

The Influence Of Work Culture And Career Development Toward Employee Performance Through Self-Efficacy As An Intervening Variable On PT PLN (Persero) UIKSBU, North Sumatra, Indonesia

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ABSTRACT:- The present study aims to know the influence of work culture and career development toward employee performance through self-efficacy at PT PLN (Persero) UIKSBU. The research type is descriptive research and using causal research design. The sample in this research is 109 respondents at PT PLN (Persero) UIKSBU. Partial Least Square Structural data analysis model (PLS). Based on the result of the calculation of the path coefficient, it can be seen that the influence of the variable of work culture on employee performance has positive and significant influence, the career development variable toward employee performance has a positive effect but not significant. From the result, it can be seen that work culture has a positive and significant effect on employee performance through self-efficacy while career development through self-efficacy has a positive effect but not significant to employee performance.

Keywords: Work Culture, Career Development, Self Efficacy, Employees' Performance

I. INTRODUCTION

Human resources (HR) determine the success of the company in this global era, as human resources should be managed as best as possible. The abundance of current human resources requires a company to think carefully about how it can best utilize human resources. Human resources will grow as technology progresses. The success of a company depends not only on technology excellence and availability of funds but the human factor is quite remarkable. Human Resources (HR) is the company's most important asset because of its role as the subject of the company's policy and operational activities. The company desperately needs competent and qualified human resources, especially in today's globalization era. The performance of its employees will significantly influence company performance. Thus, employees as HR are the most vital resources for the company, as well as PT PLN (Persero) UIKSBU

State Electricity Company (PLN) is one of the State-Owned Enterprises (SOEs) engaged in the provision of electricity which is very much needed by the community. From the government side, SOEs are often used as one of the essential instruments in economic development, especially in the development of manufacturing industries and others. While from the community side, SOEs are a vital instrument as a fast, cheap, and efficient service provider. Therefore, PT PLN (Persero) UIKSBU always strives to improve its performance in providing more excellent service continuously, so improving the quality and effectiveness of work becomes very important. This work can be seen from how much the level of organizational effectiveness in performing its function. Where it is also needed the performance improvement of the employees so that the targeted target can be appropriately realized so that displays the image that is assessed well in the eyes of the community and provide excellent service to satisfy customers who work with PLN (Persero) UIKSBU.

Measurement of work culture in PT PLN (Persero) UIKSBU involves two interrelated things namely climate and culture itself. Culture is a set of beliefs, values, and assumptions that encourage individuals to behave. While climate is defined as a policy, regulation, reward system of companies that influence employee motivation and behavior. The company's climate is measured using the Employee Engagement Survey (EES) while the corporate culture is measured by the Culture Survey / other tools set by the Central PLN.

The variables chosen in this study can be expected to affect the performance improvement of employees based on previous research. According to Sinaga (2008), Chasanah (2008) and Sudarmadi (2007) organizational culture positively and significantly influence employee performance. According to Sutrisno (2009), career advancement is often the obsession of many people who work and are often more likely to be

their mind rather than the company's leadership. The choice of variables in this study is expected to affect the performance improvement of employees based on previous research.

According to Wibowo (2006) and Watimena (2007), career development has a positive and significant impact on employee performance. While, according to results from Massie, Tewal and Sendow (2015) state that simultaneously and partially the career development variables have an adverse effect on employee performance. In addition to the career development program is necessary for performance improvement, it is also important to note the self-efficacy of an employee. According to Bandura (1997), self-efficacy reflects individual beliefs when their ability to perform a specific task at a specific level of performance. of the tasks assigned by employees to the company so that it will affect the performance of the individual. Previous research by Handayani (2008) states that self-efficacy has a positive and significant effect on employee performance. While according to research conducted by Frinelya, Rifa and Herawati (2015) state that self-esteem and self-efficacy do not affect positively and significantly on individual performance.

