989). Research on the combined effect of supervision support and self-efficiency on attitudinal outcomes of employees has been deficient. The aim of this study is to study the effects of supervisory support and self-efficacy on the attitudinal outcome of employees, taking into account the impact on organizational commitment of employee satisfaction.

Organizational commitment and job satisfaction are seen as important issues that links the organization and their employees. Organizations want their workers to remain for a longer amount of time and perform effectively, and they are

continuously looking for methods to increase employee performance in order to minimize the expense of replacing them, therefore they strive to devise a plan to guarantee that employee performance is steadily improving. Employees, on the other hand, show poor commitment and work satisfaction as a result of unjust and unethical supervisor assistance, as well as low self-confidence in certain cases.

1.2 Objectives of the study

The main purpose of this study is to determine the impact of supervisory support and self-efficacy on employee's attitudinal outcomes (job satisfaction and organization commitment). Specific objectives of the study include:

1. to determine the impact of supervisory support on job satisfaction;
2. to determine the impact of supervisory support on organization commitment;
3. to determine the impact of employee's self-efficacy on job satisfaction;
4. to determine the impact of employee's self-efficacy on organization commitment.

1.3 Research questions

1. What is the impact of supervisory support on job satisfaction?
2. What is the impact of supervisory support on organization commitment?
3. What is the impact of employee's self-efficacy on job satisfaction?
4. What is the impact of employee's self-efficacy on organization commitment?

1.3 Research hypotheses

Hypothesis I:

H₀: There is no significant relationship between supervisory support and job satisfaction

Hypothesis II:

H₀: There is no significant relationship between supervisory support and organization commitment

Hypothesis III:

H₀: There is no significant relationship between employee's self-efficacy on job satisfaction

Hypothesis IV:

[1] H₀: There is no significant relationship between employee's self-efficacy and organization commitment.

2.1 Theoretical Framework

2.1.1 Self-Efficacy Theory

Self-efficacy is the belief in one's ability to organize and carry out the action processes required to deal with future obstacles (Bandura, 1995). That is, one can attain particular goals with their skills in certain scenarios (Snyder & Lopez, 2007). The primary premise of this theory is that people are more likely to participate in tasks for which they have high self-efficacy and less likely to participate in tasks for which they have low self-efficacy (Van der Bijl & Shortridge-Baggett, 2002).

The magnitude, strength, and generality of self-efficacy assessments are usually measured on three different scales.

- Self-efficacy is a metric that determines how tough (easy, moderate, or difficult) an activity is for an individual (Van der Bijl & Shortridge-Baggett, 2002). What is my classwork's difficulty level? Is completing the quizzes easy or difficult?
- Self-efficacy strength is a measure of a person's belief in his or her ability to perform well under a variety of conditions (Van der Bijl & Shortridge-Baggett, 2002). In my current job, how confident am I that I will succeed? How confident am I in my ability to advance in my career?
- Self-efficacy generality refers to the extent to which an expectation may be applied across situations (Lunenburg, 2011). How certain am I that everything I've learned will be useful in my new role?

The Self-Efficacy Theory's central concept is that people's perceptions of their own ability to succeed can affect their performance and motivation (Redmond, 2010).

2.1.2 Social Cognitive Theory

Individuals are portrayed as proactive, autonomous, and autoregulatory in social cognition theory (Bandura, 1986), rather than reactive and regulated by external events. Self-regulation refers to how students manage various parts of their thoughts, motivation, and conduct while they are learning (Pintrich & Zusho, 2002). Students that are self-regulated set learning goals, monitor and control their cognition and motivation, and use tactics to reach those goals. When it comes to increasing a person's perceived controllability (Bandura & Wood, 1989), the best conditions for promoting internal motivation, self-efficacy, and encouraging students to use self-regulation strategies are established, and large opportunities for participation in class decision-making are provided (Ames, 1992; Zimmerman, 1995).

Individuals' goals and level of commitment are influenced by their self-efficacy confidence in a variety of settings. Such convictions have an impact on issue and barrier motivation, strategy, analysis, and resilience. The perception of capacity in a course can be complex and changeable. Students' perceptions of their academic abilities, or concepts of academic self-efficiency, are important drivers of their ability to successfully carry out such responsibilities in the academic setting (Skaalvik & Skaalvik, 2008). Students are motivated and academically successful because they have control over their own learning and the work of their teachers (Bandura, 1993). Students are thought to act if their activities give them a sense of mastery, control, and efficacy (Bandura, 1997).

Bandura (1997) identified four sources that can influence and change self-efficacy beliefs: the interpreted outcome of his own performance (mastery experience); vivid experience in seeing others perform tasking (vicarious experiences); verbal signals and social beliefs (social persuasion); and physiological and emotional statements such as worry and stress. The information gathered from multiple sources is then cognitively examined (Bandura, 1997). The way students view their education has a direct impact on their own efficacy. According to Greene, Miller, Crowson, Duke, and Akey, student perceptions of classrooms, such as promoting autonomy and mastery appraisal, have a positive effect on self-efficacy (2004). Self-efficacy varies depending on ability and prior experience, but it is maintained when pupils observe how the goal is developing or receive feedback that suggests skillfulness (Elliot & Dweck, 1988). Challenge objectives are more successful at improving talents than easy goals because they supply more information.

