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From creativity self-efficacy and employee creativity to company sales performance: An innovation climate approach

Putu Citrayasa

Undiknas Graduate School, Bali, Indonesia

*Corresponding author email: putucitrayasa@gmail.com

Nyoman Sri Subawa

Undiknas Graduate School, Bali, Indonesia

Abstract---Everyone can create ideas, but not everything can start with a good plan and become a real masterpiece, those who successfully implement these ideas are only those who have a creative attitude. The purpose of this study is to analyze the effect of climate of innovation, creativity self-efficacy, employee creativity to company sales performance. This research was conducted at the Good Ponsel Bali. Good Ponsel Bali is located in Gianyar, Bali. The reason the researcher chose this location is that Good Ponsel Bali is a MSME that markets its sales products by demanding that its employees offer products through creative ideas by creating contemporary content on social media. The population used in this study were employees of the Good Ponsel, which amounted to 33 people. The sampling technique used is the saturated sampling technique because the population is relatively small so the sample used in this study amounted to 33 people. Data collection method uses a questionnaire distributed through Google Form and uses regression analysis as a data analysis technique. The result shows innovation climate has a positive and significant effect on the company's sales performance. Creative Self-efficacy has a positive and significant effect on the company's sales performance. Employee creativity has a positive and significant effect on the company's sales performance. Innovation climate, creative self-efficacy and employee creativity simultaneously (together affect the company's sales performance.

Keywords---creativity self-efficacy, employee creativity, company sales performance, climate of innovation approach.

Introduction

Employee creativity is the ability of employees to use their skills, knowledge, and experience to create new perspectives in order to make decisions, complete tasks, and solve problems efficiently (Cheung and Wong, 2011). Employee creativity has a very crucial role to support the company in adapting to the surrounding environment. Innovation climate is defined as the extent to which the company supports innovative behavior and generates new perspectives (Damirch et.al, 2011). The innovation climate in question is the company's support for its employees by providing an innovation climate to build new views and new inspiration, where new ideas are appreciated and appreciated by the company as a whole. Creative self-efficacy is also one of the variables that can foster a religious sense in employees to behave creatively. More specifically, a study found that employees who use high creative self-efficacy are more likely to mobilize their creative potential towards creative outcomes (Jaiswal and Dhar, 2015). Furthermore, creative self-efficacy plays an intensive role in enhancing employee creativity.

One of the main problems of the micro, small and medium enterprise (MSME) sector in developing the most basic business, namely the lack of creativity. This lack of creativity can affect the continuity of the creative industry process. Creativity is a must to win tough competition during this pandemic. Good Ponsel is engaged in selling gadgets with the main product being cellphones, besides that, it also sells various kinds of gadget accessories and also serves cellphone repairs. This business was founded around 2018. Initially, sales were done conventionally with physical stores and online sales using Instagram social media. However, during this pandemic, the sales rate has decreased drastically, the company requires all its employees to be creative and innovative in increasing the rate of sales by offering easy purchase of products on credit and besides that, sales are now expanding using Tiktok social media which contains interactive content to attract customers. consumer attention and use Tokopedia e-commerce so that transactions made by consumers are easy and fast.

Literature review and hypotheses development

An innovative organizational climate is considered a determinant of employee creativity, knowledge creation, and sustainable business performance. Innovative climate is an important antecedent of corporate performance and other organizational phenomena. Organizational learning is the process of creating knowledge by individuals in an organized manner followed by injecting that knowledge into the organization's knowledge system. Organizational learning is the main determinant of company performance and competitiveness (Garcia, et al., 2007). Furthermore, organizational learning depends on the absorptive ability of the firm. Organizational learning is aimed at developing employee behavior towards innovation; hence, this process involves cognitive-behavioral changes. The innovative behavior of employees is highly dependent on the workplace environment. Human resources are the most critical assets of a company and significantly affect the company's performance.

The organization's innovative and learning climate encourages employees to learn, exchange and interpret information and perform in the best way possible to achieve the company's common goals. However, little attention has been paid to the investigation of this critical phenomenon in relation to organizational learning, employee innovative behavior, company competitiveness, and business performance in a single conceptual design (João Leitão et al., 2019). Innovation is the emergence of something new, for example in the form of a new idea, a new theory, a new hypothesis or a new method for management in organizations and businesses. Saleh (2017) classifies innovation into several types, including: product innovation, process innovation, market innovation. Based on some of the innovation theories above, in short, innovation is the ability to apply new, innovative and creative ideas to existing opportunities to provide added value to the available resources.