Based on the description of the problem background, the problem statement in this research is as follows:

- RQ1: Does the work culture have an effect on employee performance at PT PLN (Persero) UIKSBU?
- RQ2: Does career development have an effect on employee performance at PT PLN (Persero) UIKSBU?
- RQ3: Does the work culture have an effect on self-efficacy of employees at PT PLN (Persero) UIKSBU?
- RQ4: Does career development have an effect on self-efficacy employees at PT PLN (Persero) UIKSBU?
- RQ5: Does self-efficacy have an effect on performance on employees at PT PLN (Persero) UIKSBU?
- RQ6: Does the work culture have an effect on employee performance through self-efficacy at PT PLN (Persero) UIKSBU?
- RQ7: Does career development have an effect on employee performance through self-efficacy in PT PLN (Persero) UIKSBU?

II. LITERATURE REVIEW

Work Culture

Company culture is the values, assumptions, attitudes, and behavioral norms that have been institutionalized then manifest in appearance, attitude, and action, thus becoming the identity of a company. Work culture is a repetitive behavior by every individual in an organization or company and has become a habit in the execution of work. Work culture is a philosophy based on the view of life as values that are characteristic, habits, and driving forces, culturing in the life of a community or organization that is reflected in the attitudes of behavior, beliefs, aspirations, ideas, and actions realized as work or work. The textual working culture can be represented by integrity and professionalism; leadership and exemplary; group togetherness and dynamics; accuracy and speed; rationality and emotional intelligence.

The fundamental goal of the work culture is to build the full human resources so that everyone is aware that they are in a relationship of the customer's role, the effective, efficient and satisfying suppliers of communication with others. Work culture seeks to transform traditional communication into the behavior of modern management, thereby embedded the trust and spirit of great cooperation and discipline. By familiarizing quality work, such as trying to do specific work methods, so the results are following the standards or qualifications determined by the organization. If this can be done correctly or cultured within the employee, the employee becomes economically viable or provides added value to others and the organization. Also, if the work performed by an employee can be done correctly by the applicable procedures or provisions, the employee may work effectively and efficiently. Implementing a work culture has a profound meaning because it will change the attitude and behavior of human resources to achieve higher productivity in facing the challenges of the future. Also, there are many more benefits that emerge such as increased job satisfaction, more intimate relationships, increased discipline, reduced functional supervision, reduced wastage, decreased attendance rates, continue to learn, want to provide the best for the organization, etc. Based on a view of the benefits work culture, can be drawn up in a real description that the benefits of working culture are to improve the quality of human resources, the quality of work, the quantity of work that is expected to be expected

The relationship among work culture, self-efficacy and employees' performance

Previous studies have shown that there is a relationship between organizational culture and employee performance. The previous studies showing the relationship are as follows. The results of the research by Chasana (2008) show that organizational culture has a positive and significant effect on employee performance. Strong organizational culture triggers employees to think, behave and behave according to organizational values. The suitability between organizational culture and the supporters of the organization will lead to increased job satisfaction and employee performance, thereby improving overall organizational performance

(Sutanto, 2002). The research was carried out with the results of the study conducted by Susanto (2010) which states that the organizational culture has positive and significant influence, and has a positive impact on the performance of financial officer but not significant to employee performance through job motivation in the financial land office.

Career Development

Career is a requirement that must be developed in an employee so that it can motivate employees to improve their performance. Career development includes every activity to prepare a person to pursue a particular career path. A career plan that has been created by a worker must be accompanied by a realistic career goal, since career is a set of individual feelings of attitudes and behaviors associated with work experience and activity during the life span of a person (Gibson et al., 2016) that careers consist of both, attitudes and behaviors, continuing work activities. Although the concept of career is definitely related to work, the life of an unemployed person and its role is also an essential part of a career. Organizational career processes vary depending on whether the organization obtains individual supplies from internal or external sources, as well as whether the organization assigns its employees to individual or group contributions (Gibson et al., 2016)

Therefore, a career is a series of changes in attitudes, values and behaviors and motivations that occur on every individual over his lifetime to identify his skills, career goals and needs for development, plan his career goals, and continue, evaluate, revise and improve his design. Career is also a process of partnership interaction in the stages and cooperation between the organization/company or management, the direct supervisor and the individual itself. According to Gibson et al., 2016, career effectiveness is determined not only by individuals but also by the organization itself. Four career characteristics that always appear are performance, attitudes, adaptability, and identity.