2.2 Conceptual Framework

2.2.1 Supervisor Support

Supervisor support is defined as how much a supervisor encourages and assists his or her subordinates while also contributing to their professional development (Griffin, Patterson & West, 2001). Supervisor support refers to how much supervisors value their subordinates' efforts and are concerned about their well-being (Kottke & Sharafinski, 1988). As a result, supervisory assistance has been advocated as one of the most effective ways for influencing subordinates both directly and indirectly (Cromwell & Kolb, 2002).

One of the simplest ways to improve employee performance is to invest in human resource development (Bhanthumnavin, 2003). This importance arises from both general conceptions of social support's effects and the work of industrial and organizational psychologists, who recognized supervisors as one of the most important sources of employee performance evaluation (Van der Klink, Blonk, Schene & Van Dijk, 2001).

One could argue that if an employee views his or her company's support positively, he or she is more likely to have positive feelings about his or her organization in general, and his or her work in particular (Shore & Wayne, 1993). According to Rhoades and Eisenberger (2002), when an employee thinks his or her boss is helpful, he or she responds by becoming more committed to the company. Furthermore, when employees feel supported by their employer, they are more engaged, have less stress symptoms, and have higher job satisfaction (e.g. burnout). established a link between such feelings and a number of psychological variables. When employees believed management supported safety programs, they reported increased job satisfaction and organizational involvement, as well as less withdrawal behaviors (Michael, Evans, Jansen & Haight, 2005).

Supervisor support is one such key workplace resource that has been connected to greater work engagement (Mauno, Kinnunen, & Ruokolainen, 2007) and aids in the buffering of the relationship between job expectations and pressures (Xanthopoulou, Bakker, Dollard, Demerouti, Schaufeli, Taris & Schreurs, 2007). Employees' needs to belong, to be cared for, and to be valued may all be addressed with supervisory help, which improves their ability to deal with hardship (e.g. working with physical discomfort). Supportive managers promote collaborative circumstances (McIntyre & Salas, 1995), subordinate work satisfaction (Agho, Mueller, & Price, 1993), and turnover rates (Agho, Mueller, & Price, 1993). (Greenhaus, Parasuraman, & Wormley, 1990). Shore and Wayne (Shore & Wayne, 1993). According to several research, a family's well-being is primarily in the hands of high-level managers, who provide emotional and practical support to employees in managing work and family obligations (Rodgers and Rodgers, 1989). Furthermore, one of the key management methods and support systems that has the ability to reduce work-life conflict is flexible or alternate work schedules (Conger, 1998).

Employees have a broad range of impressions on how much their superiors appreciate and care about them (Kottke & Sharafinski, 1988). Workplace participation and well-being are positively correlated with supervisory support, for example (Mayfield, Mayfli & Knap), as well as job satisfaction and quality of life satisfaction (Littrell, Billingsley, & Cross, 1994). (Littrell, Billingsley, & Cross, 1994). There have been studies on workplace stress reduction (Stephens & Long, 2000), burnout (Eastburg, Williamson, Gorsuch, & Ridley, 1994), and work-related health issues (Blau, 1981). Poor performance, increased accidents, and absenteeism have been linked to a lack of supervisory assistance in the workplace (Cropanzano, Rupp & Byrne, 2003).

Karlin, Brondolo, and Schwartz (2003) found that supervisor support for high-stress personnel is negatively related to systemic blood pressure. Wager, Fieldman, and Hussey (2003) discovered that when people worked for a less popular

firm, their blood pressure was higher, and the difference was significant enough to imply that blood pressure might be a risk factor for coronary heart disease. Supervisory assistance has major implications for employee wellness and satisfaction, according to Karimi (2008). Researchers observed that the degree of perceived managerial/supervisory aid at work is related to the experience of family labor conflict and the workers' reported level of well-being in comparable studies (Karimi & Nouri, 2009; Karimi, Karimi & Nouri, 2011). Employee psychological well-being was predicted by supervisory conduct, according to Gilbreath and Benson (2004). Supervisors had a greater influence on employee satisfaction than colleagues, friends, and family members, according to the researchers.

Employee stress levels can also be influenced by supervisors. Supervisory behavioural clusters that were useful in controlling stress and strain of their workers, according to Yarker, Donaldson-Feilder, Lewis, and Flaxman (2007), included managing workload and resources, dealing with work challenges, and increasing visibility and accountability. Gilbreath (2001) observed that certain behaviors are very significantly adversely linked to worker stress, such as work planning to meet their needs, balancing workloads equally, and seeking to understand both sides of an employee's issue. As a result, people who work for a boss who treats them well are less stressed and likely less present than those who work for a supervisor who treats them poorly.

2.2.2 Self-Efficacy

In 1977, Bandura coined the term "self-efficacy." It refers to a person's apparent capacity for action, with an emphasis on skills rather than talents, in order to carry out a specific task (Bandura, 1986). It's also referred to as self-assurance. It is the belief that one can act in a precise manner to achieve specific objectives. In order to accomplish their task efficiently, Hellervik, Hazucha, and Schneider (1992) discovered that they needed to increase their use of various talents and experience self-efficacy. This is due to the fact that success is usually the result of a succession of tries. Self-doubters are more likely to fail and give up, especially in a volatile setting, whereas self-confident people are more likely to continue and succeed. According to Bandura (1986), one's personal belief in one's own efficacy can influence emotional reactions, behavior, and reasoning in a difficult situation.

