

DOES EMOTION REGULATION AND SELF EFFICACY MEDIATE ORGANIZATIONAL TRUST AND PERFORMANCE?

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Enter : 10-04-2023, revision: 11-05-2023, accepted for publication : 15-08-2023

ABSTRACT

Organizational trust in performance cannot stand alone, meaning that it is not the only important component that plays a role in improving employee performance. there are still other important components that play a significant role in improving employee performance, namely the personal component (individual attributes). One of the personal components that is assumed to mediate the relationship between the two variables is emotion regulation. This variable is needed by journalists in carrying out their duties. This study aims to determine the role of organizational trust in performance directly or indirectly when mediated by emotional regulation and self-efficacy. Emotion regulation is a form of a person's control over his emotions while self-efficacy determines how people feel, think, motivate themselves and their behavior. Therefore, this study was conducted to test the hypothesis regarding organizational trust in employee performance with emotion regulation and self-efficacy as mediators. The instrument for measuring performance variables in this study uses the Individual Work Performance Questionnaire (IWPQ). The instrument for measuring organizational trust variables uses the Organizational Trust Instrument. The emotional regulation measurement tool used in this study is the Emotional Regulation Questionnaire (ERQ). The self-efficacy measure used in this study is the occupational self-efficacy. The number of participants in this study were 130 employees who were journalists at PT X located in Jakarta. The results of the study show that there is a significant effect of organizational trust on performance, but the effect is greater when the relationship between organizational trust and performance is mediated by emotional regulation and self-efficacy.

Keywords: *Perfomance, organizational trust, emotion regulation, self-efficacy*

1. PREFACE

Based on data from the Ministry of Communication and Informatics of the Republic of Indonesia in 2021, the number of television stations in Indonesia is 701. This figure proves that television as the mainstream media is still the people's main choice in obtaining information, moreover that this media is supported by the regulations that cover it. Evaluating the performance appraisal of PT X journalists in 2020-2021 through performance appraisal, only around 13.6% of employees who met the target got an A or very good grade, 60.53% of employees got a B, while the remaining 23.68% got a C and 2.19% scored D. The performance evaluation results that have been carried out by PT X are conceptually used to obtain employee self-development activity planning and will relate to salary increases and employee career categories. Meanwhile, based on the results of the FGDs and initial interviews conducted by researchers with the Manager News Gathering for the 2021-2022 period, out of 58 journalists in the field, only 20 people were considered to have truly met the evaluation criteria of submitting in-depth reports in unexpected situations. This means that only 34.4% of reporters/journalists are considered to be truly mature in handling unexpected situations. The remaining 65.6% need to attend various treatments or training provided by the company.

According to Koopmans et al. (2011) performance is a pattern of behavior and actions of employees that are relevant to organizational goals. This performance places more emphasis on employee behavior patterns and actions than the results of the behavior itself. It contains behavior that is under the control of the individual themselves, unless that behavior is influenced by their environment. There are several indicators that can be used to measure performance, including task performance, conceptual performance, productive work behavior (Koopmans et al., 2011). Organization in achieving goals need a trust. Trust in an organization is one of the important things in building an organizational culture.

