

The Effect of Work Ability and Organizational Culture on Employee Performance with Motivation as an Intervening Variable in The Body Staffing and Development Human Resources (Bkpsdm) Lubuk Pakam

Jasman Saripuddin Hasibuan, Novien Rialdy, Dwi Cahyanti^{1,2,3}

Faculty of Economic and dan Business, Universitas Muhammadiyah Sumatera Utara^{1,2,3}

Jl. Kapten Mukhtar Basri No. 3, Medan, 20238, Indonesia

Correspondence jasmansarifuddin@umsu.ac.id

<https://orcid.org/0000-0003-3624-8713>

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Hasibuan, J.S., Rialdy, N., Cahyanti D. (2023). The Effect of Work Ability and Organizational Culture on Employee Performance With Motivation as an Intervening Variable in the Body Staffing and Development Human Resources (Bkpsdm) Lubuk Pakam. *Current Issues & Research in Social Sciences, Education and Management*, 2 (1), 181-190.

Copyright @ 2024 owned by Author(s).
Published by CIR-SSEM



This is an open-access article.
License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 5 March 2024
Accepted: 3 April 2024
Published: 6 May 2024

ABSTRACT

The research conducted by the author aims to determine and analyze the influence of work ability, organizational culture and motivation on employee performance, to determine and analyze the effect of work ability, organizational culture on motivation, to determine and analyze the effect of work ability on employee performance and to determine and analyze the influence organizational culture on employee performance through motivation at BKPSDM Lubuk Pakam. The population in this study were 50 employees of BKPSDM Lubuk Pakam with a sample of 50 people. Data collection techniques used in this study were questionnaires (questionnaires) and interviews and documentation. The analysis technique used in this research is SmartPLS (Partial Least Square) starting from model measurement (outer model), model structure (inner model) and hypothesis testing. The results showed that work ability, organizational culture and motivation had an effect on employee performance, work ability, organizational culture had an effect on motivation, work ability had an effect on employee performance through motivation and organizational culture had an effect on employee performance through motivation in the Personnel and Human Resources Development Agency Lubuk Pakam.

Keywords: Work Ability, Organizational Culture, Employee Motivation and Performance

INTRODUCTION

Quality human resources are human resources that able to create something innovative through creativity and imagination. Good performance is one of the organization's goals in achieving high productivity. Achieving good performance cannot be separated from the good quality of human resources.

According to (A. A. Mangkunegara, 2019) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance greatly influences the success of an organization.

The factors that influence employee performance are abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline (Kasmir, 2019). For this reason, employee development cannot be separated from their position as human beings which cannot be separated from their needs, abilities and personalities that can be developed (Jufrizen, 2018).

Work ability can also improve employee performance. According to (Sutrisno, 2016) suggests that employee performance is a combination of three factors, namely; a worker's abilities, temperament and interests; clarity and acceptance of the explanation of a worker's role; level of work motivation. Ability is an individual's capacity to perform various tasks in a job. Employee abilities can also be in the form of skills that need to continue to be improved, because skills are a person's ability to do something that is specific, focused but dynamic which requires a certain amount of time to learn and can be proven by high ability to improve performance (Bahagia et al., 2018).

Organizational culture is a pattern of beliefs, values, and learned ways of dealing with experiences that have been developed throughout the history of an organization which manifests in the material arrangements and behavior of organizational members (Bismala et al., 2017). Apart from work ability and organizational culture, motivation can also influence employee performance, where motivation to work is very important for the high and low productivity of the company, without motivation from employees to work together for the benefit of the company, the goals that have been set will not be achieved, otherwise If there is high motivation from employees, this is a guarantee of the company's success in achieving its goals (Sutrisno, 2016).

Motivation is something that creates enthusiasm or encouragement to work. That is why work motivation in employee psychology is usually called a driver of work enthusiasm. Humans have many basic motivations that play an important role in the world of work, namely achievement motivation and power motivation (Umam, 2018), 2018).

Motivation is an employee's response to a number of statements regarding the overall business that arises from within the employee so that the urge to work grows and the desired goals can be achieved (Prayogi et al., 2019).

LITERATURE REVIEW

1. Performance

Performance is the result of work in terms of quality and quantity achieved by someone (A. A. Mangkunegara, 2019). Performance is the results obtained by an organization, both profit-oriented and non-profit, which are produced during a period of time. Performance is the result of a person's work and behavior in a period or one year.

Performance contains elements of achievement standards that must be met (Kasmir, 2016).