Self-efficacy is a useful phrase for describing human behavior because research shows that it influences a person's choice, effort, and perseverance (Chen, Gully & Eden, 2004). According to Bandura (1997), four key sources can develop and reinforce self-efficacy: verbal persuasion, vicarious experience, enactive mastery, and emotional and psychological conditions. A realistic and accurate assessment of one's own effectiveness is required for success. People who fail to complete a task due to inflated self-efficacy may become stuck, lose confidence, and encounter avoidable

failures. Individuals who undervalue self-efficacy, on the other hand, are more likely to be unaware of their own strengths and potential, and to miss out on a number of opportunities.

Self-efficacy, according to Bandura (1986), is the ability to look beyond one's own capabilities. A person with this mindset will have the willingness and ability to face challenges, as well as the motivation to grow and progress as an individual. The goal of this study was to investigate the perception of self-efficacy in terms of interpersonal connections, task control, and assessment using Bandura's (1986) concept of self-efficacy and the self-efficacy measures developed by Brown, Jones, and Leigh (2005) and Bandura (1997). Employees must have confidence in their employer and in their own talents. Employee dedication will have a beneficial and negative impact on both the organization and the employee. Employees' self-efficacy and faith in the organization are both favorable indicators of strong job productivity and low turnover. If it is negative, it can lead to job dissatisfaction, high turnover, and low productivity.

People's motivation is self-efficacy; their emotional states and behavior are based on what they believe rather than what is objectively true (Bandura, 2006). Individuals' belief in their ability to achieve specific performance levels and exert influence over events in their lives is also discussed. People's self-efficacy beliefs influenced their feelings, ideas, motivation, and action. People tend to avoid jobs in which their self-efficacy is low and choose jobs in which their self-efficacy is high. People with high self-efficacy work tirelessly to complete projects and overcome challenges. One of the main reasons why persons with low self-efficacy are unable to grow and succeed is because of this (DeNoyelles, Hornik & Johnson, 2014).

Difficult task is mastered rather than avoided by people who believe in their abilities. Such a positive viewpoint encourages intrinsic interest in activities and active involvement in them. They establish high goals for themselves and work hard to achieve them. They are standing up and continuing in the face of failure. After setbacks or losses, they swiftly regain their sense of effectiveness. They blame insufficient effort on failure or a lack of knowledge and abilities. People can exert control over potentially hazardous situations if they are confident. Personal accomplishments, decreased stress, and lower depressed susceptibility are all benefits of having a positive viewpoint (Bandura, 1991). People who doubt their abilities, on the other hand, shun challenging activities that they consider to be dangerous to them. They have low expectations and show little commitment to the things they choose to complete. When faced with difficult tasks, they focus on their own flaws, the obstacles they will meet, and the various bad repercussions they will face rather than on how to execute well. They slacken their efforts and give up quickly when confronted with adversity.

It takes a long time to regain your sense of efficiency after a loss or reversal. They don't have to lose a lot of faith in their talents because they perceive poor performance to be inadequate. Stress and desperation, according to Bandura (1991), are easily influenced. Self-efficacy is a reciprocal process that specifies activities based on a person's belief in his or her capacity to perform something and achieve the desired result. This confidence is the result of the interaction of environmental, behavioral, and personal factors. A person employs his or her own knowledge and emotions, seeks technical assistance and advice, and then attempts to perform. This person then analyzes the data and draws conclusions. When the measure produces the desired results, it will become more widely used, and the individual's belief in it will grow (self-efficacy). People's thoughts of their own efficacy can be influenced by four different types of perceptions.

- The best way for instilling a strong sense of competence is through mastery experience. Successes develop a strong belief in one's personal effectiveness. Failures, especially before a strong sense of efficacy has been developed, diminish it.
- The second approach to creating and enhancing self-confidence effectiveness is the vicarious experiences offered by social models. Seeing others who do like themselves with consistent effort improves the notion that viewers too have the capacity to deal with similar problems and to achieve.
- Social conviction is the third way to build people's trust in what is required. Convincing improvements in self-efficacy motivate people to work hard enough to enhance skills growth and a sense of self-efficacy (Bandura, 1991).

Simply defined, self-efficacy is linked to people's belief in their ability to control their own functioning and life occurrences. The conviction in one's own ability to succeed has an impact on one's decisions, motivation, quality, and stress and despair resilience. Four basic forms of influence change people's thoughts in their own unique way. Mastery experiences, the fact that people like themselves can effectively handle task needs, social belief that they can accomplish specific activities, and emotional inferences that imply personal power are examples of these (Bandura, 1991). As a result, people require a strong sense of effectiveness in order to persevere in their efforts. The type and level of self-effectiveness that people experience changes throughout time. Perdue, Reardon, and Peterson (2007) examined the relationship between self-efficacy and job satisfaction using the professional choice theory, finding that there are significant positive correlations between self-effectiveness and job satisfaction, as well as a high level of self-efficacy that aids in workplace adaptation.