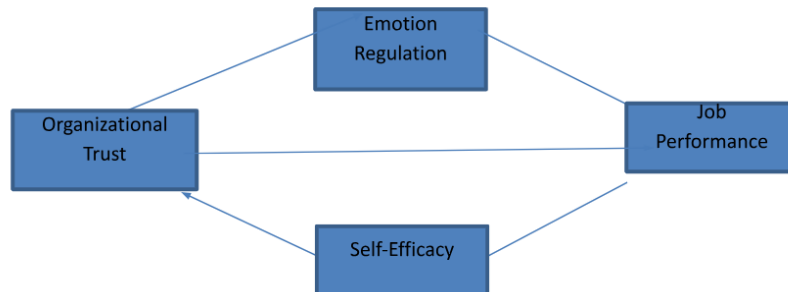
According to Mayer and Davis (1999) in McEvily and Tortoriello (2011), states that trust is the willingness to be vulnerable to the actions of other parties based on the hope that the other party will take an important action for the perpetrator. There are several indicators that can be used to measure organizational trust, namely trustworthiness (ability), trustworthiness (benevolence), trustworthiness (integrity), and trust (McEvily & Tortoriello, 2011). Several studies show a positive relationship between organizational trust and performance. Previous research conducted by Chams-Anturi et al. (2020) showed significant results between organizational trust and performance as evidenced by the results $\beta: 0.28, p < 0.001$). Organizational trust and performance cannot stand alone, meaning that it is not the only important component that plays a role in improving employee performance. There are still other important components that play a significant role in improving employee performance, namely the personal component. One of the personal component that is assumed to mediate the relationship between the two variables is emotion regulation. This variable is needed by journalist in carrying out their duties. Gross and John (2003) say that emotion regulation is the ability of individuals to realize or not realize in regulating their thoughts and behavior in different emotions, both positive emotions and negative emotions. The existence of good emotional regulation will make a person able to think positively, accept problems, solve problems, and not be bound by existing problems. Gross and John (2003) explained that there are several indicators that can be used to measure emotion regulation, including reappraisal factors and suppression factors. previous research conducted by Han et al. (2018) stated that emotional labor in which there are also indicators of emotional regulation has a significant relationship with organizational commitment and organizational trust where the result is $p < 0.001$. In addition to emotion regulation, in carrying out their work, journalist also need self-efficacy.

Self- efficacy is an individual's belief about their ability and competence in showing good performance in various types of tasks and work situations (Rigotti et al., 2008). Research conducted by Walumbwa et al. (2008) found a strong relationship between self-efficacy and individual employee performance ($\beta = 0.21, p < 0.01$). Previous research on the relationship between self-efficacy and organizational trust was conducted by (Ilyas et al., 2020) showing that ethical leadership has a positive and significant relationship with self-efficacy ($r = 0.16, p < 0.05$), organizational trust ($r = 0.43, p < 0.01$) and employee engagement ($r = 0.14, p < 0.05$). In addition, self-efficacy is generally said to have a positive and significant correlation with organizational trust ($r = 0.45, p < 0.01$) and employee engagement ($r = 0.64, p < 0.01$). Furthermore, organizational trust and employee involvement are also positively and significantly related to each other ($r = 0.56, p < 0.01$).

Based on the background of the problems described, the question in this study is "Can emotion regulation and self-efficacy act as mediators in increasing the relationship between organizational trust and performance?". The benefits of this research are expected to be a useful knowledge that

emotion regulation and self-efficacy can act as mediators in the relationship between organizational trust and performance.

Figure 1
Conceptual Framework



Several studies have shown a positive relationship between organizational trust and performance, but this relationship requires the involvement of other variables to strengthen the role of organizational trust in performance. One of the personal components that is assumed to mediate the relationship between the two variables is emotion regulation. This variable is needed by journalists in carrying out their duties. According to Gross (2017) emotion regulation is a strategy that is carried out consciously or unconsciously to maintain, strengthen, or reduce one or more aspects of emotional response, namely emotional experience and behavior. Someone who has emotional regulation can maintain or increase the emotions they feel, both positive and negative. In conveying information related to something unexpected such as a disaster situation, a journalist/reporter in the field needs to have proper emotional regulation. In addition to emotional regulation, journalists also need self-efficacy in carrying out their work. Self-efficacy can help an individual in dealing with and overcoming any problems experienced. When an individual has high self-efficacy, they will be more likely to engage in certain behaviors where they believe they will be able to carry out these behaviors successfully (Valiante & Pajares, 1999). Therefore, in this study, emotion regulation and self-efficacy are expected to contribute indirectly (indirect effect) to the role of organizational trust and employee performance. Emotion regulation and self-efficacy can act as mediators according to the purpose of this study, which is to see the role of emotion regulation and self-efficacy as mediators and their effect on organizational trust and performance.