Generally, individuals move through their career stages during their career journey. Preliminary steps appear in the early days of a career. Stage improvement is the period of moving from one job to another, both within and outside the organization. Needs and expectations change as individuals move from a career stage to the next. These needs and expectations are illustrated with career anchors, namely the self-image we develop concerning our career moving through life and career (Schein, 1987). Treatment stages are characterized by efforts to stabilize results from the past. This phase has no results; however, it can also be a full period of creativity as individuals have been financially and psychologically run over the previous phase. Many people have a crisis experience in the course of their career in this care phase. They are no longer in need of improvement and as a result of poor performance, according to Near, 1983 they will lose the support of more senior managers, and it will lead to health and work problems. Retirement phase of care retirement. Individuals have completed a career and may be moving to other careers (Shaw, 1981). During this phase, individuals may have the opportunity to achieve self-actualization through activities that are not likely to be pursued while working. The relationship between career phases and life stages illustrates the signs in the course of life and provides a basis for career effectiveness assessment (Thompson, 1986).

The relationship among career development, self-efficacy and employees' performance

Previous studies that show a relationship such as the results of the study conducted by Kaseger (2013) show that career development has a significant effect on employee performance while self-efficacy is not significant to employee performance. The study results by Dika (2011) show that career development has a positive and significant effect on employee performance. In line with the development of an organization, it is necessary that efforts to improve the skills and professionalism of employees in giving attention and guidance are ultimately expected to develop the career of employees.

Self-efficacy

Self-efficacy according to Bandura (1997), is a perceived individual's ability to achieve a particular goal. Furthermore, Bandura (1997, in Friedman & Schustack, 2008), says that self-efficacy is the confident expectation of how far one is capable of conducting one behavior in a particular situation. Someone who has a positive self-efficacy will be sure to be able to do a particular behavior. Self-efficacy will determine how one demonstrates an individual behavior, endurance in difficulty or failure, and how success or failure can affect our future behavior. Bana (1986, in Haycock, McCarthy, & Skay, 1998), distinguishes self-efficacy components consisting of efficacy expectations and outcome expectations. Efficacy expectations is a person's self-confidence that he/she can successfully perform the behavior he or she wants to do. According to Bandura (in Feist & Feist, 2009), four things affect the low self-efficacy in a person including past performance, vicarious experience, verbal persuasion, emotional cues.

According to Bandura (1997), which falls into the dimension of self-efficacy is *Level*, a person's level in the business or action that they can perform. *Strength*, confidence in the ability to survive and seek solutions

in doing something. *Generality*, how one can use self-efficacy in different situations. Kaseger (2013) concludes that self-efficacy has a positive effect on employee performance

Performance

Every human being has the potential to act in various forms of activity. The ability to act can be acquired naturally (either from birth) or studied. Although humans have the potential to behave the behavior is only validated at certain moments. The potential for a particular behavior is called ability, while the expression of this potential is known as performance. Mangkunegara (2016) describes the definition of performance is the result of quality and quantity work achieved by an employee in performing his duties by the responsibilities assigned to him. Performance is the result of a process that refers to and measured over a settled period based on the terms or arrangements that have been set before (Edison, 2016). In general, performance can be interpreted as the whole process of working from an individual whose results can be used as the basis for determining whether individual work is good or vice versa (Roziqin, 2014)

Performance is a condition to be known and to inform certain parties to find out the level of achievement of an institution linked to the vision of an organization and to know the positive and negative impacts of an operational policy taken. Sedarmayanti (2007) states that performance is a system used to assess and know whether an employee has carried out his or her overall work and competence (how one achieves it). Robertson in Mahsun (2006) also stated that performance measurement is a process of assessing work progress toward predetermined goals and objectives including information on the efficiency of resource use in producing goods/services, quality of goods/services, results of activities compared to the intended purpose.