2.2.3 Job Satisfaction

General work satisfaction, according to Robbins and Judge (2009), is described as an individual's general attitude about his or her employment. The individual's attitude is based on how he or she views his or her work. It is a person's attitude toward their job, which is based on their views of their work and the degree of compatibility between individuals and the organization (Ivancevich, 2007). Greenberg and Baron (2008) characterized satisfaction at work as a person's positive or negative approach to work. Job satisfaction is essentially a personal experience. According to the value system that applies to him or her, everyone has a distinct level of satisfaction. An individual's desire for a high degree of appraisal of actions is present. Thus, satisfaction is an assessment of a person's sentiments of happiness or sadness, pleasure or dissatisfaction at work (Rivai, 2013).

Employees' self-efficacy enhances their perceptions of work connections and job satisfaction. That state means that the person can work in a way that achieves long-term goals and works with others (Hakim & Bono, 1999). Persons with a high sense of self-efficacy might have a strong belief that they can do tasks (Peng, Miao & Xiao, 2013). They can also overcome barriers in their work (Judge, Erez, Bono & Thoresen, 2003). According to Donald, Taylor, Johnson, Cooper, Cartwright and Robertson (2005), the stronger the self-efficacy, the better the individual is able to achieve the task.

Moè, Pazzaglia, and Ronconi (2010) found that positive emotions and self-efficacy beliefs serve as a mediator between instructional techniques and job satisfaction. According to Dunlop, Beatty, and Beauchamp (2011), there is a positive relationship between work performance and self-efficacy. Knowing that job happiness is an important factor in reaching high levels of productivity, it is logical to say that job satisfaction impacts self-efficacy (Dunlop, Beatty & Beauchamp, 2011). According to Caprara, Barbaranelli, Steca, and Malone (2006), self-efficacy may have a beneficial effect on job satisfaction.

2.2.4 Organizational Commitment

Organizational commitment, according to Bateman and Strasser (1984), is multi-faceted, encompassing an employee's loyalty to the organization, readiness to invest effort on its behalf, degree of objective and value congruency with the organization, and desire to retain membership. Organizational commitment was described by Mowday, Porter, and Steers (1979) as the relative degree of an individual's involvement in and identification with a given organization. Organizational commitment, according to Raza and Nawaz (2011), is the relationship that individual employees establish with their employer's organization. Organizational commitment, according to Al-Jabari and Ghazzawi (2019), might impact employees' organizational citizenship behavior. Mowday, Porter, and Steers (1992) described organizational commitment as consisting of include three elements: a desire to be part of the organization, to

identify with the organizations' goals and values, and a readiness to make efforts on their behalf. Affective, continuance, and normative commitment are the three forms of commitment (Meyer & Allen, 1991).

- **Affective Commitment**

This is described as an employee's emotional attachment, identity, and participation with its company and goals (Meyer & Allen, 1993). Porter et al. (1974) define affective commitment in terms of three elements: trust in the organization's goals and values and the acceptance of them; a willingness to focus effort on the organization's goals; and a desire to maintain its membership in the organization. Meyer and Allen (1997) stated that certain workers have a strong conviction in and acceptance of the new organization's aims and principles. This set of employees is likewise eager to keep their membership. According to Mowday, Porter, and Steers (1979), affective commitment happens when an employee identifies with a particular organization and its goals in order to maintain membership and support the goal. Meyer and Allen (1997) said that their staff membership is maintained because they wish and displays their commitment to the organization.

- **Normative Commitment**

Wiener (1982) argued that the company had no emotional connection with this group of employees. On the other hand, highly committed employees continue to operate successfully on the foundation of their cultural and organizational beliefs. A person's commitment to the firm or a sense of responsibility for his job is called a normative commitment (Bolon, 1993). According to Weiner (1982), normative commitment is a generalized value of loyalty and responsibility. Meyer and Allen (1991) supported this kind of commitment before the Bolon description (1993) and defined the normative commitment as "a sense of responsibility". Other commitments like marriage, family, religion, etc. might explain it. As a result, individuals often believe that they have a moral obligation towards the firm when it comes to the commitment to their current workplace (Wiener, 1982).

- **Continuance Commitment**

This is the inclination to remain in an organization owing to the investment by the employee in "non-transferable" assets. Non-transferable assets include ties with other workers, pensions and business-specific goods (Reichers, 1985). It involves variables like working years or benefits, which are particular for the firm, the employee can obtain (Reichers, 1985). More so, Meyer and Allen (1997) continued that it is difficult for them to leave, because they have a long-term commitment to their business.

According to Bandura and Adams (1977), self-efficacy impacts people's choice of activities, the amount of effort they put into a certain activity or task, and their behavioral settings. Zeb and Nawaz (2016) found that there is a favorable association among academics in Pakistan's institutions between self-efficacy and organizational commitment. Similarly, self-efficacy has good connections in China's small businesses with employee organizational commitment (Lin & Wang, 2018). Rhoades, Eisenberger, and Armeli (2001) also suggested that organizational support, including support from the leader for whom they worked, might impact workers' normative commitment to a company. According to Saremi and Rezeghi (2015), there is a link between normative commitment and self-efficacy.