Organizational Trust Has a Positive Correlation with Performance

In the television media industry, the role of resources such as reporters or journalists who are tasked with reporting an incident in the field is very important. The importance of the role of resources is also related to organizational goals. This is in line with the definition given by Robbins (2015) who states that an organization is a consciously coordinated social entity, with a relatively identifiable boundary, which works on a relatively continuous basis to achieve a common goal or a group of goals. Loyalty and employee attachment to the organization make employee performance better and more efficient for the organization (Madani & Zahedi, 2005). Several studies have shown a positive relationship between organizational trust and performance, but this relationship requires the involvement of other variables to strengthen the role of organizational trust in performance.

H₁: Organizational trust has a positive correlation with performance

Emotion Regulation Mediates the Relationship Between Organizational Trust and Performance

One of the personal components that is assumed to mediate the relationship between the two variables is emotion regulation. This variable is needed by journalists in carrying out their duties. According to Gross (2017) emotion regulation is a strategy that is carried out consciously or unconsciously to maintain, strengthen, or reduce one or more aspects of emotional response, namely emotional experience and behavior. Someone who has emotional regulation can maintain or increase the emotions they feel, both positive and negative. In conveying information related to something unexpected such as a disaster situation, a journalist/reporter in the field needs to have proper emotional regulation.

H2: Emotion regulation mediates the relationship between organizational trust and performance

Self-Efficacy Mediates the Relationship Between Organizational Trust and Performance

In addition to emotional regulation, journalists also need self-efficacy in carrying out their work. Self-efficacy can help someone in dealing with and overcoming any problems experienced. When an individual has high self-efficacy, they will be more likely to engage in certain behaviors where they believe they will be able to carry out these behaviors successfully (Valiante & Pajares, 1999). Therefore, in this study, emotion regulation and self-efficacy are expected to contribute indirectly (indirect effect) to the role of organizational trust and employee performance. Emotion regulation and self-efficacy can act as mediators according to the purpose of this study, which is to see the role of emotion regulation and self-efficacy as mediators and their effect on organizational trust and performance.

H3: Self efficacy mediates the relationship between organizational trust and performance

2. RESEARCH METHOD

This study uses a quantitative approach with the use of associative explanatory methods. The authors conducted this research to obtain an overview of the role of organizational trust variables on the performance of PT X employees with emotion regulation and self-efficacy as mediators. The resulting data will be analyzed quantitatively and will be statistically processed to answer the hypothesis.

This research was conducted by distributing questionnaires to television journalists, online media site journalists and camera persons who reported the situation in the field. The total population in PT X is 964 people. However, in this study, the sample that met the research criteria was 130 participants consisting of journalists/television reporters and camera persons.

The equipment used in this research is to collect primary data, namely questionnaires. The questionnaire consists of informed consent, identity data, then the questionnaire included the variable measuring instrument section. The research procedures included research preparation and data analysis techniques, psychometrics which included reliability testing, Partial Least Square analysis, and model measurement evaluation.

Participants

The subjects of this study were 130 journalists, consisting of 48 men and 82 women, thus the respondents who dominated this study were female respondents. Participants have an age range of 25-35 years, education status Bachelor to Masters, work as contract employees and permanent employees with a working period of 1 to 3 years and 4 to 6 years. The research participants had

previously carried out or participated in performance measurement activities using the performance appraisal method so that performance measurement data with the measuring instruments used in the study could be an objective comparison.