Hypotheses Development

The hypotheses of this study are as follows:

- H1: The work culture have an effect on employee performance at PT PLN (Persero) UIKSBU
- H2: Career development have an effect on employee performance at PT PLN (Persero) UIKSBU
- H3: The work culture has an effect on self-efficacy of employees at PT PLN (Persero) UIKSBU
- H4: Career development has an effect on self-efficacy employees at PT PLN (Persero) UIKSBU
- H5: Self-efficacy have an effect on performance on employees at PT PLN (Persero) UIKSBU
- H6: The work culture have an effect on employee performance through self-efficacy at PT PLN (Persero) UIKSBU
- H7: Career development have an effect on employee performance through self-efficacy in PT PLN (Persero) UIKSBU

III. RESEARCH METHODS

Population in this research is the worker at PT PLN (Persero) UIKSBU which amount to 150 people. In this study, the authors calculate the sample size by using Slovin technique. Based on the calculation, the sample of this research is 109 people from all total employees at PT PLN (Persero) UIKSBU. Data were collected through observation and direct interviews with employees. The data analysis model uses SEM-PLS

IV. RESULTS & DISCUSSION

Results

Outer Model

Evaluation of Measurement Model (Reflective Model)

Outer models are used to define how each indicator relates to the latent variables. In testing the external model, it is necessary to test the validity and reliability of the indicators used. Testing is done using SmartPLS software. The outer model of this research can be seen in the following figure 1.

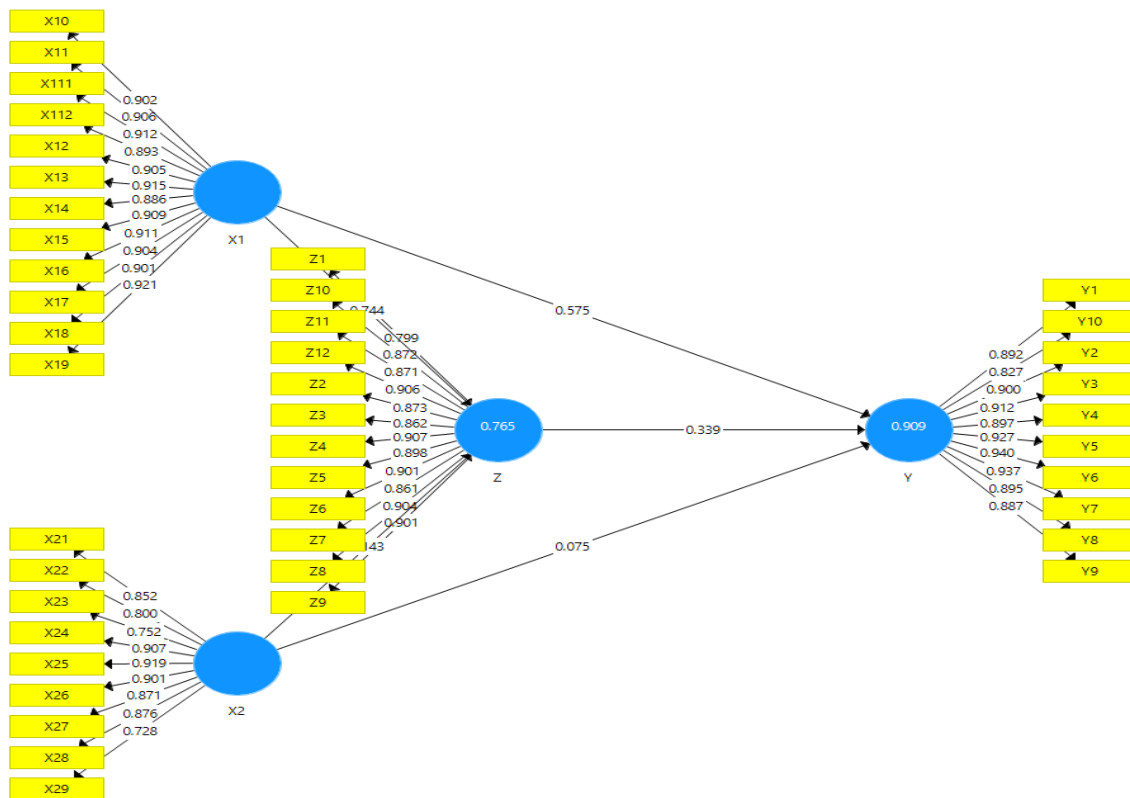


Figure 1. Path Diagram Outer Model with SmartPLS

Evaluation of Measurement Model (Formative Model)