Creative Self Efficacy in particular is the belief that one has the capacity to do creative work effectively (Tierney & Farmer, 2002). Given the challenges inherent in creative production, individuals must be encouraged and resilient to realize their creative potential. Creative self-efficacy beliefs have been shown to predict creative performance evaluations across industries, above and beyond the more general job self-efficacy (Tierney & Farmer, 2002) and openness to experience (Jaussi, Randel, & Dionne, 2007). Creative self-efficacy must also help the group to overcome the factors that hinder creative synergy (Taggar, 2018). Although groups must provide increased sources of information and varied perspectives to promote creative stimulation, many groups fail to utilize these resources (De Dreu, Nijstad, Bechtoldt, & Baas, 2011). Richter, Hirst, van Knippenberg, and Baer (2012) found that membership in functionally diverse groups predicts higher individual creativity only among members with high creative self-efficacy. The authors argue that creative self-efficacy predicts a person's propensity to benefit from group information sources. High creative self-efficacy can increase the likelihood that group members have the confidence to openly share unconventional ideas.

Chaubey et al. (2019) stated that work on creative self-efficacy is widely said to be the main factor in determining the creative ability of employees to provide creative performance, skills, knowledge and individual abilities in carrying out tasks. The concept of CSE is also known to originate from the idea of beliefs about a person's capacity in terms of knowledge, skills and abilities needed for employee creative performance (Jaiswal and Dhar, 2016; Newman et al., 2018), so it can be said that the role of creative self-efficacy can determine creativity. employee. According to Mittal and Dhar (2015) CSE is considered an important feature of creativity in the workplace and will make oneself involved in creative behavior because having a high level of self-confidence will result in an important decision for organizational success.

Creativity or creative thinking, the ability to see various possible solutions to problems, is a form of thinking that has received less attention so far (Dama & Ogi, 2018). Creativity is the ability to create new and useful ideas (Anthony, 2017). According to Astuti (2019), creativity is a conceptual component that contains an extrinsic component that is only influenced by subsequent interests, but is also influenced by performance aspects, namely performance aspects that affect creativity. Creativity is an individual mental process that produces new

ideas, processes, methods, or products that are effective, imaginative, aesthetic, flexible, effectively integrated and differentiated in their domain to solve problems (Muhti et al., 2017).

Everyone can create ideas, but not everything can start with a good plan and become a real masterpiece, those who successfully implement these ideas are only those who have a creative attitude. A person is considered creative if he can show that he is a person who has indeed produced many relatively new works. Hadiyati (2014: 33) suggests that creative people are characterized by great curiosity, optimism, flexibility, problem solving, originality and imagination. A company's sales performance is a set of interdependent and operationalized sales processes aimed at improving the effectiveness, efficiency and overall performance of the sales organization. At a basic level, the company's sales performance improves the operational efficiency and effectiveness of the sales process through automation, centralization, and more. (Terho et al., 2013).

Company performance is a combination of financial and non-financial aspects of an organization. These aspects measure how well the company is executing their business strategy and can be looked at to identify areas for improvement. Measuring company performance is important because it is the first step in turning a business into a well-controlled machine. However, across industries there is a shallow understanding of performance and measures of success. By simply looking at the numbers on the surface, companies can develop blind spots, sometimes working against their own goals and failing to have the foresight needed to make the right moves. An innovation climate is one of the keys that employees need to do to help organizations become more competitive in the face of various changes. Innovation climate is a very important factor in facing business competition. Sujarwo and Wahjono (2017) state that the innovation climate has a positive effect on the company's sales performance, if employees have a high innovation climate, the company's sales performance will be better. In Riansyah and Syaroni's research (2017) the innovation climate has a positive and significant effect partially and simultaneously on the company's sales performance. This is supported by research results which have identified processes, products, technology and innovation climate (Camison and Villar, 2014) that affect the company's sales performance.

Mardiah and Simatupang (2020) found that the innovation climate had a positive impact on the company's sales performance through the process of generating new ideas to generate, introduce and implement new ideas that are beneficial for both individuals and companies. Nusannas (2020) where creative self-efficacy has a positive and significant effect on the company's sales performance, which has been explained in the journal that creative self-efficacy has a positive relationship with the company's sales performance factor. This research is clarified by the journal proposed by Noviawati (2016) which states that creative self-efficacy has a positive effect on the company's sales performance at PT Coca Cola. Employees who have creative self-efficacy are employees who know their creative role identity.