2. Work Ability

According to (Bismala et al., 2017), ability is an individual's capacity to carry out various tasks in a job. According to (Robbins & Judge, 2008) ability is an individual's current capacity to carry out various tasks at work. Overall ability is essentially built by two sets of intellectual and physical factors.

3. Organizational Culture

According to (Fauzi & A., 2020) organizational culture is a habit that has been around for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers.

According to (Fahmi, 2017) organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers.

4. Work motivation

According to (Usman Effendi, 2014) motivation comes from the Latin word "Movere" which means encouragement or driving force. Motivation is a process of activating motives into actions/behavior to fulfill needs and achieve goals/states and readiness within the individual that drives his behavior to do something to achieve the goal.

According to (Umam, 2018), motivation is something that creates enthusiasm or encouragement to work. That is why work motivation in work psychology is usually called a driver of work enthusiasm.

RESEARCH METHOD

This research uses associative research, namely research to determine the relationship between two (or more) variables. Associative research according to (Sugiyono, 2017) is research that aims to determine the relationship between two or more variables."

This research uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses (M. I. Nasution et al., 2020). This research was carried out by the Lubuk Pakam Personnel and Human Resources Development Agency (BKPSDM) which is located at Jalan Jln. Mawar Lubuk Pakam, Deli Serdang Regency, North Sumatra, Indonesia. Meanwhile, the research was carried out from March 2023 to August 2023. The population used in the research was 50 BKPSDM Lubuk Pakam employees. The sampling technique used was a saturated sample, where the entire population was sampled in the research, namely 50 employees who worked at BKPSDM Lubuk Pakam.

RESULTS

1. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the value *outer loading* atau *loading factor* > 0,5.

2. Construct Reliability and Validity

Construct reliability and validity is a test to measure the reliability of a construct. The reliability of construct scores must be high enough. The criteria for good construct reliability and validity can be seen from the Composite Reliability value. If the Composite Reliability value is > 0.6 (Juliandi et al., 2015). The results of the Composite Reliability values can be seen in the table below:

Table 1. Composite Reliability

Variabel	Composite Reliability
Work Ability (X1)	0,841

Organizational Culture (X2)	0,920
Motivation (Z)	0,921
Employee Performance (Y)	0,914

Source: SmartPLS 3 Data Processing Results (2022)

Based on table 1, the Composite Reliability values obtained in the research are as follows:

1. Based on the obtained equation values above, it shows that the Composite Reliability value of the work ability variable (X1) is $0.841 > 0.6$, thus it can be concluded that the variables have good validity.
2. Based on the obtained equation values above, it shows that the Composite Reliability value of the organizational culture variable (X2) is $0.920 > 0.6$, thus it can be concluded that the variables have good validity.
3. Based on the obtained equation values above, it shows that the Composite Reliability value of the motivation variable (Z) is $0.921 > 0.6$, thus it can be concluded that the variables have good validity.
4. Based on the obtained equation values above, it shows that the Composite Reliability value of the employee performance variable (Y) is $0.914 > 0.6$, thus it can be concluded that the variables have good validity.

Apart from observing the Composite Reliability value, construct reliability and validity can also be determined through another method, namely by looking at the Cronbach Alpha value. An indicator is declared to meet construct reliability and validity if the Cronbach Alpha value is > 0.7 (Juliandi et al., 2015). The results of the Cronbach Alpha values can be seen in the table below:

Table 2. Cronbach Alpha

Variabel	Cronbach's Alpha
Work Ability (X1)	0,775
Organizational Culture (X2)	0,904
Motivation (Z)	0,904
Employee Performance (Y)	0,892

Source: Research Data Processed 2022

Based on table 2, the Cronbach Alpha values obtained in the research are as follows:

1. Based on the obtained equation values above, it shows that the Cronbach Alpha value of the work ability variable (X1) is $0.775 > 0.7$, thus it can be concluded that the variables have good validity.
2. Based on the obtained equation values above, it shows that the Cronbach Alpha value of the organizational culture variable (X2) is $0.904 > 0.7$, thus it can be concluded that the variables have good validity.
3. Based on the obtained equation values above, it shows that the Cronbach Alpha value of the motivation variable (Z) is $0.904 > 0.7$, thus it can be concluded that the variables have good validity.
4. Based on the obtained equation values above, it shows that the Cronbach Alpha value of the employee performance variable (Y) is $0.892 > 0.7$, thus it can be concluded that the variables have good validity.