Measure

The measuring tool for performance variables in this study uses the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2011), this measuring tool consists of 18 statement items. The Individual Work Performance Questionnaire (IWPQ) measuring tool measure three dimensions of performance, (a) task performance, (b) contextual performance, dan (d) counter-work productive behavior. The task performance dimension is measured using five statement items. An example of a positive item from the task performance dimension on the IWPQ measurement tool is "I work to meet the targets set by the company. The Contextual Performance Dimension (contextual performance) is measured using 8 statement items. An example of a positive item from the contextual performance dimension on the IWPQ measuring tool is "I can fulfill the responsibilities assigned to me at work". The higher the score on the contextual performance dimension, the higher the contextual performance (in the individual at work). The dimension of counter-work productive behavior (counter-productive behavior) is measured using 5 statement items. An example of a negative item or an unfavorable item from the dimensions of counter-productive behavior in the IWPQ measurement tool is "I focus on the negatives of working conditions, and not on the positives". The higher the score on the dimensions of counter-productive behavior, means the higher the individual's counter-productive behavior in the individual at work. The organizational trust variable measuring tool used in this study is the Organizational Trust Instrument developed by McEvily and Tortoriello (2011), this measuring tool consists of 21 statement items. This measuring tool measures four dimensions of organizational trust, trustworthiness (ability), trustworthiness (benevolence), trustworthiness (integrity), and trust. An example of positive item from this dimension is "The company where I work is very capable of carrying out its duties. The emotional regulation measurement tool used in this study is the Emotional Regulation Questionnaire (ERQ) developed by Gross and John (2003) which consists of 10 statement items using a likert scale which refers to five answer choices. This measuring instrument is divided into two dimensions. The first dimension is the reappraisal factor which includes the key item "I control my emotion by changing the way I think about my situation. The second dimension is the suppression factor, which includes the key item "I control my emotion by not expressing them ". The self-efficacy measure used in this study is Rigotti et al. (2008) occupational self-efficacy which consists of 6 statements. One example of an item in the statement on the occupational self-efficacy scale is "When facing a problem with work, usually I can find several alternative solutions".

Procedure

The research was conducted with the consent of the research respondents. Data measurement is done by filling in measuring instruments regarding variables that have been entered into the Google Form. The place of implementation of this research was carried out at PT X. The equipment used in this study was to collect primary data, namely a questionnaire consisting of informed consent, identity data, and research statements based on the measuring instrument of each variable.

3. RESULT AND DISCUSSION

Table 1

Description of Variable Data

Variables	n	Min	Median	Mean	Max	SD
Performance	130	2,33	3,88	3,85	4,88	0,54
Emotional Regulation	130	2,70	3,90	3,84	4,70	0.42
Self-Efficacy	130	2,00	4,00	3,98	5,00	0,48
Organizational Trust	130	2,38	3,85	3,84	4,71	0,47

The midpoint score of the measuring instrument is 3.00. In this study, the empirical mean was 3,853. The midpoint score of the measuring instrument is lower than the empirical mean, thus it can be said that the research subjects have high performance. PT.X employees have a high willingness to improve their competencies and high initiative in taking the required actions. In addition to using the IWPQ measurement tool by distributing research questionnaires, researchers also compared performance measurements objectively through the performance results of each subject through Performance Appraisal measurements from PT X. Based on the Performance Appraisal score from the company, it shows that the performance of PT.X employees is at a high score. This shows that PT.X employees have high ability in carrying out their duties. PT.X employees have good abilities in managing emotions by sublimating them in other forms that are positive. Indicators that get an average value of 3.00 are included in the high category. This shows that employees have high courage to express positive emotions in the work environment around them. PT.X employees have high self-confidence in their abilities so they are able to remain calm when facing any situation. In this study, the empirical mean was 3,985. The midpoint score of the measuring instrument is lower than the empirical mean, thus it can be said that the research subjects have self-efficacy which can be said to be still in the average score. Indicators that have an average value above 3.5 can be said to be high. Based on table 5, it shows that employees have a high level of trust in management in managing the company. In this study, the empirical mean was 3,844. The midpoint score of the measuring instrument is lower than the empirical mean, thus it can be said that the research subjects have an organizational trust score which can be said to be still in the average score. The indicator has an average value above 3.6 indicating a high level of trust in the organization. This shows that employees have a high level of trust in management in managing the company.

The value of the coefficient of determination can be shown in table 2.

Table 2

Determination Coefficient Value (R^2)

Variables	R Square	R Square Adjusted
Performance	.647	.639
Emotional Regulation	.234	.228
Self-Efficacy	.486	.482

Based on the Adjusted R Square value in the Performance model, the Adjusted R Square value is 0.639. These results indicate that the variables Organizational Trust, Emotional Regulation, and Self Efficacy are able to explain the performance variable by 63.9% while the remaining 36.1% is explained by variables that are not included in the research model. Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics values and P-Values. The

research hypothesis can be declared accepted if the P-Values <0.05 . The following are the results of hypothesis testing obtained in this study through Smart PLS.