Someone who has CSE tends to choose to engage in innovative behavior, because they will feel confident in their knowledge and skills to generate ideas and

implement those ideas in achieving performance in the workplace. Compared to low CSE, they are more likely to perceive challenges as opportunities and persistence when faced with setbacks. For creative people, failure is only a variable that interferes with success. He would try again, try again, until it worked. Creative people take the knowledge we all have and make the leap possible, they see things in a new way. Creativity enables new discoveries in the fields of science and technology and in all areas of human endeavor. small (Dama and Ogi, 2018). The company's performance in order not to be left behind and able to increase its competitiveness against competitors, it is necessary to increase the company's creativity. Thus, performance and work performance is a reflection of the results achieved by a person or group of people through the creativity that is carried out. Based on the results of the empirical study, the following hypothesis is:

- H1: The innovation climate has a positive and significant effect on the company sales performance.
- H2: Creative self-efficacy has a positive and significant effect on the company sales performance.
- H3: Employee creativity has a positive and significant effect on the company sales performance.

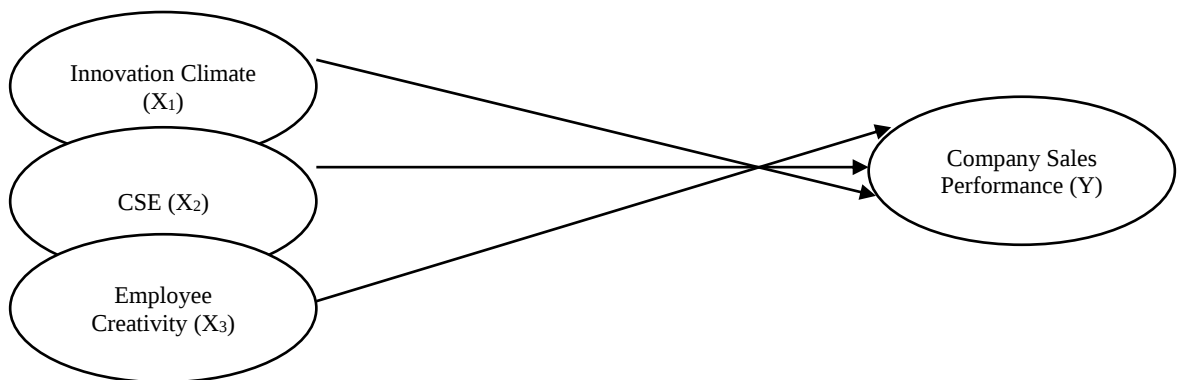


Figure 1. Conceptual Framework

Methods

This research was conducted at the Good Ponsel Bali. Good Ponsel Bali is located in Gianyar, Bali. The reason the researcher chose this location is that Good Ponsel Bali is a MSME that markets its sales products by demanding that its employees offer products through creative ideas by creating contemporary content on social media. The following is the operational definition of the variables in this study: Brown and Leigh (1996) there are six indicators of the innovation climate, namely:

- support management (supportive management)
- role clarity
- self-expression
- contribution
- recognition

- challenge

The indicators from Tierney & Farmer (2011) for Creative self-efficacy:

- Employees feel they will generate new ideas.
- Employees feel confident in their ability to solve problems creatively.
- Talented employees develop ideas that come from others.

Hadiyati (2014), the indicators used for the dimensions of creativity are as follows:

- Curiosity
- Optimism
- Flexible
- Solution
- Imagination
- Risk Taker

Sujan et al. (1994) measure the Company Sales Performance through four indicators, namely:

- the ability to generate high income
- the ability to sell products with high-profit margins
- the ability to sell above the set sales target
- Ability to sell new products quickly

The population used in this study were employees of the Good Ponsel, which amounted to 33 people. The sampling technique used is the saturated sampling technique because the population is relatively small so the sample used in this study amounted to 33 people. Data collection method uses a questionnaire distributed through Google Form and uses regression analysis as a data analysis technique.

Findings

Characteristics of Respondents

Characteristics of research respondents are described by presenting their characteristics based on the variables of gender and years of service. The characteristics of the respondents are presented in Table 1.

Table 1
Characteristics of Respondents

No.	Variable	Classification	Total Respondent	Percentage
1.	Gender	Male	13	43,3%
		Female	20	56,7%
		Total	33	100%
2.	Years of	<1 year	10	30,3%

Service	1-2 years	17	51,5%
	>2 years	6	18,2%
Total		33	100%

Primary Data, 2022

Based on gender, the respondents were dominated by women as much as 56.7% while the remaining 43.3% were male. This shows that most of the employee respondents at Good Ponsel Bali are women. Based on the length of service, the majority of employees worked for 1-2 years at 51.5%, then the least, which was more than 2 years, amounted to 18.2%. This shows that the rapid development that Good Ponsel has experienced over the past two years has necessitated recruiting more new employees.