3. Structural Model Analysis (Inner Model)

3.1. R-Square

R-Square is a measure of the proportion of variation in the value of the influenced (endogenous) variable that can be explained by the influencing (exogenous) variable (Juliandi et al., 2015). This is useful for predicting whether a model is good or bad. The criteria are as follows:

1. If the R2 value = 0.75 -> the model is substantial (strong)
2. If the R2 value = 0.50 -> the model is moderate (medium)
3. If the R2 value = 0.25 -> the model is weak (bad)

Table 3. R-Square

Information	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance (Y)	0.750	0.734
Motivation (Z)	0.505	0.484

Source: SmartPLS 3 Processing Results

The conclusions on testing the R-Square value are as follows:

- 1) R-Square model path 1 = 0.750, meaning work ability and organizational culture in explaining employee performance is 75%, which is where the model is classified in the strong category.
- 2) R-Square model path 2 = 0.505 meaning work ability, organizational culture in explaining motivation is 50.5%, which is where the model is classified in the medium category.

3.2. F-Square

F-square is a measure used to assess the relative impact of an influencing variable on the variable that is influenced. F-square criteria according to Cohen (Juliandi et al., 2014):

1. If the f-square value = 0.02 then the influencing variable has a small effect on the influenced variable
2. If the f-square value = 0.15 then there is a moderate/moderate effect of the influencing variable on the influenced variable
3. If the f-square value = 0.35 then the influencing variable has a large effect on the influenced variable

Table 4. F-Square

	X ₁	X ₂	Z	Y
X ₁			0.426	0.235
X ₂			0.260	0.123
Z				0.520
Y				

Source: SmartPLS 3 Processing Results

Based on the F-square table above, the following are the conclusions of the F-square table values:

- a. Variable X₁, namely work ability, has a big impact on variable Z, namely motivation
- b. Variable X₂, namely organizational culture, has a moderate/moderate impact on variable Z, namely motivation
- c. Variable X₁, namely work ability, has an impact on work ability on variable Y, namely employee performance
- d. Variable X₂, namely organizational culture, has a small impact on variable Y, namely employee performance
- e. Variable Z, namely motivation, has a big impact on variable Y, namely employee performance

4. Mediation Effect

The mediation effects analysis contains 3 sub-analyses: Direct effects, Indirect effects, and Total effects.

4.1. Direct effect

Direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that influences the variable that is influenced. According to (Juliandi et al., 2014) Criteria for measuring direct effects include:

- a. Path coefficient, if the path coefficient value is positive then the influence of a variable on it is in the same direction, if the value of an influencing variable increases or increases then the value of the variable that is influenced also increases or rises. if the path coefficient value is negative then the influence of a variable on it is in the opposite direction, if the value of an influencing variable increases/rises then the value of the variable being influenced decreases.

- b. Profitability/Significant value or P-value, if the P-value < 0.05 then it is significant.
 And if the P-value is > 0.05 then it is not significant

Table 5. Path Coefficients

		Original Sample	P-Values
X_1	Y	0.307	0.038
X_1	Z	0.487	0.001
X_2	Y	0.208	0.029
X_2	Z	0.381	0.006
Z	Y	0.512	0.000

Source: SmartPLS 3 Processing Results

Based on the path coefficients table, the following conclusions can be drawn, including:

- 1) Variables X_1 namely work ability on variables Y, namely employee performance P-value as big as $0,038 < 0,05$ then the relationship is significant.
- 2) Variables X_1 namely the ability to work on variables Z namely motivation to obtain P-value as big as $0,001 < 0,05$ then the relationship is significant.
- 3) Variables X_2 namely organizational culture on variable Y, namely employee performance, obtaining a P-value of $0,029 < 0,05$ then the relationship is significant.
- 4) Variable X_2 , namely organizational culture, versus variable Z, namely motivation to obtain a P-value of $0,006 < 0,05$ then the relationship is significant.
- 5) Variable Z, namely motivation for variable Y, namely employee performance, obtaining a P-value of $0,000 < 0,05$ then the relationship is significant.