2.3 Review of Empirical Literature

The relationship between leaders' self-efficacy and faculty members' organizational commitment was studied by Almutairi (2020). As a result, 400 faculty members from three Saudi Arabian public universities in the country's center, south-western, and northern regions were picked at random. The findings show a positive relationship between leaders' self-efficacy and their affective commitment. There's also a link between a leader's self-efficacy and their dedication to perseverance. Leadership self-efficacy is positively associated to normative commitment. To promote faculty commitment to the company, leaders must increase their self-efficacy and create an enabling environment for cooperation and creativity.

The study by Syabarrudin, Eliyana, and Naimah (2020) looked at the impact of employees' self-efficacy on organizational commitment, either directly or via job satisfaction as a mediator. Employees of PT Semen Gresik (Persero) Tbk's Procurement Division were tested for 50 personnel. Self-efficacy has a significant impact on employees' organizational commitment, according to this study, and it also has an impact on organizational commitment when job satisfaction is taken into account.

The study by Yang, Lei, Jin, Li, Sun, and Deng (2019) looked at supervisor support, colleague support, and presenteeism among Chinese healthcare workers. They analyzed data from 1542 healthcare professionals working at 64 primary, secondary, and tertiary hospitals in 28 Chinese cities in Western, Central, and Eastern China in 2018. Structural equation modeling was used to analyze the relationship between variables. The Sobel test was used to look at the role of distributive justice in mediating the links between supervisor support, colleague support, and absenteeism. Distributive justice significantly mediated significant indirect effects between supervisor support and presenteeism, as well as between colleague support and presenteeism, according to the findings. Better support from supervisors and coworkers could increase distributive justice among healthcare workers in Chinese hospitals, leading to better results.

Rozi, Syahrizal, Patrisia, and Abror's (2019) study used job satisfaction as a mediator to explore the effect of self-efficacy on teacher loyalty at Universitas Negeri Padang. Universitas Negeri Padang provided a sample size of 30 lecturers. Self-efficacy has no effect on loyalty, but it does have a significant effect on work satisfaction, and job satisfaction functions as a mediator between self-efficacy and loyalty, according to the findings of this study.

The impact of self-efficacy on satisfaction, work perception, and task performance was studied by Machmud (2018). 69 employees from one of Bandung's local government institutions were chosen at random. During data analysis, the Partial Least Square (PLS) approach was utilized to forecast the study variables. Self-efficacy has a significant positive impact on employee happiness and job perception, which has an impact on work-related performance, according to the research.

The purpose of Benna, Brahmajari, and Nugroho's (2017) study was to demonstrate and analyze the effects of job enrichment on organizational commitment, self-efficacy against organizational commitments, job enrichment to job satisfaction, organizational commitment to satisfaction work, job enrichment to performance, self-efficacy on job satisfaction, job satisfaction on the performance, organizational commitment to worker performance, and self-efficacy on the performance. The results of questionnaires were used as primary data in this study. A total of 171 public employees were sampled at the Department of Health Sinjai. The findings revealed that job enrichment has a significant impact on Civil Servants' performance, job satisfaction, and organizational commitment; self-efficacy has a minor impact on Civil Servants' organizational commitment and job satisfaction but has a significant impact on their performance; organizational commitment has a significant impact on Civil Servants' job satisfaction; and organizational commitment has a significant impact on job satisfaction of Civil Servants.

Through employee empowerment, Emsza, Eliyana, and Istyarini (2016) investigated the impact of self-efficacy on change preparedness. This research used a quantitative approach. Data was collected from 55 employees of PT Pos Indonesia (Persero) Surabaya. Employee empowerment has a significant effect on self-efficacy toward readiness for change and self-efficacy toward readiness for change through partial mediation, according to the findings.

The goal of Saremi and Rezeghi (2015) study was to examine if there was a link between self-efficacy, organizational commitment, and job satisfaction among office workers in Esfarayen County. 248 employees who worked in offices in Esfaraen County in 2014-2015 were chosen using a stratified random sample. Self-efficacy and organizational commitment have a high positive association with employee work satisfaction, and they can predict it positively, according to the data. Employee job satisfaction was found to have a

significant positive link with affective commitment, normative commitment, and continuity commitment; however, only affective and continuous commitment were found to predict it favorably. According to the research, there was no difference in work satisfaction between male and female employees. Employee job satisfaction varied significantly across age groups, years of service, and educational levels, according to the statistics. According to the findings, employees with greater organizational commitment and self-efficacy had higher job satisfaction.

The impacts of supervisory assistance on work-family demands and life satisfaction among Malaysian female academics were studied by Achour, Yusoff, and Nor (2013). 300 women from Malaysian research universities, including the University of Malaysia (UKM), University Putra Malaysia (UPM), National University of Malaya (UM), and International Islamic University Malaysia (IIUM), participated in the event (IIUM). The findings show that work-family pressures have a significant impact on millennials' life happiness, as well as the impact of supervisory help on employee life satisfaction. Furthermore, the finding that supervisory support reduced the link between work-family tensions and life satisfaction backed up the theory.