The estimated value for the formative measurement model is shown in the table below

Table 1. Results of t-value indicatorstest

Indicators	T-Count	T-Table	Results
X11	29,770	1,96	Significant
X12	32,998	1,96	Significant
X13	29,761	1,96	Significant
X14	27,992	1,96	Significant
X15	35,741	1,96	Significant
X16	28,076	1,96	Significant
X17	24,644	1,96	Significant
X18	34,846	1,96	Significant
X19	40,829	1,96	Significant
X10	35,038	1,96	Significant
X111	29,842	1,96	Significant
X112	33,799	1,96	Significant
X21	15,656	1,96	Significant
X22	13,803	1,96	Significant
X23	15,390	1,96	Significant
X24	17,974	1,96	Significant

X25	18,862	1,96	Significant
X26	18,508	1,96	Significant
X27	17,812	1,96	Significant
X28	16,206	1,96	Significant
X29	16,005	1,96	Significant
Z1	20,316	1,96	Significant
Indicators	T-Count	T-Table	Results
Z2	31,017	1,96	Significant
Z3	31,220	1,96	Significant
Z4	29,144	1,96	Significant
Z5	29,222	1,96	Significant
Z6	27,344	1,96	Significant
Z7	30,981	1,96	Significant
Z8	27,374	1,96	Significant
Z9	26,235	1,96	Significant
Z10	30,312	1,96	Significant
Z11	34,484	1,96	Significant
Z12	29,741	1,96	Significant
Y1	31,326	1,96	Significant
Y2	30,996	1,96	Significant
Y3	35,806	1,96	Significant
Y4	36,304	1,96	Significant
Y5	34,693	1,96	Significant
Y6	35,032	1,96	Significant
Y7	29,342	1,96	Significant
Y8	29,381	1,96	Significant
Y9	33,208	1,96	Significant
Y10	29,577	1,96	Significant

Structural Model Test Results (Inner Model)
Hypothesis Test

Table 2. Results of the hypothesis test

	Path Coefficient	T-statistic	P-Value	Alpha	Conclusion
X1 -> Y	0,575	6,756	0,000	0.05	Ho Rejected
X1 -> Z	0,744	8,084	0,000	0.05	Ho Rejected
X2 -> Y	0,075	0,836	0,403	0.05	Ho Accepted
X2 -> Z	0,143	1,481	0,139	0.05	Ho Accepted
	Path Coefficient	T-statistic	P-Value	Alpha	Conclusion
Z -> Y	0,339	5,151	0,000	0.05	Ho Rejected
X1 → Z → Y	0,252	4,271	0,000	0.05	Ho Rejected
X2 → Z → Y	0,048	1,417	0,157	0.05	Ho Accepted

V. DISCUSSION

The work culture variable to the performance variable has a significant and positive effect because the t-count is larger than the t-table, and the path coefficient is 0.575. According to the authors, the work culture is needed to improve the performance of employees who will ultimately affect the performance of the employees as a whole. Therefore, every company needs to build a strong working culture. PT PLN (Persero) UIKSBU needs to spread its core values to all employees. This work is in line with Fajrina (2009) research which concludes that work culture has a positive relationship with the company's performance. Positive work culture will drive the company towards a better, otherwise negative work culture will have a contrary impact on the company. This work is in line with Chandra (2013) and Gunarsih (2008).

Therefore, if the culture works well, then the performance will be achieved definitely will be good. Working culture variables to self-efficacy variables have significant and positive influence because t-calculations are greater than t-tables, and path coefficients are 0.744. According to the researcher, the type of work culture have influence significantly and a positive to self-efficacy employee at PT PLN (Persero) UIKSBU. There is a clear employee perception of the work culture of PT PLN (Persero) UIKSBU, SIPP, which is in the company of employees of mutual trust, integrity, caring and always learning in PT PLN (Persero) UIKSBU so that they can provide support and this can improve the sense individual beliefs. This work is in line with Gunawan and Sutanto's research, (2013) which concludes that work culture has a positive relationship with self-efficacy. Officers who tend to believe their abilities tend to be successful, and instead, employees who feel they have failed are likely to fail.