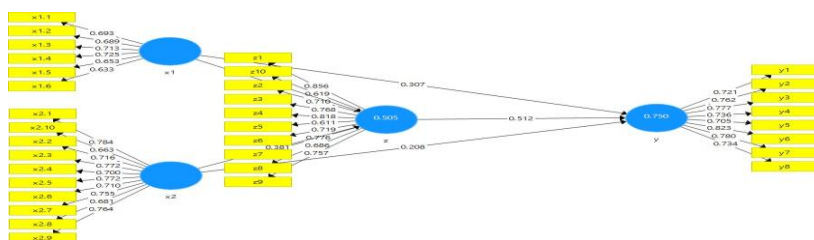


Image 1 Mediation Effect

4.2. Indirect Effect

Indirect effect analysis is useful for testing the indirect hypothesized effect of an influencing variable on the influenced variable which is mediated by a moderating variable. According to (Juliandi et al., 2014) the criteria for assessing indirect effects are:

1. If the P-values < 0.05 then it is significant, which means that the mediator variable mediates the influence of a variable that influences a variable that is influenced. In other words, the influence is not direct.
2. If the P-values are > 0.05 then it is not significant, which means that the mediator variable does not mediate the influence of a variable that influences a variable that is influenced. In other words, the influence is direct

Table 6. Indirect Effect

		Original Sample	P-Values
X_1	Z → Y	0.249	0.042
X_2	Z → Y	0.195	0.002

Sumber : Hasil Pengolahan SmartPLS 3

From the index effect table above, it can be concluded that:

- a. Variable X_1 is work ability against variable Y, namely employee performance through variable Z, namely motivation to obtain a P-value of $0,042 < 0,05$ then the relationship is significant, which means that the mediator variable is able to mediate the influence of a variable that influences a variable that is influenced.
- b. Variable X_2 namely organizational culture on variable Y, namely employee performance through variable Z, namely motivation to obtain a P-value of $0,002 < 0,05$ then the relationship is significant, which means that the mediator variable is able to mediate the influence of a variable that influences a variable that

is influenced.

4.3. Total Effect

The total effect is the sum of direct effects and indirect effects (Juliandi et al., 2014).

Table 7. Total Effect

			Original Sample	P-Values
X ₁	Y	→	0.556	0.000
X ₁	Z	→	0.487	0.001
X ₂	Y	→	0.403	0.000
X ₂	Z	→	0.381	0.006
Z	Y	→	0.512	0.000

Sumber : Hasil Pengolahan SmartPLS 3

Based on the total effect, the following conclusions can be drawn, including:

1. The total effect of variable X₁ namely work ability towards Y, namely employee performance, obtaining a P-value of 0,000<0,05 then the relationship is significant
2. The total effect of variable X₁ namely work ability towards Z, namely motivation to obtain a P-value of 0,001<0,05 then the relationship is significant
3. The total effect of variable X₂ namely organizational culture towards Y namely employee performance obtains a P-value of 0,000<0,05 then the relationship is not significant
4. The total effect of variable X₂ namely organizational culture towards Z, namely Motivation, to obtain a P-value of 0,006<0,05 then the relationship is significant
5. The total effect of variable Z namely motivation towards Y, namely employee performance, obtaining a P-value of 0,000<0, 05 then the relationship is significant

DISCUSSION

1. The Effect of Work Ability on Employee Performance

Work ability influences employee performance at BKPSDM Lubuk Pakam. This is shown by the total effect value of 0.556, with a significant value of 0.000 < 0.05. The results of this research show that work ability has a positive and significant effect on employee performance at BKPSDM Lubuk Pakam.

The results of this research support previous research and theory (Sutrisno, 2016) which suggests that employee performance is a combination of three factors, namely; a worker's abilities, temperament and interests; clarity and acceptance of the explanation of a worker's role; level of work motivation. According to (Nawawi, 2006) leaders' interests in an employee's work ability tend to focus on employee performance.

2. The Influence of Organizational Culture on Employee Performance

Organizational culture influences employee performance at BKPSDM Lubuk Pakam. This is shown by the total effect value of 0.487, with a significant value of 0.001 < 0.05. The results of this research show that organizational culture has a positive and significant effect on employee performance at BKPSDM Lubuk Pakam.

The results of this research support previous research and theory (Kasmir, 2016) which states that the factors that influence employee performance are abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. Organizational culture essentially functions to regulate employees so that they understand how they should behave towards their profession, adapt to colleagues and the work environment, and behave reactively to the policies of their leaders. When this is done, a system of values, habits and work ethic will be formed in life within the organization so that it will be able to encourage appreciation for employees who always experience increased work performance. In this way

employees will produce optimal performance (Busro, 2018)

3. The Influence of Motivation on Employee Performance

Motivation influences employee performance at BKPSDM Lubuk Pakam. This is shown by the total effect value of 0.512, with a significant value of $0.000 < 0.05$. The results of this research show that motivation has a positive and significant effect on employee performance at BKPSDM Lubuk Pakam.