The impact of organizational commitment, emotional intelligence, self-efficacy, and innovativeness on the performance of echelon III personnel of the Regional Government of Palembang Municipality was investigated in Aisyah's (2012) study. A total of 148 employees were used as samples in this inquiry. Self-efficacy has a direct influence on organizational commitment, as does emotional intelligence; innovativeness has a direct affect on organizational commitment; and organizational commitment has a direct influence on performance, according to the findings. Organizational commitment, emotional intelligence, self-efficacy, and innovativeness were found to have a substantial impact on the performance of echelon III workers of the Palembang Municipality's Regional Government.

The research of Lai and Chen (2012) shed light on the potentially tangled relationships between job happiness, self-efficacy, effort, work performance, and intention to leave. Self-efficacy has a favorable effect on job satisfaction and performance; effort has a good effect on job satisfaction and performance; and job satisfaction has a negative effect on turnover intention. Questionnaires were provided to 803 automobile salespeople in Taipei, Taiwan.

3. Methodology

3.1 Research design

The descriptive research design was chosen since it was deemed acceptable for the investigation. This research strategy was chosen because it allowed the study to gather

detailed information on the population under study. The basic purpose of descriptive research is to characterize existing phenomena in a systematic way (Atmowardoyo, 2018).

3.2 Population of study

All permanent and contract workers of Allianz Nigeria Insurance Plc are included in the study's population. Allianz Nigeria Insurance plc is a composite insurance company registered to conduct Life and Non-Life Insurance business in Nigeria, offering a variety of retail products such as Home Life, Motor Insurance, and corporate insurance. The study covered all cadres of employee across the head office (Lagos) and four branches (Abuja, Port Harcourt, Ibadan and Benin) in Nigeria. The population sizes of employees in Lagos, Abuja, Port Harcourt, Ibadan and Benin are 45, 31, 29, 24, and 21, which makes a total of 150 population size.

3.3 Sample size and sampling technique

Meng (2013) defines sampling as an essential strategy in statistical analysis that involves picking a subset of a population in order to estimate or learn anything from the population at a minimal cost. Taro Yamane (1967) formula was adopted to the calculation the sample size.

Yamane Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where, n= sample size

N= population size

e= sampling error or level of precision

which is ±5%

$$n = \frac{150}{1 + 150(0.05^2)}$$

$$n = \frac{150}{1 + 150(0.0025)}$$

$$n = \frac{150}{1 + 0.375}$$

$$n = \frac{150}{1.375}$$

$$n = 109$$

Bowley (1926) formula was adopted to determine the appropriate sample size in each branch of the organization.

The Bowley (1926) formula is given as:

$$n_h = \frac{n \times N_h}{N}$$

For Lagos office:

$$\frac{45 \times 109}{150} = 33$$

For Abuja office:

$$\frac{31 \times 109}{150} = 23$$

For Port Harcourt office:

$$\frac{29 \times 109}{150} = 21$$

For Ibadan office:

$$\frac{24 \times 109}{150} = 17$$

For Benin office:

$$\frac{21 \times 109}{150} = 15$$

For this study, a simple random sample approach was used. The sample size was designed to guarantee that all respondents were fairly represented and that data analysis could be done precisely. Simple random sampling is "a sampling strategy in which k different things are picked from the n items in the population in such a manner that any conceivable combination of k items is equally likely to be the sample selected," according to Thomas (2012), referenced in Meng (2013).

3.4 Data collection instrument

The study adopted closed-structured questionnaire for this study. The purpose of utilizing this kind of questionnaire was to account for the unique characteristics, distinctions, and perspectives of each respondent. Respondents were prompted to verify or sign their responses depending on individual characteristics and dispositions. The delivery of the surveys was done manually, and the respondents' responses were gathered at a mutually arranged time. Items for each construct would be modified from past research.

Supervisory Support:

A three item, 5-point Likert scale from Strongly Agree, Agree, Neutral, Disagree to Strongly Disagree was adapted from General Supervisory Support (GSS) scale by Yoon and

Lim (1999) study. Example of item used was “My supervisor can be relied on when things get tough on my job”. The reliability Cronbach’s alpha value was 0.84

Self-Efficacy:

An eight item, 5-point Likert scale ranging from strongly agree, agree, neutral, disagree to strongly disagree was adapted from Chen, Gully and Eden (2001) scale. Example of the item used was “I will be able to achieve most of the goals that I have set for myself”. The reliability Cronbach’s alpha value was 0.86 (Ibrahim, Suan & Karatepe, 2019).

Job Satisfaction:

A ten item, 5-point Likert scale from Strongly Agree, Agree, Neutral, Disagree to Strongly Disagree was adapted The Generic Job Satisfaction Scale by Macdonald and MacIntyre (1997). Example of item used was “I believe management is concerned about me”. The reliability Cronbach’s alpha value was 0.77

Organizational Commitment:

A fifteen item, 7-point Likert scale from Strongly agree, Moderately agree, Slightly agree, Neutral disagree nor agree, Slightly disagree, Moderately disagree, to Strongly disagree was adapted from Organizational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979). Example of item used was “I talk up this organization to my friends as a great organization to work for”. The reliability Cronbach’s alpha value was 0.90

4. DATA ANALYSIS

The data obtained was examined using descriptive and inferential statistics. Section A data was studied using basic percentages and a frequency distribution table, while Section B data was evaluated with Mean, Standard deviation, Pearson Product-Moment correlation, and Regression analysis. The statistical program known as Statistical Packages for the Social Sciences- SPSS was used to conduct the data analysis (version 20).