Career development variables to performance variables have no significant and positive impact because t-calculations are smaller than t-tables and path coefficients are 0.075. This work is in line with the study by Katidjan, Pawirosumarto and Isnaryadi's (2017) which conclude that career development has an insignificant relationship to employee performance. The most robust dimensions of career development variables are mutations and promotion of quantities of 0.654. Career development variables to self-efficacy variables have no significant and positive influence because t-calculations are smaller than t-tables and path coefficients are 0.143. According to Self - efficacy researchers at PT PLN (Persero) UIKSBU is more influenced by culture through values, beliefs, and self - regulating process that serves as self-efficacy assessment. This case is incompatible with the research conducted by Kaseger (2013) which concludes the results of career research development and self-efficacy effect simultaneously to employee performance.

Self-efficacy variables to performance variables have significant and positive influences because t-calculations are greater than t-tables and path coefficients are 0.339. According to the researcher, the results show that self-efficacy has a positive and significant effect on employee performance. Therefore, it can be concluded that the better the self-efficacy of employees is the better the performance of employees at PT PLN (Persero) UIKSBU. High self-esteem can make one believe that he or she can do a good job and can survive under pressure so that it can do the job well. This work is in line with the research conducted by Sigiyo and Cahyono (2005) where the results of the research prove that high self-efficacy will have a significant effect on employee performance. High self-efficacy will develop a person's strong personality, reduce stress and not be easily affected by threatening situations. This case is in line with the research done by Santoso (2012)

Work culture variables to performance variables through self-efficacy variables have a significant and positive effect because t-calculations are greater than t-tables and path coefficients are 0.252. According to the researcher, the result of this research shows that work culture has an influence on employee performance through self-efficacy as an intervening variable at PT PLN (Persero) UIKSBU. In improving the performance of PT PLN (Persero), UIKSBU employees need a work culture that is quite clear and in the case of delivery from top to bottom, and supported by high self-efficacy also employee performance will also increase. This case is in line with Yolanda's (2011) study which concludes that working culture variables to performance variables through self-efficacy variables have a significant and positive effect.

Career development variables to performance variables through self-efficacy variables have no significant and positive influence because t-calculations are smaller than t-tables and path coefficients are 0.048. This case is incompatible with the research conducted by Ribka and Kawet (2014) which concludes that the results of the tests show that from the career planning and self-efficacy variables have simultaneously effect on employee performance.

VI. CONCLUSIONS & SUGGESTIONS

Conclusion

Based on the results of the research and discussion, some of the conclusions that can be taken are as follows. Working culture variables to performance variables have significant and positive influences as t-calculations are greater. Working culture variables to self-efficacy variables have a significant and positive influence. Career development variables to performance variables have no significant and positive impact.

Career development variables to self-efficacy variables have no significant and positive influence. Self-efficacy variables to performance variables have significant and positive influences. Work culture variables to performance variables through self-efficacy variables have a significant and positive influence. Career development variables to performance variables through self-efficacy variables have no significant and positive influence.

Suggestions

Based on the results of the research, some suggestions can be presented as follows for the company PT PLN (Persero) UIKSBU, work culture is critical in its existence, so that the performance of employees can be increased, so it is necessary to cultivate in each so that they understand the true meaning related to the work culture, especially here is adaptation culture to each division each one is a clear mission and purpose. Also, to build a strong working culture requires a process because of the changes that occur in the organization concerning changes in people within the organization including differences in perceptions, desires, attitudes, and behaviors. Strong work culture will trigger employees to think, behave, and behave by organizational values. The suitability between work culture and the members of the supportive organization encourages employees to improve performance.

Self-Efficacy has a significant impact on employee performance. For that, it must be in the form of high self-efficacy, that is, by the way, the management promotes the employee's effectiveness on their comrades in delivering the work done. Because of the high self-efficacy hence employees performance will also be higher. Next researcher, If researching with the same theme can make the result of this research as a first step in conducting further research. Because there are still 24.6% other factors outside the self-efficacy variable that have not been revealed in this study, among others: motivation, rewards, family support, psychological readiness, and age and years of work that have been undertaken by employees

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