Table 3
Research Hypothesis Test

Variables	Original Sample	SD	T Statistics	p
Organizational Trust → Emotional Regulation	.484	.09	5.379	.000
Organizational Trust → Self-Efficacy	.697	.054	12.959	.000
Organizational Trust → Performance	.367	.074	4.954	.000
Emotional Regulation → Performance	.175	.064	2.729	.007
Self-Efficacy → Performance	.387	.087	4.437	.000
Organizational Trust → Emotional Regulation → Performance	.085	.038	2.254	.025
Organizational Trust → Self-Efficacy → Performance	.27	.067	4.047	.000

Based on the results of testing the research hypothesis, the results of testing the research hypothesis can be explained that the results of testing the hypothesis show the influence of organizational trust on performance has a path coefficient value of 0.367 and has a statistical T value of 4.954 and a P-Value of 0.000. The value of the T statistic is greater than the T table ($4.954 > 1.984$) and the P value of 0,000 or less than the standard alpha of 5% ($p < 0.05$) indicates that there is a significant influence of organizational trust on performance. The path coefficient value is positive (0.367) indicating the influence exerted by organizational trust on performance is positive. Therefore, it can be concluded that there is a positive and significant influence by organizational trust on performance. In other words, the more individuals feel confident about the company where they work, the more they will be able to prioritize their work. Thus, the first hypothesis (H_1) is accepted. The results of testing the hypothesis of the indirect effect of organizational trust on performance through emotion regulation show a path coefficient value of 0.085 and a T-statistic value of 2.254 and a P-Value of 0.025. The value of the T statistic is greater than the T table ($2.254 > 1.984$) and the P value of 0.025 or less than the standard alpha of 5% ($p < 0.05$) indicates that there is a significant influence of organizational trust on performance through emotion regulation. The path coefficient value is positive (0.085) indicating the influence exerted by organizational trust on performance through Emotional Regulation is positive. Therefore, it can be concluded that emotion regulation is able to mediate the positive influence of organizational trust on performance. In other words, individuals who are more confident that the company where they work have qualified qualifications, then these individuals will be able to control themselves and feel positive feelings and ultimately have an impact on improving employee performance, including individuals can take more responsibility at work, thus the hypothesis second (H_2) is accepted.

The results of testing the hypothesis of the indirect effect of organizational trust on performance through self-efficacy shows a path coefficient value of 0.270 and has a T statistic value of 4.047 and a P-Value of 0.000. The value of the T statistic is greater than the T table ($4.047 > 1.984$) and the P value of 0,000 or less than the standard alpha of 5% ($p < 0.05$) indicates that there is a significant effect of Organizational Trust on Performance through self-efficacy. The path coefficient value is positive (0.270) indicating the influence exerted by organizational trust on performance through self-efficacy is positive. Therefore, it can be concluded that self-efficacy is able to mediate the positive influence of organizational trust on performance. In other words,

individuals who feel confident about the performance where their company works will be able to increase their ability to face challenges and ultimately have an impact on the individual's ability to renew skills and provide creative solutions at work. Thus, the third hypothesis (H_3) is accepted.

Individual work performance is defined as behavior or actions that are relevant to organizational goals. Therefore, according to Koopmans (2014) it is currently important for companies to encourage employee performance in increasing their competitive abilities in facing the era of economic globalization. If we examine further, the concept of individual work performance is a relatively new concept from an organizational point of view. So, at this time it is unlikely that the company still has not directed performance appraisal to individual performance appraisal. This is confirmed by Koopmans et al. (2011) that based on the results obtained from several studies related to performance, performance measurements are carried out more oriented towards work productivity, subjective assessment of superiors and co-workers. Koopmans et al. (2011); Sonnentag dan Frese (2002); and Campbell and Wiernik (2015), basically disagree with evaluating performance based on productivity, although it does have valuable information, it does not describe the complexity and overall behavior that represents individual performance. Koopmans et al. (2011) assumes that performance is an abstract matter that cannot be assessed directly. Therefore, in the concept of individual performance, the assessment that is done is an assessment of employee behavior or actions, not the results of these actions. So that in the form of the assessment, individual performance is formulated to consist of several components/ dimensions, and these dimensions will become indicators that can represent direct measurements of performance, namely the dimensions of task performance, contextual performance, adaptive performance, and counter-work behavior.