The results of this research support previous research and theory (Kasmir, 2019) which states that the factors that influence employee performance are abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline.

According to (Sutrisno, 2018) "Motivation to work is very important for the high and low productivity of the company, without motivation from employees to work together for the benefit of the company, the goals that have been set will not be achieved, on the contrary if there is high motivation from employees So this is a guarantee of the company's success in achieving its goals."

4. The Influence of Work Ability on Motivation

Work ability influences the motivation of BKPSDM Lubuk Pakam employees. This is shown by the total effect value of 0.487, with a significant value of $0.001 < 0.05$. The results of this research show that work ability has a positive and significant effect on motivation of BKPSDM Lubuk Pakam employees.

The results of this research support previous research and theory (Astuti & Safitri, 2017) revealing that ability is a factor that influences work motivation. Motivation is part of increasing ability. If employers strive to maintain and improve capabilities, this will affect employee work motivation. This means that entrepreneurs can use capabilities as an adaptive tool to maintain and increase motivation.

5. Influence of Organizational Culture on Motivation

Organizational culture influences the motivation of BKPSDM Lubuk Pakam employees. This is shown by the total effect value of 0.381, with a significant value of $0.006 < 0.05$. The results of this research show that organizational culture has a positive and significant effect on the motivation of BKPSDM Lubuk Pakam employees.

The results of this research support previous research and theory (A. P. Mangkunegara, 2017). Organizational culture in order to create a strong culture must be consistent or an agreement that is mutually agreed upon by members of the organization. Such a joint agreement will have the impact of building the cohesiveness that the company aims for. The interaction between work motivation and organizational culture will fulfill what is expected by the company to solve the problems faced in the company regarding culture. The research carried out is the same as research (Prayogi et al., 2019) which states that organizational culture has a positive effect on motivation.

6. The Influence of Work Ability on Employee Performance Through Motivation

Work ability influences employee performance with motivation at BKPSDM Lubuk Pakam. This is shown by the indirect effect value of 0.273, with a significant value of $0.042 < 0.05$. The results of this research show that work ability influences employee performance through motivation at BKPSDM Lubuk Pakam.

The results of this research support previous research and theory (Hasibuan, 2016) that employee performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, ability and time." According to (A. E. Nasution et al., 2019) the importance of motivation is that enthusiastic and highly motivated employees can achieve good performance by having some knowledge.

The research results support (Willy Yusnandar, Roydi Nefri, 2020) that ability has a positive and significant effect on employee performance which is mediated by employee work motivation, this shows that employees who have the ability and have high motives at work so that the employee's performance is good

7. The Influence of Organizational Culture on Employee Performance Through Motivation

Organizational culture influences employee performance with motivation at BKPSDM

Lubuk Pakam. This is shown by the indirect effect value of 0.195, with a significant value of $0.002 < 0.05$. The results of this research show that organizational culture influences employee performance through motivation at BKPSDM Lubuk Pakam.

The results of this research support previous research and theory (Iskandar & Yusnandar, 2021). Organizational culture is where employees express themselves by forming a pattern of beliefs, values and expectations. Organizational culture is a pattern of basic assumptions created, discovered or developed by a particular group when learning to face problems, therefore it must be taught to new members in the correct way to perceive and think about the problems they face.

The results of this research are in accordance with the opinion of (Siagian & Khair, 2018) which states that organizational culture has a positive effect on business performance because it can provide extraordinary motivation to employees.

CONCLUSION

Work ability influences employee performance at BKPSDM Lubuk Pakam, Organizational culture influences employee performance at Lubuk Pakam BKPSDM, Work ability influences motivation at Lubuk Pakam BKPSDM, Organizational culture influences motivation at Lubuk Pakam BKPSDM, Work motivation influences employee performance at BKPSDM Lubuk Pakam, work ability influences employee performance through motivation at BKPSDM Lubuk Pakam, and organizational culture influences employee performance through motivation at BKPSDM Lubuk Pakam

LIMITATION (OPTIONAL)

The limitations of this research are as follows: The factors that influence employee performance in this research only consist of three variables, namely work ability, organizational culture and motivation. Meanwhile, there are many other factors that can influence employee performance. In this study, the data produced was only from a questionnaire instrument which was based on statements from respondents. Thus, the conclusions obtained are only based on data collected through the use of written questionnaire instruments without being completed

ACKNOWLEDGMENT

Thank you to Universitas Muhammadiyah Sumatera Utara for funding participation in this International Conference

DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article

REFERENCES

- Astuti, R., & Safitri, R. (2017). Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada PT. Razza Prima Trafo Medan. *Keuangan Dan Bisnis*, 9, 68–78. https://scholar.google.com/citations?view_op=view_citation&hl=id&user=smRCL3IAAAAJ&cstart=20&pagesize=80&citation_for_view=smRCL3IAAAAJ:9yKSN-GCB0IC
- Bahagia, R., Putri, L. P., & Rizdwansyah, T. (2018). *Pengaruh Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Pegadaian (Persero) Kanwil I Medan*. 100–105. <https://www.researchgate.net/profile/Prosiding-Seminar-Nasional-Vokasi-Indonesia/publication/328926833>

- Bismala, L., Arianty, N., & Farida, T. (2017). *Perilaku Organisasi Sebuah Pengantar*. Lembaga Penelitian dan Penulisan Ilmiah Aqli.
- Fahmi, I. (2017). *Manajemen Sumber Daya Manusia* (Kesatu). Alfabeta.
- Fauzi, A., & A., R. H. N. (2020). *Manajemen Kinerja*. Airlangga University Press.
- Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.
- Iskandar, D., & Yusnandar, W. (2021). Peranan Kinerja Karyawan: Berpengaruh Motivasi dan Lingkungan Kerja. *Seminar Nasional Teknologi Edukasi Dan Humaniora*, 99–110. <https://doi.org/https://doi.org/10.53695/sintesa.v1i1.297>
- Jufrizen, J. (2018). *Peran Motivasi Kerja dalam Memoderasi Pengaruh Kompensasi dan Disiplin Kerja terhadap Kinerja Karyawan*. 405. <http://hdl.handle.net/11617/9974>
- Juliandi, A., Irfan, & Manurung, S. (2014). *Metode Penelitian Bisnis*. UMSU PRESS.
- Juliandi, A., Irfan, & Manurung, S. (2015). *Metode Penelitian Bisnis: Konsep & Aplikasi*. UMSU PRESS.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia*. PT. Raja Grafindo Persada.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Rajagrafindo Persada.
- Mangkunegara, A. A. (2019). *Manajemen Sumber Daya Manusia*. PT. Remaja Rosdakarya.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan* (Keempat). PT. Remaja Rosdakarya.
- Nasution, A. E., Putri, L. P., & Lesmana, M. T. (2019). Analisis Pengaruh Harga, Promosi, Kepercayaan dan Karakteristik Konsumen Terhadap Keputusan Pembelian Konsumen Pada 212 Mart di Kota Medan. *Prosiding Seminar Nasional Kewirausahaan*. <https://doi.org/https://doi.org/10.30596/snk.v1i1.3594>
- Nasution, M. I., Fahmi, M., Jufrizen, J., Muslih, M., & Prayogi, M. A. (2020). The Quality of Small and Medium Enterprises Performance Using the Structural Equation Model-Part Least Square (SEM-PLS). *Journal Of Physics: Conference Series*, 1477(5). <https://doi.org/10.1088/1742-6596/1477/5/052052>
- Nawawi, H. (2006). *Evaluasi dan Manajemen Kinerja Di Lingkungan Perusahaan dan Industri*. Gajah Mada University Press.
- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). *Pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai*. 666–670. https://scholar.google.com/citations?view_op=view_citation&hl=id&user=dyWwUVgAAAAJ&citation_for_view=dyWwUVgAAAAJ:eQOLeE2rZwMC
- Robbins, S. P., & Judge, T. A. (2008). *Perilaku Organisasi*. Salemba Empat.
- Siagian, T. S., & Khair, H. (2018). Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Ilmiah Magister Manajemen*, 1(1), 59–70. <https://doi.org/https://doi.org/https://doi.org/10.30596/maneggio.v1i1.2241>
- Sugiyono. (2017). *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D*. Alfabeta.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia* (Kedelapan). Kencana Prenada Media Group.
- Sutrisno, E. (2018). *Budaya Organisasi* (Keempat). Kencana Prenada Media Group.
- Umam, K. (2018). *Perilaku Organisasi* (Kedua). CV. Pustaka Setia.
- Usman Effendi. (2014). *Asas Manajemen* (Pertama Ce). Rajawali Pers.
- Willy Yusnandar, Roydi Nefri, S. S. (2020). Pengaruh Disiplin Kerja Dan Pelatihan Terhadap Kinerja Karyawan Dengan Budaya Organisasi Sebagai Variabel Moderasi Pada Rumah Sakit Milik Pemerintah di Kota Medan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(1), 61–72.