Validity Test

Table 2
Validity Test

Indicator	Symbol	Validity	Description
I have support from the company to develop creative ideas.	X1.1	0,719	Valid
I have the opportunity to come up with new ideas at work.	X1.2	0,674	Valid
The company accepts different perspectives regarding the creative ideas I suggest.	X1.3	0,659	Valid
Companies are willing to accept and adapt new ideas.	X1.4	0,391	Valid
I like to do new things related to creative ideas.	X1.5	0,707	Valid
I fight for new ideas vigorously.	X1.6	0,475	Valid
I can create new ideas based on obstacles that interfere with the work process.	X2.1	0,528	Valid
I develop pre-existing creative ideas to complete work.	X2.2	0,532	Valid
I suggest creative ideas based on new trends.	X2.3	0,741	Valid
I collaborate with other colleagues to support new ideas.	X2.4	0,740	Valid
I am sure to apply new strategies that are different from before in completing tasks.	X2.5	0,834	Valid
I'm sure I can do my selling skills creatively.	X2.6	0,787	Valid
I feel like I'm always finding new ideas in my career.	X3.1	0,687	Valid
I am able to give encouragement to work better.	X3.2	0,646	Valid
I can overcome various difficulties with my thinking in my career.	X3.3	0,675	Valid
I am able to avoid the obstacles that exist in the company.	X3.4	0,664	Valid
I always try to be better within my	X3.5	0,545	Valid

Indicator	Symbol	Validity	Description
limitations.			
I am quick to respond to the work to be done.	X.6	0,460	Valid
Consumers respond well to the products offered.	Y1.1	0,622	Valid
Consumers respond well to prices that have been set.	Y1.2	0,389	Valid
Consumers like the design of the products offered.	Y1.3	0,357	Valid
The company experienced an increase in sales.	Y1.4	0,533	Valid
More and more new customers are coming.	Y1.5	0,648	Valid
Every month the company experienced a visible increase in turnover.	Y1.6	0,413	Valid

Primary Data, 2022

In Table 2 it can be explained that all statement items show a validity value of r -value $>$ r -table (0.291), so it can be explained that all construct indicators in this study are valid, so they can be used as research instruments.

Reliability Test

Table 3
Reliability Test

Variable	Symbol	Cronbach Alpha
Innovation Climate	X1	0,718
Creative Self-Efficacy	X2	0,769
Employee Creativity	X3	0,726
Company Sales Performance	Y	0,734

Primary Data, 2022

In table, it can be explained that all construct indicators in this study are reliable and feasible to be used as research instruments.

Multiple Linear Regression Analysis Results

Table 4
Multiple Linear Regression

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.506	.456		1.112
	Innovation climate	1.067	.244	.991	4.381
					Sig.
					.269
					.000

Creative efficacy	self-	1.389	.193	1.094	7.181	.000
Employee creativity		.536	.137	.587	3.900	.000

Primary Data, 2022

Based on the table above, it can be seen that the Innovation Climate variable (X1) has a significance value of $0.000 < 0.05$ then obtained from the Innovation Climate variable (X1) so that it can be concluded that the Innovation Climate (X1) has a positive and significant effect on the Company Sales Performance. (Y), a positive t value indicates that the Innovation Climate variable (X1) has an effect in the direction of the Company Sales Performance (Y), so that H1 is accepted, that is, there is an effect of the Innovation Climate (X1) on the Company Sales Performance (Y). The Creative Self-Efficacy (X2) variable has a significance value of $0.000 < 0.05$, which is obtained from the Creative Self-Efficacy (X2) variable so that it can be concluded that Creative Self-Efficacy (X2) has a positive and significant effect on Sales Performance. Company (Y), a positive t value indicates that the Creative Self-Efficacy (X2) variable has a direct effect on the Company's Sales Performance (Y), so that H2 is accepted, that is, there is an effect of Creative Self-Efficacy (X2) on the Company's Sales Performance (Y). Employee creativity variable (X3) has a significance value of $0.000 < 0.05$ which is obtained on the employee creativity variable (X3) so it can be concluded that employee creativity (X3) has a positive and significant effect on Company Sales Performance (Y), the t value positive indicates that the employee creativity variable (X3) has an effect in the direction of the company's sales performance (Y), so H3 is accepted, that is, there is an effect of employee creativity (X3) on the company's sales performance (Y).