Descriptive Statistics of the Study’s Constructs

Table 4.2: Descriptive Statistics

	N	Mean	Std. Deviation
Supervisory support	109	3.7523	.53749
Self-efficacy	109	4.4300	.40805
Job satisfaction	109	4.3229	.40794
Organizational commitment	109	3.1481	.54821

Valid N (listwise)	109		
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Source: Field Survey, 2021

Between the independent variables (supervisory support and self-efficacy), it shows that the employees of Allianz Nigeria Insurance Plc agreed more to self-efficacy with mean value of 4.4300 (SD = 0.40805) than supervisory support which had a mean value of 3.7523 (SD = 0.53749). Also, for the attitudinal outcomes (job satisfaction and organizational commitment), it showed that employees of Allianz Nigeria Insurance Plc agreed more to job satisfaction which had a mean value of 4.3229 (SD = 0.40794) than organizational commitment which had a mean value of 3.1481 (SD = 0.54821).

4.2 Test of Hypotheses

Hypothesis I:

H₀: There is no significant relationship between supervisory support and job satisfaction

H₀: There is no significant relationship between supervisory support and job satisfaction

Table 4.2: Correlation between supervisory support and job satisfaction

		Supervisory support	Job satisfaction
Supervisory support	Pearson Correlation	1	.089
	Sig. (2-tailed)		.355
	N	109	109
Job satisfaction	Pearson Correlation	.089	1
	Sig. (2-tailed)	.355	
	N	109	109

From Table 4.3, the correlation result hypothesis one shows that supervisory support has a positive correlation coefficient (r) of 0.089 with job satisfaction, and it is non-significantly related at 0.355 (p > 0.05). This indicates that there is positive and non-significant relationship between supervisory support and job satisfaction. This invariably means that irrespective of an increase in supervisory support, there will not be corresponding effect on job satisfaction in Allianz Nigeria Insurance Plc and vice versa. Therefore, the null hypothesis is accepted, and the alternate hypothesis is rejected.

Hypothesis II:

H₀: There is no significant relationship between supervisory support and organization commitment

H₀: There is significant relationship between supervisory support and organization commitment

Table 4.4: Correlation between supervisory support and organizational commitment

		Supervisory support	Organizational commitment
Supervisory support	Pearson Correlation	1	.029
	Sig. (2-tailed)		.766
	N	109	109
Organizational commitment	Pearson Correlation	.029	1
	Sig. (2-tailed)	.766	
	N	109	109

From Table 4.4, the correlation result hypothesis two shows that supervisory support has a positive correlation coefficient (r) of 0.029 with job satisfaction, and it is non-significantly related at 0.766 ($p > 0.05$). This indicates that there is positive and non-significant relationship between supervisory and organizational commitment. This invariably means that irrespective of an increase in supervisory, there will not be corresponding effect on organizational commitment in Allianz Nigeria Insurance Plc and vice versa. Therefore, the null hypothesis is accepted, and the alternate hypothesis is rejected.

Hypothesis III:

H₀: There is no significant relationship between employee's self-efficacy on job satisfaction

H₁: There is significant relationship between employee's self-efficacy on job satisfaction

Table 4.5: Correlation between self-efficacy and job satisfaction

		Self-efficacy	Job satisfaction
Self-efficacy	Pearson Correlation	1	.435**
	Sig. (2-tailed)		.000
	N	109	109
Job satisfaction	Pearson Correlation	.435**	1
	Sig. (2-tailed)	.000	
	N	109	109

** . Correlation is significant at the 0.01 level (2-tailed).

From Table 4.5, the correlation result hypothesis one shows that supervisory support has a positive correlation coefficient (r) of 0.435 with job satisfaction, and it is significantly related at 0.000 ($p < 0.05$). This indicates that there is positive and significant relationship between self-efficacy and job satisfaction. This invariably means that an increase in self-efficacy of the employees will lead to an increase in job satisfaction in Allianz Nigeria Insurance Plc, and vice versa. Therefore, the null hypothesis is rejected, and the alternate hypothesis is accepted.

Hypothesis IV:

H₀: There is no significant relationship between employee's self-efficacy and organization commitment

H₁: There is significant relationship between employee's self-efficacy and organization commitment

Table 4.5: Correlation between self-efficacy and organizational commitment

		Self-efficacy	Organizational commitment
Self-efficacy	Pearson Correlation	1	.200*
	Sig. (2-tailed)		.037
	N	109	109
Organizational commitment	Pearson Correlation	.200*	1
	Sig. (2-tailed)	.037	
	N	109	109

*. Correlation is significant at the 0.05 level (2-tailed).

From Table 4.6, the correlation result hypothesis one shows that supervisory support has a positive correlation coefficient (r) of 0.200 with organizational commitment, and it is significantly related at 0.000 ($p < 0.05$). This indicates that there is positive and significant relationship between self-efficacy and organizational commitment. This invariably means that an increase in self-efficacy of the employees will lead to an increase in organizational commitment in Allianz Nigeria Insurance Plc, and vice versa. Therefore, the null hypothesis is rejected, and the alternate hypothesis is accepted.