Referring to the research objectives, using the concept of individual work performance, researchers want to find out how the interaction of the relationship between emotion regulation and self-efficacy with employee performance at PT X. For this reason, using the mediation model test method, the results show that there is an indirect relationship between organizational trust performance mediated by emotion regulation and self-efficacy. Loyalty and employee attachment to the organization make employee performance better and more efficient for the organization (Madani & Zahedi, 2005).

As a mediator, emotion regulation has a strong role in mediating the relationship between organizational trust and performance. Emotion Regulation is very useful for journalistic workers in conveying information to the audience because journalists are required not to get carried away with certain emotions when giving reports in front of television screens. Pervez (2010) explains that an employee's performance is strongly influenced by the employee's ability to manage emotions and overcome work pressure that is owned in carrying out the duties of the company. Gross (2017) states that emotion regulation is a strategy that is carried out consciously or unconsciously to maintain, strengthen or reduce one or more aspects of emotional response, namely emotional experience and behavior. Someone who has emotional regulation can maintain or increase the emotions they feel, both positive and negative. In addition, a person can also reduce their emotions both positive and negative. Emotions play an important role in everyone's life. Both positive and negative emotions influence a person's personality or professional career.

Self-efficacy has a strong role in mediating the relationship between organizational trust and performance. These findings are in accordance with the meta-analysis studies that have been conducted by Chen et al. (2001); Stajkovic and Luthans (1998) stated that empirically, self-efficacy is a variable that has a strong relationship with performance variables. To be able to refine

these findings, the social-cognitive theory developed by Bandura (1986) explains that self-efficacy plays an important role in improving individual performance or ability to achieve goals or produce something. This can be explained based on the factors that shape self-efficacy in individuals. In forming self-efficacy, individuals can develop it from one or several sources of forming self-efficacy. One source that forms self-efficacy in its interaction with organizational performance and trust can occur due to social persuasion. In social persuasion, individuals form trust in someone based on words and support given, in the form of advice (verbal encouragement), providing feedback, or coaching. Information about abilities conveyed verbally by influential people (superiors) will increase one's self-efficacy in carrying out tasks or produce high performance.

4. CONCLUSIONS AND RECOMMENDATIONS

Referring to the research hypothesis and the results of data processing, it can be concluded that there is an indirect relationship between organizational trust and performance through emotional regulation. The influence exerted by organizational trust on performance through emotional regulation is positive. Therefore, it can be concluded that emotion regulation is able to mediate the effect of organizational trust on performance. In other words, better organizational trust will improve emotional regulation and ultimately have an impact on improving employee performance. Employee emotion regulation is very useful for journalistic workers in conveying information to audiences because journalists are required not to get carried away with certain emotions when giving reports in front of television screens.

The results of hypothesis testing show that there is an indirect relationship between organizational trust and performance through self-efficacy, indicating that there is a significant influence of organizational trust on performance through self-efficacy. Self-efficacy has a strong role in mediating the relationship between organizational trust and performance. These findings are in accordance with the meta-analysis studies that have been conducted by Chen et al. (2001); Stajkovic and Luthans (1998) stated that empirically, self-efficacy is a variable that has a strong relationship with performance variables. To be able to refine these findings, the social-cognitive theory developed by Bandura (1986) explains that self-efficacy plays an important role in improving individual performance or ability to achieve goals or produce something. To add to the development literature in the context of industrial and organizational psychology, it is hoped that future researchers can continue to develop this individual performance measurement tool so that it can be adapted in Indonesia in a reliable and valid way by adjusting to the work culture of employees in Indonesia. The reason is this performance measurement tool has a high level of reliability, and is a multi-dimensional performance measurement tool that assesses relevant behavior in the work context, and cross-cultural adaptation testing has only been carried out for European and American states. Another suggestion for future research is that researchers can use a larger sample size with broader criteria and cover all elements of the population so that the results obtained can better reflect the role of mediator variables in emotion regulation and self-efficacy.

Acknowledgement

We would like to thank all those who have supported this research and all those who have contributed so that this research can be carried out and completed properly.

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