Table 5
F Test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.731	3	2.244	30.055	.000 ^a
	Residual	7.167	96	.075		
	Total	13.897	99			

Primary Data, 2022

Based on the data in the table above, it can be seen that the significance value in the F test is $0.000 < 0.05$, which is obtained from the variables of Innovation Climate (X1), Creative Self-Efficacy (X2), and Employee Creativity (X3). This shows that there is a significant effect of the independent variable simultaneously on the dependent variable, so it can be concluded that there is a positive and significant influence on the variables of Innovation Climate (X1), Creative Self-Efficacy (X2), and Employee Creativity (X3) simultaneously on performance. Company Sales (Y).

Coefficient of Determination (R^2)

Table 6
Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.484	.468	.27322

Primary Data, 2022

The R Square value of 0.484 or equal to 48.4% means that the independent variables of Innovation Climate (X1), Creative Self-Efficacy (X2), and Employee Creativity (X3) affect the dependent variable of Company Sales Performance (Y) by 48.4% while the remaining 51.6% is influenced by other variables outside this regression equation or variables that are not examined.

Dominant Research Variable

Based on multiple linear regression test, it is known that Creative Self-Efficacy is the most dominant variable affecting the company's sales performance, which can be seen through the resulting coefficient value of 1.389. This means that employees who have good creative self-efficacy tend to choose to engage in innovative behavior, because they will feel confident in their knowledge and skills to generate ideas and implement those ideas in achieving sales performance at Good Ponsel Bali.

Discussion

The number of respondents in this study were 33 employees of Good Ponsel Bali, consisting of 20 women or 56.7% and 13 men or 43.43. Based on the length of work, as many as 17 people or 51.5% have worked at Good Ponsel Bali for 1-2 years, then 10 people or 30.3% for less than 1 year and 6 people or 18.2% for more than 2 years.

The Effect of Innovation Climate on Company Sales Performance

Based on the results of the t test, it was found that the innovation climate has a positive and significant effect on the company's sales performance. An innovation climate is one of the keys that employees need to do to help organizations become more competitive in the face of various changes. Innovation climate is a very important factor in facing business competition. Sujarwo and Wahjono (2017) state that the innovation climate has a positive influence on the company's sales performance, if employees have a high innovation climate, the company's sales performance will be better. In Riansyah and Syaroni's research (2017) the innovation climate has a positive and significant influence partially and simultaneously on the company's sales performance. This is supported by research results which have identified processes, products, technology and

innovation climate (Camison and Villar, 2014) that affect the company's sales performance.

The Effect of Creative Self-Efficacy on Company Sales Performance

Based on the results of the t test, it was found that creative self-efficacy has a positive and significant effect on the company's sales performance. Someone who has CSE tends to choose to engage in innovative behavior, because they will feel confident in their knowledge and skills to generate ideas and implement those ideas in achieving performance in the workplace. Compared to low CSE, they are more likely to perceive challenges as opportunities and persistence when faced with setbacks. Nusannas research (2020) where creative self-efficacy has a positive and significant effect on the company's sales performance, which has been explained in the journal that creative self-efficacy has a positive relationship with the company's sales performance factor. This research is clarified by the journal presented by Noviawati (2016) which states that creative self-efficacy has a positive influence on the company's sales performance at PT Coca Cola. Employees who have creative self-efficacy are employees who know their creative role identity.

The Effect of Employee Creativity on Company Sales Performance

Based on the t test, it was found that employee creativity has a positive and significant effect on the company's sales performance. For creative people, failure is only a variable that interferes with success. He would try again, try again, until it worked. Creative people take the knowledge we all have and make the leap possible, they see things in a new way. Creativity enables new discoveries in science and technology and in all areas of human endeavor. small (Dama and Ogi, 2018). The company's performance in order not to be left behind and able to increase its competitiveness against competitors, it is necessary to increase the company's creativity. Thus, performance and work performance is a reflection of the results achieved by a person or group of people through the creativity that is carried out.

Conclusion

Innovation climate has a positive and significant effect on the company's sales performance. This means that the better the innovation climate within a company, the higher the sales performance of the company. Creative Self-efficacy has a positive and significant effect on the company's sales performance. This means that the better the creative self-efficacy of the employees, the higher the sales performance of the company. Employee creativity has a positive and significant effect on the company's sales performance. This means that the better the creativity of the employees, the higher the sales performance of the company. Innovation climate, creative self-efficacy and employee creativity simultaneously (together affect the company's sales performance. This means that the better the innovation climate, creative self-efficacy and employee creativity, the higher the company's sales performance. Innovation Climate (X1), Creative Self-Efficacy (X2), and Employee Creativity (X3) affect the dependent variable of Company Sales

Performance (Y) by 48.4% while the remaining 51.6% is influenced by other variables outside the equation this regression or the variables not examined.

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