4.3 Discussion of Findings

The findings revealed that the supervisory support has a positive and non-significant relationship with the job satisfaction of Allianz Nigeria Insurance Plc. This emphasizes the necessity of identifying and communicating how

personnel are doing on the job, as well as, ideally, formulating an improvement plan, do not necessarily impact the employee's satisfaction level on the job. This is contrary with Mohamed and Ali (2016) finding that showed that supervisory support has significant relationship with job satisfaction.

According to the findings, the supervisory support has a positive and non-significant impact on organizational commitment in Allianz Nigeria Insurance Plc. This emphasizes the necessity of identifying and communicating how personnel are doing on the job, as well as, ideally, formulating an improvement plan, do not necessarily impact the employee's psychological attachment to the firm. This finding supports Talukder (2019) which showed that supervisor support leads to organizational commitment.

The findings also revealed that self-efficacy has a positive and non-significant impact on job satisfaction in Allianz Nigeria Insurance Plc. This highlights the importance of increasing employee confidence in their ability to carry out the behaviors required to achieve certain performance goals, will lead to an increase in employee's satisfaction level on the job. This finding supports Saremi and Rezeghi (2015) finding which showed that significant positive correlation between self-efficacy and job satisfaction of employees

The results also revealed that the self-efficacy has a positive and significant influence on organizational commitment. This highlights the importance of increasing employee confidence in their ability to carry out the behaviors required to achieve certain performance goals, will lead to an increase in employee's psychological attachment to the firm. This finding is consistent with Saremi and Rezeghi (2015) study, which found that self-efficacy and organizational commitment have a significant positive relationship.

5.1 Summary of findings

From the findings in the study, it is clear that male respondents outnumbered female respondents. Larger proportions of the respondents belong to the class of 31-40 years, which means that the workforce comprises of the agile and middle-aged adults, and therefore they should be managed with tact. Furthermore, the marital status of the respondents was predominantly 'married'. The educational qualification of the respondents revealed that they are quite knowledgeable and educated. Majority have been in the company for quite a long time, this signifies they are knowledgeable about the impact of supervisory support and self-efficacy on job satisfaction and organizational commitment.

The summary of findings of the study is as follows:

- There is positive and non-significant relationship between supervisory support and job satisfaction.

This invariably means that irrespective of an increase in supervisory support, there will not be corresponding effect on job satisfaction in Allianz Nigeria Insurance Plc and vice versa.

- There is positive and non-significant relationship between supervisory support and organizational commitment. This invariably means that irrespective of an increase in supervisory, there will not be corresponding effect on organizational commitment in Allianz Nigeria Insurance Plc and vice versa.
- There is positive and significant relationship between self-efficacy and job satisfaction. This invariably means that an increase in self-efficacy of the employees will lead to an increase in job satisfaction in Allianz Nigeria Insurance Plc, and vice versa
- There is positive and significant relationship between self-efficacy and organizational commitment. This invariably means that an increase in self-efficacy of the employees will lead to an increase in organizational commitment in Allianz Nigeria Insurance Plc, and vice versa.

5.2 Conclusion

This study has examined determine the impact of Supervisory support and self-efficacy on attitudinal outcomes using Allianz Nigeria Insurance Plc. For the attitudinal outcomes, the study focused on job satisfaction and organizational commitment. The study showed that while it is important to understand and communicate to employees how they are doing on the job, this does not necessarily affect the employee's sense of belonging, connection with the organization, or involvement in the process. Not all employees' psychological attachment to the company is affected by the necessity of identifying how well they are performing at work and formulating an improvement plan. More so, Employees who believe they are capable of achieving specified performance goals will be more satisfied at work. More so, increased belief in ability to carry out actions required to achieve certain performance goals will result in an increase in employee psychological connection to the organization.

5.3 Recommendations

Based on this, the study recommends the following:

- i. Allianz Nigeria Insurance Plc, either alone or in collaboration with other institutions, can be a leader in building a model for supervisory support and self-efficacy engagement in Nigeria and Africa.
- ii. Allianz Nigeria Insurance Plc should clearly identify its values in order to motivate employees to perform in accordance with the company's culture, thereby increasing employee commitment. To minimize boredom from repeated duties, the firm should

assign diverse jobs, encourage healthy competition among employees to improve their performance, and organize special events such as the company's Family Day to strengthen social relationships among employees, among other things.

- iii. Allianz Nigeria Insurance Plc should continue to provide training to boost workers' self-efficacy by increasing their awareness and ability to learn so that they can remain empowered and prepared for any change.
- iv. Allianz Nigeria Insurance Plc should foster team bonding and social awareness in order to increase employee engagement, dedication, and job satisfaction.
- v. To maintain a high level of commitment and employee satisfaction, Allianz Nigeria Insurance Plc should aim to suitably motivate employees and provide a pleasant working environment and workplace.

5.4 Contribution to Knowledge

The study contributes to knowledge by establishing insights in explaining effective Supervisory support and self-efficacy and opportunities in the insurance sector. This is based on the provision of insights on usefulness of the understanding of the challenges as well as solutions involved in effectiveness in supervisory support and self-efficacy, and its relationship with attitudinal outcomes (job satisfaction, and organizational commitment). The study stands out to infuse knowledge on critical aspects of supervisory support and self-efficacy framework.

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